



FEDERAZIONE ITALIANA GIUOCO CALCIO

# Annual Management Report 2015

Executive Summary

# FIGC Annual Management Report 2015

## Introduction

The Management Report is part of a wider in-house programming and control system and is of strategic importance in maintaining the efficiency of the organisational system. It is a tool that is used to analyse, check and forecast company trends, and enables the circulation of information to the top management, allowing the latter to establish, monitor and fine-tune up-to-date and appropriate programmes.

Reporting, which was introduced in 2015, involves the 15 organisational Areas (including Sectors, AIA and Federcalcio Servizi S.r.l.) and related internal Functions, which, at the end of every quarter, draft a partial report, and is used as a tool for internal communication and checking that results line up with corporate policy, as part of a wider plan that aims to give full priority to two key trends in federal governance: the internal and external transparency of FIGC's activities on the one hand, and the construction of a steady dialogue with real operational integration between Association's areas and functions on the other.

The 2015 MR does not show the economic and financial data, which are described in detail in the financial statements for 2015, the report on the financial statements and the notes to the financial statements, which are approved by the Executive Committee.

The aim of reporting is to encourage monitoring, initiative and planning among all the bodies involved, incentivising the ability to analyse. In this way the Office of the CEO can tangibly oversee its functions in everyday activities, and can:

- oversee activities that have been carried out and are being carried out;
- monitor future activities;
- share objectives, strategies and proposals;
- keep a constant eye on the timings of activities and projects during their various stages;
- identify, share and overcome any issues encountered with federal management.

The FIGC Annual Management Report summarises the main activities, projects and strategic development programmes implemented by the Association over the course of the 2015 calendar year. The document is made up of the following sections:

- an initial Executive Summary, in which the projects that are most strategically relevant and respond best to the mission and vision of the Association as per the programme of the FIGC President are analysed;
- the Individual Data Sheets of Organisational Areas provided for in the organisation chart with an analysis of the main activities carried out;
- the Association Agenda, a daily list of activities that summarises all FIGC events and/or any events of particular interest to the football sector.

The Italian football sector managed by FIGC comprises 1,394,602 members between players, managers, specialists and referees. Approximately 840,000 of these are young people under the age of 19.

## Executive Summary

Over the course of 2015, the activities of the Association were characterised by the planning, launch and implementation of a number of strategic development programmes aimed at pursuing the process of streamlining, growing and modernising the Association's system, using *passion, respect, increased professionalism and work culture* as the main drivers.

The main objective was to place the primary mission of the Association, the development of the game of football, at the centre of all programmes and activities, identifying certain strategic factors of key importance: good governance, transparency, efficiency, sports culture, training, innovation, internationalisation, communication, image, respect and commitment.

## Reorganisation of the operational structure

The first point of significant importance concerns the **corporate reorganisation process**, which was implemented in practice with the presentation of the new organisation chart and function chart in February 2015. The *main objective* of this was to separate political and institutional activities along with management and operational activities. Then the carryovers used by the CEO were reduced to ease communication and efficiency internally.

Many interconnected and interrelated functions were consolidated into Areas.

Empowering the Area representatives, with identified and attainable objectives, led to functional and economic streamlining.

Innovations included the introduction of the *Competitions Area*, in which the planning and management of the events of the National Representatives and sporting events entrusted to FIGC (men's and women's UEFA Champions League finals, the UEFA 2020 European Championships, other international events) takes place, taking these competences away from the National Teams Area. The *Internal Auditing* function was also set up (FIGC is the only Italian sporting federation to

have introduced such a function) and the competence of the *Legal Area* was extended to cover and guarantee federal compliance as well. Also set up was the *Operations and Services Area*, into which all operational activities, including those of the newly established Central Purchasing Office, were channelled to improve planning and efficiency.

Also of strategic importance was the introduction of the **Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001** and the publication of the Code of Ethics. In April 2015, the Executive Committee approved the plan for adjusting to this, with regard to the administrative liability of the Bodies of the Association, with the adoption of the Model and the appointment of the Supervisory Body. At the same time, the Association's new **internal procedures** were introduced, governing the use of corporate IT tools, relations with the Public Administration, the management of cash and financial flows, the management of corporate obligations, the purchase of goods and services, and the selection of staff. With the aim of continuing to promote transparency and, in general, the principle of good governance, in 2015, for the first time, FIGC financial statements were submitted for certification by an independent auditing company.

The reorganisation programme also concerned the **Youth and School Sector**, with the establishment in March 2015 of new leadership and a new Secretary selected from within the Association structure, as well as the governance of the main bodies associated with FIGC: in April 2015 the new Steering Committee of the **Fondazione Museo del Calcio** (Museum of Football Foundation) was established, followed by the introduction of the new Scientific Committee, as well as the new structure of **Federcalcio Servizi S.r.l.**

Particular attention was also paid to the theme "**Prevention and Safety in the workplace**": the safety organisation chart was completely revised and adjusted to suit the needs of the Association, including, for the first time the local regional headquarters of both the Italian Referees Association (AIA) and the Youth and School Sector. Then, an operational plan of the necessary measures was drafted, new managers and safety representatives appointed, and prescribed training courses on safety put into place.

Another important point concerns the modification of the structure of the **Association Committees**, based on criteria of functionality and efficiency. The number of Committees was reduced from 10 to 7, each with a maximum of 7 members. This led to an overall reduction in members from 78 to 45.

## Human resources

Associated with the corporate reorganisation programme was **the new human resource development model**. Human resources within the Association were promoted and assigned to strategic areas such as the vice CEO, the Vice Secretary, the Secretariat of the Youth and School Sector, the Competitions Area, the Press Office, Audit, Vivo Azzurro, Logistics and Operations, and the International Secretariat. Highly specialised figures were found on the market for the National Teams, Procurement and Legal and Compliance Areas.

The Association drove forward a strong policy aimed at using up leave from previous years and using compensatory rest correctly. In particular, in 2015 alone, over 1,000 days of leave from previous years were used, taking the Association from over 1,600 days of residual leave as at 31.12.2014 to approximately 600 as at 31.12.2015.

FIGC introduced programmes for the training and qualification of staff, tailored to suit the various managerial figures within the Association. Internal courses were introduced (courses in foreign languages, Office and Adobe Photoshop, Effective Presentations, Public Speaking), and the Association worked with UEFA to organise 2 national editions (one of which was held in March 2016) of the *Certificate in Football Management* (CFM), an international training programme in English in which 15 employees of FIGC participated, receiving a qualification at the end. In December 2015 a workshop on *internal auditing and good governance*, implementing administrative procedures related to finances and control was also organised at FIGC headquarters in partnership with FIFA.

## Economic resources

Economic, financial and tax management was aimed at developing administrative and control activities. A small reorganisation led to the establishment of internal functions (Administration and Accounting, Finance, Control), all under the control of the AFC manager. 59,314 entries were registered in the accounts and 602,000 reimbursements of expenses and payments for referees were processed.

The new Administration and Accounting regulations were re-written. All activities were carried out within the deadlines laid down by the Italian Olympic Committee and applicable laws, as were all the preparatory activities to the voluntary first revision of the 2015 financial statements.

The checks carried out on the budgets of the various cost centres made it possible to obtain, thanks to strong in-house synergies, exceptional results that can be seen in the figures of the 2015 financial statements. In particular, the 2015 financial statements show a production value of €

153.5 million, costs for sporting activities of € 97.5 million, and operational costs of € 34.2 million, giving **EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation)** of **€ 21.8 million** compared to € 15.3 million in 2014 and € 6.7 million in 2013. In percentage terms, this is equal to a significant increase of 42.5% on 2014 and 224.9% on 2013. **Operating Income was € 15.4 million** (compared to € 10.5 million in 2014 and € 0.3 million in 2013). **Earnings Before Taxes** were **€ 17.3 million** (compared to €10.4 million in 2014 and €6.8 million in 2013). Taking the above into account along with taxes for the period, which were influenced by the significant increase in the business management result, the **Operating Result** for 2015 was **€ 4,009,251**.

In terms of equity, shareholders' equity rose to **€ 40.9 million**, with an increase in current assets of approximately **€ 358 million** and a decrease in debts of approximately **€ 1.6 million**.

A programme was devised and implemented to have profit from financial stock paid into the Association's current account, which had never been done before.

The Presidential Board approved these investments, which were chosen for their absolute low risk profiles.

A procedure to analyse and research a new operational and administrative system was set in motion. The current system has been in use for 13 years. The SAP system was established.

### Regulatory activities

Regulatory activities are carried out, under the coordination of the CEO, by the Secretary, who also coordinates activities associated with sports justice. Twelve meetings of the Executive Committee and nine meetings of the Presidential Board were organised in 2015, along with meetings of the various Association Committees. 454 official press releases were drawn up. An article was introduced into the Code of Sports Justice that resolved the major issue with collecting fines related to plea bargains (259 in 2015), which are now due, under penalty of expiration, within 30 days of being issued. The economic impact of this is clear to see, with a redemption rate of 98%. The Youth and School Sector Regulations were re-written for the first time in approximately 30 years and the Administration and Accounting Regulations were re-written for the first time in over 12 years. The Italian FA strengthened its checks of National and UEFA Licensing offices, as well as the Co.Vi.Soc. (with 230 inspections) to guarantee that championships were being held properly and that registration criteria was suitable. The Antidoping Committee, the members of which were reduced from 15 to 7 as a result of the overall reform of the Association Committees, widened its scope of competence to include the theme of "protection of health". There were five cases of positive samples in 2015 out of 1,708 doping tests carried out over 825 matches. The RTP protocol was also implemented and monitored on an ongoing basis. The Registration Office was enlarged so as to be able to efficiently process the applications of Italian and foreign clubs, with excellent

results. 345 incoming transfers and 400 outgoing transfers from/to foreign Associations were registered, along with 4,400 registrations in Italy, and approximately 12,000 applications for registration from foreign minors were examined. Under the new regulations, the Sport Agents' Committee registered 452 agents (over 60% fewer than in the previous register) and processed 957 proxy agreements. The Training Compensation Committee examined 1,062 cases, of which 732 were accepted, and awarded €1.2 million in compensation. The FIGC Registry affiliated 1,241 new clubs to FIGC, of which 446 were due to changes in club name, 111 due to mergers and 12 due to demergers. The FIGC Regulations Committee met 15 times, the Authorisation Committee met 8 times to initiate legal proceedings, examining 177 applications, and the Sport Justice Authority met 4 times.

### Promotion of youth activities

The Association's activities were also characterised by its **promotion of youth activities**. The project that had the most impact in strategic and economic terms was the investment in the Territorial Centres. In the future, these will be local centres of excellence for the development, education and specialised sports training of young male and female players between the ages of 12 and 14. The project foresees the opening, moving ahead at full speed over the next four years, of 200 centres that will make up a capillary network covering the entire country, making it possible to organise 3,500 meetings and information sessions, 30,000 hours of work, involve around 10,000 referees and 1,200 qualified coaches, and monitor 150,000 boys and 3,500 girls every year. In 10 years the Italian Association aims to see over 830,000 players and get more than 15,000 male players and 5,000 female footballers on its training programme. The first Territorial Centre was opened in Florence in October 2015, and to date, the total number of active centres (in line with the established timeline) is 5 (the other Centres have been opened in Bari, Catanzaro, Oristano and Udine). Once fully operational, the estimated investment in the project is € 9 million.

Again within the context of promoting youth activities, it should be noted that the new *Framework agreement with the Ministry of Education, Universities and Research* (MIUR) was signed, aimed at increasing the number of educational sports projects, directing particular attention to the theme of diversity and inclusion and promoting the potential of young students. The new educational sports project entitled "Values Online" brings together the new and diverse projects developed by the Youth and School Sector for primary schools and lower and upper secondary schools: "The game of respect" (primary schools), "Student Championships" (lower and upper secondary schools), "Girls on the pitch" (lower secondary schools), and "Safety Online" (experimental project). Also worth mentioning is specialised supplementary project "A Goal for Health", developed in

partnership with the Italian Committee for UNICEF, which aims to raise awareness among teenagers in their first years at lower secondary school on doping and the protection of health.

Furthermore, in July 2015, the reform of the National Youth Championships was finalised, which will apply as of the 2016-2017 sport season. Changes to the regulations provide for the development of consistent and largely competitive championships, essential to the development of young footballers.

### Enhancement of National Team activities

The important **strategy of enhancing the National Teams' activities** continued throughout 2015. The area is one of great strategic importance and represents one of the FIGC's main channels of investment, with a spend of over € 35m. Three new women's National Teams were formed, making a total of 18 National Teams, who in 2015 contested 200 international matches around the world. Meanwhile, the National Teams area was reorganised and split into two different subsections, with one specifically dedicated to the men's A National Team and the other encompassing all other National Teams (women's, youth, futsal and beach soccer). At the same time, in order to create a common technical framework shared by all the various National Teams, the role of the National Team Head Coaches has been expanded, with Antonio Conte, Antonio Cabrini and Roberto Menichelli becoming Technical Coordinators of all National Teams (Men's National Youth Teams, Women's National Youth Teams, Women's Futsal National Team and Men's Futsal U21 Team).

The National Teams' activities have also been enhanced from a communications perspective, with a strategic plan established in order to give all Italian National Teams the same importance in terms of visibility. Heads of Delegations have been named for the various National Teams (men's, women's, youth, futsal and beach soccer): these invaluable figures represent positive examples for Italian players and include Giancarlo Antognoni, Barbara Facchetti, Fiona May and Manuela Di Centa. In terms of sporting results, aside from the men's A National Team's qualification for the 2016 European Championships, the main achievements of the year were by the Beach Soccer National Team, which came fourth at the World Cup in Portugal and claimed a silver medal at the European Games in Baku to finish 2015 in fourth place in the world rankings. Meanwhile, the University National Team won gold at the Summer Universiade in South Korea, eighteen years after their last triumph.

2015 also saw FIGC and the Foro Italico University of Rome sign a memorandum of understanding for the creation of a programme designed to support the academic studies of young players called up to the various National Teams. For squad meetings and events than necessitate players missing lessons for a period in excess of a week, FIGC has committed to ensuring the players'



academic needs are covered thanks to *specialised tutors* who will be with the young players, even during international tournaments. The collaboration agreement applies to the men's Under 19, Under 18, Under 17, Under 16 National Teams and the women's Under 19 and Under 17 National Teams.

### Activities for match officials

The year saw 598,000 appointments for FIGC registered match officials, including both competitive and friendly matches. A new system to update how regional and provincial appointments are organised was developed in order to reduce the cost of providing match officials, which is now covered in full by the FIGC. This is unique in the world.

Courses were run across the 210 refereeing divisions to train and qualify 4,074 new match officials.

After a nine-year absence, the Italian Referees' Association (AIA) now has an official sponsor after Eurovita Assicurazioni signed a contract for two years with an option for a further two, ensuring no budget cuts were necessary for the AIA's central and regional activities, including training activity.

There were two other important new developments in 2015: the introduction of a regulation to punish violence towards match officials and the launch of an individual tax code for the 210 regional AIA sections.

### Development of technical training

The Technical Sector developed a programme of activities designed to train the technical personnel as set out in the FIGC regulations. There were 102 regional courses run to qualify 3,731 coaches, as well as 7 central courses for physical trainers, UEFA, Futsal, goalkeeping and UEFA Pro coaches. The year saw 20,000 new coaches registered.

The new role of Scout was introduced, with several courses and licensing requirements set out.

All these from UEFA Pro or sporting director courses were inserted into the FIGC's open platform, the *Calcio e-library*.

During 2015, course registration fees - which had previously been below the international benchmark - were adjusted, a move that had a significant, positive effect on revenue.

### Development of women's football

Another highly relevant area of focus was the creation of the **women's football development plan**, which was approved by the FIGC Executive Committee in March 2015. The aim of the plan is to establish a strategic framework designed to relaunch the women's football movement. Testament to this was the introduction of the three new National Teams: two 11-a-side National

Teams (Under 16 and Under 23), which are vital to ensure the organic development and training of future senior National Team players, and one five-a-side National Team.

Also introduced was an internal function exclusively dedicated to women's football, in order to coordinate all FIGC activities on women's football and oversee the adoption of development plans. One of the integral parts of the women's football development plan was the completion of coaching teams with further specialised professionals, the definition of a scouting plan in line with those already in use by the men's National Teams and, most importantly, the introduction – as of the 2015/16 season – of a specific regulation on the National Licensing System, whereby professional clubs in the men's Serie A and Serie B divisions (and other leagues in the future) must register at least 20 Under 12 girls in order to develop a women's youth academy and give the young girls a chance to compete in the relevant age categories after a few seasons. For the first time in the history of Italian football, a regulation was introduced to allow a club to transfer their sporting name, in order to incentivise professional clubs to invest in and test themselves at the highest level of women's football as soon as possible. Moreover, a range of promotional initiatives were organised with the aim of raising interest in women's football and increasing registered players' sense of belonging. One of the main parts of this strategy was the creation of a section dedicated to women's football on the FIGC website. A range of events were also planned in the run-up to the UEFA Women's Champions League final, held on 26 May 2016 in Reggio Emilia.

On 31 August 2015, following several meetings between various FIGC Bodies, the FIGC Executive Committee established an Executive Committee for women's football. Composed of selected FIGC Members of the Executive Committee and coordinated by the FIGC President, the Committee's objective is to provide leadership at policy level for new women's football strategies.

### Development and enhancement of sports facilities

The FIGC's strategic development plan also saw the creation of various projects linked to **sports facilities and structures** at every level of the game.

Plans were presented for the € 3m renovation of the FIGC Technical Centre in Coverciano, a facility of great strategic importance for the Italian FA. The plans will see the dressing rooms and pitches refurbished, the entire facility made more energy efficient, communal areas added and security improved throughout.

FIGC signed an agreement with the Polytechnic University of Milan for the creation of a *permanent technical workshop*, built in collaboration with FIGC executives, sector experts and academics, in order to establish a consultancy and support hub for anyone intending to invest in a new facility or simply renovate an existing stadium, with the aim of promoting excellence and continued development. Also in 2015, the Italian version of the UEFA Guide to Quality Stadiums was

redacted and published. This useful guide contains the extraordinary wealth of international experience that UEFA has built up in the field of sports facilities. Last but not least, a draft of the FIGC - Istituto per il Credito Sportivo Agreement was also finalised in 2015 (and later signed in February 2016). The three-year agreement saw the introduction of a special ICS financing plan worth € 80m and designed to improve the UEFA Categories of our football stadia and increase the number of facilities that can host National Team matches or European club competition games. There will also be other infrastructural developments undertaken, including investment for the construction and modernisation of FIGC technical centres.

### Reformulation of the principles and criteria of professional football

FIGC's activity in 2015 also included the introduction of **new principles and criteria linked to the professional football system**, the primary objective of which was to increase economic and financial sustainability, international competitiveness (by incentivising beneficial investments in the medium to long term, especially those relating to sports infrastructure, youth academies and social activities) and ownership asset transparency. In particular regard to the latter area, in March 2015 the FIGC Executive Committee approved guidelines for club acquisitions in the professional game, according to which anyone wishing to acquire a significant share (no less than 10%) of the share capital of a professional football club must satisfy specific reputability and financial solidity criteria. On the subject of new criteria linked to the economic and financial profile of football clubs, FIGC focused primarily on the implementation process for the National Licensing System (Serie A approved by the FIGC Executive Committee on 26 March 2015; Serie A and Lega Pro approved by the FIGC Executive Committee on 27 April 2015), which will see further monitoring indicators gradually introduced. As of the 2018/19 season, a balanced-budget amendment will come into force, working to a developmental model that adheres to UEFA's Financial Fair Play regulations and is to be constructed on the basis of the Application Manual approved by the FIGC Executive Committee at the start of 2016.

Among the other reforms introduced from the beginning of the 2015/16 season was the Serie A club squad limit (no more than 25 players, four of which must have been developed in Italy and four of which must have been developed in that club's youth academy. Any number of Under 21 players are allowed to be registered, the vast majority of these being Italian), in accordance with the UEFA model. This significant step was accompanied by the introduction of new regulations relating to the registration of non-EU players and the reform of the so-called "*giovani di serie*" (Young Professionals) system whereby any non-EU young players must be residents of Italy when they register with a club for the first time, must have entered our country with their parents (for

reasons not of a sporting nature) and must have attended school for at least four years (these players cannot be used to replace a new non-EU player).

During 2015, with the objective of helping the professional football system to develop skills and a more managerial profile, FIGC set up the Sport Directors and Managers' Committee, which will be tasked with organising training and compulsory refresher activities, not just for Sporting Directors but also for all other managerial figures as set out by the National Licensing System. The Committee will also be responsible for updating the register of sanctions handed down to Directors and Sporting Collaborators.

### Modification and implementation of FIGC rules and regulations

The process of reviewing **FIGC rules and regulations** went beyond the professional football system and also looked at many other areas of significance. The first of these was the aforementioned rules designed to fight violence towards match officials, whereby the clubs whose players or staff engage in violent conduct towards match officials are made to pay the cost of any disciplinary proceedings. AIA may join as a civil party seeking damages in those proceedings. Another topic of great relevance regards the usability of stadia and the idea of optimising dialogue with club-recognised fans. The new set of regulations – which were decided together with the Ministry for the Interior – have allowed for the introduction of sanctions against registered players or staff in the event that they are proved to be engaging in non-authorised relations with groups of ultras. The regulations have also placed further importance on the role of personnel responsible for fan relations (Supporter Liaison Officers) and stewards, as well as the creation of a new programme named “Le Ore di Lezione” (Football and School Classes). Designed in partnership with the various professional football leagues and other entities, the programme is designed to systematically raise awareness among students of a range of social issues, in order to prevent violence and promote respect, fair play and the proper manner of supporting a team. The programme includes around 10,000 school hours per season in primary and secondary schools in Italy, with prominent players, coaches and directors leading the sessions.

As regards modifications to FIGC regulations, another area of real significance was the move to increase the severity of sanctions against offences in the area of banned gambling and the obligation to report this. Still on the subject of Sports Justice, the main reform affected the role and function of the FIGC Prosecutor: the reform will see the creation of a new Territorial Prosecutor (which is then divided into three inter-regional subsections) which will deal with regional FIGC court proceedings, while the central FIGC Prosecutor will deal with proceedings that will involve national justice bodies.

With the aim of containing the duration of proceedings, another modification has been passed whereby *“in the event of an impediment by the accused who has asked to be heard, or by their defence team, the FIGC Prosecutor shall set a time limit of two days for the presentation of a defence brief.”*

Moreover, in March 2015, following the deregulation of agents by FIFA, the FIGC Executive Committee approved the new Regulations on sporting agents. The Regulations reflect the new standards adopted by FIFA following a coordinated attempt to align these with the regulations of the other main football associations in Europe. As approved by FIFA, entry tests for the profession of sporting agents are abolished. Prospective agents must only sign up to the FIGC register, submit their proxies, commit to respect the rules of this and meet specific personal requirements.

### Sports justice bodies

As mentioned in the section on organisational restructuring, the **FIGC Prosecutor Office** carried out 2,380 match checks and conducted 1,361 cases and 52 inspections at the request of judicial bodies. It participated in 944 hearings before judicial bodies. It coordinated 35 large-scale cases relating to criminal acts, including the Catanzaro and Catania football betting cases. Preliminary investigations were also launched for 1,000 cases of irregular registration as flagged up by the Commissioner of the Campania Regional Committee of the Lega Nazionale Dilettanti (National Amateur League). As of 10 September 2015, the **FIGC’s National Tribunal** brought the three sections (Disciplinary, Registration and Economic disputes) together into one administrative structure, overseeing 649 cases. The **FIGC’s Court of Appeal**, which represents the next stage for justice proceedings should parties wish to contest the decisions of the FIGC’s Territorial Courts, sat 66 times and issued 245 verdicts. The **National Sports Court of Appeal**, which represents the next stage for justice proceedings should parties wish to contest the decisions of the National Sports Justice bodies, sat 73 times and issued 347 verdicts.

### Technological innovation

Another area of strategic importance is investment in **innovation and technology**, which has enabled Italian football to align itself with recent steps taken by the main international bodies (particularly FIFA and IFAB). In January 2015, the work group on Goal-line Technology finalised its technical analysis on methods of Goal-line Technology application in Italy, establishing guidelines which enabled the system to be introduced in the stadia of Serie A clubs starting from the 2015/16 season. In April 2016, the Italian Football Association was selected alongside other Football Associations to test the Video Assistant Referees (VAR) system.

## Optimising FIGC image

Over the course of 2015, FIGC governance activities were also focused on a comprehensive effort to **optimise the image and international reputation of the Italian FA**, of Italian football as a whole and of the “*Made in Italy*” brand.

In July 2015, UEFA redefined the composition of its Committees, Expert Panels and Disciplinary Bodies for the 2016-2019 mandate, with 18 Italian representatives appointed as opposed to the 14 of the previous mandate. UEFA also formally expressed its appreciation of the fact that four female Italian representatives were nominated and subsequently appointed.

From a more specific perspective, the most important programme of 2015 was the “*Made in Italy on the field*” initiative. The Italian FA has signed an agreement with the Ministry for Economic Development (MISE) with the objective of promoting the image of our country and the fantastic goods and services it produces around the world, using the activities of Italian national teams abroad as a vehicle of excellence (in the 2014/15 season alone, there were 120 official matches held, with nearly 260,000 spectators attending in total). Also in 2015, special events were organised to mark the Azzurri Stars’ visit to Congo to inaugurate the Olympic Stadium and the A Men’s National team’s away matches in Baku (10 October 2015) and Brussels (13 November 2015). These included the exhibition of Italy’s four World Cups, the participation of special ambassadors, the organisation of multi-sector workshops, master classes and meetings with Italian and foreign companies and the exhibition of Italian products and brands to international companies, institutions, local opinion makers and local journalists, media personnel and TV stations.

## Large events

Over the course of 2015, further testament to the development of FIGC’s international dimension was provided by another area of paramount strategic importance: **Large Events**, starting with activities planned in connection with the two UEFA Champions League finals. Following the decision to award Milan the men’s final (28 May 2016), in early 2015 UEFA approved the FIGC’s request to hold the women’s final at the Stadio Città del Tricolore in Reggio Emilia on 26 May 2016. The decision to award both finals to Italy represents further proof of how much Italian football can improve the image of Italy and help to increase the competitiveness of the Italian economy. FIGC is now looking forward to tackling new challenges, such as the organisation of a part of the 2020 UEFA European Championship in Rome and its recently confirmed bid to host the European Under 21 Championship in Italy in 2019.

As regards to other international events, part of the Main Round of FIFA Futsal World Cup Qualification was held in Puglia in December 2015 ahead of the finals in Colombia in 2016. The

event secured significant results in terms of promoting the event, generating interest, engaging with local entities (especially football schools and schools), media coverage and perceived quality of organisation. There were around 10,000 spectators overall for the three Italy matches, with stadiums filled to around 80% capacity on average.

### Commercial development

Efforts to develop the **commercial** side of the Italian FA continued throughout 2015. As well as the finalisation of an agreement with RAI for the transmission of Italian National Teams matches and the many sponsorship and partnership agreements sealed during the year (TIM, Fiat, Lidl, Lete, Pai, Ermanno Scervino, Radio Italia, Corriere dello Sport/Tuttosport, Fassi, Sixtus and Technogym, in 2015 – as mentioned earlier – FIGC also signed a sponsorship agreement with Eurovita Assicurazioni, which became FIGC partner for the Italian Referees' Association (AIA). FIGC brand identity development plan also continued in 2015. As well as the existing commercial logo, a new “institutional” logo was created. Moreover, FIGC’s strategic partnership with its technical sponsor was further enhanced thanks to an agreement for international sports brand PUMA to be FIGC main partner for the next decade. According to the terms of the agreement, FIGC and PUMA will actively support a series of projects designed to strengthen the commercial dimension of the image of the Italian FA. Also in 2015, FIGC and PUMA collaborated to organise the launch event of the National Team’s new official kits: the new away kit was unveiled in August 2015 at the Stadio Artemio Franchi in Florence, the day before Italy’s European Qualifier against Malta, while the home match was unveiled in November 2015 at the prestigious Palazzo Vecchio in Florence, with the event generating widespread media interest. The second part of 2015 saw the planning of a new joint “FIGC-PUMA” event, which was named “Il Viaggio” (The Journey) and launched in early 2016. The project will offer young American and Canadian male and female players of between 16 and 17 years of age a unique chance to get to know Italian football.

### Special initiatives and strategic development programmes

As regards **legacy, special initiatives and more general strategic development programmes**, the biggest project of 2015 was undoubtedly the first edition of “KickOff 2015”, which was held at the Orogel Stadium “Dino Manuzzi” in Cesena in June 2015 with around 240 participants from the world of sport, industry, politics, economics, culture and science taking part. Designed to promote the creation of new ideas and content, KickOff saw 11 work groups – or Play Teams – debate fundamental issues and produce content, ideas and strategic action plans for the development and growth of Italian football. As well as some interesting projects, it was also a fantastic chance for people to come together.

A summary of the output of the 11 Play Teams was published on the FIGC website and presented at the FIGC Executive Committee in July. Some of the strategies put forward by KickOff work groups were then included in the FIGC's development plans (the RETE! project, Technical Laboratory of Excellence for Sports Facilities, FIGC Integrated Report, digital platform for nutritional education, update of the FIGC website etc...). In September 2015, Coverciano held "Road to KickOff 2016" (a spinoff of KickOff 2015), with around 60 participating guests. Over the course of the two-day event, work focused on an analysis of the feedback on the event held in Cesena and the definition of various proposals for KickOff 2016, which will be once again held at Cesena's Orogel Stadium between 19 and 21 May 2016.

### Enhancing cultural heritage and fan engagement

The main activities around the areas of legacy, **enhancing the cultural heritage of Italian football and making the most out of fan engagement** concerned the consolidation of the projects built up over recent years (the Hall of Fame of Italian Football, the Premio Letterario Antonio Ghirelli, the "Italia tifa bene" Photo Contest and the Pallone Azzurro Award for the best Italian player).

Further finishing touches were also applied to the "Città Azzurra" promotional campaign, which according to the new format will see promotional events organised alongside home games involving Italy's senior side and other national teams (there were 27 events put on in 2015, 17 involving men's youth teams and six involving women's teams). The graphic-design elements around the project were also developed further with the aim of constructing a format that makes a big impact and is easily recognisable. The main events carried out on the ground included displays of World Cup trophies, educational programmes in schools, training seminars for various professions (primarily journalists), university workshops, meetings involving youth-football coaches, social and grassroots work.

### Promoting transparency

When it comes to **promoting transparency**, aside from the publication of the Report Calcio and the Sustainability Report, work began in 2015 on a new study of the direct economic value of Italian football. For the first time in history, this publication will ensure important data from amateur football and youth football can be integrated. Nowadays, the FIGC can be considered as an exemplary model of transparency on a global level, which was confirmed by the recent *Transparency International* report that included the Italian FA among the 14 Associations (out of 209 affiliated to FIFA) who transparently publish all important documents concerning their work and profile. Furthermore, the process began in 2015 that will lead to the publishing of the FIGC



Integrated Report, which will represent a worldwide example of best practice from a sports federation.

### Strengthening the social aspect

In 2015, the intensive work promoting the efforts in society from FIGC and the entire Italian football family was continued. Charitable campaigns were promoted for the Veronesi Foundation, the Fondazione Piemontese per la Ricerca sul Cancro (Piedmont Cancer Research Foundation), Médecins Sans Frontières and AIL (a non-profit organisation fighting blood diseases). Partnerships with NPOs were set up for matches involving Italian national teams (Portugal - Italy, Italy - Switzerland U21 and Italy - Portugal U21 were all in support of the UNHCR, Azerbaijan - Italy promoted Action Aid, Italy - Norway was partnered with Save the Children and Italy - Romania supported the Italian Cancer Research Association). FIGC also promoted and helped to implement a campaign on violence against women. Also, online auctions were put on to benefit AIRC, the Fondazione Piemontese per la Ricerca sul Cancro and Susan G. Komen fight against cancer; while at Association level events were organised to promote FIGC's social objectives such as the Special Olympics press conference and the display of Azzurri mementos at the Istituto Oncologico Candiolo.

For the first time, the annual anti-discrimination campaign promoted across Europe by FARE (Football Against Racism in Europe) was supported by testimonials from men's and women's National Teams (Sebastian Giovinco on behalf of the men's teams and Fiona May, Head of FIGC Anti-discrimination Committee and Head of Delegation of the Under 19 women's National Team together with the U19 women's National Team).

### Promoting diversity and the fight against discrimination

As for **promoting diversity and the fight against discrimination**, the project "RETE!" (i.e.: goal), which means "GOAL!" in English, was launched in 2015 with the aim of promoting inclusiveness through football as an educational tool for integration. It is aimed at unaccompanied foreign minors who live at the Ministry of the Interior's Centres of Protection for Asylum Seekers and Refugees (SPRAR) The project also involves a scientific study that will demonstrate the extent to which football is a key facilitator of integration and has a positive influence on the well-being of the youngsters involved. The study was presented on 9 December 2015 at the "Horizont" Refugee Centre in Caltagirone, the youth team comprised of asylum seekers and refugees that won the Final Phase of the Tournament. The project was also honoured with a special mention from CONI and the Ministry of Labour and Social Policy as part of the "Sport and Integration" project.

Finally, the first six stages of “Racists? Ugly race” went ahead in 2015. This programme has been tasked with educating young players on issues of integration. In 2016, the programme will feature a new format involving a digital platform where the participants can upload videos on issues surrounding integration. In more general terms, the FIGC's Anti-Discrimination Plan was established in 2015 and is based on the five pillars promoted by FIFA (Diversity and Anti-Discrimination through Regulations, Controls and Sanctions, Communications, Education, and Networking and Cooperation).

### Future activities

On a strategic level, the work in the future will be increasingly aimed at strengthening the organisational structure and its procedures. The development of informational, digital and technological platforms will be given a strong boost and this will contribute towards improving the efficiency and practicality of the Association's structures, which currently are obsolete, insufficient, insecure and often cut off from each other.

The process of building communication channels that began in 2015 with the creation of FIGC profiles on Facebook and Twitter – that went alongside the pre-existing profiles for the various National Teams – will be continued. The FIGC website will also be revised; criticism of the site at the moment surrounds the management of different contrasting profiles which produces segmentation and, in some cases, duplication of content and users. The new site will therefore operate as a single base that consolidates the different profiles and uses a single portal to manage them all: the FIGC website, the Vivo Azzurro fan portal, the Technical Sector's Section, the Italian Referees' Association, the Football Museum Foundation and the Calcio e-Library.

All of the above will lead to the development of a new Customer Relationship Management (CRM) model, with a database that concerns the main FIGC stakeholders. This will ensure better management and understanding of the different kinds of members (players, those working in youth football, coaches, referees and managers), thus making it possible to identify the main social, educational and commercial ventures to carry forward in the near future. Staying on the subject of CRM, the updated Vivo Azzurro card will increase the quality of products and services on offer for fans of the National Teams.

The growth of FIGC in the information and digital fields will be continued with a feasibility study looking at introducing a new integrated system of administration, accountability and ERP management (Enterprise Resource Planning). In other words, this will be a model capable of optimising and integrating the FIGC's different business procedures (administration, procurement,

staff, travels, etc.). In this respect, the decision was made to proceed with the introduction of SAP, for which an invitation to tender is currently going ahead.

Still in the field of digital and technological development, an extranet platform is currently under evaluation that will manage the various outward-facing processes: membership, National Licences, UEFA Licences, affiliation, agents, etc.

The steps for enhancing the FIGC's cultural and building heritage will continue in 2016 through new development programmes on a promotional and commercial level for the Football Museum Foundation. A new investment plan will also be adopted in order to restructure, make safe and modernise the FIGC Technical Centre in Coverciano, following the introduction of a new management structure as well, all of which is aimed at making the most of one of the Association's and Italian football's main assets.

## Conclusions

Transparency, efficiency and functional and economic effectiveness will continue to underpin the FIGC's operational structure. It will be necessary to consolidate the steps correctly taken in 2015, with particular focus on applying the procedures that have been introduced, reporting the operational functions and auditing the administrative budget every three months.

The realignment of the framework of human resources, evaluated in 2015 on the basis of professional performance, began on 1 February 2016. This will have positive effects since it will genuinely enhance the understanding of meritocracy within the organisation.

Corporate compliance, internal auditing and the purchasing structure – just like the increasingly strong and indispensable interaction between all FIGC functions – will guarantee even more transparency and a suitable level of checks.

Human resources are the most valuable asset of the Association and their link with new processes and procedures will have a decisive say in maintaining the qualitative and quantitative level of the services around the game of football.

Audits on operations and financial management are underscored by the audits shown in the 2015 report.