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# CRSA Conference – Evidence Based Decision Making in European Football

WE CARE ABOUT FOOTBALL

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## Topics to cover

WHAT is the  
Intelligence  
Centre?

WHY an  
intelligence  
Centre &  
HOW  
created?

WHAT  
strategic  
data do we  
analyse?

HOW do we  
communicate?

Example  
analyses

# WHAT is the Intelligence Centre?

“To be a recognised center of excellence for strategic off-pitch football research, delivering balanced insights directly to UEFA policy makers, decision takers and key stakeholders”

Strategic Think Tank  
& Innovation



Ad-hoc Strategic  
Studies



## Centre of Excellence

UEFA Facing

Providing base expertise for internal research/analysis projects and servicing requests.

Stakeholder Facing

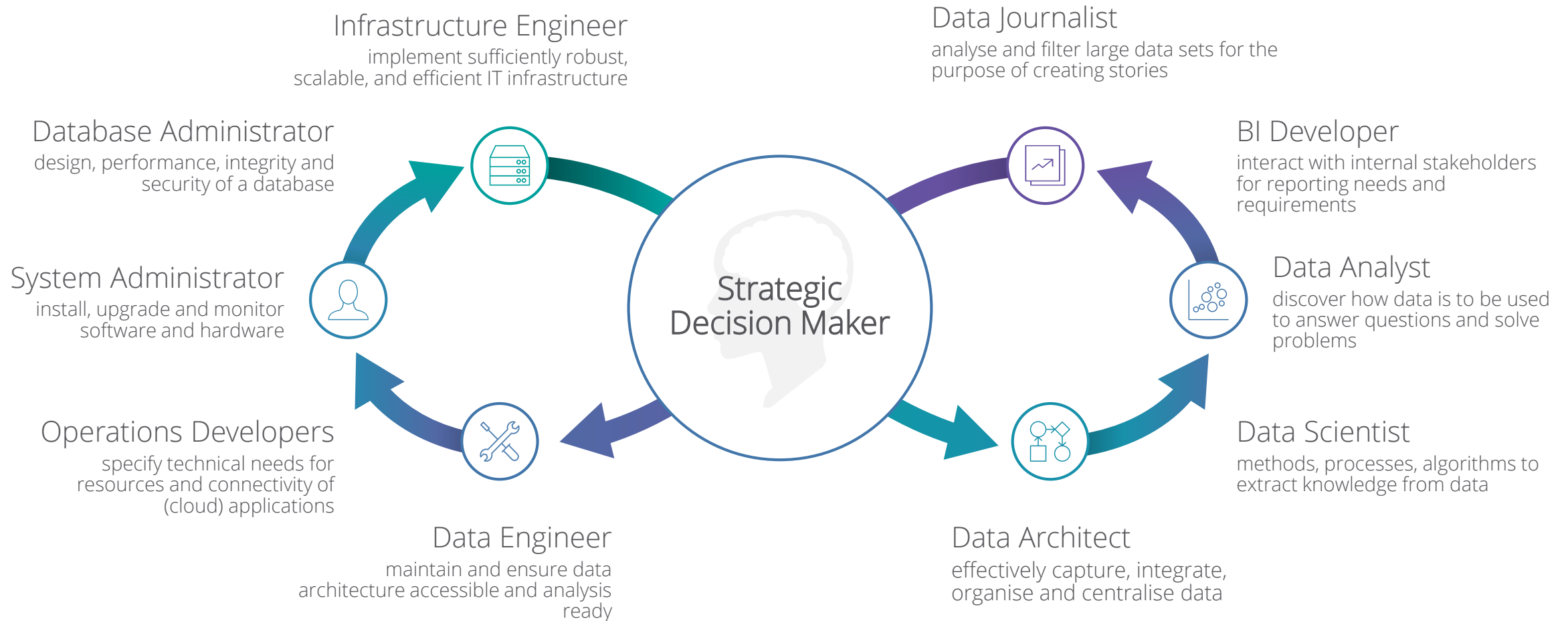
Provide insights and encourage exchange of research with NA's, EPFL, ECA, FIFPRO, Confeds.

Public Facing

Publishing reports alongside more frequent infographics.



# Typology of roles along the path to evidence based insights



# WHY the Intelligence Centre?



Respond to  
attacks  
/challenges



Lies, damn lies  
and statistics –  
communication  
support for new  
policies or decisions  
(eg need for FFP)

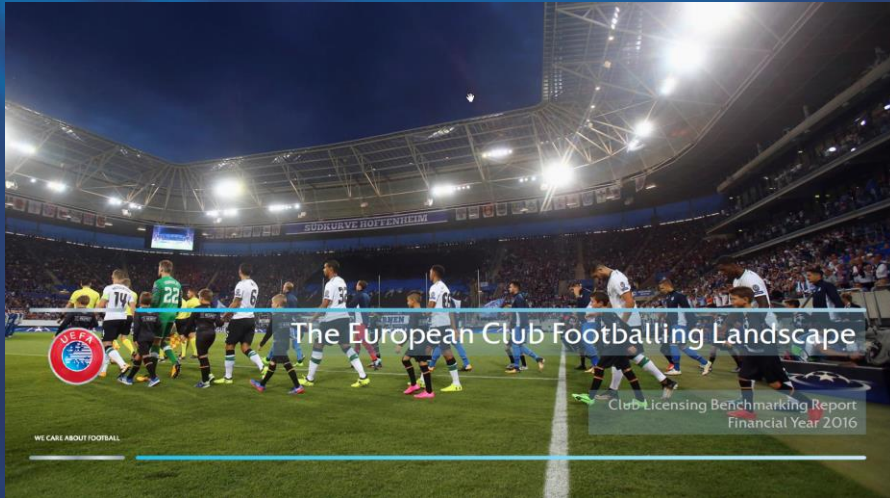


Justify previous  
projects or  
policies eg FFP  
positive impacts



Help evidence  
based decision  
making

# HOW was Intelligence centre project created?



Editorially neutral 120 page report – relied upon by leagues/stakeholder decision makers as a complete and balanced review of European club football – 700 clubs;

Lengthy report not designed to be read in full:

- Informal objective to underline UEFA's knowledge and credibility as the guardians of game in Europe;
- Stimulate thoughts/discussions at national level;
- Place 'fake news' and sensationalised media/consultant content in context;

# Revenue footprints

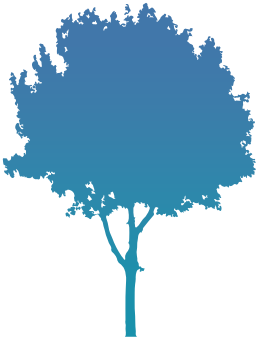
## Benchmarks

By any financial benchmark, club football and individual football clubs are relatively small compared to many brands / companies / groups.

Juventus  
€412 million



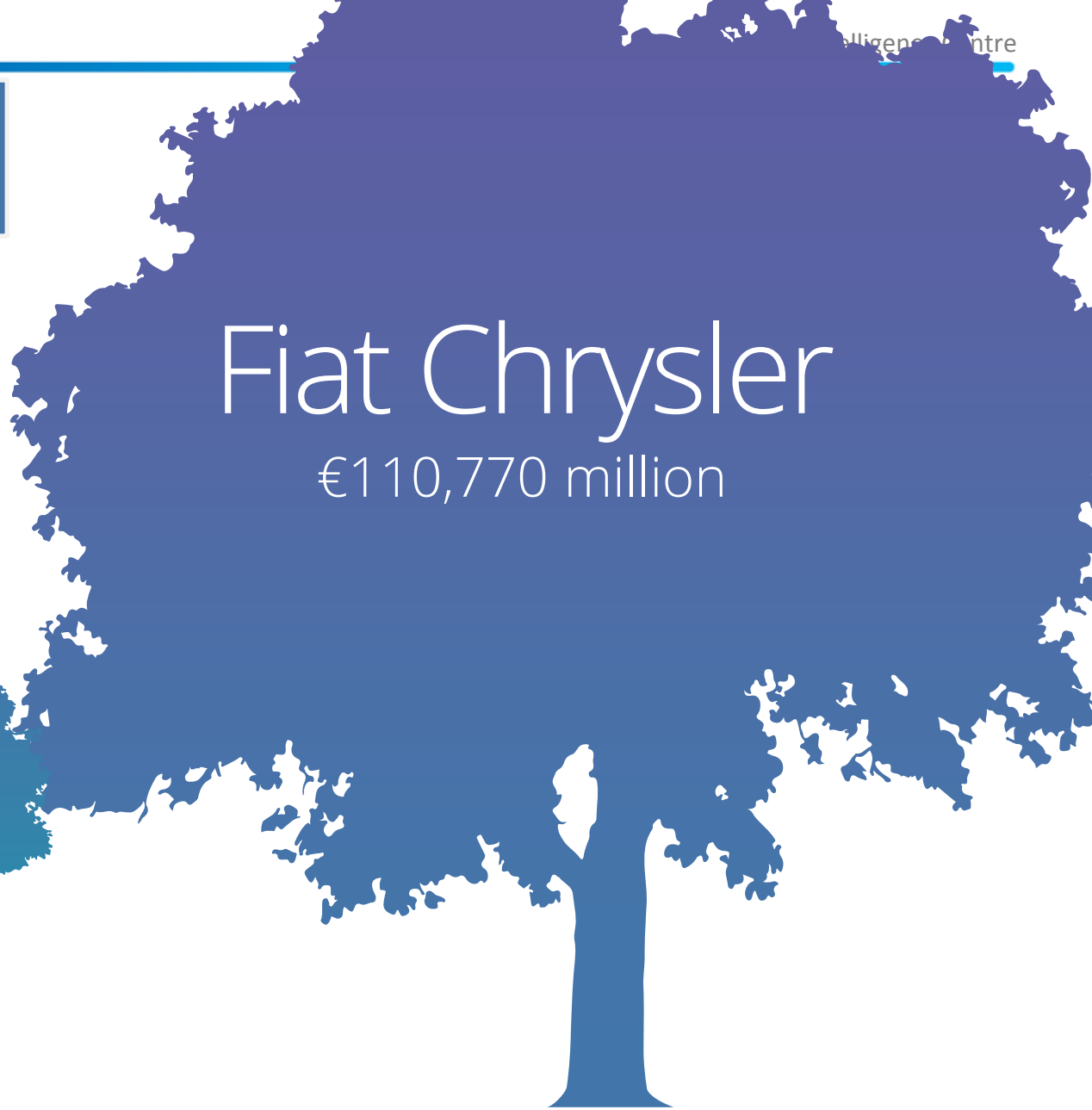
Ferrari  
€3,440 million



Top 20  
European clubs  
€7,978 million



Fiat Chrysler  
€110,770 million



# Social media footprints

## Benchmarks

By other non-financial benchmarks, the picture is very different. Whether it be newspaper coverage, website visits or social media (Facebook followers presented here) club football, individual football clubs but also prominent players have a relatively larger footprint.



Cristiano Ronaldo  
123 million

20 top European  
clubs

620 million

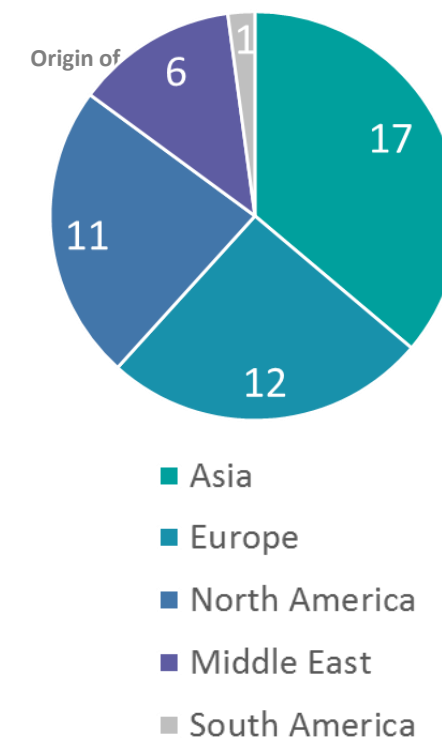
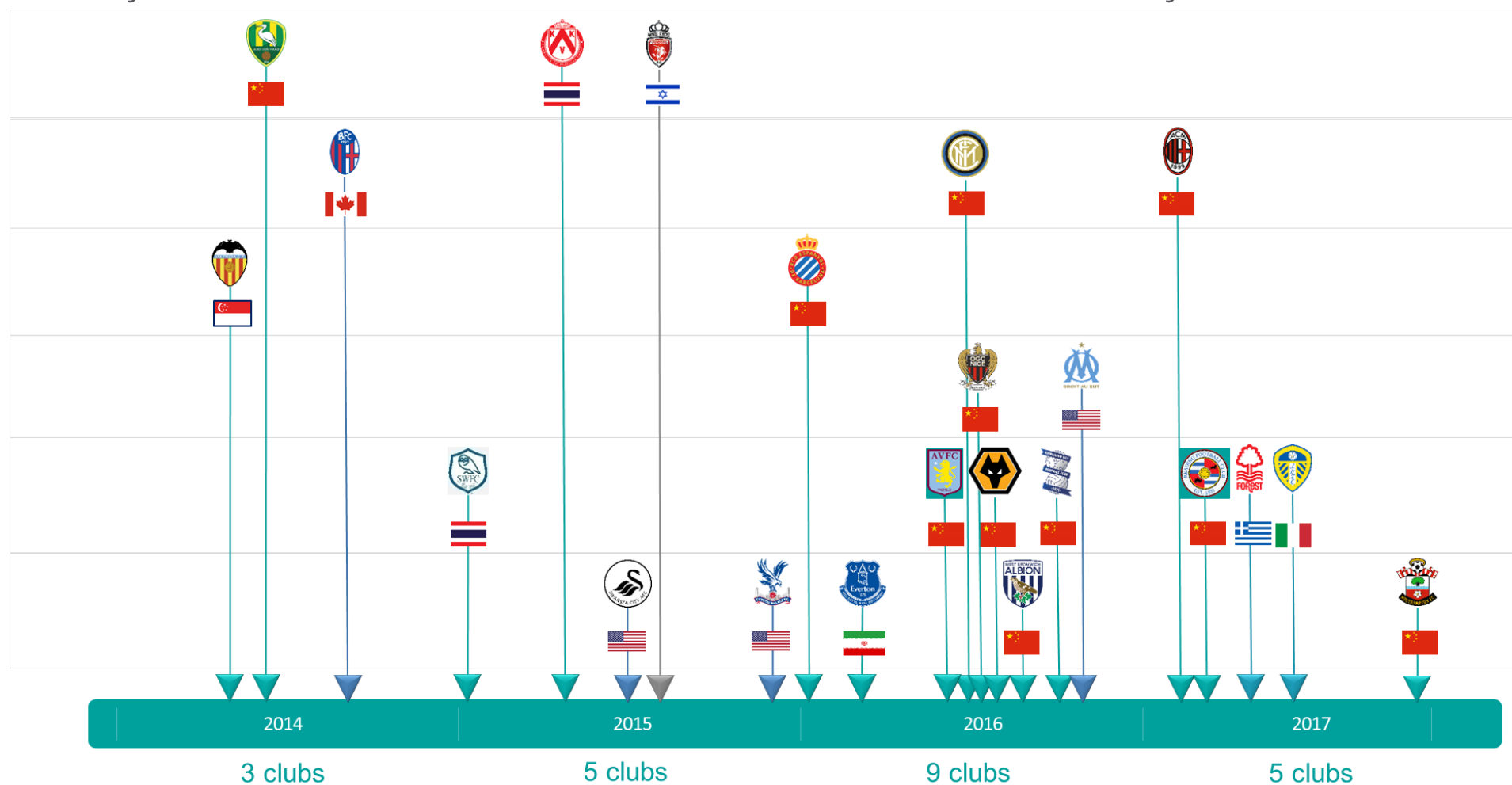
Fiat Chrysler  
4 million



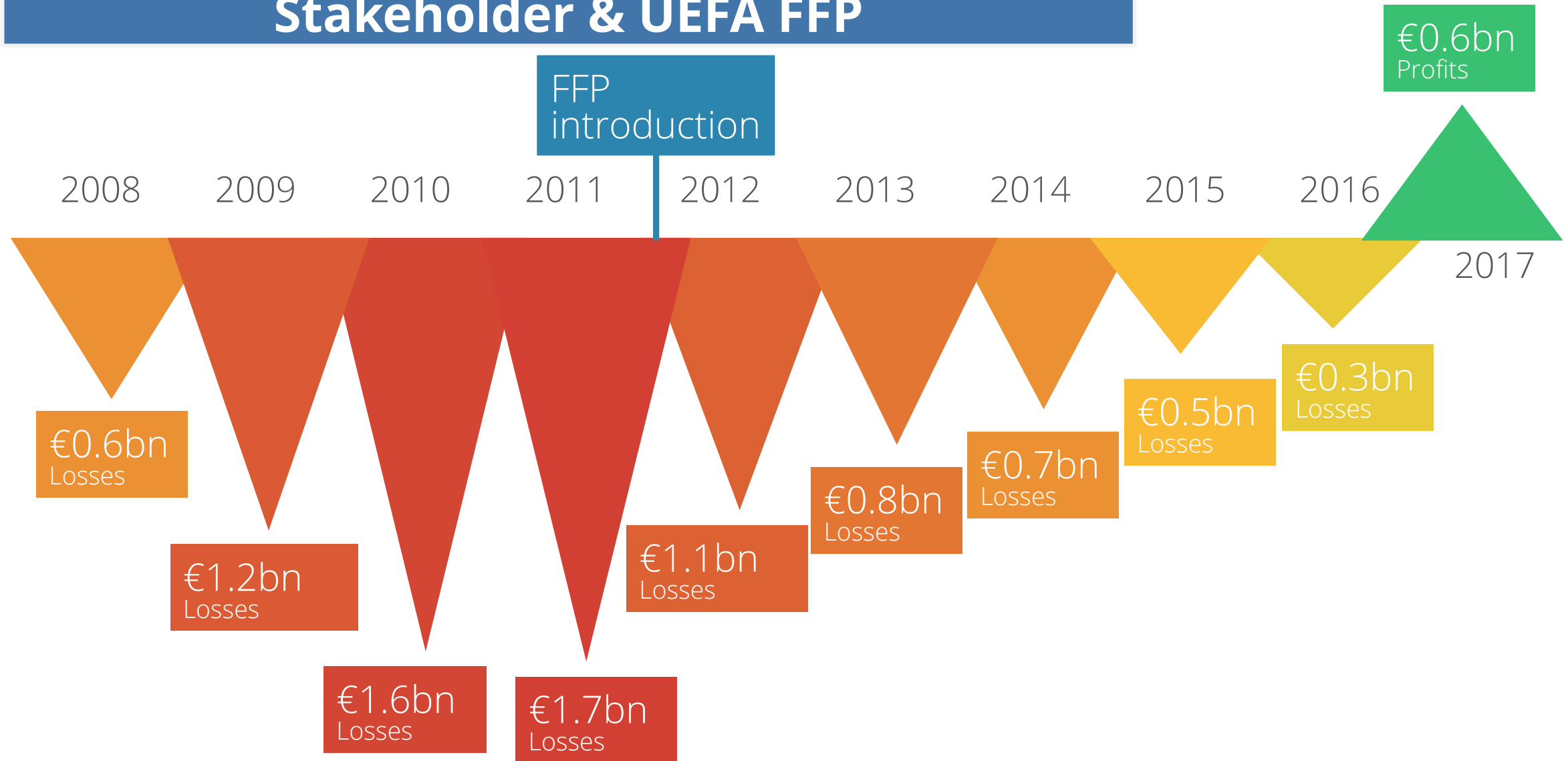


# Example report analyses

- Differing club investor aims; League clubs compete but also rely on each other; Checks on buyer intentions and financial means difficult when buyer unknown and based overseas



# Turning round a loss making industry – Stakeholder & UEFA FFP



# Selection of 150+ mainstream media articles



Financial Times

2016-17 UEFA Study: PSG, Man City drive record breaking spending



Washington Post

Tickets, wages, crowds: Premier League v Europe in five charts

By Kate Kipczyk  
BBC Sport  
~ 2 minutes ago · Premier League



BBC

UEFA wary of growing wealth gap among European clubs



Chicago Tribune

Partnerships enlarging financial low top clubs - UEFA study



ESPN



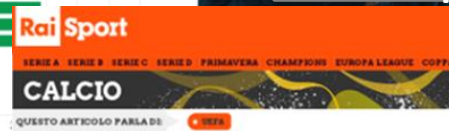
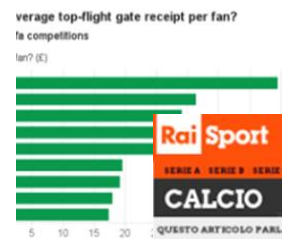
Daily Mail



FourFourTwo



ESPN



Rai Sport

UEFA warns of growing wealth gap finance study



Fox sports

Bundesliga-Klubs wirtschaftlich vernünftig



Deutschlandfunk

reveals Huge % of Recent Club Involved Chinese Investors



Sports Illustrated

The Moscow Times



Moscow Times (Rus)



Het Nieuwsblad (bel)



Barcelona is 372 miljoen euro aan spelerssalarissen kwijt

AD (ned)



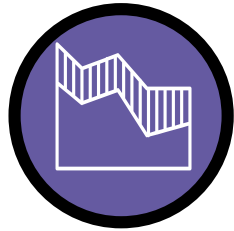


# Decision Support Database Landscape

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# UEFA Intelligence Centre Decision Support Landscape



Club  
Finances  
Database



Club  
Ownership  
Database



N.A. Finance  
Database



Commercial &  
Sponsorship  
Database



Stadium  
Projects  
Database



Supporters  
Database



Domestic  
Results  
Database



League  
Structures  
Database



Transfer &  
Loans  
Database



Head Coach  
Database



Player  
Careers  
Database



Agents  
Database



Football  
Demographic  
Database



Integrity  
Database



UEFA Club  
Competitions  
Database



National  
Competitions  
Database



Available



Available but not real-time



In progress



Planned with resources

# HOW do we communicate? Tailored to specific case

Tailored to specific case



Presentations or  
walk through  
dashboards



HTML topic  
review



Full scale  
Report or policy  
paper



Face to face or  
Bullet point mails

## To Summarise

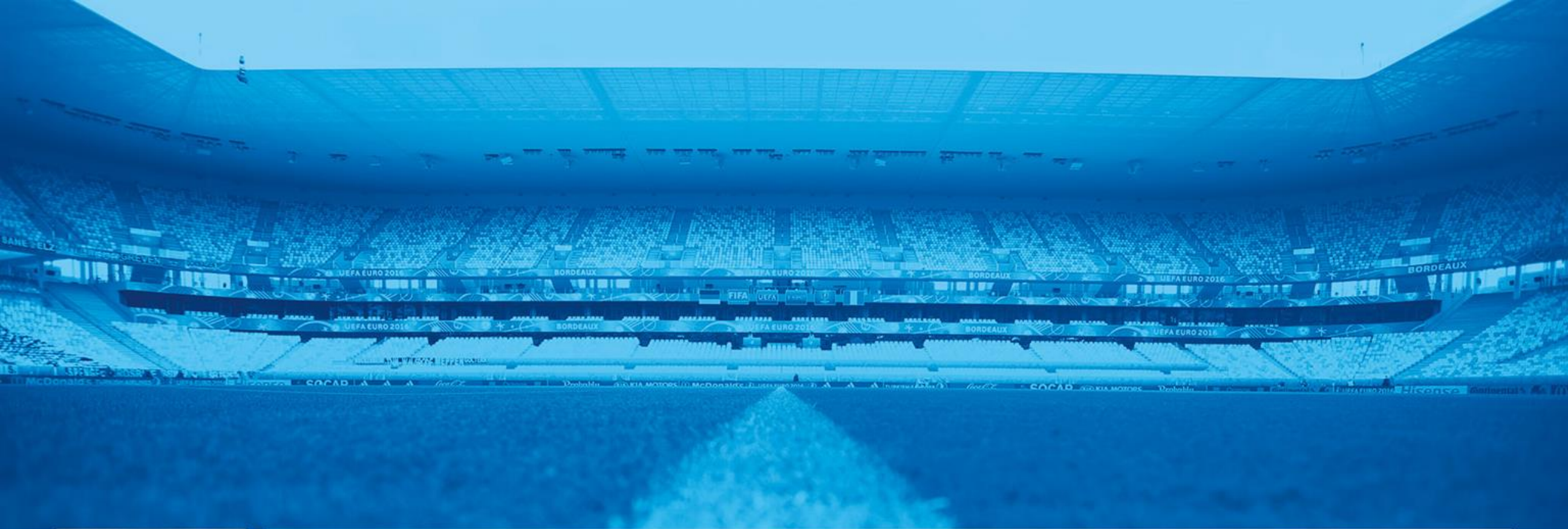
- 01 Strategic not operational research
- 02 To support internal UEFA and external football policy & decision making
- 03 Communication needs to be tailored
- 04 Lots of unrealised potential – Exciting project



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Thank you for listening



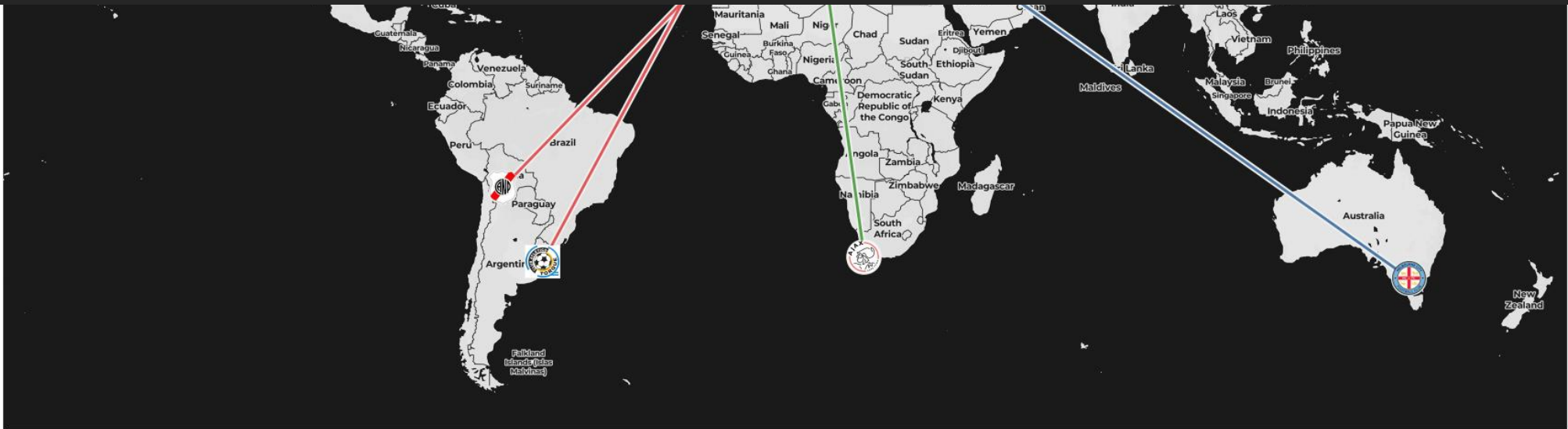


# Sample Visualisations - Tableau

# Cross ownerships analysis



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# Association football stadiums around the world



Association football stadiums around the world

Country  
All

Capacity Threshh..  
All

Capacity  
50k+  
25k - 50k

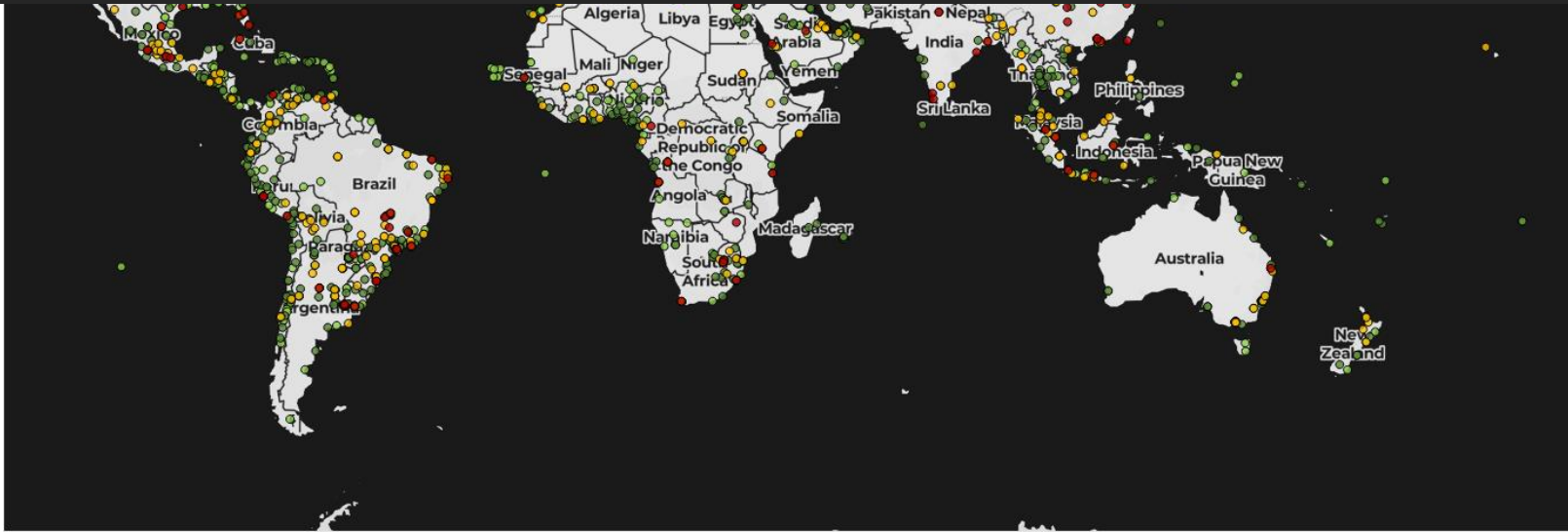
10k - 25k  
0k - 10k



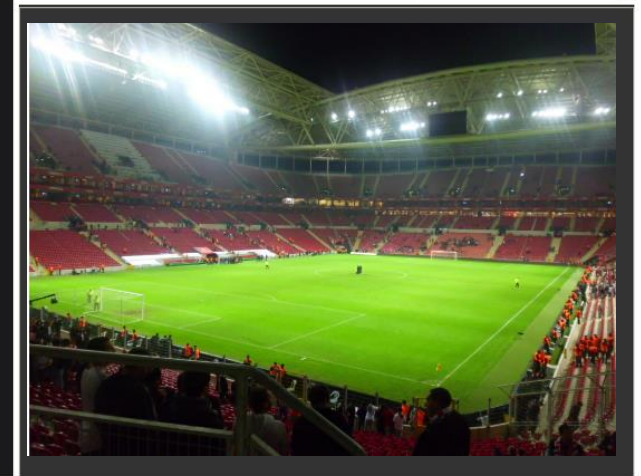
Archived stadium images

Turkey	İzmir Atatürk Stadium	●
	Konya Atatürk Stadium	●
	Kadir Has Stadium	●
	Türk Telekom Arena	●
	Galolhu National Stadium	●
	Hüseyn Avni Aker Stadium	●

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Cebeci Şönu Stadium



# Club youth players graduating by Nationality

This series of charts illustrates several ways to analyse and compare youth football systems of clubs/countries. The data has not been subject to a full check and has only been extracted for two clubs (Man City & Man Utd) as a 'mock-up' to illustrate potential.

Number of youth players by year of birth:

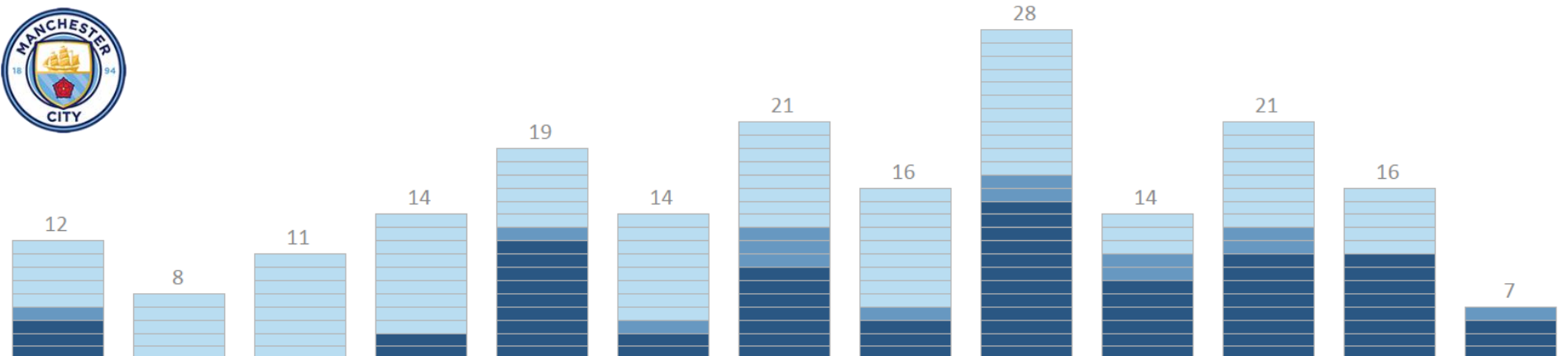


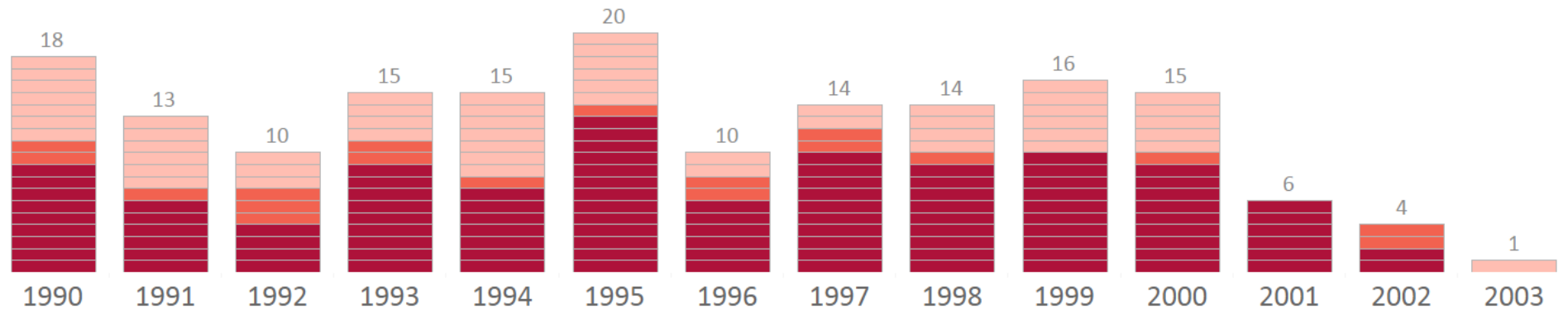
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number of players who have played professional league football by year (note 'year' means year of birth and not academy year)

How to interact with this chart?

Hover over chart to get details of player:  
> Year of birth..

Nationality type	Nationality type
City	United
Non-English	Non-English
Dual English	Dual English
English	English



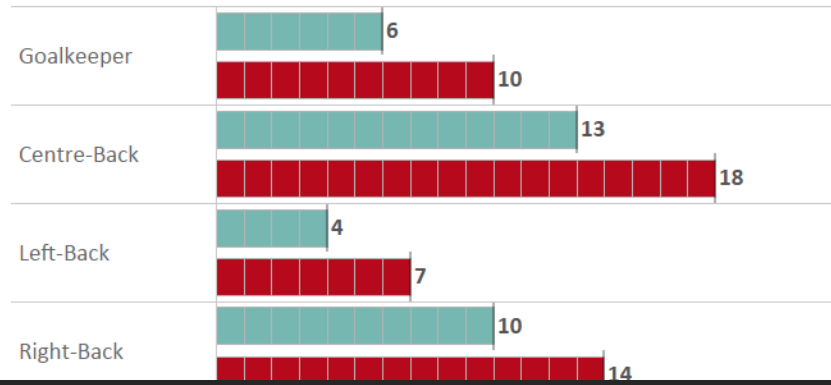


# Number of apprentice players graduating to senior football

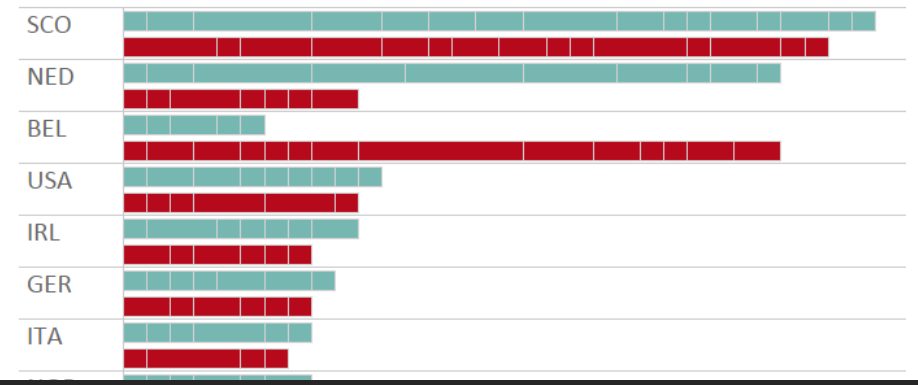
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**Number of apprentice players graduating to senior football:**

Apprentice (U15) player graduates by position



Apprentice (U15) player graduates playing outside UK

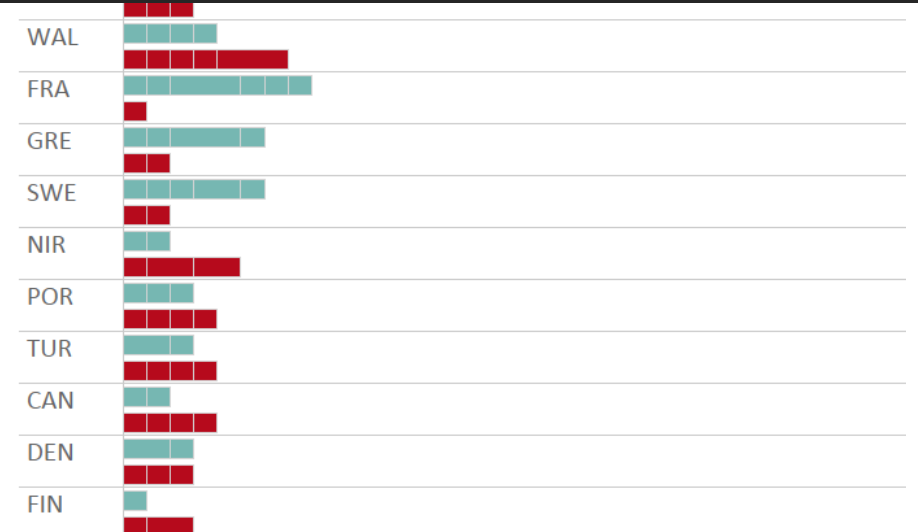
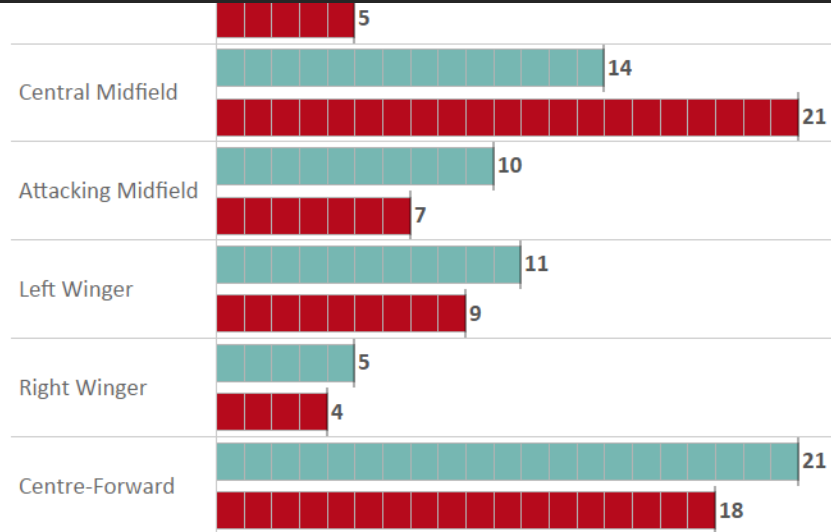


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played U15 football rather than all youth player.

On the left hand side the chart indicates graduate apprentice players by position. On the right hand side the chart presents graduate apprentice players by country where they have gone on to play senior football (excluding England).

**Club**  
■ Manchester City  
■ Manchester United



# Nationality of Apprentice players which have graduated to senior football

 Club Manchester United

Thresholds no players

1  5

Nationality of Apprentice players which have graduated to senior football



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# Champions points per game



## Intell Centre Insights

This chart shows the points per game earned by position across Europe.

Since the turn of the century, there has been a sharp rise in the average points per game earned by champions across the Big 5 and this trend is consistent for positions 1-4.

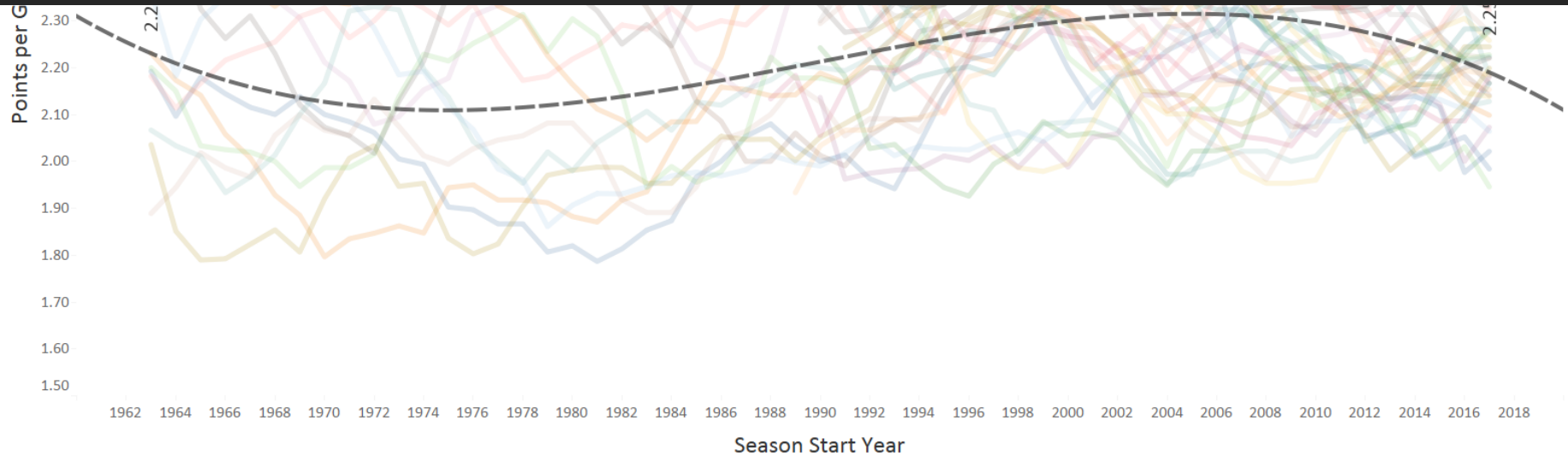
By contrast, there are no significant changes in the points per game earned

Country	Competition	Season Start Year	End Season Position
All	Rest	1962 to 2017 and Null values	1

Champions points per game Rest



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- Country
- ALB
  - AND
  - ARM
  - AZE
  - BIH
  - BLR
  - BUL
  - CRO
  - CYP
  - CZE
  - EST
  - FIN
  - FRO
  - GEO
  - GIB





# Percentage of domestic uneven matches (3+ goal difference)



## Repeat Winner Streaks

This chart shows the percentage of matches in a competition that ended **uneven**. An **uneven** match is one that ends with a team winning by a goal difference of 3 or more (e.g. 3-0, 4-1, 2-5, etc.)

## Why measure uneven matches?

Uneven matches are a measure of how competitive a particular match is. It

they are closely contested.

## How are changes in uneven matches interpreted?

An increase in the percentage of uneven matches gives some indication that matches in a competition are becoming less competitive. Alternatively, a decrease in the percentage of uneven matches indicate improvement in competitiveness. However, one should interpret the chart with consideration that this measure does not take into account the many other factors that should be considered when assessing the competitiveness of a match (e.g. minutes goals were scored, importance of the match, etc.).

Competition  
NED - Eredivisie

Percentage of uneven matches (3+ goal difference) in **NED - Eredivisie**

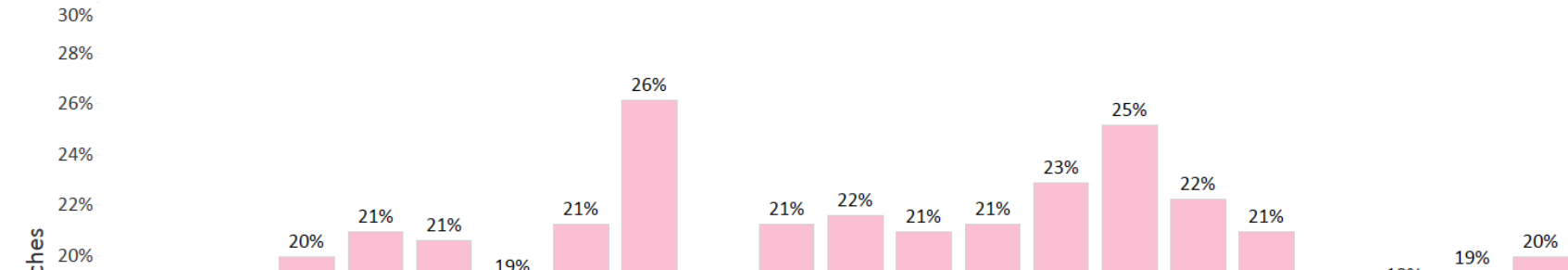
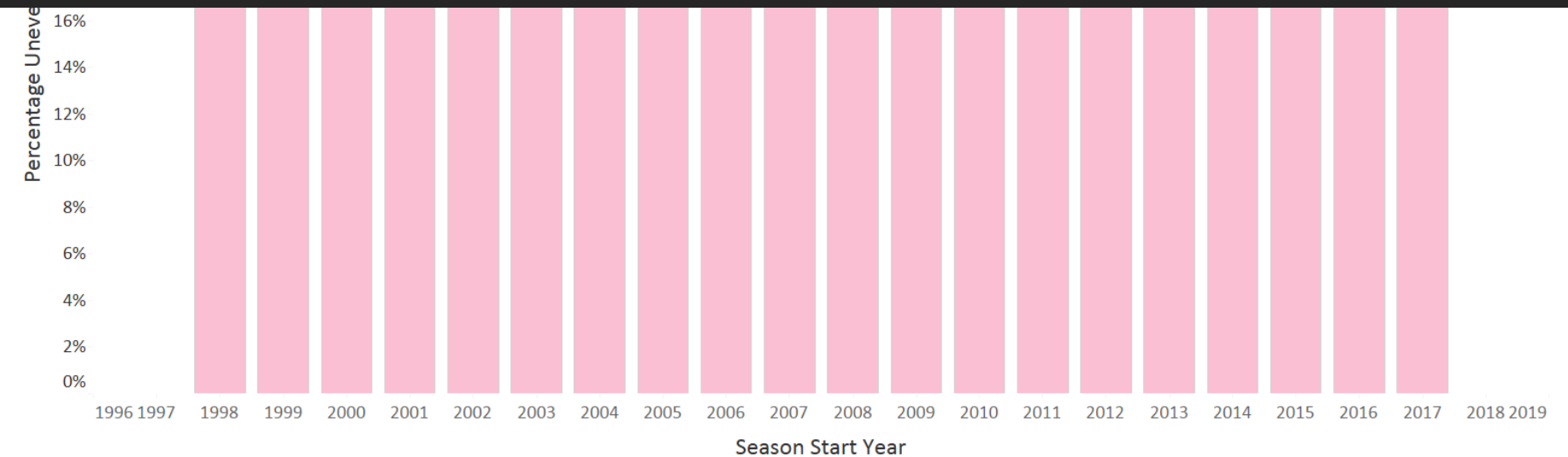


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# The rise and fall of the UEFA coefficient's



Season Range  
1994 to 2018  
and Null values

Development of UEFA coefficients

Change in coefficient for season range

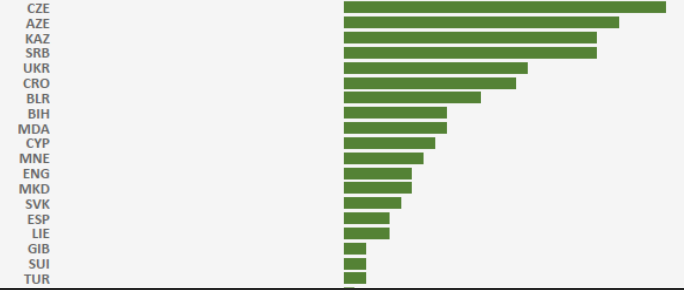
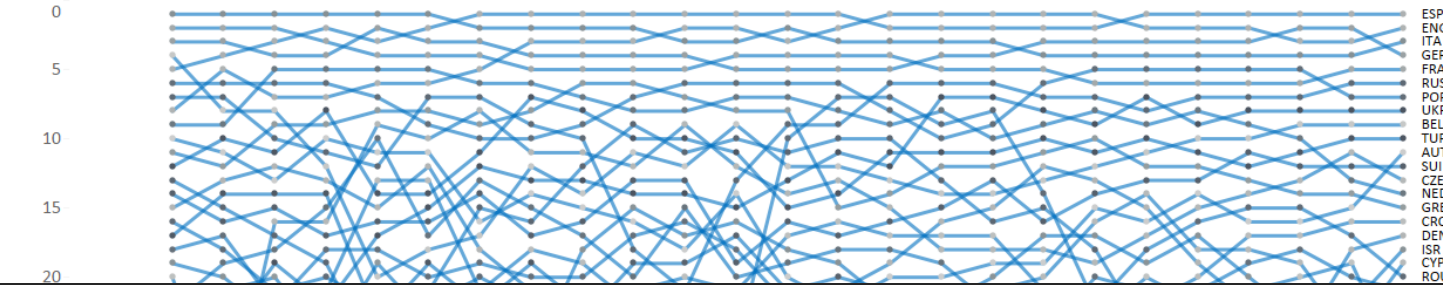
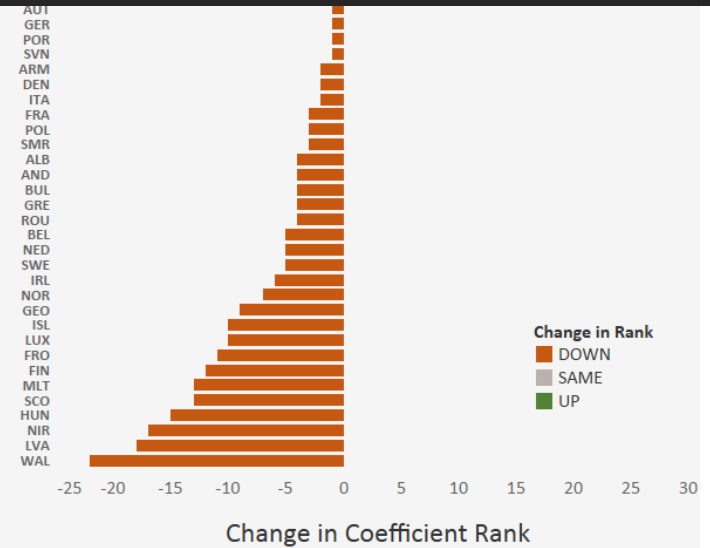
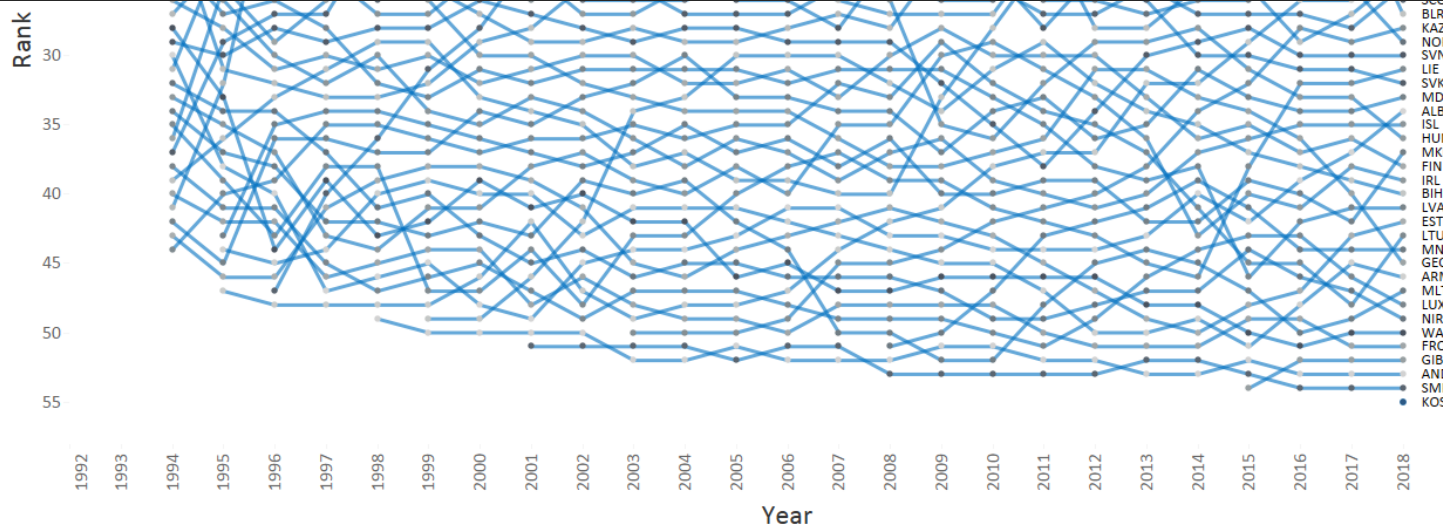


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# Transfer activity per country (E.g. Italian Serie A)



## Intelligence Centre Notes

This dashboard provides a league by league overview of Summer 2018 transfer activity.

### Estimated Summer 2018 activity

Many transfer fees are not publicly communicated and only the clubs and registering National Associations have the declared transfer fee. In addition transfer 'fees' are not an exact science: For example the inclusion or not of additional

based on transfer market values, adjusted for timings, and also adjusted later by UEFA Intelligence Centre on basis of transfer data submitted to UEFA. It includes an estimated value for every transfer, both cross border (tracked by FIFA) and within country (not tracked by FIFA) and is the best composite transfer database in the market.

### How to interact with the dashboard

The league required needs to be selected using the country and league filters underneath. Once a country is selected then the league (usually the top league) should be selected. To change country, t.

Country  
Italy

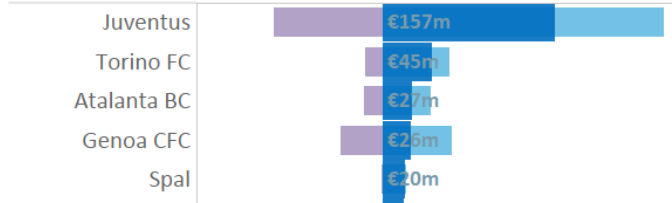
League Transfer  
 Italy  
 Primavera 1  
 Primavera 2a  
 Primavera 2b  
 Serie A

Type of transfer  
All

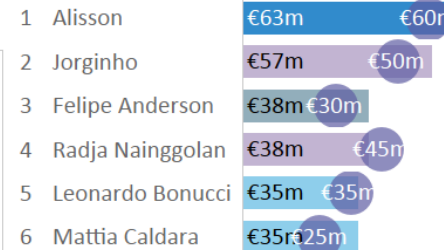
Transfer direction  
 Earning  
 Spending

Transfer value  
€957m

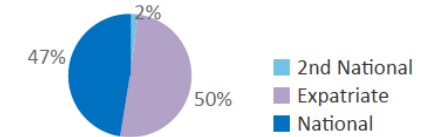
## Estimated summer 2018 club activity Italy Serie A



## Transfer highlights



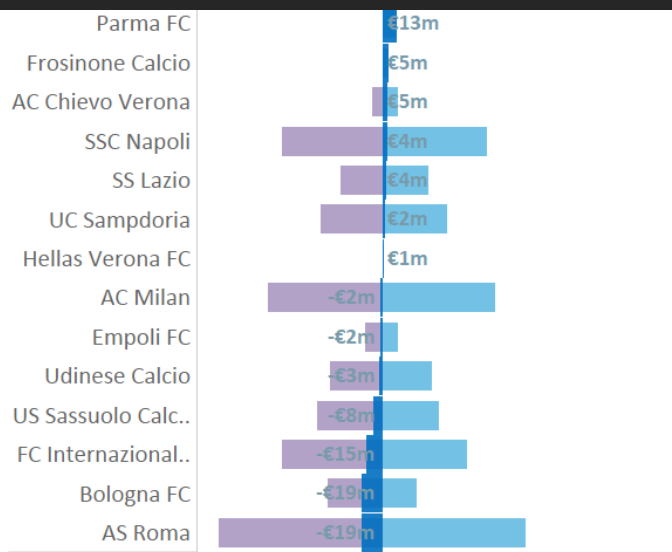
## Player profile



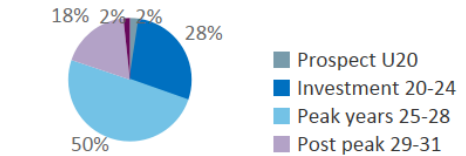
## Transfer flow



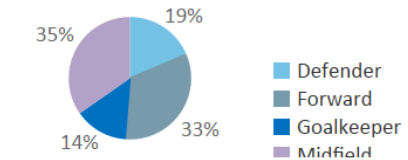
## ILLUSTRATION PURPOSES ONLY



## Age profile



## Position





# Evolution of transfer values



## Intelligence Centre Notes

This dashboard shows the evolution of European summer transfer spending by value. The yearly totals are split up into five thresholds e.g. 'Superstar top10', which shows the top 10 transfers by transfer value.

The legend below shows how each threshold is split.

## Evolution of transfer values by thresholds:



## ILLUSTRATION PURPOSES ONLY

### Thresholds

- Superstar top10
- Top end market 11-50
- Middle market 51-250
- Lower end market 251-750
- Depth market 751+

