



EUROPEAN CLUB ASSOCIATION

INSIDE ECA

How We Deliver Value to Our Member Clubs



Contents

Who We Are	4
Our Pillars	4
Key Achievements	5
Our Mission	5
ECA Membership Services	6
Football	8
Men's Football	12
Women's Football	12
Youth Football	13
Commercial & Innovation	14
Strategic Finance & Intelligence	16
Legal & Regulatory	22
Sustainability	24
Governance & Development	28

Who We Are

THE VOICE OF CLUBS

We are ECA (European Club Association) and we are at the Heart of European club football. ECA is recognised by UEFA and FIFA as the sole independent body for professional European clubs, with a growing membership of over 700 clubs, spanning UEFA's 55 national associations. We give a voice to every professional club, large or small, and champion the issues our members care about most. Under our Chairman Nasser Al-Khelaifi, ECA is led by a diverse 37-member Board with representatives from clubs across Europe.

Since our inception in 2008, ECA has been committed to safeguarding, strengthening and developing the interests of our members, delivering value to clubs through initiatives

like the FIFA Club Protection Programme and the UEFA Club Benefits Programme. In 2023, we renewed our MoU (Memoranda of Understanding) with both FIFA and UEFA until 2030, guaranteeing that clubs will remain central to competition decision making and commercial and regulatory matters across the European football landscape.

Through meaningful collaboration and development, we foster unity between clubs and with other stakeholders from across the continent. Driven by four key pillars – representation, participation, cooperation and service – ECA is committed to playing a constructive role in European football, ensuring clubs have a major say in decision making.

OUR PILLARS

- 1. Representation:**
Direct representation to safeguard and promote your interests on European and international club football matters.
- 2. Participation:**
High-level involvement in the decision-making processes of football's governing bodies.
- 3. Cooperation:**
Commitment to play a constructive role in European football, together with all stakeholders.
- 4. Service:**
Through knowledge sharing, education, information and services for you on all European club football matters.

KEY ACHIEVEMENTS

Over the past 15+ years, we have evolved in terms of our profile, impact and membership. We have reinforced our value by signing new MoU agreements with UEFA and FIFA until 2030, which have not only benefited you as member clubs but European club and global football as a whole.

Your voice has subsequently become more important than ever, particularly on matters concerning:

- European and International Club Competitions
- UEFA and FIFA Club Benefits Programmes and FIFA Club Protection Programme
- International Match Calendar
- Financial Regulation and Club Licensing
- EU and Public Policy

OUR MISSION

Elevating the game

We exist to support the growth, development and success of European football clubs on and off the field. We strengthen individual clubs for the benefit of the collective body and, ultimately, the game itself.

To achieve this, we provide every member club with access to a range of benefits, tools and professional advice through specific centralised platforms, helpdesk services, education programmes, publications and research.

In September 2024, the ECA Board approved a revision to ECA's organisational regulations that sees the existing membership structure amended with the Partner/Network category being merged into the Associated Member category across respective Subdivisions, meaning that all clubs in the ECA family are "true members".

Regardless of the size of your club and membership level, ECA services are available to all member clubs.



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

ECA Membership Services

COVERING ALL AREAS

Each of our member clubs benefits from comprehensive, high-quality support across all aspects of European club football. Our services are built

on three core pillars and span eight specialised workstreams, covering everything from youth football to governance. To ensure tailored assistance, we have

established dedicated Working Groups that focus on developing targeted recommendations based on the specific needs of each club within ECA.

MAIN SERVICE AREAS

1. Expert Advisory

Our team of in-house experts offers bespoke, individual advice in a confidential and professional way.

2. Knowledge Exchange

We facilitate the sharing of tangible knowledge, expertise and insights on how best to manage and develop clubs of all sizes.

3. Research-driven Insight

We collaborate with industry leaders, academics, research institutions and consultancies to analyse the European football industry and provide you with unique perspectives.

WORKSTREAMS

1

MEN'S FOOTBALL

2

WOMEN'S FOOTBALL

3

YOUTH FOOTBALL

4

COMMERCIAL & INNOVATION

5

STRATEGIC FINANCE & INTELLIGENCE

6

LEGAL & REGULATORY

7

SUSTAINABILITY

8

GOVERNANCE & DEVELOPMENT



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

1 Football



We continuously explore key topics related to the sustained growth of men's, women's and youth football, from the development of players on the field to matters related to progress off the field.

FOOTBALL EXPERT ADVISORY

What is it?

The ECA Football Department can advise you on the following areas:

- International Match Calendar
- UEFA and FIFA Club Competitions related topics

- Access lists
- Regulations
- Club Manuals
- Coefficients
- International Club Competitions – match operations

What is the benefit?

- Immediate availability and responsiveness
- Guidance on complex issues that require specific expertise
- Up-to-date insight on best practices across the European football landscape



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

CLUB MANAGEMENT GUIDE

What is it?

An in-depth manual that provides insights on all aspects of modern club football management. Through case studies dedicated to men's, women's and youth football, the Club Management Guide is a publication which shares information and best practices about the daily business activities of a football club creating an unrivalled source of knowledge for our members.

What are the benefits?

The ECA Club Management Guide is dedicated to club executives and administrators, offering comprehensive knowledge on all operational aspects of running a football club. It equips ECA Member Clubs to tackle current and future challenges in the football industry, supporting their efforts to enhance and grow their daily sporting and business operations.

How can ECA Member Clubs access it?

ECA Member Clubs will receive a printed copy of the guide during the 2024/25 season.



ECA FIXTURE HUB

What is it?

An online platform designed to help you organise friendly matches and tournaments with fellow ECA member teams.

The platform offers clubs a simple way to contact other member clubs and easily arrange friendly fixtures that match their needs and support the development of players across all levels and genders.

What are the benefits?

- Easy-to-use search functionality that identifies appropriate friendly fixtures and helps you organise matches or request to join tournaments.
- A logistics calculator that allows you to set your destination preferences, estimate travel distances and

find local accommodation and transport hubs.

- A notification system that tells you when you have been invited to play a friendly or join a tournament and alerts you to new messages from other member clubs.
- A performance analytics tool, powered by TransferLab, that highlights your opponent's strength rating and recent results.

How can ECA Member Clubs access it?

Go to www.ecafixturehub.com or get in touch with our team via e-mail: ecafixturehub@ecaeurope.com.



RESEARCH PROJECTS

MEDICAL & PERFORMANCE

What is it?

ECA is financing innovative research initiatives focused on enhancing player health, well-being and performance in men's and women's football. These projects are designed to help clubs optimise their medical and performance departments to achieve their objectives.

- In men's football, three key research projects have been launched: monitoring real-time cardiac rhythms during games to prevent sudden cardiac arrest, exploring strategies for mental health prevention and care in professional football, and defining the ideal organisational structures for medical and performance departments in professional clubs.

- In women's football, two groundbreaking research projects have been conducted. The first focused on designing football boots tailored specifically for female athletes, while the second examined the understanding among players and staff regarding the menstrual cycle and its impact on physical performance. Both initiatives aim to improve player well-being and optimise performance in women's football.

What are the benefits?

Access to innovative research projects focused on tackling critical medical and performance challenges in football, enhancing player health, injury prevention and recovery strategies.



YOUTH PLAYERS' DEVELOPMENT

What is it?

We provide clubs with innovative research and studies focused on the evolution and development of youth football. These reports explore various key areas, including the role of football academies, player development pathways, and the impact of coaching and sports science on young athletes. The aim is to improve player performance, foster talent and enhance the overall structure of youth football systems.

Over the past seasons, the following reports have been published:

- **12 Quality Areas Report:** A detailed explanation of the 12 pillars around which a successful academy is built, showcasing their impact on the youth development process and best practices.

- **Early International Migration of Youth Players in Europe and Their Career Paths (2011-2022) Report:** A closer look on the key dynamics on the flow of underage players in Europe which evaluates the chances of success in foreign countries for youth players who have moved abroad for sporting reasons.

How can ECA Member Clubs access it?

Download the report.



How can ECA Member Clubs access it?

Download the report.



How can ECA Member Clubs access it?

Download the study.





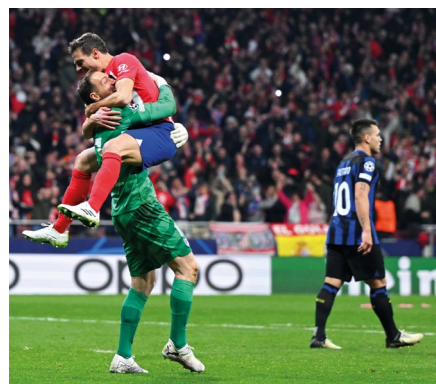
MEN'S FOOTBALL



SPORTS DIRECTOR ONLINE & IN-PERSON EVENTS

What is it?

In-person and online events that allow club professionals in charge of sporting decisions and transfer activities to network, exchange ideas and learn about best practices and success stories across the football industry.



What are the benefits?

Attendees can expect to receive unique insights from other clubs and industry leaders on how to efficiently manage sporting and transfer activities within their football clubs. These events also provide unique networking opportunities and allow attendees to be part of an ever-growing community of sports decision makers.

How can ECA Member Clubs get involved?

The ECA Administration will communicate all future online and in-person events to ECA Member Clubs.

WOMEN'S FOOTBALL



WOMEN'S FOOTBALL SUMMIT

What is it?

In July 2023, the inaugural ECA Women's Football Summit brought together prominent figures, stakeholders and media from across the women's football community to discuss the future of the women's game. With the first event having been a huge success, we look forward to planning the next ECA Women's Football Summit in the 2025/26 season.

What are the benefits?

This unique gathering is the ideal platform to reflect on the achievements within women's football to date, offers the chance to network and outline the priorities to help ensure the continued growth of the women's game.



YOUTH FOOTBALL



ACADEMY VISITS

What is it?

In-person events that allow participants to visit other clubs in Europe, where you can learn from their areas of expertise and find out more about the success stories and lessons learned from the academies.

What are the benefits?

Designed to help you connect and collaborate with other clubs, you'll learn how to overcome any issues or challenges you're facing and gain inside access into the best practices across Europe.

YOUTH KNOWLEDGE EXCHANGE EVENTS

What is it?

A unique programme that invites you to dive into several vital topics concerning the development of youth football with European club representatives, industry experts and football icons.

What are the benefits?

This is an opportunity for you to exchange knowledge and ideas with other clubs face-to-face, which encourages your individual and collective growth, and fosters

ongoing, collaborative and rewarding relationships.

Where do these take place?

We organise a series of in-person events for Academy Directors every three to four months, taking place at different clubs from various parts of Europe and over a period of two days.

ECA YOUTH COACHES EXCHANGE SCHEME EVENTS

What is it?

A shadowing initiative designed to provide youth coaches with hands-on experience within the academy of a hosting club. Participants will have the opportunity to experience the day-to-day work of the hosting coach, delving into coaching methodologies, training techniques, squad management and tactical approaches.

What are the benefits?

This 9-12 month programme gives you the opportunity to meet other youth coaches as well as creating a network of reliable experts and to encourage future exchange of knowledge and expertise.



MEDICAL & HIGH-PERFORMANCE EVENTS

What is it?

In-person events aimed at bringing together doctors, sports scientists, therapists and performance staff to facilitate knowledge exchange and discussions on players' well-being and performance and collaboratively identify and define key topics for innovative research projects.

What are the benefits?

Designed to enable medical and performance staff to connect and collaborate with peers from other clubs, these events provide insights into overcoming challenges and offer exclusive access to the best practices across Europe.

Want to know more?

We communicate all our events on www.ecaeurope.com



2 Commercial & Innovation



By enhancing your understanding of commercial opportunities and regulations and facilitating collaboration in innovative areas relevant to clubs of all sizes, we're helping our members to take full advantage of the expanding range of commercial opportunities within European club football.

BRAND PROTECTION SERVICE

What is it?

A comprehensive service to ECA Member Clubs which helps you to find, remove and prevent online counterfeit sales and misuse of club intellectual property online. This service is offered at an industry beating price and facilitated by dedicated in-house ECA experts.

What are the benefits?

We help you reduce the time and money you spend on fighting infringers and allow you to join forces with other clubs. We undertake collective action on behalf of our clubs, leading to faster, cheaper and more efficient action that can now

be democratised to all our clubs no matter their size or reach. With four tiers of service level, ranging from €2,000 to €35,000 a year, we cater for every club's unique needs.

How can ECA Member Clubs access it?

Visit the dedicated page on our website to book a slot for a live demo and see how this service can benefit your club.



COMMERCIAL DATA PANEL

What is it?

A platform for member clubs to discuss and share best practices relating to technologies and software providers used within club commercial departments. Areas of discussion include fan databases, CRMs, sales process tools, inventory management, valuation tools and social media engagement solutions.

What are the benefits?

Member clubs are invited to workshops where they can connect with fellow commercial operations experts, gain access to best practice guidelines and insights, and explore opportunities to trial and test cutting-edge software tools to enhance commercial operations within their clubs.

FUTURE OF FANDOM RESEARCH SERIES

What is it?

An innovative field research series that focuses on the relationship that different fan groups have with football, including types of affinity, engagement levels, contemporary consumption and behaviour patterns.

What are the benefits?

We provide holistic insight into the ever-changing landscape of club fandom, helping you make commercial decisions that will engage with the different segments of fans.

How can ECA Member Clubs access it?

Download the research study.



MATCH AUDIENCE DATA PLATFORM

What is it?

A portal providing ECA Member Clubs that participate in UEFA club competitions with access to official television audience data for their matches, provided through UEFA.

What are the benefits?

You can filter and extract data for individual matches based on matchday, broadcaster or market, as well as access UEFA season review reports and other consumer research reports to help you develop a robust commercial strategy.

How can ECA Member Clubs access the data?

Through the UEFA Research Portal: <https://uefaresearch.com/auth/login>, but contact commercialaffairs@ecaeurope.com first to complete some simple paperwork to obtain access.

Want to know more?

Get in touch with our team via e-mail: commercialaffairs@ecaeurope.com



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

3 Strategic Finance & Intelligence



Through our strategic collaborations and in-house club finance expertise, we are expertly positioned to help you access the financial support you need to help you perform at your best on and off the field.

CLUB BENEFITS PROGRAMMES – FIFA & UEFA

What is it?

As part of our MoUs with FIFA and UEFA, ECA has co-created a programme enabling clubs that have released players for certain national team competitions to be compensated.

This programme recognises the contribution football clubs make to the success of the main national team tournaments and ensures that you are compensated for releasing any players to a tournament.

How does it work and how much compensation is available?

There are two different programmes in place.

- With FIFA, a total pool of \$355 million for each edition of the 2026 and 2030 FIFA World Cup tournaments is available. This pool will cover both qualification matches and the final tournament.
- Our agreement with UEFA covers the European Championships final tournament as well as any

Find out more information on all Club Benefits programmes.



UEFA European Championship qualification games and UEFA Nations League. For UEFA EURO 2024 and the 2020/21 and 2022/23 UEFA Nations League editions, a total amount of €240 million will be split between the qualification phase and UEFA Nations League games (€100 million) and the final tournament (€140 million).



UEFA CLUB COMPETITIONS (UCC) REVENUE ESTIMATION

What is it?

With the 2024-2027 men's cycle, European club competitions have seen notable adjustments both in the competition format and in the overall revenue distribution model.

The changes include an expanded number of participating teams and increased available funds, with a substantial boost in solidarity allocations. Furthermore, a new distribution pillar system has been implemented, providing a simpler and more consistent approach across all three men's competitions, with a stronger emphasis on rewarding sporting performance.

What are the benefits?

Our team of financial experts is here to help your team estimate potential earnings from UCC revenues across various scenarios. As an ECA Member Club, you can rely on us to provide

accurate revenue estimates from the UCC framework, including:

- Solidarity payments for non-participating teams
- Earnings from qualifying rounds
- Revenues for participating teams

ECA provided this service to over 90 clubs during the 2024/2025 season and will soon be providing a similar service for the women's club competitions.

Key developments

Members expressed the need for improved methods to run updated and detailed UCC financial simulations based on various scenarios. This will be possible through a digital UCC Revenue Distribution Tool which is currently being developed. The tool is planned to be deployed by the end of the 2024/25 season.

UEFA CLUB LICENSING & FINANCIAL SUSTAINABILITY REGULATIONS

Our dedicated team is here to support ECA Member Clubs in comprehensively understanding the ever-evolving UEFA Club Licensing & Financial Sustainability Regulations. These regulations are crucial for maintaining financial sustainability and ensuring fairness within European club competitions.

ECA's support focuses notably on estimating clubs' compliance with the Squad Cost Rule Ratio by projecting a club's income statement for the following seasons and estimating compliance with the Squad Cost Ratio (SQR) under different scenarios.

We also provide specific advice and clarifications on these regulations from a club perspective.



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM



EUROPEAN CLUB FOOTBALL BENCHMARKING – FINANCIAL & STRATEGIC SNAPSHOT

What is it?

A strategic presentation that aggregates the financials of first division clubs within a specific country, highlighting their strengths, opportunities and challenges when benchmarking with direct competitors at European level.

How does it work?

We collect and aggregate the financial data of first division clubs from all countries affiliated with UEFA. Once aggregated, we benchmark the performance of the country against its most comparable country competitors – those countries that exhibit similar characteristics and behaviour patterns. Our analysis includes in-depth reviews of all financial and strategic aspects based on available information with a focus on any specific and relevant KPIs such as revenues, sporting results and financing models.

What are the benefits?

Clubs gain valuable insights into how their respective league performs compared to other similar European competitors by highlighting their strengths and weaknesses. Therefore, this provides a clear understanding of how clubs within the country can collaborate to enhance their competitiveness against clubs from other countries.



CLUB BENCHMARKING

What is it?

Similarly to the market snapshot, we also support clubs in better understanding their individual position in a European context and how to capitalise on its strengths to further develop by benchmarking them towards their European peers.

How does it work?

We collect the financial data of European football clubs from different countries affiliated with UEFA. Once aggregated, we

benchmark the performance of the club against competitors from other countries.

Our analysis includes an in-depth review of all aspects included in the financial statements (Profit, Loss and Balance Sheet), with a focus on the following areas:

- Revenues: matchday, broadcasting media rights, sponsorship & commercial, UEFA and other income.
- Social Media

- Operating expenses: personnel expenses and OPEX
- Transfer market balance
- EBITDA
- Financial costs
- Net equity
- Gross Debt

Additionally, we can provide specific analysis on the impact of implementing projects within a club (e.g. revenue increase from expanding a football stadium).

What are the benefits?

Clubs gain valuable insights into their performance compared to similar European clubs from different leagues. This analysis highlights their strengths and weaknesses, offering a clear understanding of the most important aspects to focus on for future development. It can be used to support clubs in various stakeholder relations.





ECA FINANCIAL SUSTAINABILITY & REGULATORY CONFERENCE

What is it?

Building on the success of the first ECA Financial Sustainability Workshop and the growing interest in ECAS Legal & Finance Roadshows, it's clear that clubs need a deeper understanding of the current financial and regulatory landscape. Clubs are also eager to better grasp the operations and decision-making processes of key regulatory bodies like UEFA, CFCB and CAS.

This is a biannual event that brings together club decision makers, including CEOs, and executives in finance, regulatory and strategy.

What are the benefits?

The ECA Financial Sustainability Workshop presents a prime opportunity for clubs to deepen their understanding of the shifting financial and regulatory landscape. It also serves as a vital platform for networking with key stakeholders, forging relationships that can shape crucial club decisions. Through best practice sharing and case study analysis, clubs will refine their financial planning and compliance strategies.

Want to know more?

Get in touch with our team via e-mail: strategic.finance@ecaeurope.com and hugo.hamon@ecaeurope.com



4 Legal & Regulatory



We are committed to addressing all legal and regulatory issues that may affect our members, either through direct advisory work or collectively safeguarding the interests of our clubs in any UEFA or FIFA regulatory reforms. Additionally, we assess the impact of major decisions made by external regulatory authorities on our clubs.

LEGAL ADVISORY

What is it?

The ECA legal team can advise you on the following areas:

• **Dispute resolution:**

We assist our members in navigating proceedings before the relevant football judicial bodies. With extensive experience in successfully supporting numerous clubs, we can provide the level of assistance you need at any stage.

• **Football contracts:**

Assistance with drafting and reviewing all types of football contracts, including transfer agreements, loan agreements, training compensation agreements and employment contracts.

• **Commercial contracts:**

Support with developing sponsorship and licensing agreements, as well as providing intellectual property (IP) guidance.

• **Regulatory advice:**

Ensure that clubs comply with complex regulatory frameworks at UEFA and FIFA levels. This includes issues with registration of players, training rewards and agents.

• **Mediation:** Support with potential disputes involving or between ECA Member Clubs to avoid further escalation.

What are the benefits?

Our team has over 20 years of experience from FIFA and UEFA, alongside experience with top law firms within the private sector.

Not only does our in-house expertise match any sports law firm in the market, but our services are either free or charged at a significantly reduced membership rate. We have no incentive or goals for profit, new clients or promotional marketing. Our focus is to get the best results for our clubs – on both an individual and a collective level.



LEGAL ROADSHOW

What is it?

The ECA Legal Department can come to your country to offer help and guidance to club representatives.

What are the benefits?

Using case studies, industry insights and interactive sessions, our expert team will showcase the many ways in which we can support clubs through our suite of bespoke legal advice and services as well as to provide clubs with an update on the latest football regulatory developments.

LEGAL JOURNAL

What is it?

An annual publication that includes expert legal commentary and highly relevant CAS jurisprudence.

What are the benefits?

From issues you might face on any given day to more extraordinary situations, this journal offers counsel and supporting strategies to help you respond to any legal circumstances.

How can ECA Member Clubs access the Legal Journal?

The latest issue is available online.



LEGAL BRIEFING

What is it?

This regular publication provides insights into the recent work of the team and of the Legal & Regulatory Working Group, as well as regulatory updates, interesting jurisprudence, and a variety of other legal matters.

What are the benefits?

This exclusive publication for ECA Members provides regular updates to keep clubs informed about the latest legal developments impacting their day-to-day operations.

How can ECA Member Clubs access the Legal Briefing?

The latest issue is available online.



Want to know more?

Get in touch with our team via e-mail: legal@ecaeurope.com



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

5 Sustainability

We have strengthened our commitment to sustainability and are passionate about encouraging you to explore initiatives relating to your club's environmental and social impact. Our vision is to make football a driving force for sustainable change.

ECA SUSTAINABILITY STRATEGY & FRAMEWORK

What is it?

In 2024, we launched our first ECA Sustainability Strategy, which is a framework for both the ECA and our member clubs to adopt and improve practices to address all aspects of sustainable operations.

How did ECA develop this strategy?

Interviews with key representatives from the European football landscape and a survey of our member clubs have helped us define the topics we need to prioritise. We also frequently meet with UEFA's Social and Environmental Sustainability team to develop joint training initiatives for member clubs.

What are the benefits?

The strategy serves as a dynamic, evolving framework that empowers both ECA and our member clubs to implement measurable actions aimed at improving all aspects of sustainability. Our goal is to simplify what can often feel like a complex set of challenges, making them more approachable and manageable for all clubs. By adopting a comprehensive sustainability strategy, clubs can not only mitigate risks associated with inaction – such as regulatory issues or damage to reputation – but also seize exciting new opportunities within a rapidly changing landscape.

How can I access the Sustainability Strategy?

Read the Sustainability Strategy full strategic overview and framework.



As European football clubs, we must act as sustainability champions, inspiring others to play a pivotal role in shaping the future of the game. Our commitment to environmental and social sustainability is central to the growth of European club football.

Niclas Carlén,
Chairman of the ECA
Sustainability Working Group



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM



ECA – UEFA JOINT WEBINAR PLATFORM ON UEFA SUSTAINABILITY LICENSING REQUIREMENTS

What is it?

A platform offering support to member clubs on how to comply with the UEFA Sustainability Licensing Requirements.

Why do ECA Member Clubs need this support?

Entered into force starting season 2023/24 as B requirements, they will become A requirements starting from season 2025/26.

These requirements ask clubs to:

- Name a sustainability manager
- Develop a sustainability strategy that covers, as a minimum, the following five topics:
 - Anti-racism
 - Child and youth protection
 - Equality and inclusion
 - Football for all abilities
 - Environmental protection

How can ECA Member Clubs access it?

Recordings, presentation and supporting documentation is stored on ECA Campus platform for all the six webinars. Contact us to gain access.

What are the benefits?

Through these six two-hour seminars, each club's Sustainability Manager will receive a comprehensive starter toolkit to help navigate and meet the new licensing requirements.



ACCESS TO EU-FUNDED PROJECTS

What does this mean?

We connect you with EU-funded project proposals related to football and sustainability.

What are the benefits?

If you want to improve your sustainability performance but lack the funds and expertise to do so, an EU-funded project could be the solution.

How can ECA Member Clubs connect with projects?

Get in touch with our team via e-mail: sustainability@ecaurope.com

SUSTAINABILITY IN EUROPEAN CLUBS STUDY

What is it?

A survey that addresses all ECA Member Clubs' Football Social Responsibility Officers to identify needs and trends related to sustainability.

What are the benefits?

While sustainability has become a high priority topic in football, little is known about the performance of clubs in this area. This study will provide key insight.

How can ECA Member Clubs access it?

Get in touch with our team via e-mail: sustainability@ecaurope.com

SUSTAINABILITY EU REGULATION OBSERVATORY

What is it?

A platform offering support for member clubs on complying with new and upcoming EU Regulation.

Why do ECA Member Clubs need this support?

Coming into force in 2025, the EU Corporate Social Responsibility Directive will require larger and medium size clubs to start publishing a Sustainability Report that covers social, environmental and financial aspects of your club.

What are the benefits?

We'll provide you with training programmes, guidelines and regular updates on regulation development to ensure you can comply.

Want to know more?

Get in touch with our team via e-mail: sustainability@ecaurope.com



6 Governance & Development



By working with our clubs to evaluate governance, membership structures, coaching, development and administrative operations, we can identify growth opportunities and ensure ECA stays relevant, well-resourced and equipped to meet your needs.

INTERNAL GOVERNANCE

What does this mean?

Each year, we implement substantial internal governance reforms that promote democracy, inclusivity and diversity within our leadership and decision-making structures across all areas.

What are the key reforms?

- Strengthened diversity and inclusion across the organisation, including the appointment of six women to the Board
- Expanded our membership structure with further growth in numbers, representation and decision making

- Widened Board positions to all members for the first time
- Included women's football clubs as members
- Created and appointed an ECA Executive Committee

What are the benefits?

These changes improve our ability to operate efficiently and effectively at various levels, while ensuring modernisation and broader representation of European clubs.

EDUCATIONAL DEVELOPMENT

Through a host of Educational Programmes, ECA offers our members a wide range of opportunities for development across multiple disciplines, which are crucial to the smooth running of clubs.



ECA CAMPUS

What is it?

ECA Campus is the central hub for ECA's education programmes and knowledge-sharing initiatives, designed to help clubs grow, thrive and achieve professional excellence. Built on the pillars of Knowledge, Network and Impact, ECA Campus supports club development by adapting to the evolving needs of our members.

Through executive education methodologies that blend theoretical knowledge with practical learning, participants gain the skills and insights needed to create tangible results within their clubs. ECA Campus also fosters a culture of knowledge sharing, encouraging the exchange of experiences, contacts, strategies and good practices to drive collective success.

What programmes and initiatives are available?

- ECA Executive Leadership Programme in collaboration with Harvard Business School Executive Education
- ECA Club Management Programme
- ECA Club Talent & Mentoring Programme
- ECA Academy Management Programme
- ECA Women on Board Programme
- Sports Director Programme
- ECA Campus Alumni Association
- ECA Campus Online
- ECA Knowledge-Sharing Workshops & Webinar Series

How can ECA Member Clubs sign up?

To sign up, please refer to each programme online for specific application processes, terms of participation, applicable fees, and information on available scholarships and bursaries. We encourage and welcome applications from all our member clubs.



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM

• Available ECA Campus Programmes & Initiatives

ECA EXECUTIVE LEADERSHIP PROGRAMME IN COLLABORATION WITH HARVARD BUSINESS SCHOOL EXECUTIVE EDUCATION

What is it?

The newly launched ECA Executive Leadership Programme, in collaboration with Harvard Business School Executive Education, offers elite leadership development tailored for top professionals in the football industry.

Combining Harvard Business School's (HBS) renowned educational approach with a customised curriculum, the programme addresses the specific challenges faced by football leaders and incorporates insights from the broader sports and entertainment sectors. Participants will engage with HBS case studies, gaining practical strategies and real-world perspectives essential for excelling in top leadership roles within football.

What are the benefits?

The ECA Executive Leadership Programme offers senior professionals in football unmatched opportunities for growth.

This elite programme equips participants with the advanced skills needed to lead effectively in the evolving football landscape, while drawing lessons applicable across sports and entertainment. It also provides a unique platform to connect with top leaders, fostering relationships that drive collaboration and success.

What is the format?

The programme is structured into three key parts:

- **Immersive Kick-off at Harvard:** Start with a transformative two-day experience at the iconic HBS campus in Boston, USA, where participants engage directly in Harvard's unique and prestigious learning environment.
- **Interactive Virtual Sessions:** Continue with five cutting-edge virtual sessions using HBS's state-of-the-art Live Online Classroom, providing an interactive experience that simulates being in the room.

- **Programme Wrap-Up:** Conclude with a high-impact two-day, in-person leadership development session in Europe, delivered by Professor Anita Elberse, offering hands-on learning and real-world application.

Who is this for?

This programme is designed for top executives and decision makers from across the football industry who seek to elevate their leadership skills and drive innovation within their organisations. Priority enrolment is given to ECA Member Clubs, offering them exclusive access to this unique opportunity.

What are the dates and cost?

Find out more about the latest programme details, application dates and associated costs.



ECA CLUB MANAGEMENT PROGRAMME (CMP)

What is it?

The ECA Club Management Programme (CMP) is the flagship offering of the ECA Campus, tailored for senior club professionals seeking to expand their knowledge and make a lasting impact within their clubs and the wider football industry. The ECA CMP provides a valuable platform for networking with like-minded professionals and learning from industry leaders.

The ECA CMP is designed for those seeking a deeper understanding of professional football club management. The programme emphasises strategic development and management, with a focus on current and future industry trends. Taught by a diverse group of academics, industry experts, and thought leaders, the curriculum reflects the latest in football, equipping participants to navigate market shifts, capitalise on opportunities and drive success at their clubs.

What are the benefits?

Participating in the ECA CMP offers participants valuable insights and the opportunity to step back from daily tasks to reflect on how to successfully navigate the future of football as both a sport and an industry.

Key benefits include:

- **Personal Development:** Expand and refine your skillset, becoming an inspirational thought-leader.
- **Club Impact:** Gain practical knowledge and insights to address current and future challenges at your club.
- **Industry Influence:** Join a strong network of football executives who, while competing on the pitch, collaborate off it to advance the industry.

What is the format?

The ECA CMP is a 12-month blended learning programme consisting of five modules. Four of these modules are

What are the dates and cost?

The ECA CMP is a biennial programme. Find out more about the latest programme schedule, application dates and associated costs.



conducted in-person, including one usually held in the United States, while the fifth module is delivered online. Throughout the programme, participants also benefit from peer-to-peer coaching, which fosters further collaboration and deeper learning.

Who is this for?

The ECA CMP is specifically designed for executives at the first and second management levels of ECA Member Clubs. To ensure high-quality discussions and meaningful exchanges, it is important that participants have practical experience in managing aspects of club matters.





ECA CLUB TALENT & MENTORING PROGRAMME (CTMP)

What is it?

The ECA Club Talent & Mentoring Programme (CTMP) is designed for the next generation of club leaders. Launched in 2022, the ECA CTMP aims to help clubs across Europe develop their off-the-pitch talent. This programme provides a clear path for the development of talented individuals within a club's management and administrative staff, offering ambitious professionals the opportunity to expand their knowledge, develop key skills, grow their network and learn from industry leaders.

What are the benefits?

- **Professional Development:** Push boundaries, build confidence and embrace new challenges, acquiring the skills and knowledge essential for future leadership roles.
- **Comprehensive Understanding:** Gain a deep understanding of crucial areas within football club operations

and management while addressing contemporary challenges in European club football.

- **Expanded Network:** Expand your professional network by connecting with influential industry figures and like-minded peers from football clubs across Europe.
- **Mentoring Scheme:** Benefit from a dedicated mentoring scheme with industry professionals who provide guidance, support and insights, helping you navigate your career and develop your potential.

What is the format?

The ECA CTMP is a blended learning programme designed to be compact, dynamic and impactful, focusing on developing and inspiring ambitious club professionals. The programme comprises three main elements:

- **Intensive In-Person Learning Week:** An immersive week of learning at Nova School of Business and Economics in Lisbon, Portugal.

What are the dates and cost?

The ECA CTMP is an annual programme. Find out more about the latest programme schedule, application dates and associated costs.



- **Online Sessions:** Complementary sessions that top up on key areas of knowledge, featuring insights from distinguished speakers.
- **12-Month Mentoring Programme:** Personalised guidance from a former or current football club executive, providing insights into their role and network.

Who is this for?

The ECA CTMP is designed for driven, passionate young professionals within clubs who seek an opportunity to advance their careers. Participants will come from various specialisations and areas of club football, looking to gain a broader understanding of what it takes to run a successful club.



ECA ACADEMY MANAGEMENT PROGRAMME (AMP)

What is it?

The ECA Academy Management Programme (AMP) is a one-of-a-kind executive education initiative aimed at developing Academy Directors and senior management in football academies. As a key element of the ECA Youth Football Strategy, this nine-month hybrid programme blends academic rigour with real-world case studies to educate, challenge and support participants in maximising their potential and shaping the future of the game. Tailored to participants' needs, the ECA AMP offers a flexible mix of online training and on-site sessions hosted by top European clubs.

What are the benefits?

Engaging in the ECA AMP provides a range of benefits needed to excel in managing youth development including:

- **Comprehensive Skill Development:** Enhance your knowledge, expertise and competencies in both on and off-the-pitch elements of academy management, with a focus on operational management, people management and football development.
- **Exposure to Best Practices:** Learn from renowned expert speakers, executive coaches and peers across European youth football, gaining insights into the latest innovations, trends and best practices in academy management.
- **Networking Opportunities:** Build a valuable network of peers and experts from across Europe, fostering connections that will support your ongoing professional development and the future of your academy.

What is the format?

The ECA AMP is a nine-month programme that includes three onsite modules hosted at football club venues across Europe, supplemented by online modules. Participants also benefit from individual executive coaching and peer-to-peer sessions, ensuring a comprehensive and immersive learning experience.

Who is this for?

The ECA AMP is designed for Academy Directors and Managers from academies of ECA Member Clubs. This programme is ideal for those already in management roles, as well as individuals aspiring to advance into higher positions, all with a shared commitment to continuous personal and professional development.

What are the dates and cost?

The ECA AMP is a biennial programme. Find out more about the latest programme schedule, application dates and associated costs.





ECA WOMEN ON BOARD PROGRAMME (WBP)

What is it?

The ECA Women on Board Programme (WBP) is an educational initiative designed for women in senior-level football roles who aspire to advance into more senior decision-making positions, such as board roles within their clubs or influential bodies in football. Addressing the significant gender gap in football administration and executive roles, where women currently represent only 18% of C-level executives, the ECA WBP provides tailored tools, strategies, skills and a supportive community to empower women to step into higher decision-making roles. Developed in coordination with the ECA Sustainability team and aligned with ECA's broader governance reforms – which aim to increase female representation on its Board to at least 25% by 2027 and 35% by 2030 – this programme is a key part of ECA's commitment to driving diversity and inclusion in football's decision-making landscape.

What are the benefits?

Participating in the ECA WBP offers several key benefits:

- **Leadership Preparation:** Gain the skills and competencies needed to navigate the football landscape, identify opportunities and take on higher decision-making roles.
- **Expanded Network and Influence:** Build a strong, influential network within the football industry, raise your profile and enhance your ability to influence decisions within your club and the broader football community.
- **Exclusive Opportunities:** Access high-level events, gain valuable insights and connect with industry leaders, supporting your career progression and leadership aspirations.

What is the format?

The ECA WBP is structured to provide a comprehensive learning experience through a tailored, dynamic set of

What are the dates and cost?

The ECA WBP is a bi-annual programme. Find out more about the latest programme schedule, application dates and associated costs.



initiatives. It includes three immersive in-person days for direct learning and networking, complemented by interactive online sessions, recorded masterclasses and a peer coaching programme. Additionally, the programme incorporates experiential learning opportunities, enabling participants to apply concepts to real-world scenarios and enhance their practical skills.

Who is this for?

The ECA WBP is intended for senior-level women within ECA Member Clubs who are poised to move into decision-making roles. The inaugural edition has targeted women already serving on ECA Working Groups, Taskforces, Panels, and Committees.



SPORTS DIRECTOR PROGRAMME

What is it?

The Sports Director Programme is a key initiative designed to enhance the capabilities of Sports Directors at ECA Member Clubs. Recognising the growing importance and influence of this role, the programme is tailored to address its complex demands and equip participants with the up-to-date knowledge, skills and tools necessary to excel in a dynamic and evolving industry.

What are the benefits?

The key benefits of participating in the Sports Director Programme include:

- **Expertise Development:** Gain the knowledge and skills needed to manage complex and technical aspects of the Sports Director role.
- **Strategic Empowerment:** Enhance your strategic and decision-making abilities to influence and create impact within your club or multi-club structure.
- **Industry Preparedness:** Be equipped to tackle the challenges presented by the evolving football industry and your specific role.

Professional Networking:

Build a network of peers to share experiences and best practices, fostering collaborative growth and learning.

What is the format?

The programme spans three months and includes a combination of three dynamic and practical onsite modules in Europe and two online sessions, all led by industry experts.

Who is this for?

The programme is designed for individuals already serving as Sports Directors or in similar roles within ECA Member Clubs. It is also suitable for senior executives in smaller clubs who perform the duties of a Sports Director.

What are the dates and cost?

The Sports Director Programme is a biennial programme. Find out more about the latest programme schedule, application dates and associated costs.



OTHER

• ECA Campus Alumni Association

The ECA Campus Alumni Association is an exclusive community open to anyone who has completed an ECA Campus programme. It aims to provide ongoing support and valuable opportunities for curious lifelong learners to continue to exchange, learn and network. The association fosters a thriving community of industry professionals, ensuring that members remain connected, engaged and supported in their continuous professional growth and development.

• ECA Campus Online

ECA Campus Online is a platform dedicated to continuous learning and professional development for football club professionals. It houses all educational content from

ECA Campus programmes and serves as a knowledge hub, offering best practices, webinars, research articles and workshop materials. Designed to enhance expertise, it empowers all of our members' professionals to make a meaningful impact within their clubs.

• ECA Knowledge-Sharing Workshops & Webinar Series

ECA supports the development and success of football clubs by providing targeted tools and resources. Committed to knowledge sharing, ECA offers workshops and webinars on key topics for its member clubs. By sharing expert insights, exchanging best practices and fostering discussions, ECA promotes continuous learning, raising standards and enhancing capabilities within football clubs.

How can ECA Member Clubs get involved?

ECA Campus is open to individuals working for ECA Member Clubs. For information about upcoming programmes and specific application dates, please visit our website.



EUROPEAN STADIUM & SAFETY MANAGEMENT ASSOCIATION (ESSMA) MEMBERSHIP

What is it?

As an ECA Member Club, you're entitled to free membership with ESSMA.

What are the benefits?

You'll benefit from exclusive access to stadium industry content and ESSMA content.

How can ECA Member Clubs sign up?

Get in touch with our team via e-mail: campus@ecaeurope.com

ECA AWARDS

What is it?

First introduced in 2010, the ECA Awards provide a platform that amplifies best practice and fosters inspiration among our member clubs.

What awards are celebrated?

- ECA Award for Sustainable Governance
- ECA Award for Environmental Sustainability
- ECA Award for Social Impact
- ECA Award for Football Development
- ECA Award for Visiting Supporters Experience
- ECA Award for Club Management Excellence
- ECA Award for Commercial Development

When are the winners announced?

We reward the very best projects, initiatives and partnerships in each of the seven categories at our ECA General Assembly.

KNOWLEDGE-SHARING WORKSHOPS

What is it?

We create opportunities for you to exchange ideas and learn from other clubs by organising several workshops throughout the year.

What are they?

Taking place at various locations, typically over two days, they bring together club experts from across Europe to discuss specific topics and encourage collective development.

What topics are covered?

ECA can tailor specific workshops according to the needs of our members, whenever there is significant collective demand in a given topic.

PUBLICATIONS & RESEARCH

What is it?

We regularly publish research studies that provide our member clubs with valuable information relating to professional football.

What documents are available?

You can read all official ECA research documents, as well as studies and reports from various stakeholders in European club football, on the ECA website.

Want to know more?

Get in touch with our team via e-mail: campus@ecaeurope.com



Contact us

We are here to help you with any questions or queries that you may have. Please find below all the relevant contact details from ECA.

Football Team

mensfootball@ecaeurope.com,
womensfootball@ecaeurope.com
or youth@ecaeurope.com

Commercial & Innovation Team

commercialaffairs@ecaeurope.com

Strategic Finance & Intelligence

strategic.finance@ecaeurope.com
and hugo.hamon@ecaeurope.com

Legal & Regulatory

legal@ecaeurope.com

Sustainability

sustainability@ecaeurope.com

ECA Campus

campus@ecaeurope.com

THE LEGAL STUFF

ECA has made every attempt to ensure the accuracy and reliability of the information provided in this document.

Reproduction of part or all of the content in any form is prohibited other than for individual use. Content may not be reproduced and shared with a third party without the written authorisation of ECA.

The permission to recopy by an individual does not allow for incorporation of material or any part of it in any work or publication, whether in hard copy, electronic, or any other form.

Written and produced by
ECA Communications &
Marketing Department

October 2024



FOR MORE INFORMATION VISIT
WWW.ECAEUROPE.COM



EUROPEAN CLUB ASSOCIATION

European Club Association
Route de St-Cergue 9
1260 Nyon
Switzerland
members@ecaeurope.com