



## Minutes to the 13<sup>th</sup> EHF Conference of Presidents

- Date/Time:** 27 January 2018/09:00 - 12:30hrs
- Venue:** Sheraton Hotel Zagreb, Croatia
- Participants:** National Federation Representatives, Invited Guests, Honorary Members, Executive Committee, Commission Members and EHF Office (Participants list enclosed)

### 1. Welcome

President Wiederer welcomed the representatives of the National Handball Federations of Europe in attendance at the 13<sup>th</sup> Conference of Presidents that was held on the fringes of the Men's EHF EURO 2018 in Zagreb, Croatia. The Conference, originally planned to take place in 2017 was postponed due to the scheduling conflict with the 2017 IHF Congress as well as the dense autumn calendar.

A brief overview of the content was given and the President hoped that it would provide a sound basis for an interesting meeting. Speaking of the EHF EURO, the President underlined the interesting matches and the quality of the handball being performed in the arenas of Croatia. He stated that it was a strong sign to the development of the sport that it is being presented on a broader basis.

Introducing the President of the Croatian Handball Federation, Wiederer mentioned the good relationship the EHF held with Croatia as the organiser of the EHF EURO having hosted the last Championship in 2000; as Croatia hosts for the second time, the attendees were reminded that this would be the last EHF EURO with 16 teams.

The President of the Croatian Handball Federation, Mr Tomislav Grahovac expressed his joy at being able to welcome the Conference participants to Croatia, and the City of Zagreb. Grahovac also conveyed his pride at organising an EHF EURO for the second time and gratefully received the recognition as a good organiser. President Grahovac also mentioned the overall objective of the Federation which was to revitalise handball in Europe, by giving a platform to the development of the 'growing' teams and presenting a tournament that is good for spectators, and especially for this coming to Croatia from all across Europe to support the teams. The Croatian Handball Federation aimed for an event that presented a good TV picture that showcases handball as a growing sport. In closing, he wished the attendees an enjoyable time in Croatia at the EHF EURO 2018.

Bringing the official welcome to a close, President Wiederer welcomed the Honorary Members of the EHF Family, the guests, and those who continue to contribute to the sport. In order to deliver the overall report, the chairmanship was given to EHF Vice President Predrag Bošković.

### 2. Overall Report

Using the 2016 EHF Congress and the 25<sup>th</sup> EHF Anniversary celebrations in St. Wolfgang, Austria as a starting point, President Wiederer reiterated that following the conclusion of the Congress the usual business of the EHF continued seamlessly beginning with the first meeting of the Executive Committee in its new constitution where for example, the Executive representation nominations were made. The search for the new Secretary General was executed with the assistance of an



external agency, and Martin Hausleitner assumed his new role on 1 August 2017. Since then the EHF began its internal restructure on a professional level; this has included a review and a renewal of the working procedures including the tasks and responsibilities on the level of the Executive and President. Cooperation between the President and the new Secretary General also saw a revision of the tasks with emphasis on the relationship between the technical and professional bodies.

On the level of the various EHF Commissions, the activities continue to run smoothly and in a normal way; a full report from each of the Technical Commission Chairmen will be given at the EHF Congress in June where the Member Federations will be assured that all the duties have been fulfilled. The attendees are informed that many activities continue to drive the EHF forward, e.g. the Beach Handball Commission are cooperating with the International Handball Federation, together pushing beach handball forward and steering it towards the IOC; additionally the Commission is working on an expansion of beach handball in the academic realm.

The latest edition of the EHF Scientific Conference that focused on the player's environment (health, training, technology support) is a positive example of how the experts in the sport continue to look for development in the various fields that affect the athletes. The ongoing cooperation with EHF partner Sportradar sees the organisation now active in the area of fraud detection. Within the framework of the VELUX EHF Final 4 in Cologne, the platform EHF goes Tech convened an expert panel to discuss the latest advancements in sport technology and technological support.

The President reported on the European representation within the IHF Council noting the new experience of working at that level. The relationship between the two organisations remains strong and Europe plays an important role in the global dialogue; though with many new people on the Council the discussions are not simple. The communication channels with the IHF remain open especially regarding the international calendar; with the calendar relevant to the global handball community and with Europe leading the way in the number of activities, coordination of the calendar is of core importance.

The EHF continues to be involved in many international activities via the cooperation visits with the National Federations where our work is driven by the exchange of information and support, cooperation with EU and the EOC is being fostered through work in areas such as the European Youth Olympic Festival and following a recent meeting with the leadership of UEFA, cooperation has been renewed on the UEFA/ETS level. The meeting with UEFA highlighted the similarity of the issues and the common interests shared by both organisations.

As a follow-up to the 2016 Congress when the topic concerning the future marketing strategies of the EHF was announced, the President informed the attendees that the issue would be discussed later, and it would be followed by a presentation on the structure of the EHF and an open discussion. It was noted that EHF finances were not on the agenda as the finalisation of the 2017 budget is in progress; however, both 2016 and 2017 business years have finished with a positive result due to increased income and reduced costs. The information will be furnished in a comprehensive report by the Treasurer at the 2018 Congress in Glasgow in June.

Closing his report, President Wiederer underlined that the development of the European Handball Federation continues to be stable, which also upholds the integrity of the organisation. The organisation also transmits a coherent and transparent overall picture and the Member Federations remain informed through the minutes from the various meetings. This is not only a fundamental for the cooperation with the Federations and the clubs, but also important for the position of handball not only as a sport, but also on the market.



### 3. Competition Matters

Bozidar Djurković, Chairman of the Competitions Commission presented a brief report on the status of the current and upcoming sporting events. Beginning with a review of summer 2017, where the youth players had their moment in the spotlight, the Men's and Women's 17 Beach Handball EURO were the first events to throw-off the handball summer, and was followed by the adults event, as the stars of the beach gathered in Zagreb. The Chairman also spoke of the Women's 19 EHF EURO in Slovenia and the Women's 17 EHF EURO in Slovakia, as well as the Women's 17 European Championships that were hosted in Lithuania and FYR Macedonia. Though the events were not without their challenges, the issues were handled as per procedure and with the utmost professionalism.

Moving on to the events coming up in 2018, the Chairman mentioned the challenges of organising seven YAC and four beach handball events in nine countries in addition to the qualification matches of EHF EURO 2018 (FRA) that will reach a conclusion in early June followed by the Final Tournament Draw in Paris on 8 June. The qualification draw for EHF EURO 2020 in SWE/AUT/NOR will be held in Norway on 12 April; the men's qualification event will commence in October 2018.

Concluding his report, Chairman Djurković extended his thanks to the members of the Competitions Commission and the staff in the EHF Office, as well as to the Executive Committee, President and Secretary General for the support.

### 4. European Competitions and Marketing of Top Products

Returning to the podium President Wiederer mentioned the publication of the 2017 EHF Business Report covering all the major activities of the year; each attendee received a copy. Moving on to the topic, he stated that the Tender process began a while ago and has involved many people on the sport-political and professional level since the beginning. The result of this process will be delivered as a comprehensive report in June in Glasgow.

Delivering the starting point of the process, President Wiederer stated that according to SpoBis in a few years there will be very few sports reflected in the media; this will be the main topic of the next SpoBis convention in the coming weeks. The concern of the EHF was, and is to be among the sports that remain in the media. Wiederer underlined that this was the most exciting journey that the organisation has embarked upon since its foundation due to its complexity, importance and also being confronted with different interests, though logical it meant that the input coming from the various stakeholders internally and the input from the external experts and other sources was also a learning curve for the organisation and its leadership in finding different approaches to challenges and problems.

One challenge faced by the organisation was to combine the different elements and bring it to suitable outcome. Internally there were many discussions, but externally the process was viewed simply as a business case, and it was up to the organisation to provide an attractive basis for the market. It was imperative that from the beginning the internal discussions were separated from external realm in order not to damage the process. A milestone plan had to be developed and followed, and it was also a challenge to find the right timing, as information was known at some stages of the process, but it was not possible to make that information known at the same point in time. On the other hand, information was wanted, but not available due to other elements not being in place at the time. The information process had to be optimised, another complex part of the process.



Wiederer also gave pertinent facts and figures to the development of the EHF EUROs and the Men's and Women's EHF Champions League. Taking reference to an earlier Champions League Final played in home and away matches, he stated that it was nearly impossible to cover a final match in the country of the opposing team; meaning that even in top level countries, it was difficult to find transmission slots – it was a local product that was neither strong nor important enough. Today, on average in groups A/B, there is an average of 11 TV-takers and for groups C/D and in the Women's Champions League there is an average of 6 takers with the Final 4 being broadcasted in more than 80 territories. In comparison to the previous decade when compared, one can see that handball has taken a huge step forward in terms of media exposure; the same holds true for the EHF EUROs, in the past the EUROs were hosted in a different way, a more casual approach was taken in the beginning. This is reflected in the TV figures from 96 million in 1994 to 2.452 million in 2016 watching the matches and the broadcast time has exponentially increased from 233 hours to 4.758 hours in 2016. The products have come a long way not only on a technical level, but also on the public relations level.

In the Tender, there are the national team competitions, not only the adult events, but in the future there will be coverage of the youth and junior events, by that the aim is to increase the level of these competitions. Though there is a special situation concerning the qualifications, the attendees were assured that it is not foreseen to change the media and marketing right on the level of the qualifications; the organisation remains aware that this is important for the National Federations; what currently exists was been bundled into the Tender.

On the level of the club competitions, it was mentioned that the EHF Champions League competition currently enjoys broad coverage, but the media coverage for the EHF Cup is not good enough. Thus, the EHF and EHF Marketing had to work on securing better media coverage for second and third tier events. The media and marketing rights held (statutorily) by the EHF have been made part of the package. The production responsibilities that constitute a large financial burden for some are also part of the tender. Another major aspect of the process is the approach to the digital media; the organisation plans to partner under the condition that there is a strong development plan. The development strategy is very relevant, it is not only the financial aspect; much emphasis, and this is a concern of EHF as well as the club representatives regarding the club competitions, has been placed on how the organisation can develop its products together with the partners. This will begin with the competition structure and a crucial part of this will be the men's Champions League.

Speaking of the analysis prior to and later during the tender process, Wiederer stated that the combination of the two products – club and national team – resulted in a lot of content over the year and especially the strong phase of the men's EUROs in January and the women's EUROs in December. The competition structure was a very important element and it was underlined that input coming from the agencies in the initial stages was for a revised competition structure, especially in the area of the men's Champions League. This suggestion was not 'out of the blue', but a demand from the market; this was the starting point that led to many discussions.

Another important factor was a long-term partnership. Until recently handball was not of interest to the potential partners as it produced limited content for a limited amount of time. The organisation realised that a partner needs a business model to indicate how a long-term partnership could work; thus the Tender was launched for the period from 2020 until 2030. A common platform (national and club teams) was created, previously stakeholders had opted for a strong separation of the club and national team products; this stance has changed, partly through the tender process and on the other



hand it is clear that the national teams and the clubs are linked in a very strong way through the players. Overall, the amount and quality of the content was regarded as the asset to offer the market. The organisation also had to develop a perspective for all involved and not only appealing to some. Wiederer reiterated that to create a future, the digital realm could not be neglected.

Turning to the development of media usage, with the aid of Nielsen Sports research graph out of the bid documents, it shows that the involvement of sport in the media has changed insofar, that TV is still in use, but the use of digital media has risen; it is used to link with TV screens, but is also utilised for connecting the user with channels other than TV. This poses a challenge for those who want to market their rights; previously the discussions revolved around pay TV versus public TV, now the discussion is about OTT (over the top) platforms and the development in this area. As a consequence, the marketing and advertising sales are flowing through other media. Therefore it is necessary to find a balance for the future, assuming that this trend will continue with the next generations, on how and where to be present and how to fix this into contracts to ensure that the interests of the sports and its stakeholder are met; this challenge requires external expertise, which is also part of the external consultancy used for the tender process.

Emphasis was placed on the stability of the organisation, its structure and its competitions, as such a process cannot move forward in an unstable environment. Innovation is also a factor; it is necessary to retain the elements that give the sport its unique quality, but it is logical to look ahead. Thus, it is important to find a balance between stability and innovation, whilst keeping the sport relevant. On the level of technological development, in a world that is data driven according to the experts, it is necessary for the organisation to use the data available and incorporate the element that should not be overlooked on an EHF level or on a national level.

President Wiederer recognised the work undertaken by the EHF in terms of branding, for example the images delivered by the VELUX EHF Final 4 in Cologne indicate that handball is an active sport in this area. It was not by chance the EHF received an invitation by UEFA to present the event; the situation is normally reversed meaning that the football realm is doing something that the EHF is interested in. This is evidence that the EHF has shown capability in this area.

Underlining the importance of innovation, integration, and implementation, Wiederer gave a brief overview of these three key trends and underlined that the EHF has to provide quality at all levels, also providing excellence in cooperation with the local organisers. Discussions have taken place as to how much needs to be invested in branding in the future, but from 2000 to 2018, those who have watched the development can see the difference, and it is only through cooperation with the organisers that the positive changes have been effected.

Giving a reiteration of the time, Wiederer mentioned that it was on the occasion of the VELUX EHF Final 4 in Cologne in June 2017 with the support of the Executive Committee that the EHF went public with its intention to tender the media and marketing rights from 2020 until 2030. Together with an external consultant, acquiring media and legal expertise, the Tender was developed internally between July and September. A parallel campaign was also launched to reach and introduce handball to those who had not previously been exposed to the sport, this included interviews and statements to the industry publications to garner interest. In mid-September a comprehensive 130 page document was distributed only to interested parties and at the same time parties of interest for the EHF, several requests for the Tender document were denied.

The lobbying process took place from September to November and on 15 November a final entry of seven bids (from a total of 25 interested parties) was received via a designated digital tender address shared with the external agency handling the process with the EHF. Bids were received not only from



agencies, but also from potential new partners e.g. media houses.

Following the first evaluation meeting, a brief information exchange took place and many talks with the various stakeholders and interested parties were held. The Finance Delegation was the daily partner of the professionals regarding the evaluation and also the contact point of the clubs regarding the club competitions.

In early December, and as all bids were not compliant, the EHF invited four agencies/media houses to give an initial presentation; it was also an opportunity for an exchange of information to find out what was expected of the EHF and what the EHF expected from a potential partner. A meeting with the club representatives followed in mid-December regarding the offers for the club competitions, and then with the Executive Committee days later. The outcome of the meetings led to a second round of Tender which closed on 18 January 2018. Since then the organisation has been preoccupied with the evaluation of the bids and the respective content. A further coordination meeting was held with the club representatives and the situation was also discussed at the January meeting of the Executive Committee where further procedure was defined, leading to the current agenda point at the 13<sup>th</sup> Conference of Presidents. Following the Conference, the organisation will use the time to refine the agreement with potential partner(s) and in a first step work with Infront/Perform on a potential partnership. The agreement will be submitted to the Executive Committee for final approval in mid-March.

President Wiederer, using the adage that  $1+1=3$ , stated that the Tender had achieved its added value status by making all the products on a national team and club level accessible to a potential partner. Mentioning the challenges, he underlined that control of the rights was an important part of the process as to what concerns the clubs and the rights situation. To overcome challenges concerning market compliance and legal certainty the organisation turned to external experts. In addition to the lobbying process previously described, there also had to be an internal coordination of resources and responsibilities; confidentiality was also challenge, and despite efforts, the EHF was not able to control an unauthorised leak of information emanating a stakeholder group.

To stress the importance of the clubs involvement in the Tender process, he outlined the progression of the cooperation with the clubs. A brief background on the Memorandum of Understanding and its renewal taking the situation after the 2016 Congress in consideration, it was made clear that the clubs could not be part of the Tender discussion process without an agreement. Both organisations worked in close cooperation to formulate an agreement on a long-term basis (12 years. Thus, the EHF-FCH MoU covers the entire period of the Tender.

The Conference participants were further informed that the interested parties had improved on their initial offers; the final phase of negotiations will be initiated as part of the follow-up situation. Furthermore, the bids under consideration have been presented in different ways where relevant value is provided via services. When comparing the offers where the financials are similar criteria were to be applied. For the EHF it is necessary to have a strategic develop in terms of media, digital, advertising, etc., and above all there needs to be a rational approach to the distribution of the overall amount i.e. national teams/clubs, as well as weighting service costs against consequences. Bearing in mind that it is not the objective to increase the number of professional staff, the organisation has opted to use external services. For the organisation, cash flow remains an integral part of the process, and for a healthy start to the agreement, a cash injection is required. The final agreement will see the organisation benefit from guaranteed amounts as well as a profit share 75-25 in favour of the EHF.

As the process continues the EHF Executive Committee and club representatives are in agreement as



to pertinent aspects as they enter into negotiations, where a clarification of details such as terms and conditions, structural issues/steering, suppliers, and implementation, whilst adhering to a set timetable. The ultimate objective of the organisation is not only to better the financial position, but also to secure a strong market presence. Entering such a long-term agreement provides the optimum opportunity to follow-up on all levels, to strengthen the dialogue between the different parties, as well as using the partnership in the best possible way in order to bring about achievements through to other parts of the business.

Looking to the competitions it was made clear that the EHF EUROs need more stronger women's teams in order to enlarge the EUROs and more involvement of the National Federations will help the ongoing development of the Younger Age Category competitions. It is clear that the European Cup competitions have to be strengthened across the board. In the future the Women's EHF Champions League will be expanded to two groups of eight teams, and based on preliminary exploration there will be no impact on the international calendar. The playing systems linked to the Tender negotiations were displayed for the participants, and it was reiterated that a change in the competition system to one group of 12 was at the request of the market in order to bring the process forward. However, in direct contact with the potential partners, the option for continuing for the period 2020/21 to 2022/23 with two groups of eight teams in the Men's Champions League and by that strengthening the second tier with groups of 4 x 6 was envisaged and plays an important role for the final negotiations. The planned changes will be implemented as of 2023/24 depending on the market development; thus the opportunities to involve many markets and penetrate new markets are now available to the organisation.

Closing his report he reiterated that a more detailed report (including finances) would be given in Glasgow in June. The Conference of Presidents participants responded positively with their comments where it was agreed that communication is becoming more digital, and it was hoped that there would be more financial investment in the 'weaker' countries in order to increase the level to where it needs to be. Comment was also raised to the Women's Champions League qualification and it was reiterated that the 8 + 8 system would remain for now and that an expansion to a 12-club system is an idea for the future; Teams would continue to be nominated by the National Federation, but admission to the competition would be sanctioned according to criteria.

The Federations were in agreement that much had to be taken into consideration when speaking of current system that needed to be improved. The EHF was advised to "stay in the middle of the road" and take the time to find out when it is possible and when it makes sense to introduce changes to the system. It was also the opinion of the Federations that much has been done for the professional club teams, which has benefitted many of the Federations present; however, it is the EHF EURO that is the top product in the stable of events and therefore the EHF must take great care with the product, and by that take care of handball development from the grassroots to the very top.

##### 5. EHF Structure 2020+

The EHF President raised the issue by informing the representatives of the National Federations on the basic idea of preparing the 2020 EHF Congress in a timely manner in order to secure a smooth rundown and introducing the speaker.

Addressing the participants at the 13<sup>th</sup> EHF Conference of Presidents, Honorary President Jean Brihault, in his function as the Chairman of the working group "EHF Structure in the Future (2020+)", delivered the report that focused on the EHF Structure as of 2020. In November 2016 at the EHF Congress, the decision to enter into a discussion on the internal structure was endorsed. Taking into consideration the influence on the 2020 elections, and in order for any recommendations to be



decided upon at the 2018 EHF Congress in June, the matter had to be discussed in an expeditious way, in time for the elections in 2020. Jean Brihault was chosen by the Executive Committee to lead the working group based on his experience from previous structural changes and the fact that there was no personal gain; he was deemed the right person to start the discussion process. The working group was established and held its first meeting in September 2017.

Introducing the members of the working group, EHF Vice President Predrag Bošković, BC Chairman Ole Jørstad, WHB Chairwoman Narcisa Lecusanu, NB Chairman Morten Stig Christensen, EHF Secretary General Martin Hausleitner, who were supported by Loïc Alves on a legal and administrative level, Brihault thanked them for their engagement and the input received, and presented the output of the working group to the attendees.

Giving a historical perspective and reflecting on 25 years of the European Handball Federation, Brihault spoke of the foundation of the organisation and the subsequent expansion from an Executive Committee that began with seven members that worked at a time when there were only 32 National Federations and on Technical Commission. Over the years, the number of National Federations has increased to 50 with two Associated Federations. The 25-year progression of the EHF has seen a tremendous increase in the number of tasks and missions undertaken especially educational, development and support within the National Federations, an increase in the turnover, the expansion of competitions for clubs and national teams level at all age levels, and in many other fields. The group has grown to eleven members with the President, Vice President and the Treasurer three Technical Commission Chairpersons, three members, and since 2010 the stakeholders are represented by two members.

An overview of the Executive Committee and the areas of responsibility were defined in detail: the Finance Delegation for the strategic business parts (preparation and coordination), three Technical Commissions (Competitions, Methods & Development, and Beach Handball) where the Chairmen of the respective units are members, three members responsible for special tasks and representation, and two stakeholder representatives (PHB/WHB). The leading business unit works in close cooperation with the Secretary General and with the support of the Chief Finance Officer, they act as the Finance Delegation; it was underlined that no political decisions are made by the Finance Delegation, it works on the immediate financial issues and principal questions to the day-to-day business, serves as an advisory board to the Executive Committee and acts upon mandate from Executive. Though not statutory stated, all members of the Executive Committee are governed by the 'Rules of Procedure'. On this level, due to the nature of the tasks and how they have developed over time, the working group recommended that the position of Treasurer be transmuted to Vice President Finances.

An overview of the stakeholders was given starting with the organigram and descriptions of the Professional and Women's Handball Boards as well as the Nations Board Men; the constitution of its respective members, tasks and responsibilities were iterated. Brihault stated that there were recommendations for the evolution of these Boards. The recommendation to establish the Nations Board Women, National Federations Platform, and to elevate the Women's Handball Board to the Women's Professional Handball Board were also described and motions can be prepared for the Congress in 2018.

Looking to the future perspective, Brihault mentioned the dynamic process and the approach that was based in the logic of continuity; and in the search for possible improvements and evolution, the question of how to turn the ideas into practical proposals remained at the forefront of development. Brihault also spoke of the current league situation that requires resolution in the form of change as





the current stakeholder group (EPHLA) cannot represent with the current limited number of leagues; a new approach is to be sought and a global reflection must be held.

No changes to the legal structures are proposed as the system continues to work well. However, a recommendation to add infringements against the EHF Statutes, Code of Conduct, and the Code of Procedure are to be referred to the legal instances for adjudication. With reference to the financial controls of the organisation and its daughter company via external auditors, the EHF Comptrollers and the EHF Comptrollers Council (and in club issues, their representatives), the systematic process was deemed time consuming; the working group recommended that the process be streamlined in order to avoid the limitations of the Finance Department when the examinations of the finances are taking place.

On the level of the position of the EHF President and the question of whether the position should be professional or non-professional, it was noted that the statutes allow for voluntary president with the possibility of a professional president; the working group deemed that the statute should remain unchanged. However, it is recommended that the conditions (i.e. residence, working conditions, and financial conditions) be defined and put before the Congress prior to the electoral Congress. This was regarded as an option to retain integrity of the process as candidates will not be known and in order for potential candidates to be aware of the parameters for the position.

The working group also considered that there should be a separation in the responsibilities of the elected persons and the top professionals in the EHF. It was considered that the elected people should define the tasks, reflect about the future, and be present for the global political reflection. Thus, pre-defined and repetitive tasks should not be in the hands of the elected persons, instead they should be control that the tasks are carried out correctly. This recommendation could apply to the area of inspections prior to competitions and would also apply to refereeing, etc. Those elected and in charge of refereeing should work on the educational aspect from the Young Referees Project to the professional referees, and also develop the global approach to officiating, and also define the level of the referees; but the nominations should be undertaken in the office by the experienced professionals with supervision to be ensured on the political level.

The EHF has much experience in the use of experts (working groups) and they have varied in size (e.g. Scientific Conference); there are specialists coming from across Europe and beyond its borders working on the special issues. It was stated that this type of procedure can be implemented into other areas as the objective is to learn from and be of benefit to the National Federations. Due to the fact that the organisation is regularly faced with new issues, the wider use of such groups is a way to avoid creating additional permanent structures that are at risk of becoming obsolete within a few years. It is to be recommended that expert groups be created with a 'shelf-life' to tackle the matters as they arise and to submit recommendations for approval.

Raising an essential point, Brihault stated that the organisation had worked well so far in the areas of ethics and governance. Nevertheless, it is recommended that Congress should approve a significant, highly political and global preamble to explicitly define processes on gender equality, diversity, transparency, and other items of good governance. To have the matter voted by Congress would mean that the National Federations subscribed to the principles of the preamble, and therefore would be prepared to respect them and not one Federation could claim that they were unaware of the principles. The same preamble should be used for a package to encapsulate the Statutes, the EHF Code of Conduct, and the Rules of Procedure; the Preamble would join these three documents together under the logic of the EHF, which should be the basic law of the EHF.



Finally, it was considered to have the Congress reflection on the notion of electoral prerequisites; he underlined the point he used the example of the legal instances. It was noted that care must be taken not to block anyone from candidacy that could be useful. It was recommended that the element as to terms of office remain in place. The working group did not think that the age limit was the best criterion and that it was underlined that the working group did not hold a debate on the matter but recommended that the Congress in 2018 holds a debate on the matter of age limit that results to a clear proposal. It was underlined that the prerequisites for elections should be clearly defined and an electoral commission could be installed to oversee the process of evaluation prior to an election Congress.

Thanks the working group members once again for their engagement, Jean Brihault concluded his report. Wiederer also noted that the working group dealing with the structure was the first step towards positive development with the organisation.

Opening the floor to comments, several representatives of National Federations took the floor with positive comments and support for moving forward. The Presidents' Conference lauded the presentation of the Working Group and took note of the fact that further treatment will follow on the level of the Executive Committee for preparing motions to the 2018 EHF Congress.

President Bobinac from the Slovenian Handball Federation gave input on what he felt was the current situation concerning the professionalism and standards of refereeing in Europe. He stated that based on the Rules of the Game, the decisions of the officials are more subjective and ambiguous and he clearly stressed that this was a present threat to the sport, and that Europe needed to lead the change.

The key points mentioned by Bobinac was the urgent review of the rules and regulations specifically (passive/offensive fouls, game stoppage, and throw-offs) and Europe leading the change on the level of the IHF with the aim to reduce the subjective decision-making on the court. Bobinac also called for a review of the penalty catalogue. He also urged the National Federations of Europe to hold a common discussion on this matter and to formulate a coalition to deal with the matter of the Rules of the Game.

In response, President Wiederer thanked SLO President Bobinac for his valuable input and requested that the Slovenian Handball Federation send their concerns to the EHF in written form so that the issues can be treated. Wiederer referred to his interview during the EURO in which he stated the importance of not only clear rules, but as well, a clear line of interpretation as a basis for the decisions. He underlined that the issues raised were severely complex (passive play, etc.) and agreed that there is a large subjective element that needed to be examined.

In defence of the technicians, Wiederer underlined that the TRC (Technical Refereeing Committee) had been working towards minimising gaps in performance, and the attendees were also reminded that when the rule in question were being ratified at the 2016 IHF Congress, there were no dissenting views or votes voiced by the European Member Federations in a situation where the EHF as the Continental Federation had no say in the matter. Wiederer acknowledged the interest felt by the Federations and noted that the matter would be treated in compliance with the relevant procedures.

## 6. 2018 EHF Congress Preview

Secretary General Martin Hausleitner took the floor and informed the National Federations on the 2018 EHF Congress in Glasgow. The organisation of the upcoming Congress is proceeding according to schedule. The planned arrival of National Federation Representatives is on Monday, 18 June and



the departure of all participants is foreseen on Thursday, 21 June. The information notices were distributed on 19 December and 19 January. To date, the EHF had 4 motions scheduled to be submitted – 2 confirmations (COMPT/CoA), one election (COMPT), and one statutory amendment (special activities). Further information will be distributed in due course.

#### 7. Further Items

With no additional topics to be mentioned, Wiederer took the opportunity to underline the open dialogue within the organisation as well as the intention of the EHF Leadership to be transparent in its dealings, which is built on a foundation of a consistent information process. Additionally, a short overview of the remainder of the weekend was given and the President drew the meeting to an official close.

For the minutes: M. Wiederer  
M. Brown

Vienna, 15 February 2018

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**PARTICIPANTS LIST**  
**13th EHF Conference of Presidents**  
**27 January 2018, Zagreb/CRO**

**NATIONAL FEDERATIONS**

<b>NF</b>	<b>Name</b>		<b>Function</b>
ALB	no registration		
AND	Gerard	PIFARRÉ ROS	President
	Jose	BESADA GARRIDO	Secretary General
ARM	Harutyun	MELKONYAN	Vice President
	Armine	BEGLARYAN	Head of Public Relations
AUT	Gerhard	HOFBAUER	President
	Helmut	SCHEBECZEK	Vice President Finances
AZE	Orkhan	ABBASOV	Vice President
BEL	Piet	MOONS	President
BIH	Amir	ZAHIROVIC	President
	Lejla	HAIRLAHOVIC	Secretary General
BLR	Ivan	SEMIANENIA	Vice President
	Andrei	BARBASHYNSKI	Vice President
BUL	Rositsa	BAKARDZHIEVA-KOEVA	President
	Nadezhda	ALEKSANDROVA	Board Member
CRO	Tomislav	GRAHOVAC	President
CYP	Panos	Antoniou	Vice President
CZE	Radek	BENDL	President
	Karel	NOCAR	Secretary General
DEN	Per	BERTELSEN	President
	Morten Stig	CHRISTENSEN	Secretary General
ENG	Tracy	WATKINSON	President
	Chris	SMITH	Director
ESP	Francisco	BLAZQUEZ GARCIA	President
	Elena	BORRAS ALCARAZ	International Coordinator
	Alba	RIVERO QUESADA	Ass. Intern. Relations
EST	Pirje	ORASSON	Secretary General
FAR	Gunn	ELLEFSEN	President
FIN	Jari	HENTTONEN	President
FRA	Joel	DELPLANQUE	President
	Philippe	BANA	Technical Director
GBR	Paul	BRAY	Chairman
GEO	Zurab	KAKABADZE	President
	Vakhtang	MEIPARIANI	Vice President
GER	Andreas	MICHELMANN	President
	Mark	SCHOBBER	Secretary General
GRE	Konstantinos	GKANTIS	President
	Kostas	VIOLITZIS	Marketing Manager
HUN	Laszlo	MAROSI	Vice President
	Tibor	BOGNAR	Controlling Director
IRL	participation cancelled		
ISL	Gudmundur	OLAFSSON	President
ISR	Raul	SRUGO	Vice President
	Arik	DEUTCH	General Manager

<b>NF</b>	<b>Name</b>		<b>Function</b>
ITA	Pasquale	LORIA	President
	Stefano	PODINI	Vice President
KOS	Eugen	SARACINI	President
	Izet	GJINOVC	Secretary General
LAT	Guntis	CIEMATNIEKS	Secretary General
LIE	Uschi	BODENMANN	President
LTU	Donatas	PASVENSAS	President
LUX	Romain	SCHOCKMEL	President
	Christian	SCHMITT	Secretary General
MDA	Chirill	TIBULSKI	Executive Director
MKD	participation cancelled		
MLT	Louis	BORG	President
	Andrew	DECELIS	Vice President
MNE	Zoran	RADOJICIC	President
	Emir	BESLIJA	Secretary General
	Lidija	SPICANOVIC	Assistant
MON	Eric	PERODEAU	Vice President
NED	Tjark	de LANGE	President
NOR	Kare Geir	LIO	President
	Bente	AKSNES	Vice President
POL	Andrzej	KRASNICKI	President
	Henryk	SZCZEPANKSI	Vice President
	Marek	GORALCZYK	International Relations Manager
POR	Miguel	LARANJEIRO	President
ROU	Cristina	VARZARU	Ass. Secretary General
RUS	Sergey	SHISHKAREV	President
	Lev	VORONIN	General Manager
	Denis	BOGOMOLOV	Adviser to the President
SCO	Stephen	NEILSON	President
SLO	Farnjo	BOBINAC	President
	Goran	CVIJIC	Secretary General
SRB	Mazlam	DZEMAILOSKI	International Relations Manager
SUI	Peter	LEUTWYLER	Vice President
	Jürgen	KRUCKER	Managing Director
	Ingo	MECKES	Sports Director
SVK	Jaroslav	HOLES	President
SWE	Frederik	RAPP	President
	Jörgen	HOLMQVIST	Vice President
TUR	Günal	ENSARY	Honorary President
UKR	Oleksandr	GLADUN	Secretary General
	Nataliia	TURCHINA	Assistant

### **EXECUTIVE COMMITTEE**

EXEC	Michael	WIEDERER	President
EXEC	Predrag	BOSKOVIC	Vice President
EXEC	Henrik	LA COUR	Treasurer
EXEC	Bozidar	DJURKOVIC	Chairman CC
EXEC	Jerzy	ELIASZ	Chairman MC
EXEC	Ole	JORSTAD	Chairman BC
EXEC	Stefan	LÖVGREN	Member
EXEC	Gabriella	HORVATH	Member
EXEC	Anrijs	BRENCANS	Member
EXEC	Xavier	O'CALLAGHAN	Member
EXEC	Narcisa	LECUSANU	Member

### **HONORARY MEMBERS**

EHF	Jean	BRIHAULT	Honorary President
EHF	Karl	GÜNTZEL	Honorary Member
EHF	Frantisek	TABORSKY	Honorary Member
EHF	Laszlo	SINKA	Honorary Member
EHF	Arne	ELOVSSON	Honorary Member
EHF	Ralf	DEJACO	Honorary Member
EHF	Rui	COELHO	Honorary Member

### **EHF OFFICE**

Office	Martin	HAUSLEITNER	Secretary General
Office	Andrea	MOSER	Chief Finance Officer
Office	Markus	GLASER	Chief Sports Officer
Office	Peter	SICHELSCHMIDT	BG Competitions
Office	Doru	SIMION	BG Additional Activities
Office	Vesna	LAZIC	BG Strategic Business
Office	Marsha	BROWN	BG Strategic Business
Office	Christoph	GAMPER	BG Operations
Office	Charly	MUSIC	BG Operations



# The Power of Two...

## 4.1. The Tender Process - Overview: Introduction

### ◆ Personal approach

- Most exciting journey since the start of the EHF
- Complexity due to conditions and interests
- Challenge to combine the different elements
- Develop a milestone plan
- Find the right timing
  - Don't miss the Touchpoints
  - Optimise the Information Process



## 4.1. The Tender Process - Overview: Introduction

### ◆ Personal approach

- Most exciting journey since the start of the EHF
- Complexity due to conditions and interests
- Challenge to combine the different elements
- Develop a milestone plan
- Find the right timing
  - Don't miss the Touchpoints
  - Optimise the information process



## 4.1. The Tender Process - Overview: Introduction

### ◆ Basics Questions

- Where did we start?
- What was done?
- Why did we do it?
- How was it done?
- Where are we now?





## 4.1. The Tender Process - Overview: Introduction

### ◆ Facts & Figures



- Men's and Women's EHF EUROs
  - TV Audience 1994: 96 Mio. → 2016: 2.452 Mio.
  - Broadcasting Time 1994: 233 hrs. → 2016: 4.758 hrs.
- Champions League
  - Men: average takers A/B: 11      C/D: 6
  - Women: average takers 6



## 4.1. The Tender Process - Overview: The Tender

- EHF National Team Competitions – media rights
  - Special Situation qualifications, ...
- EHF Club Competitions - media rights
- Marketing (advertising) rights
- Production responsibilities
- Digital Media
- Development strategy
- Competitions structure for a start



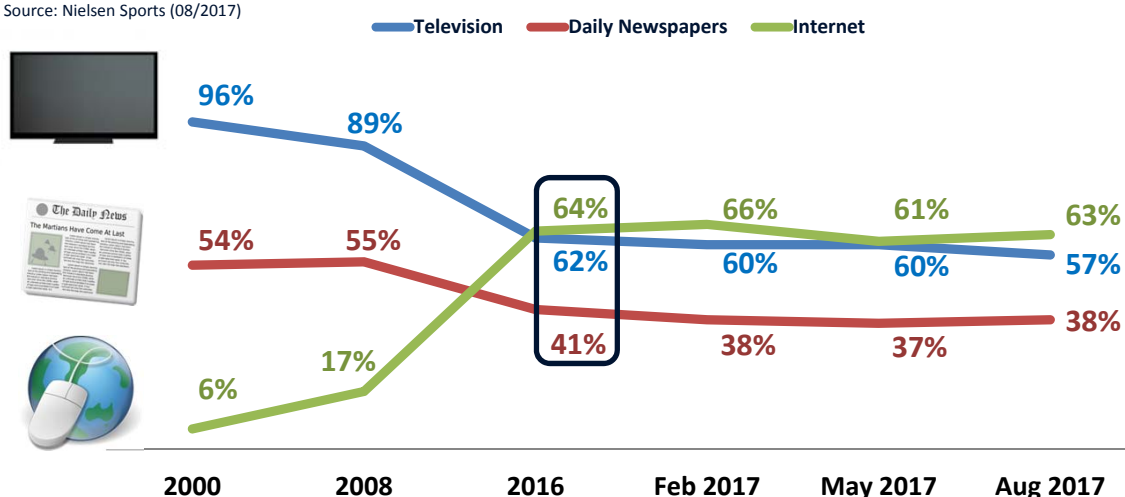
## 4.1. The Tender Process - Overview: The Analysis

- The power of content
- Attractive competition structure
- Long term partnerships – business model
- Creating the platform: national/club Teams
- Development perspectives for all
- Approaching the digital world



## The Development of Media Usage in Sport

Source: Nielsen Sports (08/2017)



## 4.1. The Tender Process - Overview: How to Position



- ◆ Stability and Innovation
- ◆ Technological development, Data
- ◆ Brand, Brand, BRAND for...
- ◆ Innovation – Integration – Implementation



## 4.1. The Tender Process - Overview: Timeline

- ◆ 06/2017 Going public
- ◆ 06/2017 Back up EXEC
- ◆ July – Sept. Tender development
- ◆ July – Sept. Media Campaign



## 4.1. The Tender Process - Overview: Timeline

09-11 2017	Lobbying process/Sportel
15.11.	Final entry bids (7)
17.11.	First evaluation meeting
Ongoing	Information exchange with Federations (IHF Congress, direct meetings), leagues and clubs on the competition situation
Ongoing	Regular information to Finance Delegation
27./28.11.	Meeting of the Advisory Board and information to EXEC and FD members present



## 4.1. The Tender Process - Overview: Timeline

05./06.12	Presentation by four invited agencies/media houses, discussion of issues prepared (clarification, amendments...)
14.12.	Meeting EHF FD – FCH representatives on the club issues of the tender in the sense of the new MoU for finding a common position.
16.12.	Information to EXEC, discussion and agreement on a strategy
Before 18.01.2018	Receipt of final offers



## 4.1. The Tender Process - Overview: Timeline



- |            |   |
|------------|---|
| 22.01.     | Meeting EHF FD – FCH Representatives  |
| 26.01.     | Meeting EXEC – Report / discussion / definition of further procedure / decisions (optional) |
| 27.01.     | Report to the Conference of Presidents  |
| 02/2018    | Refining of the agreement with potential partner(s)   |
| 16./17.03. | Final approval (if not before)  |



## 4.1. The Tender Process - Overview: The Content of the Tender

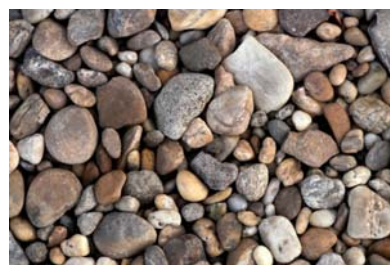


- ◆ Competition overview
- ◆ Offered rights
- ◆ Production and content distribution
- ◆ The packages
- ◆ Bidding process
- ◆ Bidding forms incl. finances



## 4.1. The Tender Process - Overview: 'Hard' Factors

- ◆ 1 + 1 = 3
  - National team activities: EUROS Men/Women
  - YAC EUROS/Championships
  - Beach EUROS/Championships
  - Club Competitions
    - Champions Leagues Men/Women
    - European Leagues Men/Women
    - Cups Men/Women
- ◆ Where are the Challenges?



## 4.1. The Tender Process - Overview: 'Soft' Factors

- ◆ Control over the rights – club situation
- ◆ Market compliance and legal certainty: external consultants
- ◆ Internal resources / responsibilities
- ◆ Lobbying process
- ◆ Confidentiality
- ◆ Coordination



## 4.1. The Tender Process - Overview: EHF - Clubs



- ◆ The start of the Champions League Project – (Men)
- ◆ The Memorandum of Understanding and its background
- ◆ The situation after the 2016 Congress
- ◆ The Stakeholders
- ◆ The Strategy
- ◆ The new Memorandum of Understanding



## 4.1. The Tender Process - Overview: EHF – FCH (Men)

- ◆ Memorandum of Understanding 2018 – 2030
- ◆ Long term agreement
- ◆ Securing the national team appearance of players
- ◆ Serving as a basis for agreements with guarantees for partners / investors
- ◆ Granting a stable organization of events and competitions
- ◆ Having a back-up regarding legal requests of involvement of the stakeholders
- ◆ Following the principles of good governance
- ◆ Supporting the National Federations by supplying sustainable conditions
- ◆ The basis for the Tender



## 4.2. Current status - Overview/Development



## 4.2. Current status - Overview/Development





## 4.2. Current status: Criteria

### Strategic Development

- Media/Digital
- Advertising

### Background Information

### Criteria

### Finances

- Overall amount
- Financial distribution (National teams / Clubs)
- Service/Costs → consequences
- Cash flow
- Share of profit

### Competitions System



## 4.2. Current status: Positioning

### Unified opinion Executive / Club representatives

- Evaluation details
- Competition system
- Preferred partner

### Positioning

### ○ Negotiation/Clarification of details

- Overall amount/partner terms
- Structural issues/steering
- Marketing Inventory (supplier)
- Implementation



## 4.3. Further steps



- ◆ Negotiations with one partner
- ◆ Long form agreement
- ◆ Timetable: 02/03 2018
- ◆ Communication aspect
  - External Communication
  - Partnership procedure
  - Final information



**Intermediate but significant**

- ◆ Increase: values x 3
- ◆ Presence in the market: x ?
- ◆ Chances for follow-up on all levels
- ◆ Strengthening of the dialogue
- ◆ Professionalization of processes

**Therefore...**

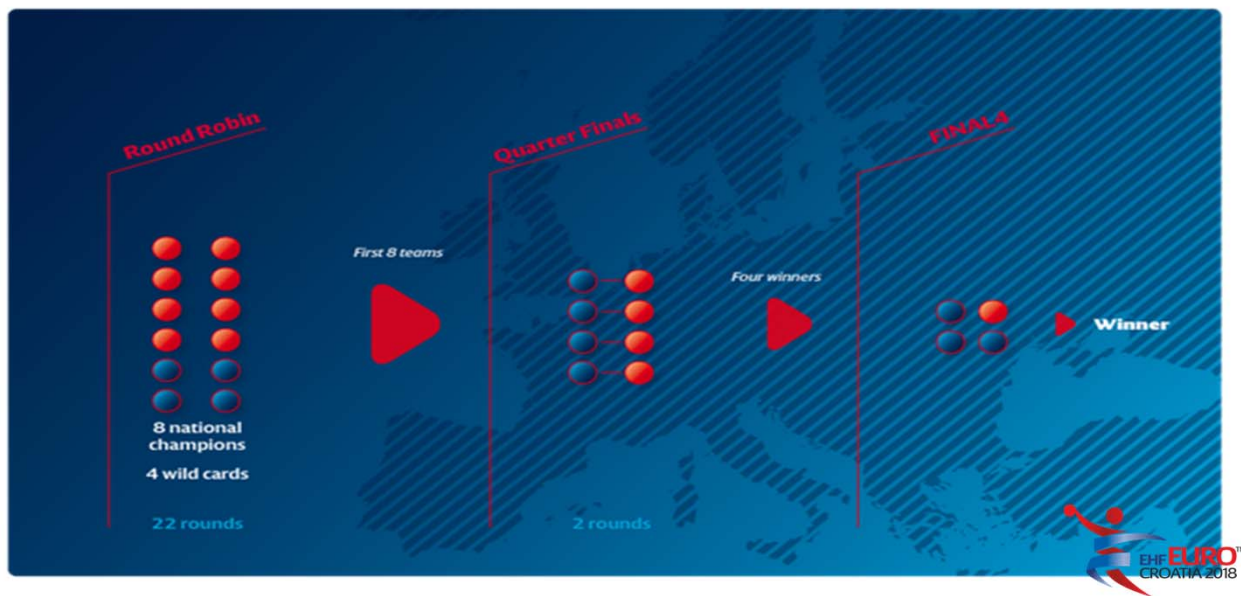
**4.3. Further steps / analysis and conclusion**

### 4.3. Competition Issues

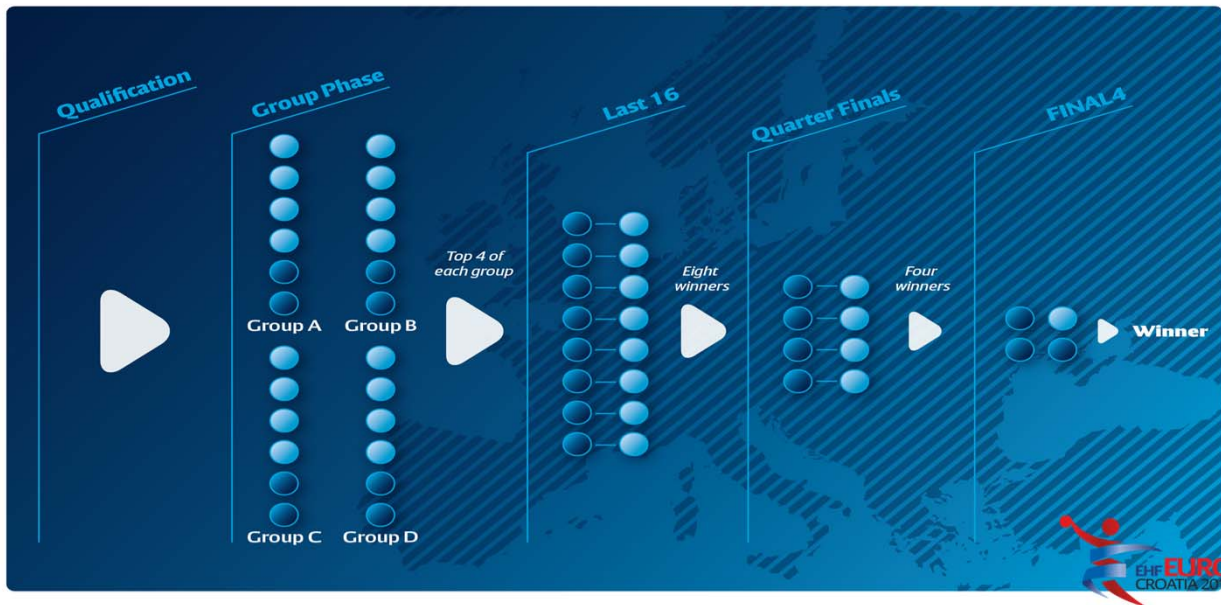
- ◆ The EUROS
- ◆ The YAC EUROS/Championships
- ◆ Beach Handball
- ◆ The Men's Champions League
- ◆ The Women's Champions League
- ◆ The Other Cups



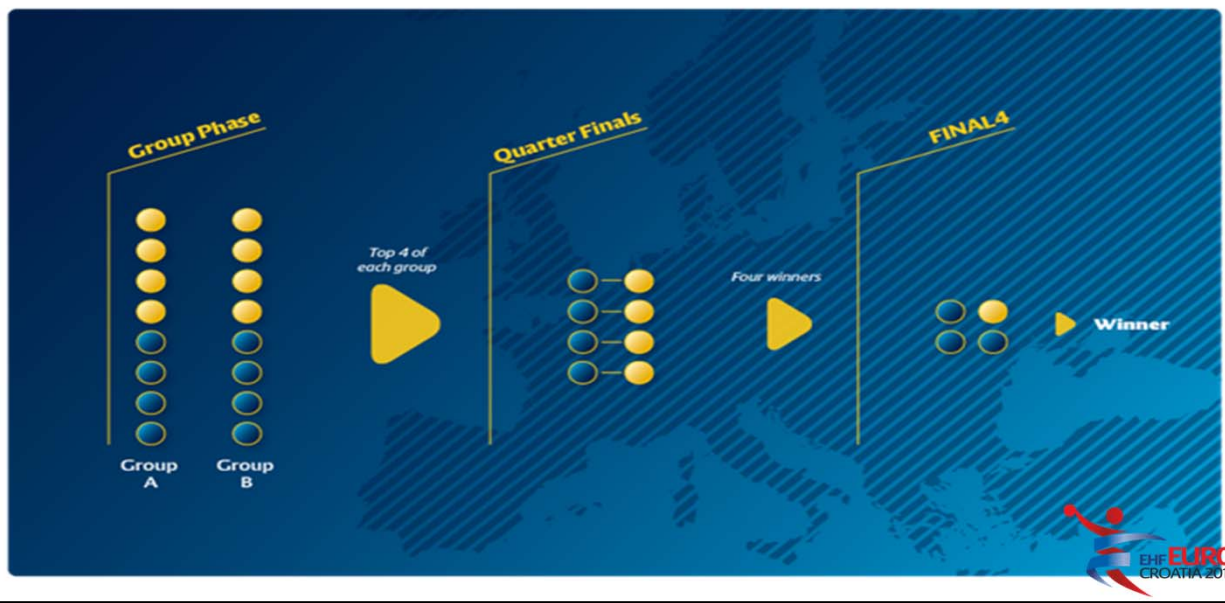
### MEN'S EHF CHAMPIONS LEAGUE PLAYING SYSTEM



### MEN'S EUROPEAN HANDBALL LEAGUE PLAYING SYSTEM



### WOMEN'S EHF CHAMPIONS LEAGUE PLAYING SYSTEM



### 4.3. Competition Issues: Club/Conclusions

- ◆ Communication process
- ◆ Position of the Media
- ◆ Partners/Agencies
- ◆ Stakeholders input
- ◆ Bid process and offers
- ◆ Conclusion



# Thank You!



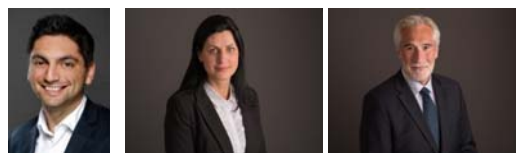
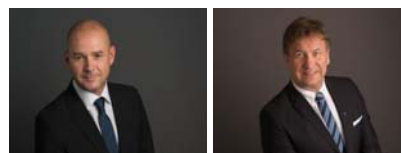
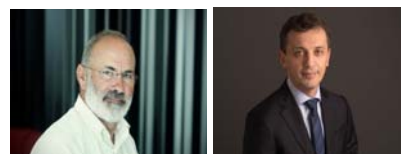


## 5. EHF Structure 2020+

### 5.1. Introductory Words - Starting Position

#### ◆ 2016 EHF Congress

- Discussion initiated on a leadership level to adapt the EHF Structure to meet future demands
- Working group established in 09/2017



## 5.1. Introductory Words - History



### ◆ 25 Years of the European Handball Federation

- Foundation
- Expansion
- Present day



## 5.1. Current Structure: Executive Committee

### ◆ 11 elected and nominated members

- The business leading unit
  - Preparation
  - Financial questions
  - Coordination



## 5.1. Current Structure: Executive Committee

### ◆ 11 elected and nominated members

#### ○ Technical Commissions

- Competitions
- Methods & Development
- Beach Handball



## 5.1. Current Structure: Executive Committee



### ◆ 11 elected and nominated members

#### ○ Additional Members

- Active Participation
- Special Tasks
- Representation



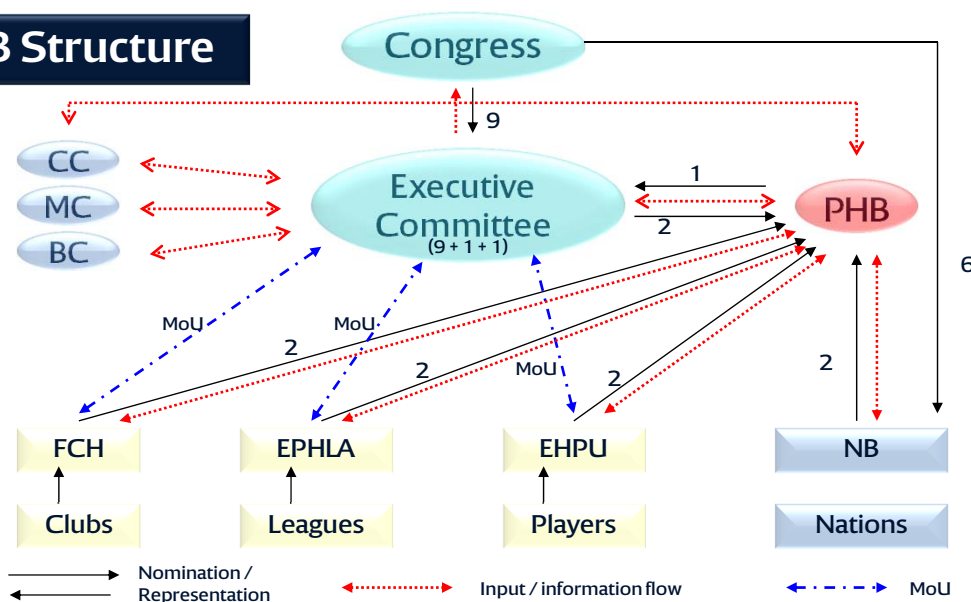


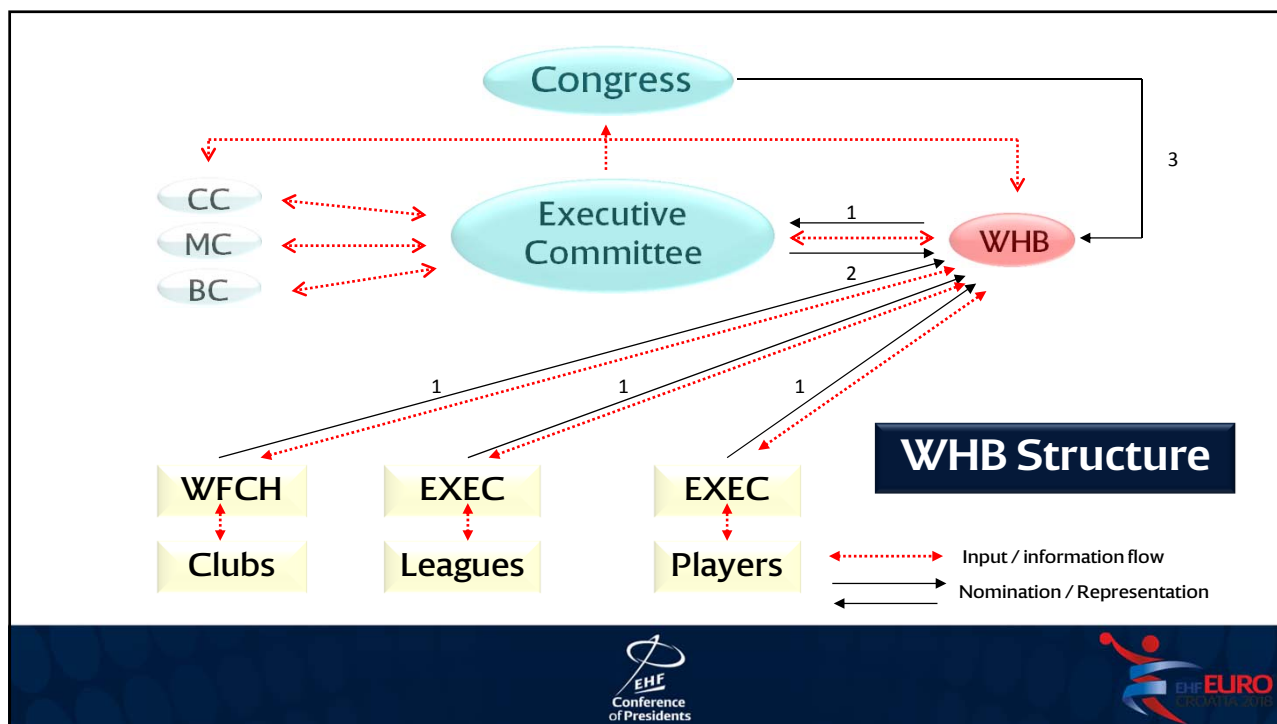
## 5.1. Current Structure: Executive Committee

- ◆ 11 elected and nominated members
  - Stakeholder Representatives
    - Professional Handball Board
    - Women's Handball Board



### PHB Structure





## 5.2. Presentation Working Group: Future Perspective

### ◆ Nations Board Men

- Unchanged
- 6 Representatives
- Open Election Procedure
- 2 NB Members to PHB
- 2 - 3 Members to the National Federation Platform (NFP)



## 5.2. Presentation Working Group: Future Perspective

### ◆ Nations Board Women

- New
- 6 Representatives
  - *analogous to the Men's NB*
  - *open election procedure*
- 2 NB Members to WPHB
- 2 - 3 Members to the National Federation Platform (NFP)



## 5.2. Presentation Working Group: Future Perspective

### ◆ National Federations Platform (NFP)

- New
- Fusion of the Men's/Women's Nations Board
  - *Men's & Women's Nations Board (2-3 + 2-3)*
  - *One Member to the Executive Committee*



## 5.2. Presentation Working Group: Future Perspective

### ◆ Men's Professional Handball Board (PHB)

- Chairperson to the Executive Committee
- Representation of stakeholder interests
  - *National Federations (2 persons from NB Men)*
  - *Clubs (MFCH - 2)*
  - *Leagues (tbn - 2)*
  - *Players (EHPU - 2)*



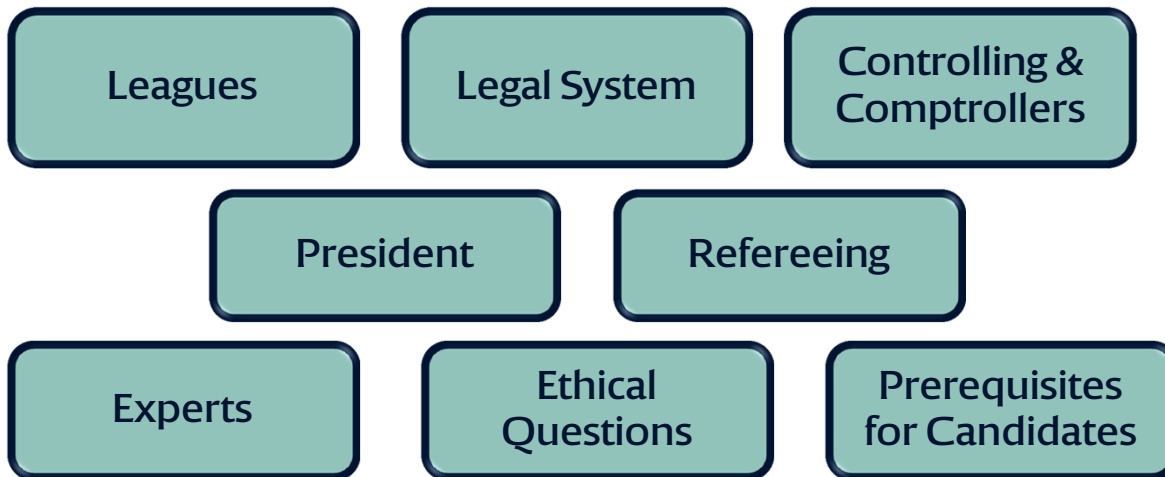
## 5.2. Presentation Working Group: Future Perspective

### ◆ Women's Professional Handball Board (WPHB)

- Chairperson to the Executive Committee
- Representation of stakeholder interests
  - *National Federations (2 persons from NB Women)*
  - *Clubs (WFCH - 2)*
  - *Leagues (tbn - 2)*
  - *Players (EHPU - 2)*



## 5.2. Presentation Working Group: Further Topics



## 5.2. Presentation Working Group: Leagues

- ◆ 8 EPHLA Members
- ◆ Status Europe



## 5.2. Presentation Working Group: Finance Delegation



### ◆ Finance Delegation (FD)

- 5 representatives
  - *EHF President, Vice President, Treasurer*
  - *Secretary General, Chief Finance Officer*
- Financial Issues
- Oversight
- Preparation EXEC
- Representation EHF



## 5.2. Presentation Working Group: Technical Delegation



### ◆ Technical Delegation (TD)

- 3 Chairpersons of the Technical Commissions
  - Competitions Commission (CC)
  - Methods Commission (MC)
  - Beach Handball Commission (BC)
- Technical Delegation is the coordinating platform



## 5.2. Legal System



### ◆ Legal Delegation (LD)

- 3 Legal Instances
  - Court of Handball (CoH)
  - Court of Appeal (CoA)
  - EHF Court of Arbitration (ECA)
- 1 Initiator of Proceedings
- The Legal Delegation is the coordinating platform



## 5.2. Presentation Working Group: Comptrolling



- ◆ *Comptrolling EHF / EHF M*
- ◆ *External auditors*
- ◆ *Control of the books by clubs*
- ◆ *Internal controls via the Comptrollers / Comptrollers Board*



## 5.2. Presentation Working Group: President's Position



- ◆ *Salaried status*
- ◆ *Open structure process*



## 5.2. Presentation Working Group: Refereeing

- ◆ *Strengthen the TRC*
- ◆ *Institution on a professional level*
- ◆ *Chairman is CC Member*
- ◆ *Nominations made on a professional level*





## 5.2. Presentation Working Group: Experts

- ◆ *Utilisation of experts*
- ◆ *Involve and benefit NFs*



## 5.2. Presentation Working Group: Ethical Questions

- ◆ *3 basic documents*

Statutes

Code of Conduct

Working Procedures

Rules and Regulations

- ◆ *Political Preamble*

Gender

Diversity

Transparency

Good Governance

## 5.2. Presentation Working Group: Prerequisites for Candidates for Elections

Resolution  
on Age Limit

Global Issue

Electoral  
Commission?



# Thank You!

