



## Minutes to the 14<sup>th</sup> EHF Conference of Presidents

- Date/Time:** 1 June 2019 / 09:00 - 12:30hrs
- Venue:** Köln Messe Ost, Germany
- Participants:** National Federation Representatives, Invited Guests, Honorary Members, Executive Committee, and EHF Office (see enclosure)

### 1. Welcome

EHF President Michael Wiederer opened the 14<sup>th</sup> EHF Conference of Presidents. Though the ‘truth lies on the playing field’, it would not be possible to ‘run the show’ without a number of persons in the background preparing (organising) the playing ground. Therefore, at the 14<sup>th</sup> EHF Conference of Presidents, the attendees are present to discuss the sport and the matters of global interest to prepare for the future. The Conference of Presidents was introduced into the EHF Statutes as a body (not as a voting machine) for the Member Federations – a forum to share information and engage in discussion; all major decisions within the organisations can be traced back to dialogue within the various Conferences of Presidents, and Conferences for Secretaries General.

President Wiederer, on behalf of the Executive Committee was privileged to welcome representatives from Member and Associated Federations, the Honorary EHF President, Jean Brihault, and members; and for the first time, the President of the International Handball Federation, Dr Hassan Moustafa. Wiederer noted that hosting the 14<sup>th</sup> EHF Conference of Presidents on the fringes of the 2019 VELUX EHF FINAL4 was a perfect combination; referencing the 10 year anniversary of the event in Cologne, he mentioned honouring Cologne as the capital of European club handball through a permanent art installation – the ‘Ball of Fame’ on the occasion of the Opening Party in front of the Lanxess Arena.

### 2. Overall Report

Using various images out of the Conference brochure and from events throughout the 2018/2019 season, Wiederer spoke of the positive outlook of 2019 so far. Reference was taken to the success of administrative events such as the 2018 Congress, as well as competitive events across the board i.e. EHF EURO 2018 FRA which experienced unprecedented coverage in 135 countries, Beach Handball EUROS and ebt Finals, YAC EUROS and YAC Championships in addition to club competitions where the Men’s Champions League experienced a +30% increase in viewership and the Women’s Champions League that saw its viewership rise by +16.5%. Wiederer also mentioned the realisation of the outstanding FINAL4 events in Budapest, Kiel, and Cologne with broadcasts in 110 territories, all of the aforementioned was in addition to the technical level with many courses, seminars, and workshops that have taken place throughout the year.

Underlining the success of the competitions, Wiederer also emphasised the positive cooperation and open communication on the level of the Executive Committee, with the same sentiment holding true for the Commissions and the professionals. The organisation continues to work in accordance with a



(published) structured timetable and with the involvement of the various bodies, stakeholders, and professionals at the right time; the composition of the EHF bodies was reiterated (61 elected/nominated persons – 25% female), and sees representatives from 31 (out of 50) Member Federations being involved.

Such underlying structures remain a ‘pre-condition’ for the future, and such an outcome was e.g. the tender process as described at the 2018 Congress. The ongoing communication/information processes (internally) from one conference to another are of core importance as the organisation continues to work on the assets for the future. Another aspect is to define the ‘DNA’ (who and what we, handball, are), as well as the direction and outcome of the process – a part of which being finding a balance between using the ‘DNA’ at hand whilst undertaking the necessary modernisation. Wiederer continued that professionalization is also a core word; it is to be understood that handball, within the sports-media realm, needs to be more professional in this area and follow the current flow to avoid stagnation, but ensuring that the sport is still recognisable.

This defines a proactive approach to the market; the sport needs to prepare and be ready for the challenges thereof. Thus, encapsulating the programme of the 14<sup>th</sup> Conference of Presidents; the upcoming exchange of information would not only be relevant for the day’s session, but also in the months ahead. In order to prepare for the next steps, President Wiederer concluded his report by inviting the attendees to discuss, inform, and reach conclusions.

### **3. Competition - Information**

#### **3.1. International Calendar as of 2020/2021**

CSO Markus Glaser addressed the participants and provided information on the subject of the international calendar. Underlining the complexity of creating the calendar, it was reiterated that the season to season calendar is a working document that covers all competition events (EHF, IHF, NT, YAC, BH, and Club). The 2019/20 calendar will not change; however, the international calendar for 2020/21 will see the introduction of a modified competition, changes in the playing days, the rescheduling of the national team weeks, etc. The 2020/21 international calendar was finalised approximately 18 months ahead of the season it was intended to serve; and input garnered from the range of stakeholders (International Handball Federation, National Federations, and interest groups, etc.) in the form of a think tank in 01/2018 (Zagreb/CRO) was followed by treatment in the Competitions Commission, discussed in the forums prior to final approval by the Executive Committee. An overview of the calendar was reiterated as the information was given on previous occasions:

- Approved 12/2018 and published prior to the seasonal break
- Runs July to December 2020 and January to June 2021
- European Handball League – Tuesday
- Men’s Champions League – Wednesday & Thursday
- Men’s EHF Cup (formerly Challenge Cup) – Saturday & Sunday (no change)
- No change to the women’s club competitions
- M/W National Team Weeks – April/beginning of May (instead of June)
- All Final4 events moved forward by two weeks
- Defined end of season for all players (women – 23 May; men – 6 June) with the exception of



players involved in Final4s

- Defined window for conclusion of national league competitions

Glaser noted that no calendar was perfect when dealing with the topics such as player workload, calendar conflicts, etc.; however, the objective was to approach the main issues from the global perspective to find solutions aimed at overall improvement. The 2020/21 calendar provides end of season highlights, reduces overlap of competitions, provides a defined summer break for players, as well as fixed playing days for the major club competitions, etc.

### **3.2. Women's EHF EURO with 24 Nations**

Introducing the topic President Wiederer noted that the topic was a good example of a proper working process, and how national team competitions are dealt with. The process followed the decision of the International Handball Federation to expand the men's and women's World Championship (on younger age category and senior level) to 32 teams as of 2021 understanding that within the international sporting community it was in the best interest of the sport to treat the genders in the same way, as well as it being a challenge to develop teams for them to be able to participate; the same held true for the EHF. Taking the floor, First Vice President Predrag Bošković, mentioned the 2018 analysis of women's handball, which led to the evaluation of the environment in women's handball (qualifications, challenges, etc.) that was dealt with during the Women's EHF EURO 2024 working group held in March 2019.

Bošković, in his presentation, informed that the evaluation undertaken resulted in the information that highlighted the potential of women's EHF EURO featuring 24 teams such as the number of teams having taken part in the last eight events (22), the number of active professional players, the earlier 2016 expansion of the YAC events, etc. The working group defined the mission and the goals (i.e. competitive competition beginning with the qualification format and ending with the final tournament), and upon conclusion outlined the measures to be taken. Following the decision-making process, the intent to involve more federations in top competitions, develop players, design an attractive event and establish women's handball as an appealing partner for media and sponsors was articulated.

In order to adapt the EHF system to be aligned with the new 32-team IHF WCh format, the development concept aims to incorporate elements such as fostering the potential for the dual career, involvement of stakeholders (leagues, clubs, etc.) to create more professional working places, develop players, and garner additional support via initiatives of the Women's Handball Board. To complete the decision-making process, the letter of interest (to host the EHF EURO 2024) was distributed to the National Federations in April, bid documents are to be distributed in July; following the standard process, the awarding of the event will take place in November 2019.

### **3.3. Younger Age Category System in the Future**

Competitions Commission (CC) Chairman, Božidar Djurković delivered information to the topic of Younger Age Category System in the Future. Following a discussion process that began in 2014, the current system started in 2016 - 24 years after the first European Championships in Switzerland and Hungary in 1992. From the newly transformed events, the competitions cycle for the Men's 18 and



Men's 20 was completed in 2018, and the new cycle for Women's 17 and Women's 19 will be completed by the end of July 2019. With a view to 2021 and the IHF youth and junior events starting with 32-teams, it can be expected that European will have approximately 13 or 14 places in total due to (a maximum of) 12 performance places and 4 compulsory (or continental) places.

Based on the deliberations of the working group that dealt with the matter (evaluation of conditions, attractiveness, three tiers of teams, lack of competition, and qualification challenges), CC Chairman Djurković once again emphasised that the participating teams can be placed into three categories: regular participation in EUROs, regular participation in Championships, or 'in-between' either being relegated or promoted. The challenges that reduce the attractiveness of the EHF YAC Championships were also underlined: lack of possibilities to promote or to qualify to the WCh, as well as no further competition with a failure to qualify to the WCh. Recommendations resulting from the working group were reiterated - additional competitions, direct qualification to age sequential IHF events, providing a 'second chance' to advance to the EURO; but it was underlined that it was not the target to serve as an additional possibility to qualify to the World Championship competitions. Closing the presentation, an overview of steps and the timeline for upcoming measures was presented to the participants and it was noted that a final decision on the topic will be taken in September 2019.

### **3.4. European Handball Officiating – EHO**

Leading into the next point, Wiederer described the topic of officiating as a very emotive subject that can elicit emotional engagement at all levels of the sport (international, national, and locally); on the other hand it was acknowledged that in handball in relation to the number of decisions taken by referees/delegates over the course of a season, the number of mistakes that affect the outcome of a game are relatively (and absolutely) low especially taking into account other team sports. Nonetheless, and with the support of a recent example, he confirmed the pressure on those officiating on or next to the playing field. Wiederer also recognised that the area of officiating remains the most vulnerable area of the sport simply due to the situation and taking into consideration the professionalization on all levels involved. Therefore steps, to which there are structural implications, have had to be taken.

Chief Sports Officer Markus Glaser continued underlining the complexity of the topic and commenting that 'everybody is a referee expert, just as they are coaching experts' when watching a match. Glaser conceded that this was a natural reaction of most sports enthusiasts, and it was a way to emotionally participate in the game. However, when it comes to officiating, if it is 'good' match, there are few to none comments, as opposed to a 'bad' match where there are many; and with much talk of 'top level referees (and matches)', he expounded the fact that the EHF has over 150 referee couples to take into consideration as all referees need the right matches at the right level at the right moment in order to improve and advance their careers. When focusing on such issues, it is not only about the 'top' matches; it is about all matches that need officiating. Glaser used the example that when senior players are in their summer break, there are still six YAC events and the EUSA tournament, the EYOF, etc. Thus, the referees are 'on tour' when the players are resting; so when the issue is being discussed, the EHF will look at the complete picture to deal with the topic from the global perspective.



Returning to the matter of restructuring, Glaser referenced the presentation and described the three sections:

- **Blue – the political level:** comprises of the (elected) Competitions Commission dealing with rule topics and changes, represents the EHF at the international level; and the (by the EXEC nominated) Technical Refereeing Committee with the objective of supporting rule issues during the season, delivers strategic input on nominations, and responsible for the YRP.
- **Grey – the office level:** a new department (Referee Operation) to deal with referee nominations to all events and competitions and implements decisions concerning refereeing, etc., and the EHF Competence Academy & Network (CAN) to support referee education.
- **Green – the expert level:** performance evaluation with a direct link to the instruction of the referees (Lecturers); a combined effort meant to coordinate and align referee education, with a focus on targeted improvement.

The changes described were ratified by the Executive Committee and will come into force as 1 July 2019; it was noted that the changes would not be immediately obvious; however the objective remains the attainment of a better structure and organisation leading to the professionalization of the system.

Closing the agenda point, it was underlined that ‘professionalization’ was not in relation to the topic of professional referees; at this time, the discussion point is not at a level of priority for the EHF. However, it remains a topic for further exploration at a later time.

### 3.5. Beach Handball – Development Plan

Chairman of the Beach Handball Commission (BC), Ole Jørstad reintroduced the attendees to the development plan that was presented to the National Federations at the beginning of the year. The objective of the Commission is to promote the sport in countries that do not participate in European Beach Handball Championships and to involve them on a European level.

With a visual representation of the beach handball event calendar, Jørstad reiterated that the ebt season runs from October to September; the ebt Finals of the previous season are played in the May/June of the running season; the YAC BH EUROs take place annually, and the senior BH EUROs take place biennially; the highlight for clubs that is the Champions Cup marks the end of the beach handball season and is played in October. The 2019 events and their locations were noted and it was underlined that all beach handball competitions are played for women and men at the same time and the same venue:

- *European Beach Handball Tour (ebt) | Oct 2018 - Sept 2019*
- *ebt Finals in Baia Mare, Romania | 6 - 9 June*
- *MW17 EURO in Stare Jablonki, POL | 27 - 30 June | 14 + 15 teams*
- *Senior EURO in Stare Jablonki, POL | 2 - 7 July | 20 + 20 teams*
- *EHF-EUSA University Championship in Zagreb, CRO | 25 - 27 July*
- *EHF Champions Cup in Catania, ITA | 24 - 27 October*



In addition to the EHF competitions, Jørstad also spoke of the beach handball activities on the international level over the next few years where European teams are already scheduled to take part:

- *2019 Mediterranean Beach Games in Patras, GRE | 24 - 31 Aug.*
- *2019 ANOC World Beach Games in tbd (originally planned in San Diego) | 9 - 15 Oct.*
- *2020 World Championships in Lignano, ITA | 30 June - 5 July*
- *2020 EUSA Games in Belgrade, SRB | 7 - 20 July*
- *2021 World Games in Birmingham, Alabama, USA | 15 - 25 July*

The international youth events will present another arena for promoting beach handball among the younger generations:

- *2021 IHF Youth World Championships (U17)*
- *2022 Youth Olympic Games*

Jørstad emphasised that getting the sport to the Olympics remains the ultimate goal of the BC; there will be a demonstration event of beach handball at the 2020 edition of the summer Olympic Games in Tokyo, and current targets are entry to the 2023 European Games (EOG), and the 2024 Summer Olympic Games in Paris – this will coincide with the 5-year BC development plan.

Continuing he mentioned the efforts being undertaken by the International Handball Federation on the level of beach handball and, returning to the strategy, repeated the work needed on a European level to involve more National Federations in the sport. Through the education, mentoring and material support for new beach handball nations it is intended to make it easier for National Federations to partake; this will be in addition to supporting the Federations with promotional and educational materials i.e. new ebt tournaments (countries) will be supported with equipment also – this latest initiative saw nine National Federations join the movement. The attendees were also provided with two information brochures (short rules and event set-up guide).

Concluding the presentation, underlining the sporting and media potential of the sport as well as the fact that there are currently 30 National Federations active within beach handball, the representatives were encouraged to contact the EHF to provide feedback and to garner further information.

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

### **4.1. Introduction**

For the benefit of those representatives who were new to the Conference, President Wiederer gave a brief introduction on the tender process and the idea behind the strategy. Within the organisation, the past few years (2016, 2017) were used to get the handball product fit for the market taking advantage of the situation, as clubs vied for a private league, to present a full package to the international sports and media market. The process was presented as a new situation for the organisation, but it provided the opportunity to establish contact not only to agencies and their markets, but also to work with communication markets; it also contributed to the public relation activities undertaken. The initial information on the tender process was presented at the 13<sup>th</sup>



Conference of Presidents in Zagreb, and following a second round of negotiations, the agreement (with Infront & DAZN) was signed during the 2018 Final4 in Cologne.

#### **4.2. Partnership Agreements with I&D (Infront and DAZN)**

Wiederer took the opportunity to remind the National Federations that two media and marketing agreements were signed – one relating to National Team events (EHF) and the other relating to club competitions (EHFM); this was purposeful to ensure that there was not an ‘unhealthy’ mix of business and to eliminate the potential for ‘turbulence’ in regard to income share. The negotiations for a ten year contract, arranged two years prior to the actual start of the partnership, were undertaken with the involvement (input) of many parties (stakeholders). In August 2018, more information was provided, and the structural process with Infront and DAZN was initiated. Successively, decisions on long-term financing were also taken; internally it is a clear costs and shares model to which a report would be given by Vice President Finances, Henrik La Cour. Giving a brief outline, Wiederer underlined the transparency of the process (bi-yearly controls by internal comptrollers and external auditors of the EHF resp. EHF Marketing) such as the implementation of congress decisions and contractual obligations.

For the benefit of the attendees the following information was emphasised:

- *Two Agreements – One Strategy: National Team activities (EHF), Club Competitions (EHFM); both guided by the congress decisions of 2000 (ISR) for clubs, and 2008 (AUT) for national teams*
- *Market defined revenues: the value of the contracts was determined by the market, and the costs have been calculated out of experience; club representatives were privy to the information, and there was involvement of Finance Delegation/Executive Committee members in the negotiation process.*
- *Product control: it is essential to retain the spirit of the sport and that handball is marketed in an optimised way.*
- *Preparatory steps: in order to optimise processes, the organisation has to collaborate with its partners to implement the appropriate working structures; the partners depend on the organisation to deliver the products in order for them to correctly approach the market. This is also in the interest of the organisation.*
- *Decision-making: it was made clear that decisions that were taken on the level of the EHF Congress would remain thereof, and elements according to the EHF structure to be decided at the level of the Executive Committee would also remain with that body.*

‘The future is now’...closing his introduction President Wiederer remarked that despite the agreement coming into force next year, decisions needed to be taken in the near future in order to enable processes to begin in a timely manner i.e. EURO Qualifications.

#### **4.3. Commercial Partnership – information on task forces and Working Flow**

EHF Secretary General Hausleitner informed the attendees that he and the EHFM Managing Director have the responsibility to implement the agreed contracts on behalf of the EHF and EHFM. It was underlined that the contracts are comprehensive covering all competitions (beach handball, YAC,



EURO, and club events). Concerning media rights, the EHF has considered the interests of the National Federations by ensuring that national team events are carried prominently by public television. The packages presented are very attractive for the market and in some cases the deals have already been made. Beginning in August 2018, discussions on how to implement the agreement took place with Infront and DAZN; ten working fields were identified and were designated as the task forces; after outlining the main structures, Hausleitner reiterated the focus of the ten task force groups.

- ◆ **Ten (10) Task Forces:** Brand, Digital, Media Sales, Marketing Sales, Production, Finances, Events, Calendar/Competition, Communication/PR, and Organisation – staffed by EHF/M professionals as well as representatives from the partners (I & D), these bodies report and give input to the Steering Board.
- ◆ **Steering Board (8 persons):** comprised of two members each EHF, EHF, Infront, and DAZN from the professional and political level. This body prepares decisions and processes; the Steering Board reports to the Strategy Committee.

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|-----------------|---|
| <b>EHF:</b>     | M. Hausleitner, Secretary General<br>J.J. Rowland, Project Coordinator  |
| <b>EHF:</b>     | D. Szlezak, Managing Director<br>tbd, Manager   |
| <b>Infront:</b> | M. Roos, Senior Director Summer Sports (media)<br>P. Holmgren, Senior Director Summer Sports (marketing)              |
| <b>DAZN:</b>    | L. Louisy, Senior Vice President Business Development & Rights<br>J. Chubb, Vice President Global Rights Partnerships |

- ◆ **Strategy Committee (4 persons):** comprised of one member from EHF, EHF, Infront, and DAZN. Receives information from and confirms ideas and proposals of the steering board; a decision-making body. This body covers the shared responsibilities within the structures of the EHF and the partners. As of 2021, the Chairperson of the Nations Board will sit on the Strategy Committee.

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| <b>EHF/EHF:</b>      | Michael Wiederer, President                    |
| <b>Clubs/Nations</b> | Gregor Planteu, FCH President / tbd            |
| <b>Infront:</b>      | Julien Ternisien, Vice President Summer Sports |
| <b>DAZN:</b>         | Jacobo Tonoli, Chief Commercial Officer        |

**Brand:** through the conversations held thus far, it became clear that with the (new) competitions, it was not just about creating a logo. It was about creating a story around each competition; it was about individuality (uniqueness) and core values and creating the message about what handball stands for – and transmitting this to the public.





**Marketing Sales:** new sponsor concepts for club and national team competitions are to be created; the organisation is looking for dedicated handball sponsors who will activate their sponsorships and contribute to the product. Discussions on implementation and sponsor services have also taken place.

**Digital:** this is one of the main issues as this is a new area for the organisation. The task force is looking at digital as a key area for the future; this covers among other things, the 'Home of Handball' website, a handball application (app), and the development of social media platforms, etc. Moreover, a new data base is to be created and this means getting to know the handball fan; the digital task force will determine what information is necessary and will also deal with issues of automation in the IT sector – looking at the simplification of processes, but also delivering information faster to the external environment.

**Production:** issues discussed included the TV (post) production of top events, which features and content are to be delivered to the outside world i.e. highlights. Hausleitner noted the complex nature of the topic taking into consideration the many partners Europe wide resp. the different structure of media.

**Media Sales:** Hausleitner noted that between I&D allocation of territories has taken place; the first promising deals have been made in Scandinavia, Germany, and Balkan region. The group is in regular contact and efforts are undertaken in order to safeguard the interests of the National Federations and the clubs; this can be seen in the more recent and broader coverage of the EHF Cup via the DAZN streaming platform. It was underlined that DAZN is not taking over all the rights; the promotion of the EHF Cup was just an example of services available.

**Competition & Calendar:** briefly mentioning the earlier presentation, it was emphasised that the calendar does have a major impact on the market (match days/times); having fixed match days will prove advantageous.

**Structure and Organisation:** timelines for the decision-making process have been fixed and the road map created.

**Events:** with the aim of improving standards; the task force continues to examine the various competition models (EURO, FINAL4, etc.). The EHF has assumed more responsibility in this area (ticketing, accreditation, etc.); many new ideas are being discussed on how to enrich the events with additional features.

**Communication & PR:** in order to present handball as a successful business model, investments are being made in sports business platforms; the media professionals are in constant contact with the partners. Here the focus is the coordination of internal and external communication of partnership topics including those coming from other task forces such as brand.

**Finances:** this task force was created to determine the payment flows from the agreement, as well as to follow how the income is invested, and oversees the calculation of revenue shares.



Continuing with the internal timeline and coordination, Hausleitner informed upon the first meetings of the Steering Board and Strategy Committee that took place on 1 April; these meetings are to be followed by further meetings of the task forces prior to the next meeting of the Steering Board that takes place on a quarterly basis. The meetings for the remainder of the year have been scheduled; the meeting of the Strategy Committee takes place following that of the Steering Board, but prior to the Executive Committee where final decisions are taken.

On the level of the internal working structure, the coordination between the EHF and EHF Marketing is paramount; despite their being two contracts, there is only one strategy for handball. Thus, a bi-monthly internal coordination meeting (the HUB) was put in place to share experience, as well as capacity for the overall business development and coordination. On the basis of the presented chart, Hausleitner demonstrates that the HUB deals with all matters coming from the ten task forces on an EHF/EHFM internal level. The matters of brand, digital, production, and (media) sales are centralised within the HUB i.e. one website, one database. The topics of finances, events, marketing, competition/calendar, and communication are dealt with by both the EHF and EHFM bodies.

#### 4.4. Investments and Costs

Moving to the topic of investments and costs, Hausleitner underlined that the new partnership was not just about profit, it was also about investment. The organisation now has to cover more products and events than ever before. Handball is an innovative sport and care has to be taken of the product; therefore, coordination between the task forces, as well as coordination of the product needs resources i.e. installation of product and project management. Furthermore, the organisation will invest in the digital platforms starting with the 'Home of Handball' that is already in progress. There will be a development of the business ensuring that within the lifespan of the ten-year agreement that the sport has significantly progressed. On a technical level, there will also be investment aiding the modernisation of top events that will benefit not only players and coaches, but also fans.

**Comment Lyons/IOHA:** Questioned how to sell handball in markets where there is no visibility, and how to address existing markets where there is no presence. In this respect support by the EHF is needed. **Response EHF:** the income out of the agreement is earmarked to run the business. When speaking of investment a detailed plan is to be created; it was made clear that the organisation is not a bank; opposite, it is not the intent to hold on to the revenues, but to distribute them in a manner yet to be decided. Distribution of income can strengthen the future of the sport, but it is still questioned what is the best way to strengthen the Federations? It was acknowledged that further consideration was needed.

**Comment Christensen/DHF:** based on the statement that 'the future is now', it was suggested that the Nations Board (independent from their current responsibility for men's handball only) become more involved at this point instead of waiting until 2021. **Response EHF:** the organisation will examine how the situation can be optimised.

#### 4.5. Finances – Overview

Vice President Finances, Henrik La Cour gave a detailed overview of the finances; he began the presentation by describing what was a common tender process for rights connected to national and club team competitions that resulted in a collaborative partnership with Infront and DAZN but



separated contracts for EHF and EHFV respectively; the commonality of the contracts is the structure: guaranteed cash payments plus services to be provided to EHF and EHFV, delivering a sound basis for the duration of the agreement. In addition, optional revenue shares are granted to both EHF and EHFV. For the duration of the agreement, the EHF and EHFV are obliged to invest in the development of the products.

The weighting of the contracts in relation to each other is based, amongst other elements, on the number of matches, competition frequency, collected data on the market values, and the potential increase in value.

#### **National Teams (EHF):**

- EUR 190.7m **over 10 years** (EUR 162m after costs/investment deductions available for distribution)
- Allocation based on 2008 Congress decision:
  - 20% Organisation of events (EUR 32.4m)
  - 20% Participation – Final Tournament (EUR 32.4m)
  - 20% Development (EUR 32.4m)
  - 10% Qualifications (EUR 16.2m)
  - 20% EHF Budget (EUR 32.4m)
  - 10% Clubs (EUR 16.2m)
- EUR 17m – value of services provided by Infront/DAZN

#### **Club Competitions (EHFV):**

- EUR 264.3m **over 10 years** (EUR 208m after costs/investment deductions available for distribution)
- Allocation based on 2000 Congress decision:
  - 80% Clubs (EUR 166.4m)
  - 20% EHF (EUR 41.6m)
- EUR 20m – value of services provided by Infront/DAZN

Across the five cycles of the contracts, the overall revenue for European handball on a national team level is expected to increase by 3.6 times. La Cour underlined that EHF funds are allocated to tasks and activities that benefit its Member Federations and also that expenditure remains a transparent process via the budgets and results which must be approved at Congress.

#### **4.6. Targets and Perspectives**

Taking reference to the European Handball Talks that took place prior to the Conference, President Wiederer reiterated a comment from a panellist who stated, referring to a market situation in a league, that it was a “mistake to distribute all the revenues, it is important to invest also in the future for further promotion.” Wiederer stated that the EHF would have to find a balance how to develop the different markets, how to optimise the income, and how to define the future. There is also need to harmonise the products on the market – it is handball, and though it can have many facets, it must be clear that it is one sport. To the point ‘position handball 202-7’, Wiederer stated that the next round of negotiations would begin in 7 years. Continuing, he said that all the elements surrounding the agreements create a mosaic, and that to shape the future, information must be shared and cooperation is imperative in order to have the strongest market position.



## 5. Influence of Networks – Promotion of Handball in the Digital World

After the introduction by the EHF First Vice President P. Bošković, Joe Edwards (DAZN – VP Marketing Rights Partnerships) opened his presentation by taking a poll of the attendees on the number of social networks that they are currently using and highlighted the speed at which the area of digital changes. In view of the media and marketing agreements, the vision of reaching 115 million fans (currently at 900k – 1m) through broadcast and digital channels - content, editorial and technology was highlighted. Digital optimisation, content strategy, promoting the game together with lifestyle and culture among other objectives will be measured through key performance indicators such as social following, views, and web traffic.

Targeting the younger audience, the strategy will look to e.g. third party endorsements such as social media influencers by getting them to talk around handball, sponsor activation, making players a central part of the strategy, broadcasters, etc. is necessary to have content on paid (influencers to drive reach, use of paid advertising), owned (web, mobile, social), earned (players – offers & requests) and partner (clubs, Federations, broadcasters) platforms. By using data correctly, value for the fan can be created by understanding them and targeting and eventually monetising elements. It was underlined that all content must be fit for purpose and relevant to the respective platforms.

Using the OTT platform (ehfTV) the aim is to turn it into a free/subscribe platform – a registration and content model, Edwards underlined the importance of understanding the ‘ecosystem’ in order to push users towards more content through quality and functionality. When it comes to content, Edwards pointed out the three key users ‘HERO (high impact/awareness), HUB (lifestyle, etc.), and HYGIENE (highlights)’ and how to reach them. Content development on the other hand was charted according to the resource (time) available and how each plotted course (improve consumption/reach, expand inside/outside of rights, as well as target, would lead to the vision of attaining an increased audience.

Using a three-step data management model ‘Connect-Collect-Convert’ will help the organisation (through EHF, OTT, NF, mobile apps) to better identify and engage with customers, through the collection and analysis of data from the web, apps, etc. the organisation can create a functional database, which will allow them in turn to apply a better marketing strategy. Concluding his presentation, Edwards provided an overview of the scope of campaigns available to the organisation by tapping into resources and elements such as broadcast partners, activation, participation, etc. Consistency is vital when delivering content and working within the digital realm, and it will be necessary to use every ‘piece of the puzzle’.

## 6. European Handball Masterplan

Opening the agenda point, Wiederer commented that it is cemented that stories developed out of a product are organic and therefore more successful than stories that are created around a product. With handball, it is not necessary to ‘create’ stories as there are many arising naturally out of the sport with matches every day, players are liked by the media, as well as it being an accessible and open community. It is to be regarded as positive that handball can develop its stories in a natural and organic way.



Turning to the topic of the Masterplan, Wiederer took the matter from the point of view of a 'start-up' in business terms which relates to potential success to three key elements; there has to be a strong thesis, a challenge, and the ambition to do something new or better. Therefore, handball needs to be aware of where it is now and where it wants to be. There are many steps on various levels (brand, etc.) to be taken to ensure that handball reaches a certain position; but handball is not alone in the market, and analysis of the international sports market has to be undertaken to see what the relevance of handball is in the media market. Careful analyses and consideration results in surveys; and though it may be time consuming, it is a sound basis for handball to know the Federations (needs and wants) and understand where to go.

Therefore in a next step, reference was taken to the international commerce market and the relevance of handball, and why the sport needs a Masterplan. It was underlined that the following information was received from external, but official, sources. Looking to the overall economic value and market shares of global sports, handball has not been considered in the global top ten in any recent study, despite the economic strength of global sports continuing to grow.

Commenting on the gap between handball in Europe and on the other continents despite the efforts of the International Handball Federation, Wiederer clearly voiced the EHF (and other stakeholder) support of the current IHF projects in the USA understanding that is a market of core importance for international business and also highlighted the initiative of the IHF in China when considering the growth of the market.

Despite handball not being among the top ten international sports, Wiederer summarised the major sporting trends: the rise in eSports continues, mass participation in individual sports (running, triathlon, etc.), globalisation of national team events (high importance) and top level club competitions. It was underlined that it is not the intention to copy other sports, and neither is it to underestimate their individual popularity.

Thus, it is a fundamental responsibility to have a long-term strategic plan, and based on this thinking a survey was distributed to the National Federations in April 2019. Wiederer, giving a brief feedback based on the analysis thus far, noted that the elements and strategic objectives of the Masterplan are being formulated. It was stated that the seven core points being stressed by the EHF correspond to the input received from the Member Federations - media, social relevance, economic strength, governance/legal, events, youth, rules and regulations. Each area identified points where the organisation was doing well and areas where there was scope for improvement e.g. 'innovative handball disciplines' was highlighted as an issue for the organisation as handball needs to embrace 'handball-4-all' in order to blanket the market.

In his summation, Wiederer acknowledged the issues and the subsequent work to be done, and mentioned once again that 'the truth lies on the playing field' and emphasised that the next years must be 'ours'. Finally, he spoke of creating a 'unicorn' (following the expression coming from the capital venture business) – a goal to be reached, by 202-7 it is envisaged for the next meeting period. The target of the Masterplan is, in addition to the qualitative as of the sport, to double the income of the organisation, and this can be created by becoming the number one indoor sport in Europe.



**Comment Dr Moustafa/IHF:** the IHF President commented on the validity of the statistics presented at the beginning of the point in relation to the top ten sports. He mentioned that made reference to a conversation with Dr Bach (IOC) about the position of handball; he also underlined that the lack of presence in China and the USA is negative for the sport, but provides a major chance to reach objectives in terms of viewers once a foothold is gained in these countries. **EHF response:** The EHF President stated that independent from specific criteria it is clear that handball needed to be pushed to a higher level, and therefore, the projects in the USA and China were very important.

## 7. Closing Words

Noting the amount of information disseminated to the attendees, President Wiederer underscored the necessity of having the Member Federations aware of what is happening within the organisation. From preparation, administration, organisation, of the competitions alone, there is a tremendous amount of work to be done for the National Federations and the EHF, but it still needs to look to the future and prepare for that as well. European handball has a big chance to further advance, and it is hoped that all Member Federations will contribute to this objective to go forward.

The EHF will continue to provide the Federations with information prior to meeting again at the next scheduled (15<sup>th</sup>) Conference of Presidents in Stockholm, on the fringes of the Men's EURO on 25 January 2020. It is intended that the EHF Masterplan will return to the agenda; in Sweden there will be a very brief Extraordinary Congress in order to cover financial and budget matters in relation to 2021 (the first EHF budget fully effected by the new contract).

Finally, the Member Federations were encouraged once again to continue the dialogue and submit their feedback to the organisation on any of the matters discussed.

Thanking the presenters and the participants for their presence and contribution to the event, President Wiederer officially brought the 14<sup>th</sup> EHF Conference of Presidents, with a look to the upcoming event, to a close with the presentation of a video handball highlights montage – 'Handball at its Best'.

For the minutes: M. Wiederer / M. Brown

Vienna, 11 June 2019

Presidents\2019\_14th Conference of Presidents\14CoP eProt\_190611e

Attachment: Participants List



## PARTICIPANTS LIST

| <b>Federation</b> | <b>Name</b>                   | <b>Function</b>         |
|-------------------|-------------------------------|-------------------------|
| ALB               | Armand CAKALLI                | Secretary General       |
| AND               | Gerard PIFARRE ROS            | President               |
|                   | Jose Francisco BESADA GARRIDO | Secretary General       |
| ARM               | Anna MELKONYAN                | Secretary General       |
| AUT               | Markus PLAZER                 | Vice President          |
|                   | Helmut SCHEBECZEK             | Vice President Finances |
| AZE               | Orkhan ABBASOV                | Vice President          |
| BEL               | Patrick GARCIA                | Secretary General       |
| BIH               | Asim SAHMAN                   | Board Member            |
| BLR               | Vladimir KONOPLEV             | President               |
|                   | Siarhei RUTENKA               | Vice President          |
| BUL               | Rositza BAKARDZHIEVA-KOEVA    | President               |
|                   | Nadezhda ALEKSANDROVA         | Vice President          |
| CRO               | Sinisa OSTOIC                 | HRS Representative      |
| CYP               | Charalambos LOTTAS            | President               |
| CZE               | Jaroslav CHVALNY              | President               |
|                   | Sarka DROZDOVA                | Secretary General       |
| DEN               | Per BERTELSEN                 | President               |
|                   | Morten Stig CHRISTENSEN       | Secretary General       |
| ENG               | Diaraye DIALLO                | Board Member            |
|                   | Chris SMITH                   | Director                |
| ESP               | Raul FULLANA AGUIRRE          | Vice President          |
|                   | Elena BORRAS ALCARAZ          | Int. Relation Manager   |
| EST               | Pirje ORASSON                 | Secretary General       |
| FAR               | Gunn ELLEFSEN                 | President               |
| FIN               | Päivi MITRUNEN                | Secretary General       |
| FRA               | Jaques BETTENFELD             | Vice President          |
|                   | Philippe BANA                 | Technical Director      |
| GBR               | Paul BRAY                     | Chairman                |
| GEO               | Zurab KAKABADZE               | President               |
|                   | Vakhtang MEIPARIANI           | Vice President          |
| GER               | Andreas MICHELMANN            | President               |
|                   | Mark SCHOBER                  | Secretary General       |
| GRE               | Konstantinos GKANTIS          | President               |
| HUN               | Katalin PALINGER              | Vice President          |
| IRL               | Fintan LYONS                  | President               |
| ISL               | Gudmundur OLAFSSON            | President               |
|                   | Robert Geir GISLASON          | Secretary General       |
| ISR               | David PALACH                  | Vice President          |
|                   | Avi KACHLON                   | Board Member            |



## PARTICIPANTS LIST

| <b>Federation</b> | <b>Name</b>          | <b>Function</b>   |
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| ITA               | Pascale LORIA        | President         |
|                   | Stefano PODINI       | Vice President    |
| KOS               | Eugen SARACINI       | President         |
|                   | Enis IDRIZI          | Vice President    |
| LAT               | Martins BICEVSKIS    | President         |
| LIE               | Uschi BODENMANN      | President         |
| LTU               | Donatas PASVENSAS    | President         |
| LUX               | Romain SCHOCKMEL     | President         |
| MDA               | Nicolae VIZITIU      | Secretary General |
| MKD               | Danilo BRESTOVAC     | Board Member      |
| MLT               | Andrew DECELIS       | Vice President    |
| MNE               | Petar KAPISODA       | President         |
|                   | Emir BESLIJA         | Secretary General |
| MON               | Eric PERODEAU        | Vice President    |
|                   | Viviane LINSTER      | Board Member      |
| NED               | Tjark de LANGE       | President         |
| NOR               | Kare Geir LIO        | President         |
|                   | Bente AKSNES         | Vice President    |
| POL               | Andrzej KRASNICKI    | President         |
|                   | Bogdan SOJKIN        | Vice President    |
| POR               | Miguel LARANJEIRO    | President         |
| ROU               | Alexandru DEDU       | President         |
|                   | Sorin Laurentiu DINU | Vice President    |
| RUS               | Sergey SHISHKAREV    | President         |
|                   | Denis BOGOMOLOV      | Secretary General |
| SCO               | Ian McKINVEN         | President         |
|                   | Stephen NEILSON      | Secretary General |
| SLO               | Franjo BOBINAC       | President         |
| SRB               | Goran CVIJIC         | Secretary General |
|                   | Mazlam DZEMAILOSKI   | Secretary General |
| SUI               | Ulrich RUBELI        | President         |
|                   | Peter LEUTWYLER      | Vice President    |
| SVK               | Jaroslav HOLESKA     | President         |
| SWE               | Frederik RAPP        | President         |
|                   | Jörgen HOLMQVIST     | Vice President    |
| TUR               | Bilal EYUBOGLU       | President         |
|                   | Ayhan Lüftü EYUBOGLU | Board Member      |
| UKR               | Andriy MELNYK        | President         |
|                   | Oleksandr GLADUN     | Secretary General |





## PARTICIPANTS LIST

### Executive Committee

|      |                   |                         |
|------|-------------------|-------------------------|
| EXEC | Michael WIEDERER  | President               |
| EXEC | Predrag BOSKOVIC  | First Vice President    |
| EXEC | Henrik LA COUR    | Vice President Finances |
| 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 | Gerd BUTZECK      | Member                  |
| EXEC | Nodjialem MYARO   | Member                  |

### GUESTS

|         |                 |                               |
|---------|-----------------|-------------------------------|
| IHF     | Hassan MOUSTAFA | IHF President                 |
| EHF     | Jean BRIHAULT   | Honorary President            |
| EHF     | Arne ELOVSSON   | Honorary Member               |
| EHF     | Ralf DEJACO     | Honorary Member               |
| EHF     | Rui COELHO      | Honorary Member               |
| EHF     | Panos ANTONIOU  | Chairman CoH                  |
| Infront | Martin ROOS     | Senior Director               |
| DAZN    | James CHUBB     | VP Global Rights Partnerships |
| USA     | Barry SIFF      | US THF Manager                |

### Key Lecturer

|      |             |                                  |
|------|-------------|----------------------------------|
| DAZN | Joe EDWARDS | VP Marketing Rights Partnerships |
|------|-------------|----------------------------------|

### Additional Participant

|     |             |                  |
|-----|-------------|------------------|
| ISR | Arik DEUTCH | General Director |
|-----|-------------|------------------|

### EHF OFFICE

|        |                     |                            |
|--------|---------------------|----------------------------|
| Office | Martin HAUSLEITNER  | Secretary General          |
| Office | Andrea MOSER        | Chief Finance Officer      |
| Office | Markus GLASER       | Chief Sports Officer       |
| Office | Doru SIMION         | BG Additional Activities   |
| Office | Monika FLIXEDER     | BG EURO Events             |
| Office | Johannes MÜLLER     | BG EURO Events             |
| Office | Vesna LAZIC         | BG Strategic Business      |
| Office | Marsha BROWN        | BG Strategic Business      |
| Office | Christoph GAMPER    | BG Operations              |
| Office | Charly MUSIC        | BG Operations              |
| Office | Nicole RABENSEIFNER | BG Education & Development |