



FEDERAZIONE ITALIANA GIUOCO CALCIO

TRANSFORMATION MANAGEMENT

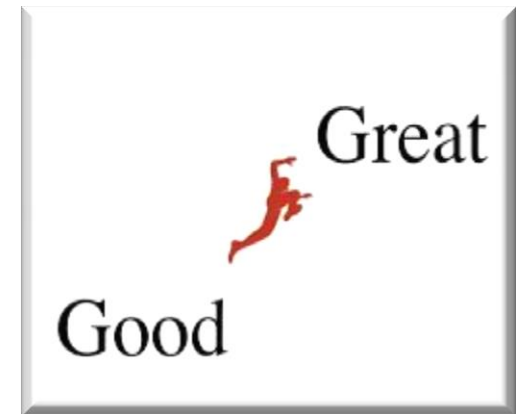
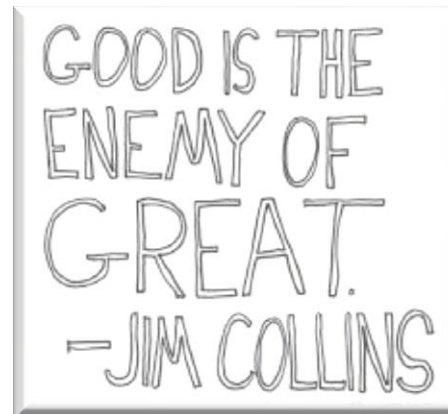
Bucharest, 9 February 2016

Michele Uva

Chief Executive Officer - Italian FA

Reasons for Transformation

- ★ **Reason 1**
Because we want enduring Success
- ★ **Reason 2**
The Environment is changing
- ★ **Reason 3**
Speed of Change is increasing
- ★ **Reason 4**
Because more Agility is required



Agenda

- 1 Football uniqueness**
- 2 Why an organization should transform?**
- 3 What should we change?**
- 4 Conclusions**



01

Football uniqueness



FOOTBALL'S UNIQUENESS is driven by Complementarity

Competition: the main feature of any commercial market.

Complementarity: the main feature of the sport industry.

In normal industries



Each competitor reduces market penetration

In football



Competitors need each others to create the product and increase its value



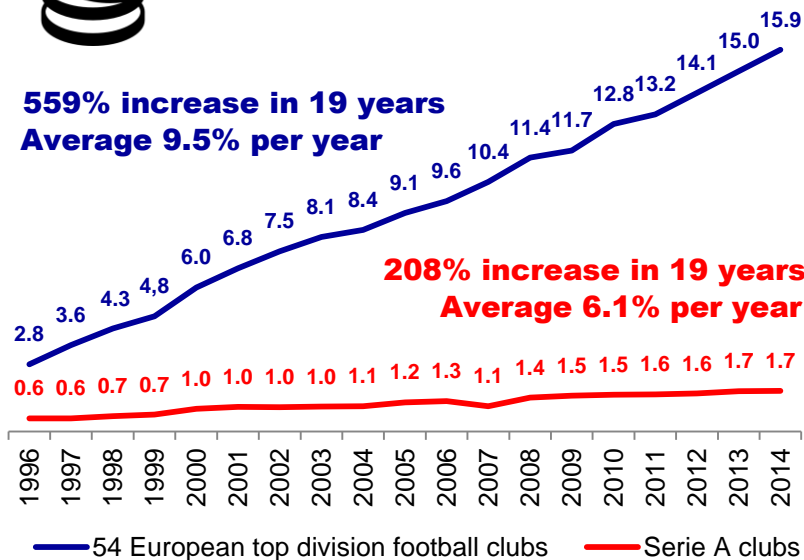
Complementarity is the unique feature of football that makes it different from any other industry. *The more balance among competitors, the higher the value of the product.*

FOOTBALL is experiencing a UNIQUE economic improvement compared to the real world

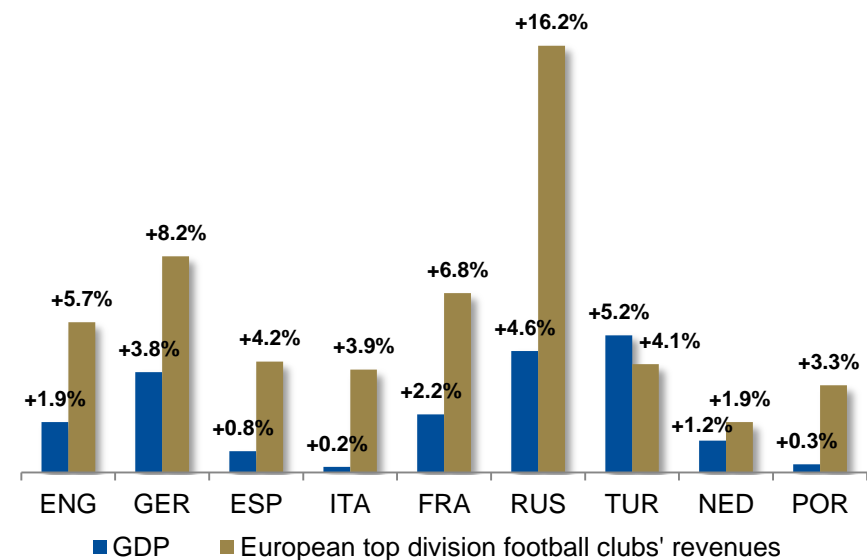
In the last 19 years, European top division football clubs have grown of 559% reaching revenues for 15.9 billion euros.



Revenues increase



Comparison between top leagues revenues and gross domestic product (growth 2010-2013)



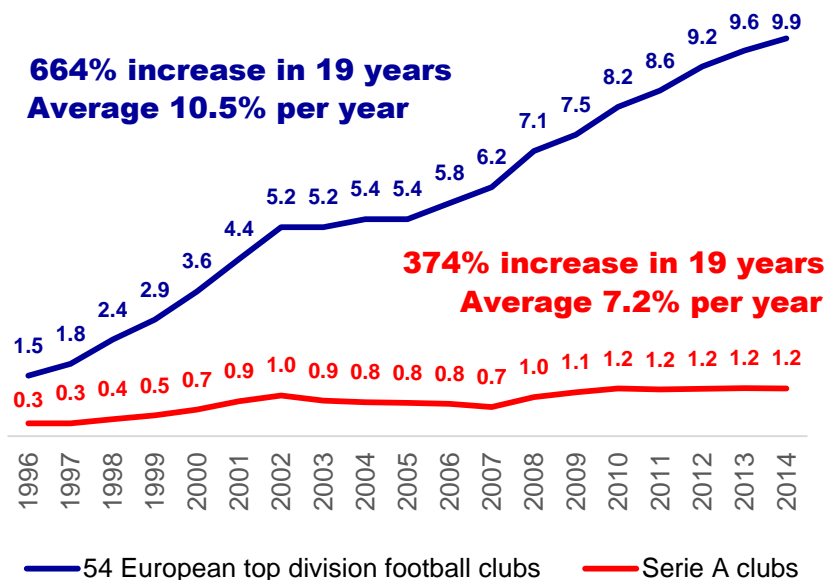
The football clubs of the 54 European top divisions experienced a 9.5% average per year increase in revenues, the European Union Gross Domestic Product increased by 3.2% only

Serie A football clubs experienced a 6.1% average per year increase in revenues, while the Italian Gross Domestic Product increased by 1.9% only

...However there is a crisis of the system structure, due to debts, personnel costs and economic losses



Increase of the personnel costs



Increasing losses

Since 2008, the 54 European top division football clubs have produced **€7.5b** bottom-line losses, while Serie A produced **€1.5b** bottom-line losses.

Main causes:

Poor managerial vision

Financial instability

Poor attention to long-term investments

Unbalanced competitive opportunities



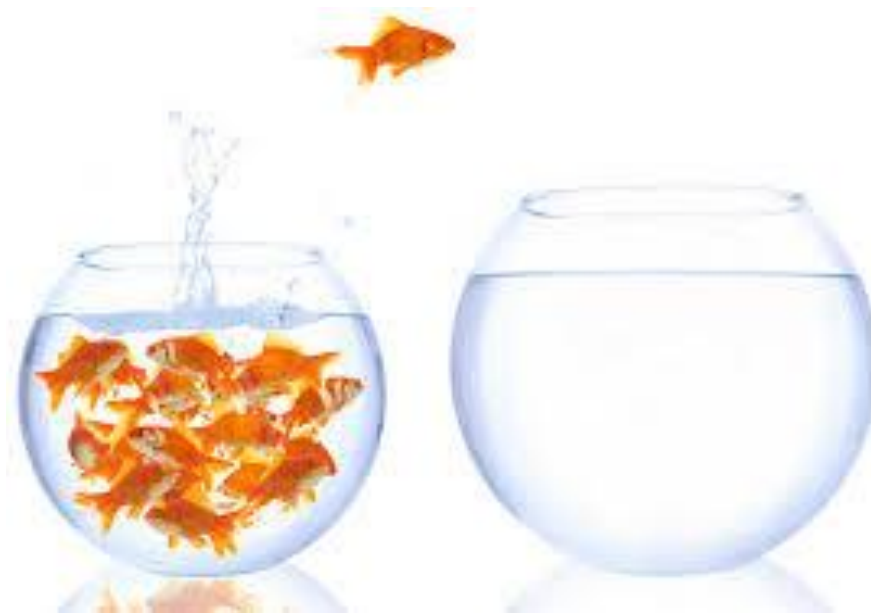
On a yearly average, revenues increased by 9.5% (6.1%) while personnel costs increased by 10.5% (7.2%)

02

Why an organization should transform?



The best of today is not enough to excel tomorrow



Transformation is the solution



03

What should we change?



Each Transformation needs

An Operational Model



A convincing Vision



A cultural Transformation towards Innovation



“Engage” Leader



Team Leadership



Each Transformation needs

An Operational Model



Why is an Operational Model so important?

Before starting a transformation we need to define the **final aim of our journey**.

A guide will help you to look at your **starting point** in order to:

- **Identify gaps**
- **Align**
- **Shape**
- **Prioritize**

THIS IS WHY A MODEL IS ESSENTIAL



The Operational Model



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A convincing vision



Vision

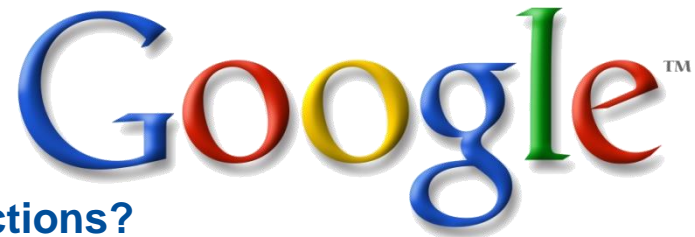
The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, blue, green, red) with a trademark symbol (TM) to the upper right of the 'e'.

Founded in 1998

Provides data worldwide and makes them available and useful for everyone



Strategies

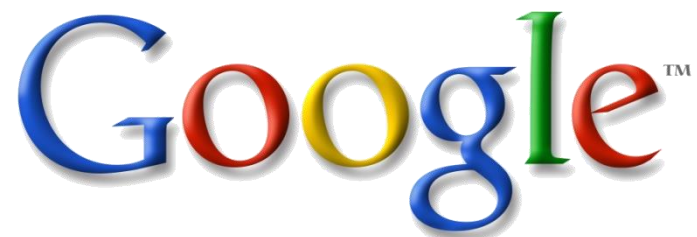


How vision leads their actions?

- ★ Adopting *beta testing* and market survey as company guideline
- ★ Using consumers' feedback while launching imperfect products
- ★ Updating and promptly improving the original beta version
- ★ Managing and encouraging creativity and innovation while monitoring on a daily basis their activities
- ★ Never coming to a stop
- ★ Anticipating people's needs and behaviors



Results



Browser Nr. 1 in the world

Stock Market value = 442,2 billion Euros

Revenues (2014): 50 billion Euros

Net Result (2014): 11 billion Euros

61.814 employees (2015)

Available in 123 languages



Each Transformation needs

An Operational Model



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“Engage” Leader



Team Leadership



Each Transformation needs

A cultural Transformation towards Innovation



Why change?

INPUT: innovation culture

Investments in Innovation culture and Transformation enable the organization to attract change and future talents. Besides they ensure company growth by improving leadership, vision, involvement and organizational process

OUTCOME:
increase in
organizational
performance

- ★ Future talents
- ★ Company growth
- ★ Value
- ★ Brand



Each Transformation needs

An Operational Model



A convincing Vision



A cultural Transformation towards Innovation



“Engage” Leader



Team Leadership



Each Transformation needs

“Engage” Leader → Team Leadership

capacità di ascolto e flessibilità **visione** **innovazione**
team work disciplina e regole
guida con l'esempio direzione collegiale e condivisione **capacità di ascolto**
responsabilità, innovazione
qualità ed efficienza capacità di anticipazione **capacità di ascolto**
capacità di anticipazione ed execution



Characteristics of a Good Leadership Team

- 1 Keep in mind team objectives
- 2 Build Trust in your team
- 3 Acknowledge your responsibilities
- 4 Reflect together
- 5 Influence and support each other
- 6 Inspire innovation and creativity / open source amongst yourselves
- 7 Design for common failure
- 8 Harness the energy together
- 9 Promote the business development
- 10 Team Governance



Coca Cola Teamwork



04

Conclusions



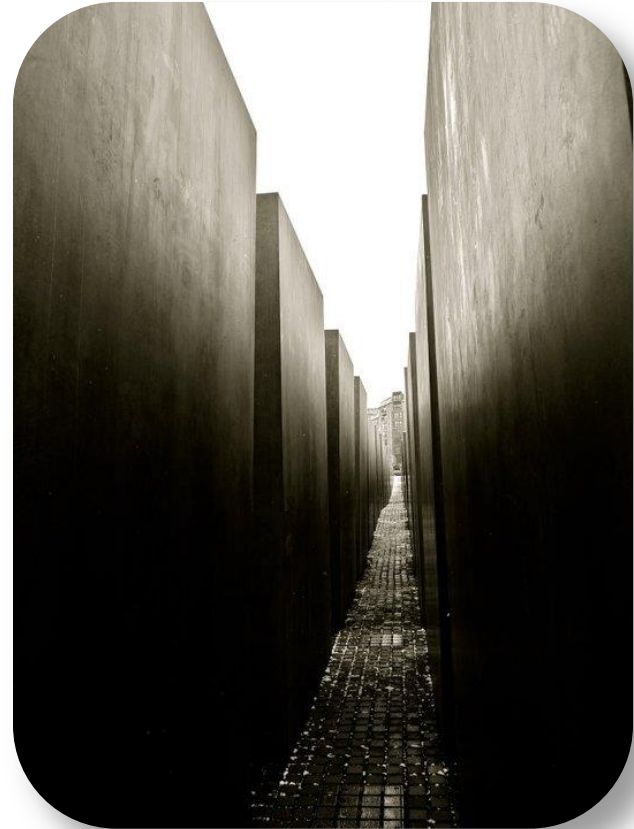
What I have learned: the un-negotiable MUSTs

- ★ You must know the business you are in and be hands-on!
- ★ You must LOVE what you do, have fun in what you do, and work hard every single day!
- ★ You must always go the extra mile: you need to set the example!

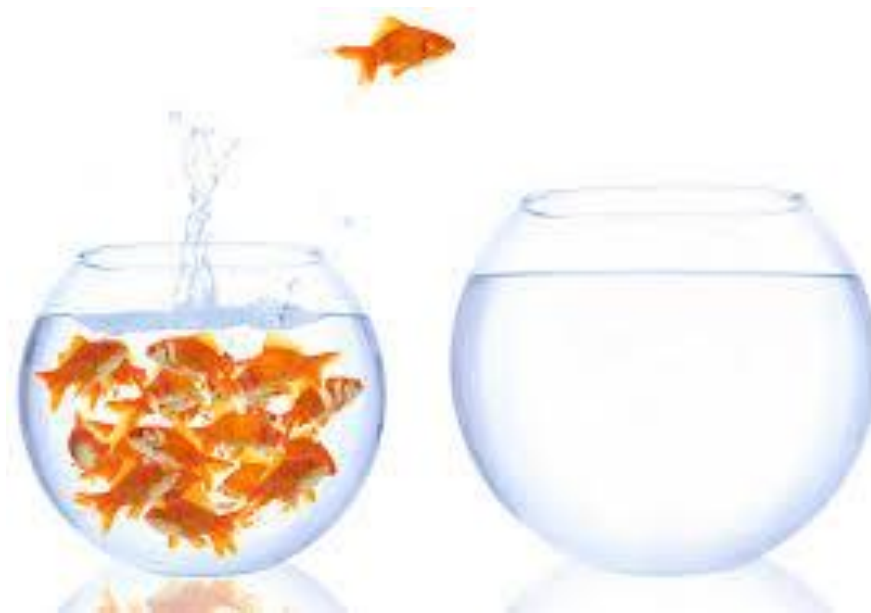


You will fail: it will happen

- ★ You will enter into a tunnel at a certain moment...
and it is never because of "others"...
it is always because of you!
- ★ Don't panic, keep your integrity,
understand why, find your way out
quickly...!
- ★ Every tunnel has an end, you need to
reach it... and learn not to go back in
again!



The best of today is not enough to excel tomorrow



Transformation is the solution





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THANK YOU FOR YOUR ATTENTION

Q&A