

STRATEGIC PLAN

Turkish Football Federation
2010
2011
2012
2013

“Moving Turkey Forward Through Football”



TFF

Türkiye Futbol Federasyonu

Turkish Football Federation

STRATEGIC PLAN

Turkish Football Federation

2010

2011

2012

2013

"Moving Turkey Forward Through Football"

11+1 Players

PrefacePrefacePreface

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The plan, composed of 24 clearly described and measurable goals, will also help us develop a corporate manual for both the Turkish Football Federation and Turkish Football.

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Dear football lovers,

At the Turkish Football Federation, which has been the governing body of association football in Turkey since 1923, **we basically aim at spreading the game of football across the country with the right vision and strategy.**

With some hard work done for the last 1 year and according to our vision, we have completed the Turkish Football Federation's 4-year strategy plan. Developed with significant contributions from all stakeholders with a view to strengthening the foundations of football in Turkey, **the strategic plan will improve the competitive strength of Turkish football and also pave the way towards making it have a voice in the international arena.**

We strongly believe that this roadmap, which is the first of its kind in the Turkish Football Federation's history, will help Turkish football achieve significant **sporting and administrative** improvements during the 4-year period, spanning 2010 through 2013.

At the Turkish Football Federation, **we are working hard to turn the Federation into one that is trusted by both stakeholders and the public.**

We wish to maximize the positive social effect of football on society, as it is a perfect game that brings people together from all segments of society and helps them share the same enthusiasm.

As members of the football family, **we will be able to leave our mark on various significant achievements on a global scale, once we act together based on our vast experience, strong potential and future.**

I would like to extend my sincerest thanks to the experts, academicians and everyone for their valuable contributions to the development of every single section of this significant work.

This strategic plan, a similar one of which could have been developed by only a few countries in Europe, will play a crucial role in the future design of Turkish football by the end of 2013. **The plan, composed of 24 clearly described and measurable goals, will also help us develop a corporate manual for both the Turkish Football Federation and Turkish Football.**

Mahmut ÖZGENER
Turkey Football Federation President

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11+1

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IntroductionIntroductionIntroduction

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Following the declaration of independence of the Turkish Republic in 1923, the Turkish Football Federation (TFF) was founded in the same year as the governing body of association football in Turkey. Since then, the TFF has always played an important role in the social and economic development of Turkey, particularly with the launch of professional football leagues.

Football is one of the leading events that are most loved in our cities or, in other words, spread across our country. **The TFF has been the driving force behind the development of football in Turkey since 1923. There has never been a sport or event that offers the same enthusiasm and pride as football over the last 87 years.**



Introduction

The TFF is proud to have the responsibility of governing and improving football in our country.

We are aware that, football can contribute to promote social values with the help of its vast social effect on our society.

Our strategy is; completing our projects by the end of 2013. It helps us to get ready for 2023 which is our 100th anniversary.

As a progressive, innovative and strong Federation, we will ensure success in football and improve social development in our country. Hosting international football events that promote best our development will be the strategic focal point of our projects that span 2010 through 2013.

Our 11+1 topic headings and 24 goals, developed with contributions from nearly 300 specialists, have been comprehensively analysed and determined on the basis of the views and opinions of them. We believe that we can "Further Improve Turkey with Football" through close cooperation with everyone involved in football. This strategic document will provide us with guidance in achieving these goals in the coming years.

The TFF needs to be a strong and progressive organisation, allowing sustainable growth in football, in order to ensure that

football achieve its true potential in terms of players and spectators. Success in football not only magnetises new players and spectators, but also has a strong influence on the Turkish people's national pride and self-confidence.

What matters to us is to help the Turkish Football Federation ensure that the positive effect of football on the Turkish people is enhanced and contribute to Turkey's improvement in football.

"We are aware that, football can contribute to promote social values with the help of its vast social effect on our society. "

TFF Strategy

- Our Vision

Our Vision

"Moving Turkey Forward Through Football"



Our strategic vision is to move Turkey forward with football. We aim to achieve this through success in football generated by a strong and progressive organisation.

We believe that team work and cooperation between all our stakeholders is crucial to the success of our strategy. Our strategy can therefore best be illustrated like this:

At the back bone of our strategy is the institutional development that will streamline our organisation and

ensure that we have the necessary structures and processes in place to be able to implement the

"Hosting major international football events will be our guide and motivation for improvement. Major international football events are the best platform to promote our organisation and motivate everyone to work harder."

necessary changes to ensure success in football and a strong

progressive organisation.

Improving the football economy, our facilities and the way our clubs and leagues are organised will give us the necessary means to obtain success in football. Further, we intend to utilise state-of-the-art new media methods and technologies to mobilise our stakeholders, fans and players to get actively involved in our activities.

Additionally, in our daily operations we have a responsibility to support

“In our daily operations we have a responsibility to support our referees and coaches and ensure that they have the best possible working conditions. ”



our referees and coaches and ensure that they have the best possible working conditions.

Without our players - elite, women and grassroots - we cannot create success in football. They are the essence of our work and any changes in our organisation must always be evaluated according to

how much they help the development of our players.

Hosting major international football events will be our guide and motivation for improvement. Major international football events are the best platform to promote our organisation and motivate everyone to work harder.

It is a unique catalyst for success that will not only have a positive effect on our game but also offer incredible benefits to our country.

This is our vision and strategic plan that will Move Turkey Forward with Football.

TFF Mission

Target a breakthrough to meet contemporary training and facilities, develop an infrastructure to compete at international levels, assure that community adopts the culture of sports and become an organization that retains a strong financial structure to foster growth in football economy.

TFF Vision

Achieve football prevalence by incorporating a contemporary and institutional structure, increase participation across the country and provide continual existence at international organizations.



National Team Jersey / 2010

Our Country

- Our Federation



Turkey has seen many changes over the years. Developing into one of the most modernized and dynamic countries in Europe, with a blend of diverse cultures it has a population of 72.5 million.

Turkish culture is very rich and includes a wide array of traditions from literature, arts, music, architecture, food and sports. Historically, Turkey has played a significant role in defining European history and with the creation of the Turkish Republic in 1923 it defined its own by creating a secular democratic state with an ingrained respect for its own uniqueness as a country.

The fact that Turkey has an average of 28 shows that it has significant potential. By motivating

“Turkish culture is very rich and includes a wide array of traditions from literature, arts, music, architecture, food and sports.”

and creating new opportunities for the youth we can instill the values of a unified country which will reflect positively on our society in the future.

Football stands in the heart of this development.

Our Federation

The Turkish Football Federation (TFF) has come a long way from its establishment in 1923. As the 26th FIFA member, TFF has gone from hosting meetings in town hall to becoming a federation which has a professional mentality with administrative and development structures, professional leagues and numerous national team success. The TFF has become a force to compete against top footballing nations.

The turning point for Turkish football stemmed between the decades of the 1950s and 1960s when development was top priority. Laying a strong foundation upon which to build players and long-term strategy, 1959 met the

recognition and establishment of professional football leagues in Turkey. Clubs such as Galatasaray, Göztepe and Fenerbahçe were on the rise, achieving successful results in European cups and attracting foreign players.

The Turkish National Team's first qualification for the World Cup finals came in 1954 where the national team made its international debut in Switzerland. The preliminaries were a great learning experience and initiatives were taken to set up the future success of the National team.

These infrastructural investments paid off as the Youth National Team achieved their first European Championship title in 1992, the

A National Team qualified for the European Championships in 1996 and then repeated this success by participating in European Championships in 2000 and 2008.

Even more encouraging was the summer of 2002 at the World Cup where Turkey reached a third place overall rank in the tournament. This placing was mirrored once again at the EURO 2008. Turkish National Team showed an impressive performance by qualifying for a semi final spot in the European Championships for the first time in history.

Even more encouraging was the summer of 2002 at the World Cup where Turkey reached a third place overall rank in the tournament. This placing was mirrored once again at the EURO 2008.





Further to national team success, the most notable international success for Turkish football at the club level was achieved in 2000. Galatasaray, one of Turkey's most recognizable clubs, crowned UEFA Cup champion in a gripping final game which went to overtime and penalty shoot-outs ending in a 4-1 victory for Galatasaray. Having been won in the same year, the European Super Cup paved the way for the popularity of Galatasaray as well as of Turkish football in Europe.

As Turkey moves forwards and gains international success and recognition, hosting events has become part of the effort to increase our level of competition and maintain a competitive platform on which to develop our athletes. By hosting events like the U17 European Championships in 1993 and again in 2008, as well as putting through a bid for the EURO 2016 this will enable Turkey to continue to modernize its structure for the future and help move Turkey forward.

Galatasaray, crowned champions in UEFA Cup 2000. Having been won in the same year, the European Super Cup paved the way for the popularity of Galatasaray as well as of Turkish football in Europe.



“Moving Turkey Forward” through Sporting Success

1 - National Teams

2 - Elite Players

3 - Women's Football

4 - Grassroots and Amateur Football

5 - Referees

6 - Coaches

“Moving Turkey Forward” through a Strong Organization

7 - Organizational Development

8 - Football Economy

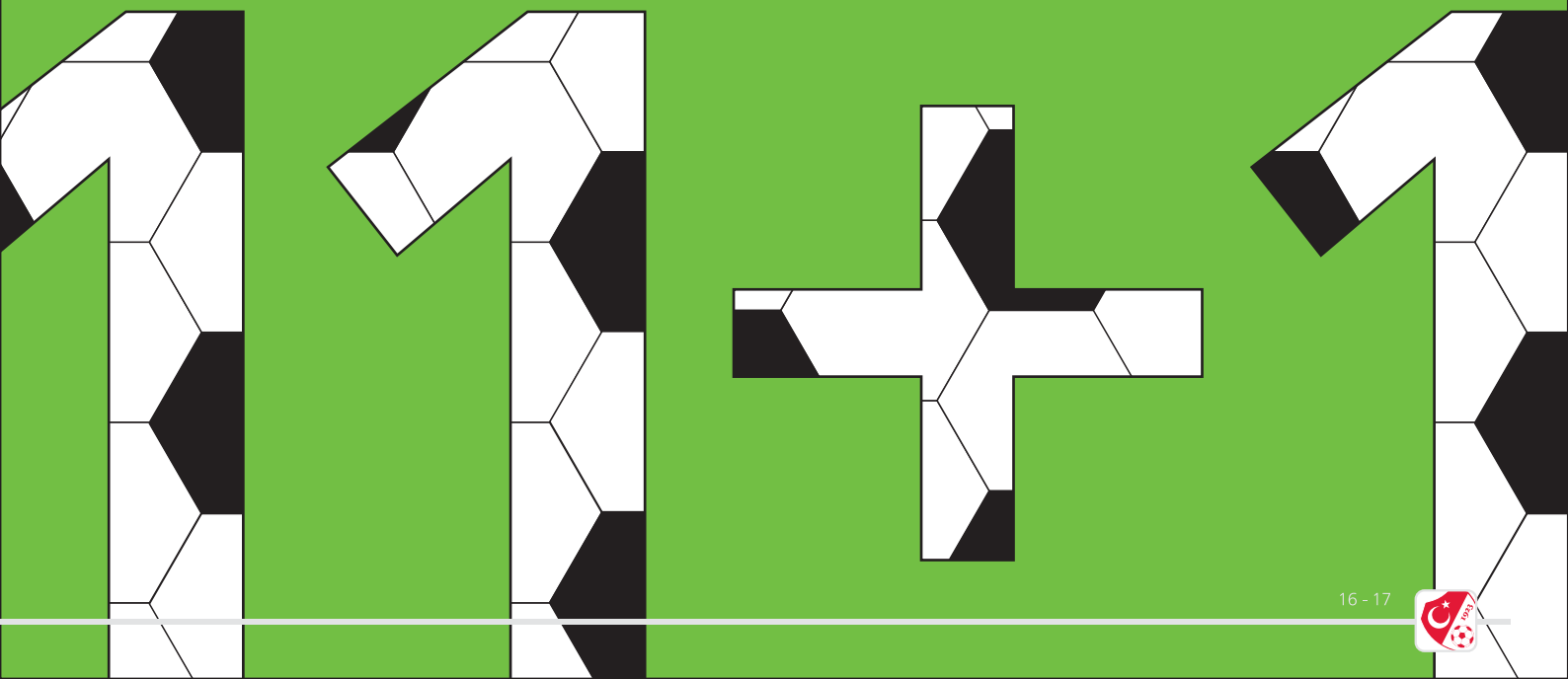
9 - New Communication Technologies

10 - Modern Facilities / Stadiums

11 - Club Structures / Organisation

“Moving Turkey Forward” through International Sporting Events

+1 - Sporting Events



“Moving Turkey Forward” through Sporting Success



The most important aspect that steers our organisation and inspires the Turkish people is continuous success in football.

Our fundamental responsibility is to provide the best support and environment to contribute to our professional and amateur men/women players, our coaches and referees and enable them all to be successful.

We have selected six focus areas that are mentioned below, where we have set explicit and measurable objectives and actions. Over the next four years, we will be focusing on the success of our national team, the development of our elite players, women's football, our grassroots players, our referees and our coaches.

There are three main groups such as elite players, grassroots and amateur players and women. We believe that one of the responsibilities of the TFF is to develop those players, offering the opportunity to whoever is interested in playing football, the resources and the support he/she needs to develop and achieve his/her optimal skills.

Well trained coaches and referees enable the players to give their best and ensure that the game is played fairly.

Because of our belief that coaches and referees constitute a crucial part of the game, we are determined to increase the number of highly qualified sports administrators.





1- National Teams

The path towards success of Turkish Football in the international arena, follows the path of the success of National Teams. Having successful national teams in every age category, will be a source of pride to our country and will constitute a fine example for forthcoming generations as well. Therefore, ensuring continuous success of our national teams is our major priority.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 U 17, U 19 and U 21 national teams to participate in all FIFA and UEFA organized championship finals, through these teams the players can integrate with the A National Team

2 To ensure the National Team qualify to play in the EURO 2012 and 2014 World Cup tournaments.

The ecoles that will lead to success will be analysed by determining the strengths and improvable aspects of National Teams.

A player oriented high level sports performance training system will be developed.

Player specific psychological, nutritional and physiological improvement plans will be prepared.





TFF Super Cup Final 2009

2- Elite Players

One of our most significant strategy is, to train our own elite players and to take advantage of the great talent pool, which our country possesses both domestically and abroad by means of a large scale scouting system. On the other hand, we are aware of the fact that in order to support our talented players properly, we have to build a solid structure around them and create a safe and inspiring environment for them to play in.

Since our clubs play a major part in developing Turkish elite players, we believe that we can strengthen our elite player development by working closely together with them.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 To ensure at least 15 clubs from the top 2 professional leagues achieve "academical" standards within their youth development programs.

2 To ensure at least 12.000 talented young players between the ages of 10 and 12 receive football training annually by increasing the number of Technical Football Training Centres to 200. It is 50 at April 2010.

To achieve these objectives, action plans will be developed in the following areas:

We will establish a strong network in the international football community that will help our talents, elite players and scouting officials to be successful with their work.

We will implement high-level educational programs and establish connections with the academic community in order to strengthen performance and integrate school education and football training.

We will develop a clear and effective talent development system. In addition, we shall also offer consulting services and incentives to clubs who invest in and focus on youth and talent development.



KEY PROJECTS and PROGRAMMES

“Technical Football Training Centres - TFTC”

Technical Football Training Centres, which will total up to 200 during the period between 2010 and 2013, will have a permanent effect on the development of our young players and talents in Turkey.

“TOTAL Player Programme”

It is essential to establish an overall improvement and betterment within our players' environments in order to train strong elite players and achieve success in football. Therefore, the TFF is launching a programme focused on involving families and schools, improving cooperation between professional and amateur clubs and creating a positive and motivational culture within our clubs.

“Reconstructing the Youth Leagues”

A total reconstruction of the youth leagues will take place over the coming years. The key objectives are to spread the leagues geographically by dividing the leagues by age, and to enforce the uniformity of the rules.



3. Women's Football

We have detected a growing interest in football among young girls in Turkey. **Because we believe that, this may have a permanent influence on the development of our country. We are fully determined to construct the necessary structure and invest in essential resources for building up women's football.**

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 To increase the number of women players who participate in grassroots activities from 5.000 at April 2010 up to 75.000.

2 To increase the number of clubs competing within women's football from 45 at April 2010 up to 100, and to increase the number of amateur licensed women football players which is currently 1300 up to 6.000 by the end of 2013.

In order to achieve these objectives;

We shall **make use of new media technologies and strategies** to enable young girls and women to be involved in our activities and become passionate and influential members of the football community.

We will **establish new leagues and organise football events** intended for young girls and women throughout Turkey. **To end the violence in football and to improve the fan profile** we will benefit from women's football activities.

We will **provide training** for female football stars and officials to establish sustainable growth in women's football.



KEY PROJECTS and PROGRAMMES

“Football in schools” grassroots development programme.

The TFF has initiated a development programme, which involves close cooperation with the Ministry of Education and the national school authorities to ensure the promotion of football in schools. This programme embraces grassroots project throughout country and specifically focuses on enabling more young girls and women to get involved in the game. The programme mentioned, especially targets organising after school football activities and tournaments for young girls in schools and universities.



4. Grassroots and Amateur Football

The TFF is strongly attached to the development of grassroots football. With the help of the "Football for Everyone" programme, the TFF has organised countless events and launched initiatives that build up general interest in football. This effort from the TFF will further be strengthened in the forthcoming years.

- Our Objectives and Areas of Action (2010 2011 2012 **2013**)

1 To increase the number of amateur and grassroots licensed players, which is 320.000 at April 2010 up to 1 million by the end of 2013.

2 To establish a regional league with certain participation criteria under professional leagues.

To achieve these objectives, action plans will be developed in the following areas:

Reinforcing the current **structures and organisation of grassroots activities** in regions and provinces. Through cooperation of the Ministry of Education and Turkish Football Federation, **can ensure more teams playing football especially within the 10-14 age group organizations.**

Training the staff, coaches and officials to attract and retain new players in football, futsal, beach soccer and other football disciplines. Through cooperation of TFF and Universities, **can increase the quality of learning** interactions and provide sustainable development. Making use of our **website and new media Technologies** to organise and integrate our grassroots network.

Developing amateur football in all ages and all over the country.



KEY PROJECTS and PROGRAMMES

"Artificial Turf Pitches Project"

The TFF is currently developing a system whereby all privately owned artificial turf pitches, where the most football is played, shall be registered and inspected according to the criteria concerning premises, installation and suitability to play football, therefore to be classified and to be granted a "Certificate of Sufficiency" if deemed suited to play football.

"Achieving 4 stars in the UEFA Grassroots Ranking System"

We aim to achieve the 4th star in the UEFA Grassroots Ranking System by increasing the number of people who participate in grassroots activities up to 400.000. In order to realize this objective, we are planning to establish 243 Grassroots Centres throughout Turkey. These centres will reinforce the development of football and promote the sport all over the country.

"EU Supported Project for Cities and Provinces Lacking a Football Pitch"

Within the scope of the social responsibility project that is conducted by the Turkish Football Federation together with General Directorate of Youth and Sports, football and athletics pitches will be constructed collectively with EU support in 15 cities and provinces in South East Anatolia, which currently have no pitches. In addition, football and athletic equipments will be handed out in all of the schools in those districts where children have limited access to football; a teacher shall be trained specially in these activities; and continuous training in sports education and on social matters shall be offered to children and to their families all through the year, regardless of their sex and disabilities. Within the project mentioned, which is worth 20 million Euros, it is intended to complete all of the construction and training of educators and to begin children's training starting from summer of the year 2012.



5. Referees

As a member of the UEFA Referee Convention, our main focus towards the improvement of our referees is to reinforce the structure that governs our activities. We aim to semi-professionalise refereeing and ensure high quality, fair play games on the pitch.

- Our Objectives and Areas of Action (2010 2011 2012 **2013**)

1 To increase the number of Turkish referees who are categorised either UEFA Elite or Premier (1st Category) to at least 3. (Which is 1 at April 2010)

2 To increase the total number of referees, currently 6.500 at April 2010 up to 15.000 by the end of 2013.

To achieve these objectives, action plans will be developed in the following areas:

Developing new recruitment and retention methods by **implementing the necessary regulations within the referees and delegates committees** in order to improve the structure and administration.

Providing language and refereeing courses (national and international) for newly recruited and current referees to improve their international network and refereeing skills.

Establishing a national and international level PR and media strategy, in order to support our referees against any outside pressures and to better aid fair play.



KEY PROJECTS and PROGRAMMES

"Competition Experience" Project

One of the fundamental sections of referee improvement is actual competition experience. This project aims to increase the referees' competition experience up to an average of 75 competitions in the top two professional leagues.



6. Coaches

Our coaches and technical staff constitute a crucial part of the team. Winning teams are created by good coaches. They motivate talented players to get the best performance. Within the context of moving Turkey forward through success in football, we must continuously train our coaches .

- Our Objectives and Areas of Action (2010 2011 2012 **2013**)

1 To complete the transition to a coaching licensing system which is foreseen by the UEFA JIRA Convention by 2013 - 2014 season incrementally.

2 To ensure all Youth Development Programme representatives who serve in the clubs participating in the top two professional leagues obtain a "YDP Management Certificate" as granted by the Turkish Football Federation.

To achieve these objectives, action plans will be developed in the following areas:

Improving and bettering the **quality and administration of coaching and training** at every level. Provide contemporary educational criteria in trainer courses and with the rising quality of education **can even provide training to people coming from abroad**, can also offer training at regional level excluding the pro license training.

Developing incentives to **encourage and motivate clubs to** invest in youth teams (substructure) and talent team coaches.

Facilitating the enhancement of our **international coaching network** to maintain continuous innovation and development of our coaching methods.



KEY PROJECTS and PROGRAMMES

“Youth Team (Substructure) Coaching”

Within the scope of this special program, the certification programmes aimed at youth teams' (substructure) coaches and youth teams' (substructure) development programme directors shall be organized. With this project, it is aimed to enable all youth teams' (substructure) coaches and development directors to fulfil the criteria set by the TFF.

“Pro Licensing”

In early 2010, after having attained full membership of the JIRA Coaching Convention, we shall focus on motivating and supporting our coaches to take part in the UEFA licensing courses. In parallel with providing the best possible support to our coaches for getting the most out of the international education opportunities, they will be given English language courses.

“Moving Turkey Forward” through Sporting Success

1 - National Teams

2 - Elite Players

3 - Women's Football

4 - Grassroots and Amateur Football

5 - Referees

6 - Coaches

“Moving Turkey Forward” through a Strong Organization

7 - Organizational Development

8 - Football Economy

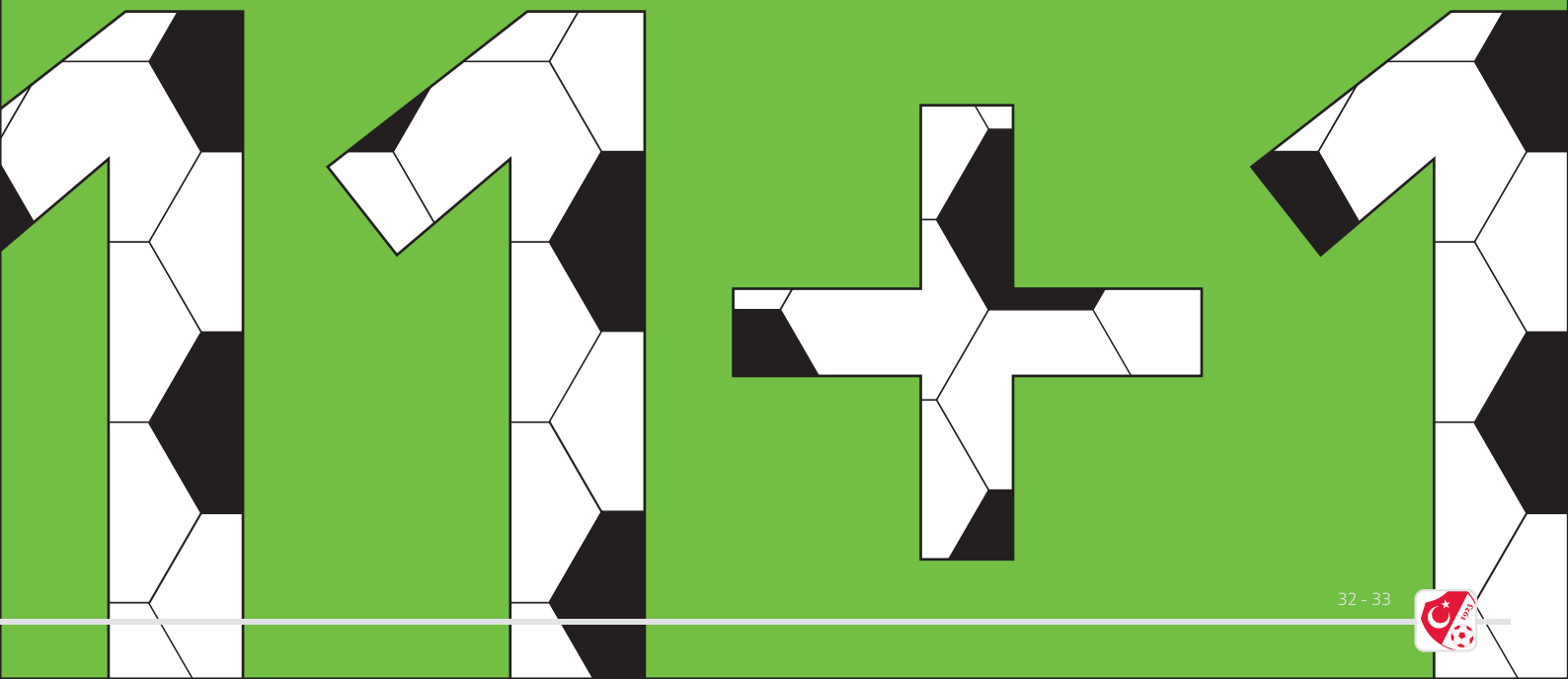
9 - New Communication Technologies

10 - Modern Facilities / Stadiums

11 - Club Structures / Organisation

“Moving Turkey Forward” through International Sporting Events

+1 - Sporting Events



“Moving Turkey Forward” through a Strong Organization

To secure and sustain accomplishments on the pitch we must also be successful off the pitch. As a strong and progressive sports organisation, the TFF has to set the standard in Turkish football and the world of sports.

Only those Football Federations which have a long-term strategic approach in relation with their developments can establish sustainable success and results and create winner generations.

Our objective is to take a place among the top five European football federations in terms of management and innovative thinking. Football, which is a huge and essential economic and social activity, must be managed considering these essentials.

We shall carry on focusing on improving our management skills and establishing a strong and progressive football organisation that can support our sporting activities, which will eventually contribute to our moving Turkey forward.

Five areas of focus have been determined, where improvements over the next four years will have a significant impact on success in football and our country. These are; organizational development, improvement of the financial structure, making use of new media technologies, facility development and management, the implementation of security and safety measures for both fans and athletes.





7. Organizational Development

A strong and progressive organisation as targeted can only be established by means of transparent and flawless democratic governance principles. Our institutional development is the backbone of this strategy and is the catalyst for improvements in all other areas.

- Our Objectives and Areas of Action (2010
2011
2012
2013)

1 To finalize the organizational development of the Turkish Football Federation towards enabling the business and HR processes become more efficient.

2 To initiate a performance based process and to attach greater importance to continuous improvement projects.

To achieve these objectives, action plans will be developed in the following areas:

Enhancing our **current IT systems and online platforms** in order to support the restructuring of the TFF.

Preparation of the **most advanced managerial and administrative training programs** and implementing personal incentives to ensure the highest level of dedication and involvement in relation to personnel training.

Refining the current **performance measurement systems** to match the organisation and needs of the TFF.

KEY PROJECTS and PROGRAMMES

“Team Player Training Programme”

Within this context, as we are currently providing our members and partners the high level services they deserve, we are also initiating a ground breaking personnel training programme which focuses on turning our staff into highly skilled professional consultants beyond just being administrators. We are willing to provide courses on IT, writing, presentations and languages along with many other topic titles to establish a highly skilled and professional federation.



TFF
Türkiye Futbol Federasyonu
Turkish Football Federation



TFF
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Turkish Football Federation



Türkiye Futbol Federasyonu



Turkish Football Federation



Türkiye Futbol Federasyonu



Turkish Football Federation



8. Football Economy

Football has currently become a business all over the world and especially in Turkey. Along with the awareness of the significant role that football has undertaken in shaping and enlarging the Turkish economy, our determination in supporting and steering the development of the football economy in favour of our country and Turkish sport, is hereby emphasized once again.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1

To ensure brand sponsorship for all national and regional leagues.

2

To ensure the TFF budget, which stands at 181 million TL in 2009 - 2010, to be increased by 40 % by the end of 2013.

To achieve these objectives, action plans will be developed in the following areas:

Cooperating more closely with our business partners and developing new strategies to achieve higher return rates for the investments of current partners and developing profitable sponsorship concepts concerning new partners.

Establishing stronger PR and Marketing platforms both offline and online for the TFF and our partners in order to increase apparency and brand value.

Developing shared management systems in order to achieve smooth and reliable communication and satisfaction assessment.





KEY PROJECTS and PROGRAMMES

"Transparency of theTFF"

Transparency within our organisation presents a fundamental significance to achieve our objective of becoming a modern organisation. For this reason, the TFF is currently publishing, on annual basis, an activity report describing the Turkish Football economy with existing data.

"Much more than Sponsorship"

New sponsorship packages that will provide exciting opportunities for current and new TFF partners to venture into exciting and growing markets will be developed and promoted in order to support the processes of the "Much more than Football" programme.



9. New Communication Technologies

The technological and social development in our country has introduced a unique opportunity for our stakeholders and target groups through online tools. It has never been easier and more cost effective to interact directly with the people that are interested in our sports and to invite them to participate in our projects. Turkey has a young and dynamic population and the channels which the new generation of

football players and fans use to communicate with each other are their own familiar online channels.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 To increase the number of visitors to the TFF website by 10 percent every year a target of 14 million by April 2010.

2 To increase the number of registered users up to 1 million with which we can directly communicate.

To achieve these objectives, action plans will be developed in the following areas:

Modernizing and optimising the current TFF website to include interactive features in order to build an emailing list.

Launching **online competitions and promotional campaigns** on our website and on social networking sites to create awareness of our activities.

Generating online user traffic to our website through the use of **objective oriented online advertising**.



KEY PROJECTS and PROGRAMMES

"TFF Online"

Our website and online presence will provide significant support to our current applications of communication, promotion and recruitment. Our website will be the fundamental meeting point for our stakeholders and a dynamic tool to engage new members and partners. We aim and plan to take our place in the forefront of online communication, marketing and technologies with a creative and innovative new media strategy.



Kadir Has Stadium-Kayseri

10. Modern Facilities / Stadiums

The approach towards stadium development and sports facility management in Turkey has been rather more traditional than contemporary. However, the latest developments in stadium construction, sports facility management and safety are being monitored closely by us and these have inspired us to adopt and spread a new approach.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 To increase the number of "UEFA Elite Class" stadiums which is 2 at April 2010 up to 6 and to initiate 5 new modern stadiums projects physically.

2 To ensure that at least 75 percent of the stadiums in which Super League matches are played fully comply with UEFA safety criteria. To increase the average number of spectators at Super League matches by 30 percent.

To achieve these objectives, action plans will be developed in the following areas:

Reinforcing **our international network, background and experience** in stadium construction and facility management in line with obtaining state of the art football facilities.

Involving **fans and business stakeholders** in the process of improving and bettering their overall experience of football competitions.



KEY PROJECTS and PROGRAMMES

“New Legislation on Prevention of Violence and Disorder in Football”

Amendments to Law No: 5149 on “Prevention of Violence and Disorder in Sports Competitions” which is currently in force and the completion of a new draft, which contains the radical applications planned regarding the fight against violence in sports and the prevention of illegal betting and cheating, and subsequently have it put into force by Grand National Assembly of Turkey.

Establishing a formal cooperation between the TFF, the Turkish police and football clubs aimed at training our security officials. Since well-trained security officials have a direct positive impact on the reduction of violence and disorder during football matches, ensuring their background information and knowledge will enhance their ability to maintain order and comfort. Upgrading security camera systems in the stadiums according to recent technological trends. Entering the “National Football Protection Agreement” with the participation of all stakeholders.

“Facility improvement programmes” Survey

Determining which stadium improvement projects are to be initiated, and conducting a public survey in order to determine which comfort elements are expected by the customers/fans at the stadiums. Initiating a large-scale stadium restoration and upgrade programme according the results of the survey conducted.

“Working for a perfect televising”

Our goal is to standardize one broadcasting in all of the Super League stadiums together with Digiturk the holder of broadcasting rights of the Super League matches in among 2010-2014. Together with Digiturk, the holder of broadcasting rights of the Super League matches in among 2010-2014, will jointly aim to standardize one broadcasting in all Super League stadiums.



11. Club Structures / Organisation

Although the management of the clubs falls under their own areas of responsibility, as an administrative organ the liability of ensuring that the clubs have the best possible development foundation falls under our area of responsibility. We have to ensure that our clubs operate at a higher standard by implementing and enforcing the constructive administration principles.

- Our Objectives and Areas of Action (2010 2011 2012 **2013**)

1 To ensure all Super League and 1st League clubs apply to obtain a UEFA Club License as of the 2011 - 2012 season and to prepare a "3 year strategic plan" including the seasons between 2011 and 2014.

2 To complete the club licensing system for all national and regional leagues under the governance of the Turkish Football Federation.

To achieve these objectives, action plans will be developed in the following areas:

Developing a **support system** including consulting services for **the preparation of strategic plans**.

Taking advantage of **offline and online platforms** in order to increase the information and communication flow and enabling the UEFA Club Licensing compliance process to become easier for all clubs.

Ensuring the participation of **national and international club licensing experts** in the process of preparation of systems, which support the development of our 2nd and 3rd leagues.



KEY PROJECTS and PROGRAMMES

“TFF/Club Work Groups”

Joint work groups will be organised between the TFF and the clubs in order to address and follow up significant issues such as finance, marketing, legal status, training and improvement of young players and communication.

White Report”

With the help of a “White Report” which will be prepared by the TFF, standardization within the income/expense balance of clubs will be established and a road map shall be drawn to assist clubs to conduct their financial structures efficiently.

Sportif Başarıyla “Türkiye’yi İleriye Taşımak”

1 - National Teams

2 - Elite Players

3 - Women's Football

4 - Grassroots and Amateur Football

5 - Referees

6 - Coaches

“Moving Turkey Forward” through a Strong Organization

7 - Organizational Development

8 - Football Economy

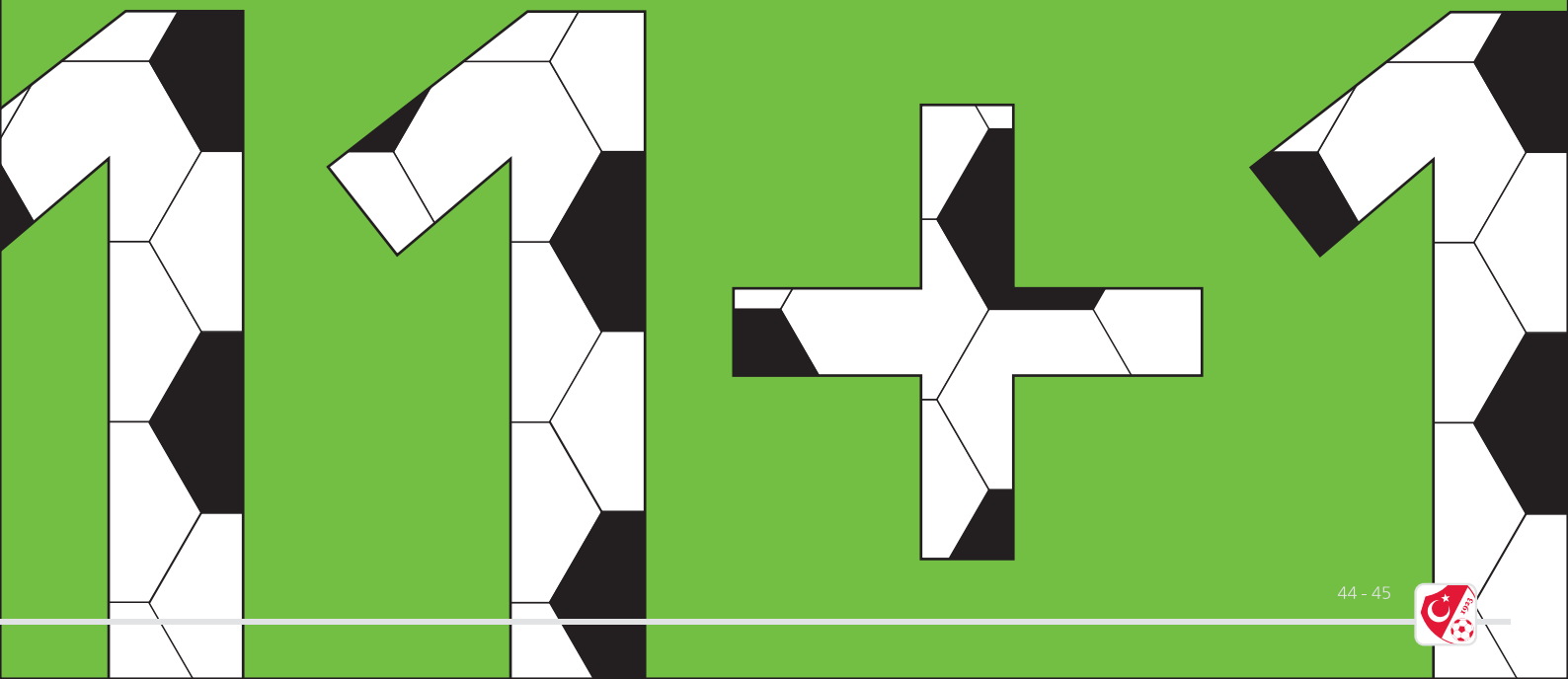
9 - New Communication Technologies

10 - Modern Facilities / Stadiums

11 - Club Structures / Organisation

“Moving Turkey Forward” through International Sporting Events”

+1 - Sporting Events





2009 UEFA Cup Final - Istanbul

+1.Sporting Events

It has been identified that the most significant catalyst to the realization of our objectives, is the choice of events to be held. Thanks to such events, the processes turn into projects and they provide us with a unique platform to promote our mission. Although it is well known that obtaining the rights to host international football events is not an easy task, we truly believe that with the implementation of this strategy, our chances of being elected as the hosts of major international football events will increase significantly.

- Our Objectives and Areas of Action
(2010
2011
2012
2013)

1 To establish a 7-year preparation plan regarding international tournaments, meetings, bidding for football events and hosting.

2 To obtain the rights to host at least 3 championship finals held by FIFA or UEFA and to host at least one UEFA or FIFA Congress by the end of 2013.

To achieve these objectives, action plans will be developed in the following areas:

Establishing the **necessary internal structures and external network** to enable us to bid for and subsequently host sporting events.

Developing a **long-term communication strategy** aiming to obtain national support and increase international awareness regarding the TFF's and Turkey's capabilities to host sporting events.

Using **new media technologies and methods** to involve volunteers into action, to attract spectators and to raise awareness about football events hosted in Turkey.



Nihat Kahveci
Turkish National Team Player

Filiz Koç
Turkish National Team Player

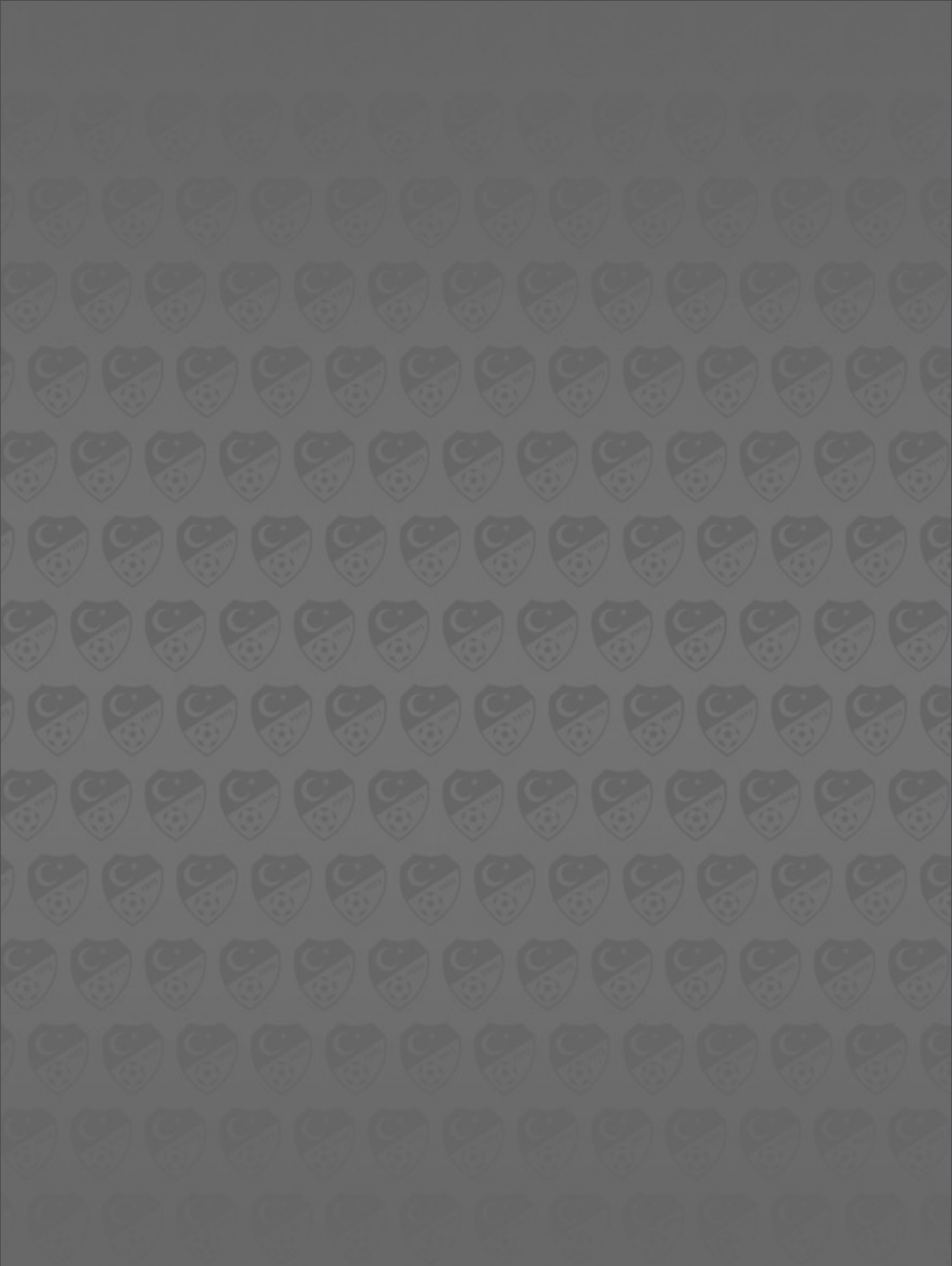
KEY PROJECTS and PROGRAMMES

"EURO 2016"

The ultimate dream of both the TFF and Turkey is to be able to welcome the world of football onto our pitches and into our hearts.

Turkey has bid to host the 2016 European Football Championships. This extraordinary event is one of the most important sporting organizations, which can lead Turkey into countless number of areas.

A special unit has been established within the TFF, which focuses only on preparing a professional and innovative bidding file and gaining support for it.





TFF

Türkiye Futbol Federasyonu

Turkish Football Federation

www.tff.org



TURKCELL

Coca-Cola

EFES
Pilsen

 **Garanti**

TTNET

**TURKISH
AIRLINES**
A STAR ALLIANCE MEMBER

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 Mercedes-Benz