



Achieving new goals, **together with you**

Elkhan Mammadov
UEFA Executive Committee Member
Candidate Brochure





"My 'hands on' operational experience, new ideas and sports governance knowledge will complement the skills and experience of existing UEFA Executive Committee members to help grow the game."

"Our obligation is to provide the same opportunities for girls as we do for boys."





Dear Colleagues, Dear Friends,

It is with great pleasure that I announce my intention to stand as a candidate in the forthcoming UEFA Executive Committee elections.

This brochure sets out the key pillars of my candidacy – developed from exploring my beliefs, goals, achievements and all that I stand for.

As the General Secretary of Azerbaijan FA, I have spent the past nine years leading the development of football in Azerbaijan. We have witnessed some great results. I now wish to apply these skills and learnings to European football, by working closely with my European colleagues, to drive the game forward.

Just as a team on the pitch needs a complementary mix of roles, skills and experience, I will bring complementary qualities to the UEFA Executive Committee. It is this collective strength that will help us grow the reach and appeal of Football across the whole of Europe, as well as tackling the many challenges that need to be addressed.

I am particularly passionate about representing Eastern Europe and championing regional growth to enhance competitiveness across Europe at all levels, including the development of women's football and particularly for those member associations with more limited funds. Together, we must also continue to make strides to ensure the highest standards of integrity in our game.

The pillars of my candidacy described in this brochure, are:

- Innovation
- Pragmatism
- Teamwork
- Delivery

I believe that by working collaboratively, we can take European football into a new era of sustainable development and growth, to celebrate the beautiful game that we all love.

I would be honoured and grateful for your support.

Elkhan Mammadov

INNOVATION

The first pillar of my candidacy is Innovation. In our rapidly changing world, we must be ready to **be creative, take action** and **embrace change**.

New technologies provide us with the opportunity to connect or re-connect with existing and new football audiences.

We can also use innovation to help make football more attractive; increasing spectator enjoyment and engagement by creating more entertaining football experiences.

I believe that we can be more innovative in how we project and present football – in stadia, on screen, in clubs, or through commercial relationships – for the benefit of future generations.

Our product is football –
football must always come first but to thrive,
our business must be entertainment.



PRAGMATISM

My role in the development of football in Azerbaijan is based on a **pragmatic, 'hands on' approach**. I have first-hand knowledge of all of the practical challenges that face growing member associations as they strive to develop the game. My team has also seen how UEFA programmes such as HatTrick, Education and Grassroots, can help **empower member associations and drive growth**, including new initiatives such as the UEFA Grow 2020 strategy. AFFA has been one of the first member associations to implement this initiative nationally.

I have also recently graduated as an **Executive Master in European Sport Governance** (MESGO). This formal sports governance qualification, for which I received a UEFA scholarship, has given me an **excellent understanding of the challenges facing sports governance, within a European context**. I want to apply this newly recognised sports governance knowledge for the benefit of European football.

My pragmatic approach, founded on **good governance**, has seen results in a relatively short space of time, with key achievements that have included:

- Establishing a new governance, licensing and funding structure in Azerbaijan that oversees football development, to drive progress and success at all levels
- Building on the success of the FIFA U-17 Women's World Cup Azerbaijan 2012 that, along with targeted grassroots activity, has attracted many new female players to the game, with over 10,000 women and girls now registered and playing regularly
- Hosting the 2016 UEFA U-17 European Championship, with a record breaking 33,000 spectators at the opening ceremony to support the U-17 Azeri National Team's first appearance in a tournament at this level
- Leading the bid team that secured the rights to host UEFA EURO 2020 group matches and a Quarter Final in Azerbaijan

I am proud of my team's achievements and will bring a **delivery focused approach** to my new UEFA role, along with practical ideas and solutions that draw from my experience in a member association from a less developed footballing nation. By ensuring that sufficient funding is available for key areas such as infrastructure and youth football, we can drive up performance standards, both in domestic leagues and in UEFA club competitions. In Azerbaijan, this is evidenced by two of our leading clubs, FC Garabagh and FC Gabala, which have now represented Azerbaijan in the UEFA Europa League group stages for the past two years.

My goals for the future of European football include **increasing competitiveness across the game, championing the issues facing Eastern European countries**, such as financial sustainability, and tackling key challenges such as match fixing **to reestablish the integrity and credibility** that is so fundamental to future of the game.

Together with you, we can rise to the challenges and new opportunities facing European football such as youth engagement, commercial growth, fan experience and member association empowerment.



TEAMWORK

Teamwork is one of the most important contributory factors to AFFA's success and one of my main motivations in setting out this campaign is **to work closely with colleagues from across European football.**

The operational knowledge and experience of my role as a current football administrator will **complement the skills and knowledge of other Executive Committee members,** to create a new, sustainable team, well equipped to lead the growth of football across Europe.

Colleagues often highlight my ability to get on with people - to listen, respect and engage with them. I have established strong professional relationships with many of you and look forward to working with many more of you in years to come.

No one can tackle Europe's football development challenges alone.
A collaborative approach is essential.



DELIVERY

My time as AFFA General Secretary has seen significant growth in football activity in Azerbaijan, from grassroots to elite levels. During this time, I have:

- Overseen significant infrastructure developments
- Driven significant female membership growth – a 455% increase in registrations in 2015/16 compared to 2010/11
- Expanded social media engagement, particularly for young people, with over 70,000 Facebook followers and over 21,000 Instagram followers
- Overseen the AFFA licensing programme to drive sustainable club development
- Secured sponsorship, comprising nearly 80% of AFFA's budget, to drive the game across Azerbaijan
- Developed partnerships to deliver social projects, including organisations such as UNICEF, to use the power of football to enhance the lives of deprived or minority groups

Key milestones during my career:

2007 Appointed AFFA General Secretary at the age of 28 years

2010-2013 Appointed as a Match Delegate for UEFA Champions League

2012 Azerbaijan hosts FIFA U-17 Women's World Cup

2013 AFFA awarded IOC recognition for "Women and Sport"

2015 Azerbaijan awarded Group matches and a Quarter Final match at UEFA EURO 2020

2015 Member of the Organising Committee for the inaugural Baku 2015 European Games

2016 Azerbaijan hosts UEFA U-17 European Championship

2016 Graduated as an Executive Master in European Sport Governance (MESGO)

2016 Personally honoured to receive the Global Leaders in Sport Under 40 Award, in recognition of my leadership in driving major changes to football in Azerbaijan



WHY ELKHAN?

A young, enthusiastic football administrator, bringing new ideas and practical experience of issues such as use of social media, promoting youth engagement and developing the fan experience.

Extensive 'hands on' experience of tackling the key issues and challenges facing smaller member associations.

Successful track record of identifying, bidding for and hosting events – a role model for developing member associations.

A team player, with newly recognised sports governance knowledge, keen to work alongside and complement the broad skills and experience of existing Executive Committee members.

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