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GLOSSARY OF TERMS

TERM DEFINITION
Host City survey among football fans A survey conducted among football fans visiting the Host City during UEFA EURO 2012™ concerning their stay, expenditures and evaluation of the Tournament (carried out at the request of, or independently by, the Host City)
Host City survey among residents A survey conducted among the residents of the Host Cities about their views on various aspects of the organisation of UEFA EURO 2012™ in the city (carried out at the request of, or independently by, the Host City)
CAWI A computer-assisted web interview (a method of conducting market research and public opinion surveys, in which the respondent is asked to fill in the questionnaire in electronic form)
Data from the Institute of Tourism (regarding foreign visitors) Data from the “Information of the Institute of Tourism on the arrivals and expenditures of foreigners in Poland and individual cities of Euro 2012” (based on surveys carried out at border crossings and at the airports of Host Cities and Kraków on match days and one and two days after the match).
IBC (International Broadcast Center) The International Broadcast Centre organised for the purposes of UEFA EURO 2012™ located in Warsaw
IMM The Institute of Media Monitoring
Host Cities The cities in which UEFA EURO 2012™ was held in Poland (Gdańsk, Poznań, Warsaw and Wrocław)
Championships UEFA EURO 2012™
MSzO City-Voivodeship Operational Staff
NFFP National Football Federation
Impact Report „A report on the impact of the preparation and organisation of the UEFA EURO 2012™ European Football Championship on the Polish economy”, drawn up by experts from the Warsaw School of Economics, The Jagiellonian University and the University of Lodz
PBS report on surveys among football fans A preliminary report on surveys carried out in the Host Cities among foreign fans on 8, 10, 16 and 18 June 2012 („An assessment of the satisfaction and the level of fan service during the tournament in the Host Cities of UEFA EURO 2012™”)
Tournament UEFA EURO 2012™
1. KEY CONCLUSIONS

According to the assumptions made, only the elements directly related to the organisation of the Championships at the city level were taken into account in the scope of the analysis. Thus, the study excluded, e.g., the costs associated with the investments and long-term macroeconomic benefits of UEFA EURO 2012™.
COSTS RELATED TO THE ORGANISATION OF THE TOURNAMENT

Obtaining current and future benefits from the fact that the capital was a host of UEFA EURO 2012™ was associated with the necessity for the city to incur costs resulting from the preparation, promotion and organisation of the Tournament. The total expenditure during the period of preparation in relation to UEFA EURO 2012™ amounted to PLN 90.3 million.

BENEFITS RELATED TO THE ORGANISATION OF THE TOURNAMENT

The main benefits derived by Warsaw in connection with the organisation of the Tournament in the city include the following groups:

FINANCIAL BENEFITS

The main group of financial benefits, directly supplying the city’s or municipal companies’ budgets, includes revenues from sponsors and UEFA of PLN 9 million. Also important in terms of financial effects are the expenditure by tournament guests which, although being only indirect financial benefits, have an impact on the financial standing of the city. According to estimates, during the Championships, in connection with the Tournament, the capital city was visited by a total of about 160,000 people, who spent PLN 419 million in the city. Taking into account the displacement effect occurring during events of this scale, the resulting benefits for revenues from tourism may be estimated at PLN 541 million. Moreover, the city received tangible benefits and savings in kind, the value of which is estimated at several million euros.

SOCIAL AND IMAGE BENEFITS

The social and image benefits, which greatly affect the residents of the capital city, are an important category of benefits arising from the organisation of the Tournament. Although largely non-quantifiable, they are important in the context of the assessment of the Championships' effects. The main benefits in this field include:

• Image changes improving the city’s recognition both domestically and abroad, being a result of the increased presence of the capital city in the media. The value of the advertising equivalent generated from this has been estimated at PLN 450 million. In addition, owing to the warm welcome of football fans by the residents, the capital city presented itself as a hospitable place, open to the tourists visiting it;
• An acceleration in infrastructure investments in and around the city, stimulated by the organisation of the Tournament. These include not only the key investment in the context of the Championships, i.e. the construction of the National Stadium, but also numerous projects related to the modernisation of the transport infrastructure in the city, such as the construction of a rail link to the airport from the city centre and the modernisation of railway stations. Not only did these developments make it possible to provide communication facilities during the Championships, but they also contributed to a permanent improvement in the quality of life of the residents;
• Building a base of volunteers and the development of the civil society as a result of two volunteering projects in the city, i.e. “Volunteering in the Host Cities of UEFA EURO 2012™” and “Volunteers for UEFA EURO 2012™”, which were joined by a total of almost 2 thousand people;
• The increased involvement of the residents in the socio-cultural life of the city in the context of the Tournament, including the development of the local identity of the residents of Warsaw, reflected by the recorded increase in pride in being a resident of the capital city, declared by 69% of the population.

ADMINISTRATIVE AND ORGANISATIONAL BENEFITS

The last category includes the administrative and organisational benefits derived by the local authorities, and also the police, the municipal police, and the medical services in the framework of the preparation for the Tournament and during the Championships. Particularly important in this context was the cooperation of the Host Cities and the PL.2012 Company implemented as part of the established so-called G5 group, which allowed the sharing of knowledge, best practices and, consequently, the more effective fulfilment of the goals.
2. THE GOALS AND MAIN ASSUMPTIONS 
OF THE PROJECT

This report summarises the results of activities carried out in the framework of a study of the costs and benefits arising for Warsaw from the organisation of UEFA EURO 2012™. This work led to a summary of the organisational costs incurred by the Host Cities and the benefits derived by them with regard to the organisation of the Tournament, both in the short- and long-term perspective.
2.1. THE GENERAL GUIDELINES FOR THE STUDY

The study of the costs and benefits of the organisation of UEFA EURO 2012™ was designed to analyse the economic and social effects consequent on the preparation and holding of the Tournament in the four cities hosting the Championships:

- Gdańsk;
- Poznań;
- Warsaw;
- Wrocław.

The analysis was aimed at investigating the direct and indirect microeconomic effects, without taking into account the macroeconomic effects of the Tournament.

This approach is based on the concept of isolating the effects of the Tournament itself, so the calculations of quantitative effects, as a rule, did not take into account the costs and benefits of items which would with a high probability emerge regardless of the Championships (e.g. motorways) and affect the macroeconomic effect of UEFA EURO 2012™ in Poland.

2.2. THE ALLOCATION OF WORK

In order to address the needs of the Host Cities effectively, the study was divided into two main phases – the one preceding the Tournament and the one following it. The period of the Championships was used to collect the data necessary to determine the costs and benefits of the organisation of UEFA EURO 2012™.

Individual stages of work were closely linked, and the final effect of the study, i.e. this Report, developed under Phase II, is heavily dependent on the results of the actions preceding it.

**FIGURE 2.1. THE ALLOCATION OF WORK**

The adopted allocation of work facilitated the development of a common concept of the analysis of costs and benefits for the Host Cities, already during preparations for the Tournament, making it possible to develop the structure of the approach to data collection.

In addition, Phase I allowed the identification of potential gaps in the data collected by each Host City, which enabled them to take additional steps in order to obtain the information necessary to estimate the benefits in Phase II of the project. For the purposes of the study, media monitoring was provided, and surveys were conducted among football fans, residents and volunteers.
2.3. THE CATALOGUE OF BENEFITS COVERED BY THE ANALYSIS

Based on the analysis of the methodologies used to estimate the benefits of sporting and cultural events in different countries, three main categories of benefits were identified, which were then used in developing the methodology for studying the effects of the organisation of UEFA EURO 2012™ for the Host Cities, namely:

- Financial benefits;
- Social and image benefits;
- Social and image benefits; Organisational and administrative benefits.

2.3.1. FINANCIAL BENEFITS

The financial benefits were divided into two major categories covering – direct and indirect effects. The direct financial benefits are those that directly translate into increased revenues for the budgets of the Host Cities (e.g. funds from UEFA, leasing of space), while the indirect benefits arise from the expenditure by visitors to the city during the Tournament. The information on direct financial benefits was provided by the Host Cities and has not been verified by Deloitte. To the best knowledge of the representatives of the cities at the time of writing this Report, the presented amounts are gross receipts. The latter category, although not directly feeding the budget of the Host Cities, should affect not only the level of taxes paid by companies in 2012, but also the subsequent stimulation of the local economy, as part of the money spent by visitors will remain in the Host Cities, and will continue to circulate there. In addition, the study also included elements of non-monetary benefits received by the Host Cities in connection with the organisation of the Tournament.

2.3.2. SOCIAL AND IMAGE BENEFITS

The social and image benefits are the most strongly represented group of benefits that have very significant impact, especially on the qualitative effects of the organisation of the Tournament in the Host Cities. They include a wide range of benefits both in terms of improving the image outside and inside the cities, and also the development of human capital, local pride and raising the general standard of living in the Host Cities. These elements, though largely non-quantifiable, are crucial in assessing the effects of the organisation of UEFA EURO 2012™ in each city. The analyses in this area also included estimates of the advertising equivalent resulting from the presence in the media.

In total, the category of social and image benefits includes five elements:

- Promotion and building a positive image in the media and among football fans;
- The development of the local community;
- The quality effect of accelerated investments;
- The development of volunteering;
- Events accompanying the Tournament.

2.3.3. ADMINISTRATIVE AND ORGANISATIONAL BENEFITS

The category of administrative and organisational benefits applies to a large extent to the impact that the organisation of the Tournament had on the internal structure of the Host Cities and the influence of the Tournament effects on the city management. This approach includes a wide range of development of human resources organisational structures, a knowledge base and the development of best practices in the management of large projects and collaboration with external entities.

For the purposes of the analysis, two types of benefits were specified:

- The development of competence in the field of the management of the city and municipal companies;
- Increased competence, experience and the development of cooperation between departments such as the police and municipal police.

2.4. A SUMMARY OF THE COSTS OF TOURNAMENT ORGANISATION

The report presents a summary of the costs of the preparation and holding of UEFA EURO 2012™ in the Host Cities. The analysed expenditures include operating costs incurred by the Host Cities and related to the organisation of the Tournament. They do not include investments in infrastructure (e.g. road construction) or the purchase of equipment (e.g. providing equipment for the crisis centre, buying police cars), not exclusively carried out for UEFA EURO 2012™ and which will be used in subsequent years. The information on costs was provided by the Host Cities and has not been verified by Deloitte. The presented costs values are, to the best knowledge of city representatives at the time of writing this Report, the gross costs associated with the organisation of the Tournament.
3. UEFA EURO 2012™ IN WARSAW

The UEFA EURO 2012™ Tournament held in Poland and Ukraine between 8 June and 1 July 2012 has been largest sporting event organised in our country so far.
The matches played at the Polish stadiums were watched by a total of over 600 thousand spectators. The teams played in front of almost full stands – the overall turnout in UEFA EURO 2012™ arenas was as high as 98.6%. During the games held in Poland, the greatest interest was evoked by the opening match between Poland and Greece, during which more than 56,000 spectators were present in the stands. An equally high turnout was recorded in front of TVs – in Poland, the broadcast of the match was watched by 15.5 million viewers. In total during the Championships, 31 games were played and 76 goals were scored, which is one goal less than in the previous Championships held in Austria and Switzerland, and in Portugal. The Fan Zones opened in the Polish Host Cities, also enjoyed a great interest attracting more than 3 million visitors in total. The highest turnout was recorded on the day of the opening match when there were more than 280 thousand people in the Fan Zones in Wrocław, Warsaw, Poznań and Gdańsk. The tournament was also very much appreciated by foreign football fans, 85% of whom were satisfied with the level of its organisation, and nine out of ten praised the atmosphere during the Championships. In addition, the foreigners visiting our country declared that they would willingly come back to Poland and recommend it to their friends. At the same time, this year’s opinions turned out to be much more favourable than those of football fans visiting Austria during the Championships it held four years ago with Switzerland.

Chart 3.1 An Assessment of the Levels of Organisation of UEFA EURO 2012™ and 2008™ (The survey covering only Poland and Austria)

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SPECIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1,111,000</td>
</tr>
<tr>
<td>Area</td>
<td>517 km²</td>
</tr>
<tr>
<td>Stadium capacity (UEFA)</td>
<td>56,070 seats</td>
</tr>
<tr>
<td>Year of opening the stadium</td>
<td>2012</td>
</tr>
<tr>
<td>Number of matches held</td>
<td>5</td>
</tr>
<tr>
<td>Teams playing matches</td>
<td>Poland, Russia, The Czech Republic, Portugal, Germany, Italy</td>
</tr>
<tr>
<td>Fan Zone capacity</td>
<td>100,000</td>
</tr>
<tr>
<td>Number of visits in the Fan Zone</td>
<td>1,400,000</td>
</tr>
</tbody>
</table>

**UEFA EURO 2012™ IN WARSAW**

By the decision of the Union of European Football Associations (UEFA) of 13 May 2009, Warsaw became one of the four Polish Host Cities for UEFA EURO 2012™.

It is the capital city, in addition to Wrocław, Poznań and Gdańsk, that hosted Tournament group-stage matches involving teams in Group A, i.e. Poland, Greece and Russia. In addition, the city held two knockout games – a quarter and a semi-final.

**Table:**

<table>
<thead>
<tr>
<th>STAGE</th>
<th>TEAMS</th>
<th>DATE</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>Poland – Greece (opening match)</td>
<td>8 June</td>
<td>Poland 1:1 Greece</td>
</tr>
<tr>
<td></td>
<td>Poland – Russia</td>
<td>12 June</td>
<td>Poland 1:1 Russia</td>
</tr>
<tr>
<td></td>
<td>Greece – Russia</td>
<td>16 June</td>
<td>Greece 1:0 Russia</td>
</tr>
<tr>
<td>Quarter-final</td>
<td>The Czech Republic – Portugal</td>
<td>21 June</td>
<td>The Czech Republic 0:1 Portugal</td>
</tr>
<tr>
<td>Semi-final</td>
<td>Germany – Italy</td>
<td>26 June</td>
<td>Germany 1:2 Italy</td>
</tr>
</tbody>
</table>

The first match played at the National Stadium was the opening match of UEFA EURO 2012™, preceded by the Opening Ceremony. The 20-minute event involved over 800 volunteers from 63 countries. One of the highlights of the ceremony was the performance by a Hungarian pianist, Adam Gyggy, performing one of Chopin’s studies.
FANS AND NATIONAL TEAMS

According to estimates, during the tournament the capital city was visited by approx. 215 thousand foreign visitors and more than 330 thousand Polish fans from outside Warsaw. Football encounters in the capital were watched by representatives of many countries, and two of the most numerous were the Russians and the Germans.

Four teams were accommodated in or near Warsaw, including the national teams which played their group matches outside the capital. Of all 16 teams participating in the Tournament, the national teams of Poland, Russia, Greece and Croatia stayed in the capital city.

The UEFA EURO 2012™ matches played at the National Stadium had a large turnout of spectators, and the games were watched live by over 270 thousand people in total. Because the Polish national team played matches in Warsaw, a large proportion of the tickets were purchased by Polish football fans. Also many residents of Warsaw were among Polish supporters present at the matches, which was partly the result of an agreement between the Host Cities and UEFA in accordance with which UEFA agreed to reserve up to 2,000 tickets for the residents of the Host City where each of the matches was to be held. According to UEFA estimates on ticket sales, a large number of tickets were bought by Russian football fans supporting their team during matches against Poland and Greece. In addition to the supporters of teams playing their matches in Warsaw, football fans from other countries and UEFA guests also visited the stadium.

THE NATIONAL STADIUM

Infrastructural projects, including the construction and modernisation of railway stations, airport terminals and sports facilities, are an inseparable element in the preparation of cities for major sporting events. In Warsaw, the construction of the National Stadium, financed from the State budget was the largest project associated with the planned Tournament. The project was implemented from October 2008 to the end of November 2011.

The National Stadium in Warsaw is the largest football arena in Poland. It has eight floors and its highest point stands at a height of 41 m above the grass level. It has been designed for events scheduled for 58,000 spectators, but for the duration of the Tournament its capacity was limited to 56,000.

The grand opening of the National Stadium was held on 29 January 2012 and was attended by about 100 thousand people. Admission was free and the event’s highlights included performances by popular Polish bands, including VooVoo, Zakopower, Coma and T. Love, and an evening fireworks display. In addition, the first 40 thousand people received commemorative tickets. The sporting inauguration of the facility was held a month later, i.e. on 29 February 2012, when a friendly match between the Polish national team and Portugal was played, ending in a goalless draw. Our opponents had the opportunity to play there again in the Tournament quarter-final, in which they knocked out Czech Republic.

The number of tickets sold for matches held in Warsaw

<table>
<thead>
<tr>
<th>Category</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity</td>
<td>56 070 spectators (UEFA)</td>
</tr>
</tbody>
</table>
| Type of seats | • 800 VIP seats  
• Over 100 for disabled persons |
| Dimensions | • Length: 313 m  
• Width: 218m  
• Height: 97m |
| Opening | 29 January 2012 |

The UEFA EURO 2012™ matches played at the National Stadium had a large turnout of spectators, and the games were watched live by over 270 thousand people in total. Because the Polish national team played matches in Warsaw, a large proportion of the tickets were purchased by Polish football fans. Also many residents of Warsaw were among Polish supporters present at the matches, which was partly the result of an agreement between the Host Cities and UEFA in accordance with which UEFA agreed to reserve up to 2,000 tickets for the residents of the Host City where each of the matches was to be held. According to UEFA estimates on ticket sales, a large number of tickets were bought by Russian football fans supporting their team during matches against Poland and Greece. In addition to the supporters of teams playing their matches in Warsaw, football fans from other countries and UEFA guests also visited the stadium.

Figure 3.1: The countries whose national teams played their matches in Warsaw or were accommodated in or near the city

| Group matches (including the opening match between Poland and Greece) |
|-------------------------|-------------------|-------------------|
| Poland                  | Greece            | Other countries* |
| 30,7 thousand           | 4,3 thousand      | 20,5 thousand     |
| Polska                  | Russia            | Other countries*  |
| 29,5 thousand           | 9,9 thousand      | 16,1 thousand     |
| Grecja                  | Rosja             | Other countries*  |
| 4,0 thousand            | 18,2 thousand     | 33,4 thousand     |

The Czech Republic 7 thousand

Portugal 2,3 thousand  
Other countries* 46,3 thousand

Germany 12 thousand  
Italy 6 thousand  
Other countries* 37,5 thousand

* including UEFA guests
THE FAN ZONE

In addition to the stadium, all tournament games were watched in a specially-created Fan Zone, located in the very heart of the city, i.e. in Defilad Square in front of the Palace of Culture and Science. The choice of location was dictated, among other things, by safety reasons and the available area. Furthermore, the area around the Palace of Culture and Science is well connected to other parts of the city. In addition, all major events organised in the city are traditionally held there.

The Warsaw Fan Zone had an area of about 12 ha and was capable of admitting up to 100 thousand people at a time. With the high capacity of the gates, as many as 55 thousand fans could enter the venue per hour. Throughout the Tournament, it was open from 12 noon and the entry was free for all visitors. The choice of location was dictated, among other things, by safety reasons and the available area. Furthermore, the area around the Palace of Culture and Science is well connected to other parts of the city. In addition, all major events organised in the city are traditionally held there.

In addition, a special grandstand for the media was set up, in which 400 journalists were enrolled, including visitors from such remote countries as India and Vietnam.

During the Tournament, the Warsaw Fan Zone was visited by 1.4 million people, the most of all Host Cities. A record number of 170,000 visitors was set up for the Greece-Russia and Poland-Czech Republic matches. The Zone was also very popular on the days when the matches of the Polish national team were held at the National Stadium. On the day of Poland-Russia match, it was visited by 150,000 people, and approx. 20,000 less turned out on the day of the match between Poland and Greece.

During UEFA EURO 2012™, a total of 7 tonnes of chips, 2.4 thousand kg of sausages, 10 thousand waffles and nearly 200 thousand bottles of soft drinks were sold in Warsaw Fan Zone. Approx. 120 tonnes of waste was collected, of which approx. 10% was recycled. On average, 46 employees worked every day to clean the place.

The Fan Zone, in addition to the broadcasts of football games, also featured a number of cultural and sports events. During the 25 days of operation, 650 artists performed on stage. The performers included Afromental, T-Love, Lady Pank, Kajah, Zakopower, Enie and Braica.

SAFETY AND COMMUNICATIONS

During the Tournament, 782 city volunteers and 1,179 others operating on behalf of UEFA watched over the efficient organisation of the event with regard to fan assistance. On the days of the matches played in Warsaw, public transport moved about 230 thousand passengers from the centre to the stadium area. During the Championships, buses and trams for the fans covered a distance which, compared to their standard routes, was longer by over 400,000 kilometres.

OFFICIAL GUESTS

During UEFA EURO 2012™, the city was visited by many official foreign guests, including President of Ukraine Viktor Yanukovych, Vice-Mayor of Athens Soultana Spyropoulou, Vice-Mayor of Lisbon Manuel Salgado, Mayor of Berlin Klaus Wowereit, and Chairman of the Moscow Oblast Duma Igar Bryntsalov.

IMPRESSIONS AFTER THE EVENT

The organisation of the Tournament met with an extremely positive reception among both residents and football fans visiting the capital and was perceived as a success for the city. As many as 87% of Warsaw residents were satisfied with the hosting of UEFA EURO 2012™ in the capital and 9 out of 10 positively rated the organisational side of the event. Warsaw residents also believed that due to the organisation of UEFA EURO 2012™ the city could count on growing investor interest (66%) and increased numbers of tourists (85%) in the future.

Similar opinions were observed among the football fans visiting the city (both Polish and foreign), of whom as many as 91% positively assessed the level of organisation of the Tournament and the overall atmosphere in the city at that time. Equally favourable reviews were given on Polish hospitality, recognised by 89% of respondents. According to the survey, the respondents were most pleasantly surprised with the atmosphere in venues associated with the Tournament, the tourist attractiveness of Warsaw, the level of security and the city public transport. Moreover, 89% of the visitors to the capital would like to or will visit Warsaw again in the future and 90% would recommend the city to their friends.

THE FAN ZONE IN FRONT OF THE PALACE OF CULTURE AND SCIENCE

KEY INFORMATION

- A total of 1.4 million visitors
- An daily average of 56,000 guests
- An area of 12 ha
- A total capacity of 100,000 people
- The capacity of admissions to the event venue: approx. 55 thousand people per hour
- One big stage with a 147 m² screen and seven smaller screens
- Performances by over 650 artists
- Free admission

WARSZAWA

A SUMMARY OF THE COSTS OF AND AN ASSESSMENT OF BENEFITS DERIVED FROM THE ORGANISATION OF UEFA EURO 2012™
The present chapter provides a summary of organising UEFA EURO 2012™ in Warsaw. It should be noted that it involves the expenditures incurred during the entire period of preparation for the Tournament, not only in the year of its organisation.
The analysed expenditures include operating costs related to the organisation of the Championships on the Host City’s side. They do not include investments in infrastructure (e.g. road construction) or the purchase of equipment (e.g. equipment for the crisis centre; the purchase of police cars) made not exclusively for the UEFA EURO 2012™ and which will also be used in subsequent years.

The following sections present:
- Individual categories of costs, together with their characteristics and values;
- A summary of the organisational costs.

The information on costs presented in this chapter was provided by Warsaw and has not been verified by Deloitte. To the best knowledge of the representatives of the city at the time of writing this Report, the presented costs are gross costs.

### 4.1. The Categories of Organisational Costs

The costs of organising UEFA EURO 2012™ are divided into nine main categories of expenditure, as per the scheme presented below.

1. **Fan Zone**
2. **Transport**
3. **Safety**
4. **Management**
5. **Promotion / Communication / Media Centre**
6. **Social and Sports Programmes**
7. **Volunteering**
8. **Preparation of the Stadium**
9. **Additional Costs**

The following sections discuss various categories of costs and present their values.
4.1.1. FAN ZONE

The category includes the costs of organising largest Fan Zone in Poland, with a capacity of 100 thousand people, located in the Defilad Square in Warsaw.

It includes such elements as:
- Rental and maintenance of the required technical infrastructure (screens, lighting, sound system, etc.);
- The construction of additional structures/surfaces (entry and exit gates, fencing, etc.);
- The provision of support for the Zone (security, medical security, cleaning staff);
- Sanitary and fire protection;
- The provision of an artistic programme (concerts, shows, etc.).

In addition, the costs in this category are complemented by the remuneration of the Fan Zone operator responsible i.a. for constructing the stage along with its technical infrastructure, setting up its facilities, providing technical and logistic support of the Zone and coordinating the activities of the police, cleaners and technicians, as well as the management of stands and media representatives.

COSTS IN THIS CATEGORY AMOUNTED TO (PLN):

| Fan Zone | 30 256 918 |

4.1.2. TRANSPORT

This category includes costs associated with the provision of an efficient transport system able to handle the increased number of people during the Tournament. It includes such elements as:
- The introduction of additional means of transport on designated routes (such as to the stadium, the Fan Zone);
- The organisation of municipal public transport;
- The provision of additional parking spaces (P+R);
- Projects of temporary traffic arrangements for the Tournament, including signpost marking (e.g. provided by UEFA).

THE COSTS IN THIS CATEGORY AMOUNTED TO (PLN):

| Launch of additional transport | 3 384 560 |
| Organisation of municipal public transport | 5 365 963 |
| Additional parking spaces | 810 220 |
| Temporary traffic arrangement and additional signposting | 7 797 940 |
| Total | 17 358 683 |

4.1.3. SAFETY

This category comprises the costs associated with the additional security measures that had to be taken by Warsaw.

It includes such elements as:
- The purchase of additional police units in the Capital City of Warsaw;
- Additional protection of the city by municipal police;
- Additional medical coverage.

THE COSTS IN THIS CATEGORY AMOUNTED TO (PLN):

| Additional Police Units | 1 000 000 |
| Additional protection by the municipal police | 1 200 000 |
| Additional medical coverage | 4 857 800 |
| Total | 7 057 800 |

4.1.4. MANAGEMENT

This category comprises the costs of the Secretariat for EURO 2012 related to the management of the organisation of UEFA EURO 2012™ in Warsaw. It comprises such elements as:
- Remuneration and delegations;
- External orders.

In addition, the category includes costs associated with the operation of the City-Voivodeship Operational Staff whose main tasks were to monitor the current situation in the city and coordinate municipal and voivodeship services, and the organisers of UEFA EURO 2012™ in the Host City, and also cooperate with the National Operational Staff in Warsaw.

THE COSTS IN THIS CATEGORY AMOUNTED TO (PLN):

| Management (The Secretariat of EURO 2012 and MSzO) | 6 712 000 |
4.1.5. PROMOTION / COMMUNICATION / MEDIA CENTRE

This category includes the costs of the promotional activities domestically and abroad, the organisation of events and social and sports programmes related to the Tournament (described in detail in Chapter 6. Social and image-related benefits). It includes such elements as:

- Advertising campaigns in Poland and abroad;
- Promotions at fairs in Poland and abroad;
- The installation and removal of tournament decorations (own and those delivered by UEFA);
- Information for tourists/football fans (including the preparation of materials/guidebooks of the city);
- Information for residents.

In addition, the category includes costs related to the organisation of the Host City Media Centre which operated from 7 June to 2 July in the Palace of Culture and Science, with such items as:

- Arranging space and providing technical infrastructure (e.g. rental of TVs);
- Catering;
- Translation/interpretation services, monitoring the press;
- Transport for journalists, accreditations.

4.1.6. SOCIAL AND SPORTS PROGRAMMES

This category includes the costs of social and sports programmes related to the Tournament (described in detail in Chapter 6. Social and image-related benefits).

4.1.7. VOLUNTEERING

This category includes the costs of the preparation and implementation of the municipal volunteering programme during UEFA EURO 2012™. It includes such elements as:

- The recruitment of volunteers;
- Training for volunteers;
- Facilities and services for volunteers (such as clothing, food, insurance);
- Operating the volunteer centre.

4.1.8. THE PREPARATION OF THE STADIUM

This category includes the costs associated with the preparation of the stadium in which UEFA EURO 2012™ matches were played. Warsaw is the only city that is neither the owner nor a shareholder of the stadium in which matches of UEFA EURO 2012™ were played, and therefore did not incur any costs for preparing the stadium for the Tournament.

4.1.9. ADDITIONAL COSTS

This category includes such additional costs related to the organisation of UEFA EURO 2012™ as:

- Cleaning the city;
- The maintenance of the green areas and parks associated with the Tournament;
- Other costs (preparing pre-match ceremonies, implementing the guidelines for the prevention of intellectual property rights violations).

THE COSTS IN THIS CATEGORY AMOUNTED TO (PLN):

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteering</td>
<td>1 666 361</td>
</tr>
<tr>
<td>Preparation of the stadium</td>
<td></td>
</tr>
<tr>
<td>Cleaning, sanitary cubicles</td>
<td>6 196 754</td>
</tr>
<tr>
<td>The maintenance of green areas</td>
<td>101 185</td>
</tr>
<tr>
<td>Total</td>
<td>6 297 939</td>
</tr>
</tbody>
</table>
### 4.2. A SUMMARY OF THE ORGANISATIONAL COSTS OF UEFA EURO 2012™ IN WARSAW

The total costs of the organisation of UEFA EURO 2012™ in Warsaw amounted to PLN 90.32 million. The values of each cost category are listed in the Table below.

**TABLE 4.1** The organisational costs of UEFA EURO 2012™ in Warsaw

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>COSTS (PLN MLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fan Zone</td>
<td>30.26</td>
</tr>
<tr>
<td>Transport</td>
<td>17.36</td>
</tr>
<tr>
<td>Safety</td>
<td>7.06</td>
</tr>
<tr>
<td>Management</td>
<td>6.71</td>
</tr>
<tr>
<td>Promotion / Communication / Media Centre</td>
<td>19.40</td>
</tr>
<tr>
<td>Community and sports programmes</td>
<td>1.57</td>
</tr>
<tr>
<td>Volunteering</td>
<td>1.67</td>
</tr>
<tr>
<td>Preparing the stadium</td>
<td>-</td>
</tr>
<tr>
<td>Additional costs</td>
<td>6.30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>90.32</strong></td>
</tr>
</tbody>
</table>

In the context of the organisation of the Tournament in Warsaw, the largest expenditures were incurred in connection with the Fan Zone - these costs accounted for one-third of the city’s expenditures. Significant categories also included the costs of promotional and image-building activities, and the provision of efficient transportation during UEFA EURO 2012™. These two categories accounted in total for 40% of Tournament organisation costs in Warsaw.

**GRAPH 4.1** The share of each category in the organisational costs of UEFA EURO 2012™ in Warsaw
5. FINANCIAL BENEFITS

The financial effects were one of the key groups of benefits of Host Cities resulting from the organisation of UEFA EURO 2012™. Because of the Tournament, the cities could count on additional benefits which would not have occurred if there had been no Championships games held. The analysis included both indirect and direct financial benefits from the organisation of the Tournament.
The increased flow of visitors during the Tournament was one of the main benefits for the Host Cities from the organisation of UEFA EURO 2012™. Foreign and domestic supporters, UEFA officials, VIP guests, media representatives and national teams with their staff arrived because of the Championships.

It is estimated that during UEFA EURO 2012™, the Polish Host Cities were visited by a total number of 685 thousand foreign supporters (including special guests, such as VIPs, NFF, the UEFA Family), 750 thousand Polish football fans and several thousand foreign media representatives. The increased number of visitors coming to the city entailed additional benefits resulting from the expenditures they made. Of course, the total amount is not a direct revenue of the Host City but these expenditures produce benefits for the entities operating in it. Additionally, some of the money might go to the city budget in an indirect manner (e.g. in taxes or fees for the use of authorisations for the sale of alcoholic beverages). This effect will be experienced over time because some of the money spent in the city by visitors will circulate in it.

The indirect benefits included expenditures by tournament guests, while the direct benefits were those that directly translate into increased receipts for the city budget or municipal companies (e.g. funds from UEFA, space rentals). In addition, the benefits related to a non-monetary contribution from UEFA and other bodies (e.g. infrastructure for the Fan Zone), which Warsaw received in connection with the organisation of the Championships were also analysed.

The following sections present the estimates of the individual financial benefits for Warsaw.
Analyzing the expenditures made by visitors during the Championships, four different groups of visitors were considered, according to the diagram shown below.

**General Assumptions**

Polish and foreign fans are a group of guests who came to the Host City in connection with UEFA EURO 2012™. The category of fans from abroad also covers foreign VIP guests, NFP, sponsors and members of the UEFA Family. Since the analysis is focused on the identification of the effects of the Tournament, the study does not cover the expenditures made by the residents of a given city (assuming that in the long run these would be at a similar level regardless of the Championships).

The study of expenditures also examined the representatives of foreign media who were covering the Tournament games from Poland.

National teams and their staffs, which had their bases in the Host Cities or arrived in them to play matches are the last analysed group.

The analyses and estimates concerning accommodation and expenditures by tournament guests are based on a variety of data. In the context of the number of foreign supporters, the study was based on the estimates of the Host Cities. With regard to the number of domestic football fans, data from the Host Cities (if available) and own estimates were used. To analyse the duration of stay of football fans, their expenditures and calculations for the other groups of visitors, the following were used (besides expert estimates and the assumptions of Deloitte): surveys among supporters (conducted by the Host Cities and PBS), estimates and assumptions of experts from the PL.2012 company and authors of the Impact Report, as well as the preliminary results of the research by the Institute of Tourism on the stay and expenditures by foreign supporters during the Tournament (the final results were not available at the time of the preparation of the Report). It should be noted that the reported expenditures by visitors cover only the costs incurred in the Host Cities, so they include such categories as accommodation, meals, purchase of gadgets, etc., but they do not account for, for example, the money spent on getting to Poland or travelling within the country. This applies to all analysed groups of visitors.

Detailed information on the sources of the data used for the purpose of individual calculations is provided in each of the sections describing respective groups of tournament guests.

**Tournament Guests in Warsaw**

Summing up the analyses for Warsaw, it is estimated that during UEFA EURO 2012™ the capital city was visited by almost 560 thousand people, including football fans (from Poland and abroad), foreign VIP guests, representatives of National Football Federations and the UEFA Family, as well as by representatives of the media. In addition, the national teams of Poland and Russia had their Residence Centres in Warsaw and the national teams of Portugal, the Czech Republic, Germany and Italy stayed in the city before their knock-out games.

It was estimated that the tournament guests spent a total of PLN 619 million in Warsaw.

It should be remembered, however, that while estimating the net benefits gained in this area by the capital city in relation to the organisation of UEFA EURO 2012™, the negative impact that the hosting of the tournament might have had on visits by selected segments of incoming tourists (the displacement effect) should also be accounted for, as well as the fact that some of the visitors had planned their stays in Warsaw regardless of the Championships.

In relation to the above, the estimated expenditures of the tournament guests were reduced by expenditures of those who decided not to come to Warsaw due to the Championships and those who would have arrived in the capital city regardless of the Tournament. The scale of the above-mentioned effect was adopted in accordance with the rate established for Poland in the updated Impact Report, i.e. by nearly 13%. Consequently, the net effect of the organisation of UEFA EURO 2012™ on the revenues from tourism in Warsaw was estimated at PLN 541 million.

**Table 5.1: A Summary Breakdown of the Tournament Guests in Warsaw during UEFA Euro 2012™ With the Results Compared to the Total for all the Host Cities.**

<table>
<thead>
<tr>
<th></th>
<th>The Number of Guests (thousand)</th>
<th>Total Expenditures (PLN million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
<td>Warsaw</td>
</tr>
<tr>
<td>Fans from abroad</td>
<td>215</td>
<td>685</td>
</tr>
<tr>
<td>Fans from Poland</td>
<td>335</td>
<td>750</td>
</tr>
<tr>
<td>Media representatives</td>
<td>7.4</td>
<td>8.5</td>
</tr>
<tr>
<td>Teams and staffs</td>
<td>6 teams</td>
<td>10 teams</td>
</tr>
<tr>
<td>Total</td>
<td>619</td>
<td>1,454</td>
</tr>
</tbody>
</table>

**Net Effect**

The number of guests (thousand) | Total expenditures (PLN million)
5.1.1. Fans from Abroad

The information used to calculate the number and expenditures of foreign sports fans included data from the Institute of Tourism regarding visitors from abroad during the Tournament (in the context of one-day arrivals), a PBS report on the surveys conducted among fans (the division of fans into one-day and multi-day guests) and information from Warsaw (estimates regarding the numbers of visitors and the expenditures of multi-day guests from a survey of the visitors). Warsaw could boast the highest number of foreign football fans from among the Host Cities, which mainly resulted from the fact that 5 out of 15 matches in Poland were held there. Their number is estimated at 215 thousand people. This accounts for VIP and NFF guests, sponsors and members of the UEFA family. The most numerous group were the Russians, whose national team was accommodated in the city centre and played two of their group matches there. The capital city was visited by many guests from Germany and the Czech Republic, whose national teams played there in the knock-out phase. In Warsaw 74% of the foreign fans were multi-day visitors (staying in the city for at least one night). The remaining 26% of visitors from outside Poland were mainly one-day visitors (without accommodation) who came to Warsaw directly from abroad, as well as those coming from other cities in Poland.

The spending of an average one-day foreign guest was around PLN 300. Multi-day fans over the whole stay in Poland spent almost PLN 2,500 on average. This was the highest result among the Host Cities. The high level of expenditures among foreign fans may be explained by the significant number of well-off Russians or Germans who stayed in the capital city.

5.1.2. Polish Football Fans

The assumptions regarding the number of guests from the country are based on the data provided by Warsaw. The estimated division into one-day and multi-day fans is based on results of a survey of Polish fans staying in Warsaw.

The estimated number of Poles who came to Warsaw during UEFA EURO 2012™ in relation to the tournament was 335 thousand people. This group included both visitors from the Mazowieckie Voivodeship and from other regions of the country who visited the capital city and participated in the events related to the Championships. Among the Host Cities Warsaw recorded the highest number of visitors from Poland, which, among other things, resulted from the fact that two matches of the Polish national team were played in the capital city. On the match days of the Polish team the Fan Zone in Warsaw saw record-breaking numbers of visitors (130-170 thousand). Additionally, the greater total number of visitors was influenced by the greater number of matches than in the remaining Host Cities.

It was estimated that the participation of one-day and multi-day guests visiting Warsaw was 59% and 41% respectively. Most of the surveyed fans from outside of Warsaw came from other voivodeships than Mazowieckie (over 60%). Among the fans from the Mazowieckie Voivodeship a great majority was formed by visitors who came to the Host City for one day only (without an over night stay), while among the visitors from the remaining parts of the country over a half spent at least two days in Warsaw. The average expenditures of one-day fans exceeded PLN 270. In turn, Polish multi-day fans spent around PLN 900 over the whole stay.

Based on the above data it is estimated that during UEFA EURO 2012™ foreign fans spent PLN 411 million in Warsaw with the total expenditures of this group of visitors in all the Host Cities at the level of PLN 960 million.

Based on the above data it was estimated that during UEFA EURO 2012™ Polish fans spent PLN 178 million in Warsaw, while the total expenditures of this group of visitors in all the Host Cities amounted to PLN 455 million.

### Table 5.2 Estimated data regarding foreign fans in Warsaw

<table>
<thead>
<tr>
<th></th>
<th>Average expenditures per person during the stay (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-day</td>
<td>293</td>
</tr>
<tr>
<td>Multi-day</td>
<td>2,481</td>
</tr>
<tr>
<td>Foreign fans</td>
<td>1,913</td>
</tr>
</tbody>
</table>

Based on the above data it is estimated that during UEFA EURO 2012™ foreign fans spent PLN 161 million in Warsaw with the total expenditures of this group of visitors in all the Host Cities at the level of PLN 960 million.

### Table 5.3 Estimated expenditures by foreign fans in Warsaw during UEFA EURO 2012™ as compared to the total for the Host Cities

<table>
<thead>
<tr>
<th>The number of guests (thousand)</th>
<th>Total expenditures (PLN million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
</tr>
<tr>
<td>One-day</td>
<td>56</td>
</tr>
<tr>
<td>Multi-day</td>
<td>159</td>
</tr>
<tr>
<td>Foreign fans</td>
<td>215</td>
</tr>
</tbody>
</table>

| Warsaw                         | Four Host Cities                 |
| Total expenditures             |                                 |
| One-day                        | 16                               |
| Multi-day                      | 395                              |
| Foreign fans                    | 411                              |

Based on the above data it is estimated that during UEFA EURO 2012™ foreign fans spent PLN 161 million in Warsaw with the total expenditures of this group of visitors in all the Host Cities at the level of PLN 960 million.

### Table 5.4 Estimated data regarding expenditures by Polish fans in Warsaw

<table>
<thead>
<tr>
<th></th>
<th>Average expenditures per person during the stay (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-day</td>
<td>273</td>
</tr>
<tr>
<td>Multi-day</td>
<td>900</td>
</tr>
<tr>
<td>Polish fans</td>
<td>532</td>
</tr>
</tbody>
</table>

Based on the above data it was estimated that during UEFA EURO 2012™ Polish fans spent PLN 178 million in Warsaw, while the total expenditures of this group of visitors in all the Host Cities amounted to PLN 455 million.

### Table 5.5 Estimated expenditures by Polish fans in Warsaw during the UEFA EURO 2012™ tournament, compared to total for the Host Cities

<table>
<thead>
<tr>
<th>The number of guests (thousand)</th>
<th>Total expenditures (PLN million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
</tr>
<tr>
<td>One-day</td>
<td>197</td>
</tr>
<tr>
<td>Multi-day</td>
<td>138</td>
</tr>
<tr>
<td>Polish fans</td>
<td>325</td>
</tr>
</tbody>
</table>

| Warsaw                         | Four Host Cities                 |
| Total expenditures             |                                 |
| One-day                        | 394                              |
| Multi-day                      | 356                              |
| Polish fans                     | 750                              |

Based on the above data it was estimated that during UEFA EURO 2012™ Polish fans spent PLN 178 million in Warsaw, while the total expenditures of this group of visitors in all the Host Cities amounted to PLN 455 million.
5.1.3. MEDIA REPRESENTATIVES

The estimates regarding media representatives were based, among other things, on the number of accredited foreign journalists, information from the Host Cities (average visitors’ expenditures) and on the objectives set out by the authors of the Impact Report (the spread of the journalists among the Host Cities).

In the particular Host Cities the media representatives came from the countries which played their games there. However, due to the location of the International Broadcasting Centre (IBC) and the greatest number of the matches of the Polish part of the Tournament being played in the capital city, the prevailing number of journalists stayed in Warsaw and broadcast from there.

The number of the foreign journalists, together with technical assistants who stayed in Warsaw during UEFA EURO 2012™ was estimated at around 7.4 thousand people. Their average length of stay in the capital city was estimated at eight days. As far as their expenditures were concerned, during their stays the foreign journalists and their technical assistants spent on average of over PLN 3,400 per person (based on the average expenditures of the visitors from the survey of the Host Cities and the assumed length of stay).

5.1.4. TEAMS

The estimated expenditures of the national teams and their staffs were based, i.a., on the information on their Residence and Transfer Centres used by the teams, the lengths of their stays and the estimated costs of their accommodation. Warsaw hosted the Residence Centres of the Polish and Russian national teams. The Polish team stayed there from 1 to 17 June 2012 and the Russians from 3 to 17 June. Additionally, before their knock-out games in UEFA EURO 2012™ the national teams of Portugal, the Czech Republic, Italy and Germany came to the Transfer Centres. They spent 1-2 days in Warsaw.

In total, during the UEFA EURO 2012™ tournament the national teams and their staffs might have spent in Warsaw around PLN 4 million.

Based on the presented data it was estimated that during UEFA EURO 2012™ foreign media representatives spent in Warsaw a total of over PLN 25 million, with total expenditures in all the Host Cities at the level of PLN 30 million.

### TABLE 5.6
<table>
<thead>
<tr>
<th>Media representatives</th>
<th>Average expenditures per person during the stay (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,436</td>
</tr>
</tbody>
</table>

Based on the presented data it was estimated that during UEFA EURO 2012™ foreign media representatives spent in Warsaw a total of over PLN 25 million, with total expenditures in all the Host Cities at the level of PLN 30 million.

### TABLE 5.7
<table>
<thead>
<tr>
<th>The number of guests (thousand)</th>
<th>Total expenditures (PLN million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
</tr>
<tr>
<td>Media representatives</td>
<td>7,4</td>
</tr>
<tr>
<td></td>
<td>25</td>
</tr>
</tbody>
</table>

### TABLE 5.8
<table>
<thead>
<tr>
<th>National teams</th>
<th>Total expenditures (PLN million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
</tr>
<tr>
<td>Media representatives</td>
<td>6</td>
</tr>
<tr>
<td>Warsaw</td>
<td>Four Host Cities</td>
</tr>
<tr>
<td>Drużyny i sztaby</td>
<td>4</td>
</tr>
</tbody>
</table>
5.2. INCOME FROM THE FAN ZONE AND FROM THE ORGANISERS OF THE TOURNAMENT

In an agreement with UEFA each of the Host Cities was obliged to create an official Fan Zone where football fans could watch all the matches and enjoy the prepared artistic programme. The Fan Zone organisation also involved direct benefits for the city. In the first place, Warsaw could count on revenues from the companies present in the Fan Zone. The Official UEFA sponsors had a guaranteed area of 50 m² free of charge; if this was exceeded, they had to pay for the additional trade and services area. In this respect, the Fan Zone organiser recorded receipts of PLN 1.7 million. The revenues from the food-selling licence holders exceeded PLN 200 thousand, while the broadcasting of advertising spots secured an additional PLN 70 thousand. Other activities (deposits and the lease of the 30th floor of the Palace of Culture and Science) brought revenues of over PLN 36 thousand. The Host Cities also received a guaranteed financial support from UEFA. As the Warsaw Fan Zone was the largest in Poland (it also had to allot more space for the official UEFA sponsors), the Swiss organisation granted a higher sum to Warsaw than it did to the remaining Host Cities. Its financial contribution to the Fan Zone in Warsaw was over PLN 4 million and it was used for financing of part of the expenditures related to its creation. The agreement with UEFA also specified that the holders of tickets for the Tournament’s matches would be entitled to free travel by public transport on the match day and 12 noon of the following day (the so-called Combo-Ticket). In return for this, UEFA reimbursed part of the expenditures of the City of Warsaw for transport, by paying the amount of PLN 1.3 million. Additional financial benefits for the capital city were generated by the leasing of the stadium at Konwiktorska Street as a training pitch of the expenditures of the Tournament’s organisers for transport, by paying the amount of PLN 1.3 million. Additional financial benefits for the capital city were generated by the leasing of the stadium at Konwiktorska Street as a training pitch.

5.3. OTHER REVENUES

Warsaw and the companies in which it holds shares could also count on additional receipts due to the organisation of UEFA EURO 2012™ in the capital city. The highest revenue was generated by the advertisement posted on the Średnicowy Bridge by two official sponsors of the Tournament, Carlsberg and Coca-Cola, which decorated the bridge over the Vistula River a long time before the beginning of the Championships, as well as during UEFA EURO 2012™. During the Championships another sponsor of the event, Adidas, also placed its advertisement at the de Gaulle Roundabout, a site located on the way from the Fan Zone to the National Stadium.

The city received over PLN 1.1 million from these two initiatives.

Additional benefits were also recorded in relation to the functioning of the Carlsberg FanCamp on 8 – 22 June on Wybrzeze Gdanskie Street (near the Polish Olympic Committee building) in Warsaw. The fan fair was composed of an accommodation zone, a sports zone and an entertainment zone, where it was possible to watch all the matches of the Tournament. Due to the leasing of the grounds for the FanCamp, the City received receipts of over PLN 170 thousand.

TABLE 5.10 The remaining financial receipts

<table>
<thead>
<tr>
<th>Category</th>
<th>Przychody (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Sponsor’s Package “The year up to UEFA EURO 2012™ – Carlsberg”</td>
<td>545 077</td>
</tr>
<tr>
<td>General Sponsor’s Package “The year up to UEFA EURO 2012™ – Coca Cola”</td>
<td>557 377</td>
</tr>
<tr>
<td>Advertisement at the de Gaulle Roundabout</td>
<td>15 436</td>
</tr>
<tr>
<td>Leasing of the grounds for Carlsberg FanCamp</td>
<td>171 112</td>
</tr>
</tbody>
</table>

5.4. NON-MONETARY CONTRIBUTIONS

Apart from the above-mentioned monetary contributions, the additional non-monetary benefits and savings gained by the City from many entities, including from the UEFA EURO 2012™ organisers, should be noted. Meeting its contractual obligations, UEFA granted the City part of the infrastructure designed for the Fan Zone (including the main stage and the visual display), estimating its contribution at EUR 2 million. Additionally, UEFA provided Warsaw with street signs which were placed for the duration of the Championships. Among other things, indicating the way to the stadium, the Fan Zone, etc. It also provided decorations with motifs related to the Championships, which were used by Warsaw during the events preceding the games and during the Tournament.

Apart from that, UEFA organised its volunteering programme in all Polish cities where the Tournament matches were held. The organisation of the matches at the stadiums in Poland was supported in total by 3 thousand UEFA volunteers (in Warsaw alone by nearly 1,200 people). The cost of the UEFA volunteering programme was estimated at several million euro, out of which the involvement in Warsaw was over 1 million euro. In analysing the tangible benefits one should also remember about the non-monetary contribution of the sponsors in relation to UEFA EURO 2012™. During the events organised before and during the Championships various sponsors supported the City by providing free products and services. The event at the Multimedia Fountains Park may be an example of this. In this case, under its support, Coca Cola covered the costs of organising the multimedia show, including the screening of a film promoting Warsaw and a light-water-sound show combined with a laser show.

The organisational costs covered by the sponsor amounted to over PLN 300 thousand.

TABLE 5.9 Financial receipts from the Fan Zone and from the organisers of the Tournament

<table>
<thead>
<tr>
<th>Category</th>
<th>Revenues (PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fan Zone</td>
<td>1 693 702</td>
</tr>
<tr>
<td>Fan Zone Food sales</td>
<td>205 695</td>
</tr>
<tr>
<td>Fan Zone Advertising spots broadcasts</td>
<td>69 562</td>
</tr>
<tr>
<td>Fan Zone Others</td>
<td>36 488</td>
</tr>
<tr>
<td>Fan Zone / UEFA</td>
<td>4 209 300</td>
</tr>
<tr>
<td>Tournament’s Organisers</td>
<td>3 177 422</td>
</tr>
<tr>
<td>Tournament’s Organisers Leasing of the training stadium</td>
<td>67 705</td>
</tr>
<tr>
<td>Total</td>
<td>7 599 874</td>
</tr>
</tbody>
</table>

1 The information regarding the direct financial benefits was provided by the City of Warsaw and has not been verified by Deloitte. The presented values are, to the best knowledge of City’s representatives at the time of preparing this Report, gross receipts.

2 The information regarding the direct financial benefits was provided by the City of Warsaw and has not been verified by Deloitte. The presented values are, to the best knowledge of City’s representatives at the time of preparing this Report, gross receipts.
5.5. A SUMMARY OF FINANCIAL BENEFITS

The organisation of UEFA EURO 2012™ in Warsaw produced measurable financial benefits for the City which would not have occurred if the Tournament had not been held there. In relation to the Championships the capital city was visited by a total of nearly 560 thousand people, whose expenditures were estimated at PLN 619 million. Taking the displacement effect (the people who decided not to visit because of the games or those for whom the Tournament was not one of the reasons for the visit) into account, the net effect of the organising UEFA EURO 2012™ on the revenues from tourism in Warsaw were estimated at PLN 541 million. Although these resources do not directly supply the City’s budget, some of them may land in the City’s accounts, e.g. as taxes paid by the local entrepreneurs. Due to the organisation of UEFA EURO 2012™ Warsaw also gained PLN 7.6 million of direct receipts from UEFA, as well as from the Fan Zone organisation (i.e., the leasing of advertisement areas, food sales). Additionally, the City budget received PLN 1.3 million from other sources (sponsors, leasing of grounds).

Apart from the above-mentioned financial benefits, due to UEFA EURO 2012™ Warsaw could also count on a tangible contribution from UEFA and various sponsors (i.e., part of the Fan Zone’s infrastructure, support for the organisation of events related to the Tournament, etc.). The value of the analysed non-monetary contributions and savings was estimated at the minimum of several million euros.

**FIGURE 5.2** The financial benefits for Warsaw from the organisation of the Tournament

- Direct benefits
- Indirect benefits
- Expenditures by the Tournament guests
  - PLN 619 million
- Net effect
  - PLN 541 million
- Receipts from the Fan Zone and the organisers
  - PLN 7.6 million
- Financial benefits
- Other receipts
  - PLN 1.3 million

A summary of financial benefits and an assessment of benefits derived from the organisation of UEFA EURO 2012™ in Warsaw.
6. SOCIAL AND IMAGE-RELATED BENEFITS

This part of the Report presents the social and image-related benefits constituting the most numerous group of benefits relating to the Tournament Organisation. They include not only profits resulting from the City’s image changes, but also social benefits gained by the residents as a group in the form of human-resource capital development, as well as increased social and sports activity. Although in essence non-measurable, they are an important element in the analysis of the Tournament’s benefits, in particular, viewed as an influence on the residents’ quality of life.
6.1. PROMOTION AND THE CREATION OF A POSITIVE IMAGE IN THE MEDIA

The European Football Championship is commonly considered as the third largest sporting event in the world. Therefore, the scale of interest enjoyed by UEFA EURO 2012™ already a long time before its launch, both in the Polish and international media, was not surprising. Presence in the mass media in the context of such a large scale sports event is a excellent way of promoting the Tournament’s organisers and a great opportunity to create a positive image of the Host Cities. The proper use of the potential offered by a stronger presence in the media might also translate into increased tourist movements, as well as – for example – an increased interest on the part of investors looking for locations for their business activities.

Considering the chances for national and global promotion, the Polish Host Cities tried to avail themselves properly of the power of media broadcasts, stressing their presence in the media in the context of UEFA EURO 2012™. The effects of their efforts were recorded by media monitoring in Poland and abroad.

The Polish Media

Starting from the year 2007 when Poland was granted the rights to organise the Tournament, media interest in the event grew. The study conducted by Pern Service, which aimed at analysing the presence of Gdańsk, as one of the Host Cities in the Polish press, in on-line media in the context of UEFA EURO 2012™, shows a systematic increase in the amount of information in the subsequent years. Obviously, the highest intensity of the interest occurred in the year 2012, when almost a half of all the mentions were made. Although detailed proportions among the respective years as far as the number of mentions is concerned may vary for the particular Host Cities, it may be assumed that, as a rule, the growth trends in the number of mentions developed with the passage of time leading up to the Tournament and reached their peak in the year 2012 in relation to all the cities where UEFA EURO 2012™ was held, including Warsaw.

Due to its cooperation with IMM, Warsaw conducted detailed monitoring of the Polish media starting from December 2011, up to the end of the Tournament, with the only exception of two last weeks in May. In the analysed period, a significant growth is visible in the mass media interest in news from the Polish capital city in the context of the UEFA EURO 2012™ organisation. In the whole analysed time period in the Polish Press, radio, television and the Internet (the Internet monitored only in June) a total of 13,470 mentions were recorded in relation to the city.

The active presence in the examined media allowed the generation of the advertising value equivalent of PLN 235 million in the analysed period. Assuming that the presence in the media in the second half of May equaled that in the first weeks of that month, the total result for the seven verified months would have oscillated around PLN 250 million.

Although the statistics on the presence in the media presented contained in the IMM reports point to a significant impact of the Tournament organisation on mass media interest, the result may be viewed as conservative, as apart from the Tournament it does not account for the media presence of Warsaw on the Internet.

According to the estimates drawn up by Warsaw, the Warsaw Fan Zone also attracted special interest among the Polish media. In the period between 17 May and 1 July 2012, almost 3,000 mentions appeared in the media regarding the public match-watching zone, located on the Defilad Square. Additionally, this effect was enhanced by everyday reports of the TVP broadcast from the steps of the Palace of Culture and Science. These accounted for a total of around 500 minutes of coverage at the time of the Championships.

**Chart 6.1** The number of mentions in the Polish media and advertising value equivalent (PLN thousand) – a study by IMM (time period 12.2011 – 6.2012)

- Advertising value equivalent
- Number of mentions
- Estimated values

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Mentions</th>
<th>Advertising Value Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>13,470</td>
<td>235 million</td>
</tr>
</tbody>
</table>

3 IMM research presents advertising equivalent in gross sums
Apart from widespread promotion within Poland, UEFA EURO 2012™ was also an opportunity for Warsaw to present itself abroad. The Tournament was especially popular in the countries whose national teams participated in the Championships. Foreign media frequently covered the course of the Tournament, also devoting space in their broadcasts to present information on the Host Cities.

Due to the above, the foreign media monitoring conducted by IMM at the request of the City of Warsaw was directed to reports from countries famous for their interest in football. This group included England, France, Spain, Ireland, Germany and Russia. Examining the mass media in the last of these countries was especially interesting, as the Russian national team played two out of three of its games in Warsaw. The analysis covered the period from 1 June to 15 July 2012 and it mainly involved the press and the Internet. The results of the study showed that mentions of Warsaw in the context of the UEFA EURO 2012™ appeared in total over 5,000 times in the analysed media. The most active period was the 2nd week of June, when 38% of all the identified mentions appeared.

In quantitative terms Warsaw was the most strongly represented in the German media, which is interesting in so far as our Western neighbours played only one knock-out game in the capital city. Also the interest of the Spanish media held at a similar level. On the other hand, the low level of mentions appearing in Russia, circulating around 500 pieces of news, came as a surprise.

The advertising value equivalent generated by publications in the foreign media had a somewhat different structure from that of the number of mentions. In this category Germany remains the leader, but the second place was taken from Spain by the English media. The interest expressed by the British is especially noteworthy considering the fact that they did not play any matches in Warsaw. The total advertising value equivalent identified in the study was estimated at almost EUR 51 million, which is over PLN 200 million.

Apart from the media presence resulting from the interest of the journalists and the public in the Tournament, Warsaw also decided to run an advertising campaign directed at foreign football fans and to cooperate with CNN on the creation of the 2012 edition of the “Eye on Poland” programme. The “Eye on Poland” 2012 was a series of programmes devoted to Poland and broadcast by CNN International from 28 May to 3 June, presenting selected aspects of Polish business and culture.

All live reports were broadcast from Warsaw, from locations such as the National Stadium or the Copernicus Centre. Within the promotion of the “Eye on Poland” series, CNN broadcast 1,191 30-second programme announcements in which the sponsors’ logos appeared, including that of Warsaw. Also, a special internet website dedicated to the series was created. Additionally, Warsaw enhanced the message of the “Eye on Poland” programmes by broadcasting its own advertising spots before, during and after the editorials from Poland.

The whole advertising campaign of the capital city on CNN included the broadcasting of 177 30-second advertising spots on TV and it was additionally supported by internet activity resulting in over 1.8 million hits on banner ads on the CNN and “Eye on Poland” websites.

Apart from the increased interest of the European media, the Tournament also drew the attention of journalists from outside the Old Continent. According to the estimates prepared by Warsaw, the mentions of the capital city referring to UEFA EURO 2012™ could also be seen in the media on other continents. In total, between 1 June and 1 July 2012, 6,400 mentions in the American Internet media were identified and over 1,600 of them on portals in other parts of the world.

### Chart 6.2

<table>
<thead>
<tr>
<th>Country</th>
<th>Advertising Value Equivalent (in million PLN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>71</td>
</tr>
<tr>
<td>Spain</td>
<td>39</td>
</tr>
<tr>
<td>England</td>
<td>13</td>
</tr>
<tr>
<td>Russia</td>
<td>7</td>
</tr>
<tr>
<td>France</td>
<td>4</td>
</tr>
<tr>
<td>Ireland</td>
<td>4</td>
</tr>
</tbody>
</table>

4 IMM research presents advertising equivalent in gross sums
6.2. BUILDING A POSITIVE IMAGE AMONG FOOTBALL FANS

The positive effects of UEFA EURO 2012™ also included the strengthening of the city’s image in the eyes of the visiting football fans. The level of satisfaction of the football fans during their stay in Warsaw, resulting from the local atmosphere, the sense of safety and hospitality, and the forms in which the visitors were greeted by the residents, translate into an overall image of a tourists-friendly city. The positive experiences of foreigners coming to Warsaw might in future act as a facilitator for the tourist development of the region. Fans satisfied with their stay in the city will become ambassadors of Warsaw abroad, popularising the image of the city as attractive from the tourists’ point of view, open to foreign visitors and worth seeing. According to the PBS report on surveys among foreign football fans, the vast majority of the respondents expressed a favourable opinion on the whole of the Tournament organisation and all accompanying elements. What’s more, over a half of them were visiting the City for the first time, which in connection with the very good results of the survey confirms the significant impact of the UEFA EURO 2012™ organisation on the positive image of Warsaw. The highest opinions of the foreign fans went to the Warsaw Fan Zone, appreciated by nine out of ten of those surveyed. Very positive opinions were also gained by the work of the volunteers and the atmosphere during the Tournament. The City’s public transport received almost equally good opinions – the percentage of satisfied fans held at a level exceeding 86%, and it was higher than in the case of the remaining Host Cities.

The positive appraisals of the particular elements in the organisation of the Championships also translated into a changed perception of the city. From among all the surveyed foreign fans 37% described their stay in the city as exceeding their previous expectations. This means that in case of every third person visiting Warsaw the perceptions of the city itself were changed for the better. Over 56% of foreign fans assessed their experiences related to their stay in the city as congruent with their previous expectations and only for 3% the realities did not meet their expectations from before their arrival.

Among the positively surprised fans, Spaniards were the dominant group, followed by football fans from Italy, the Czech Republic and Greece. Fans from Russia turned out to be the greatest sceptics – as many as 8% of them concluded that the stay in Warsaw did not meet their previous expectations. Among the other nationalities the percentage of the dissatisfied was lower.

The specific opinions on the image of Warsaw and the reception of the particular aspects of the Tournament organisation reported by those visiting the city became the subject of another survey run by the PBS – “A survey on the image of Warsaw among Polish and foreign fans during the UEFA EURO 2012™ European Football Championship”. Within this analysis, the sample was extended to include Polish visitors (54% of those surveyed). The respondents were asked to assess particular aspects of the Tournament organisation and to specify their previous expectations related to them. All values presented in the chart are normalised averages.

The positive effects of UEFA EURO 2012™ also included the strengthening of the city’s image in the eyes of the visiting foreign football fans. The level of satisfaction of the football fans during their stay in Warsaw, resulting from the local atmosphere, the sense of safety and hospitality, and the forms in which the visitors were greeted by the residents, translate into an overall image of a tourists-friendly city. The positive experiences of foreigners coming to Warsaw might in future act as a facilitator for the tourist development of the region. Fans satisfied with their stay in the city will become ambassadors of Warsaw abroad, popularising the image of the city as attractive from the tourists’ point of view, open to foreign visitors and worth seeing. According to the PBS report on surveys among foreign football fans, the vast majority of the respondents expressed a favourable opinion on the whole of the Tournament organisation and all accompanying elements. What’s more, over a half of them were visiting the City for the first time, which in connection with the very good results of the survey confirms the significant impact of the UEFA EURO 2012™ organisation on the positive image of Warsaw. The highest opinions of the foreign fans went to the Warsaw Fan Zone, appreciated by nine out of ten of those surveyed. Very positive opinions were also gained by the work of the volunteers and the atmosphere during the Tournament. The City’s public transport received almost equally good opinions – the percentage of satisfied fans held at a level exceeding 86%, and it was higher than in the case of the remaining Host Cities.
It is worth stressing that, according to the survey all elements related to the organisation of the Championships in Warsaw were assessed by the fans well above their expectations from before their arrival in the capital city. The highest level of positive surprises regarded the atmosphere in the locations related to UEFA EURO 2012™, the attractiveness of the city as a whole and public transport and security. The smallest difference was in hospitality and the organisational level of the Tournament (2.2 and 2.7% respectively).

Similar results were produced by a survey conducted among the visitors to the official Fan Zone, over 20% of whom were foreign fans (mainly Germans and Russians). The general appraisal of particular aspects related to the activities of the Fan Zone was in line with the results of the survey run among the general visitors to the city. The best opinions were about the location of the Fan Zone, as well as the atmosphere there and the safety level. All the verified elements related to the Fan Zone received a minimum of 70% of positive answers.

As may be concluded from the surveys, the fans had clear associations with Warsaw and, asked to name – in their opinion – the main symbol of the capital city, nearly half of them said this was the Warsaw Mermaid, and every third of them pointed to the Palace of Culture and Science. The visitors were favourable to the idea of using the mermaid for promotional purposes. The fact of placing 16 statues of the National Mermaids decorated with the colours of the flags of the countries participating in the Tournament was appreciated by the fans and nine out of ten of those surveyed found a walk along the route marked out by the mermaids to be an interesting attraction prepared by the city.

The positive impact of the organisation of the Tournament on the image of the city is also certified to by the interest of the foreign fans in paying another visit to Warsaw. As results from the survey, almost three quarters of the foreign football fans expressed their willingness to visit the city once again within the coming three years. This is the highest result among all the Host Cities. Moreover, as many as 89% of those surveyed intend to recommend a visit to Warsaw to friends, which exceeds the average result for all the Host Cities by 3 percentage points.

A similar level of declarations of the intention to revisit the city was recorded in a group of fans, which also included Polish visitors. Yet it turned out that a higher percentage intended to recommend Warsaw to friends (90% of the surveyed).

As results from the survey, the main motivation to revisit the city in the opinion of the respondents was the intention to get to know the city better and to participate in cultural or sports events. It is worth emphasizing that almost 40% of those surveyed declared a willingness to return to Warsaw for business purposes, i.e. to conduct business activities there. A belief in the positive impact of UEFA EURO 2012™ on the image of Warsaw both in Poland and abroad was also expressed by the residents of the city. The majority of citizens of Warsaw expressed the opinion that due to the Tournament organisation the city might in the future expect an increase in the number of tourists (85%). What’s more, 90% of the residents were of the opinion that the Tournament facilitated a change in the image of this city in Poland, and nearly all of them agreed that it positively influenced the image of the city abroad.
The organisation of UEFA EURO 2012™ in the city also met with a positive reception on the part of the residents of Warsaw who pointed out the benefits resulting from the improved conditions of living, and the creation of a positive climate for living in the city, as well as strengthening local identity. As results from the survey conducted by TNS Polska, the group of one thousand residents of Warsaw, almost nine out of ten residents of the capital city favourably assessed the organisational side of the Tournament. The majority of the respondents were of the opinion that Warsaw and its authorities had proven themselves as organisers of the Tournament.

Residents of Warsaw expressed positive opinions on the Tournament despite earlier concerns related to the fact of hosting UEFA EURO 2012™ in the capital city. As results from a survey conducted before the tournament in January 2012, almost 80% of the respondents were afraid of potential difficulties caused by this event. The biggest concerns were about the functioning of the public transport (86%), hooligan groups (54%) and possible city devastation (40%). In January, only 68% of the respondents were happy with the Tournament being organised in the city, but in August the percentage almost reached the level of 90%.

The organisation of UEFA EURO 2012™ required planning and financing from the budget of the Capital City of Warsaw of investment projects accompanying the Tournament. The organisation of UEFA EURO 2012™ also required planning and financing from the budget of the Capital City of Warsaw of investment projects accompanying the Tournament. The main investments to have been accelerated or even dictated by the organisation of the UEFA EURO 2012™ included:

- The construction of the National Stadium;
- The revitalisation of railway stations;
- The railway connection between Warsaw Chopin Airport and the Central Railway Station;
- The revitalisation of the railway viaducts;
- The revitalisation of the area around the stadium.

From among the entities directly or indirectly involved in the investment procedures accompanying the Tournament, apart from the Capital City of Warsaw, the following need to be mentioned: the National Sports Centre, the Polish State Railways S.A. and the Polish Rail Lines.

The major investments to have been accelerated or even dictated by the organisation of the UEFA EURO 2012™ included:

- The revitalisation of the area around the stadium.
- The construction of the National Stadium;
- The railway connection between Warsaw Chopin Airport and the Central Railway Station;
- The revitalisation of the railway stations;
- The railway viaducts.

The National Stadium was the most important facility created in Warsaw in relation to EURO 2012™. Built at a cost of around PLN 2 billion from the State budget, under the supervision of the National Sports Centre, the National Stadium is the biggest of the arenas constructed in Poland in relation to the preparation of the Tournament. It can house up to 58,500 spectators and belongs to the highest fourth category according to the UEFA classification. It is equipped with an innovative retractable-roof system, heated turf and heated stands. Besides the sports section it also has 130 000 m² of conference and commercial space. During the Championships three group matches were played there, including the opening match, together with the official ceremony, as well as the quarter-finals and semi-finals.

The organisation of UEFA EURO 2012™ also required planning and financing from the budget of the Capital City of Warsaw of investment projects accompanying the National Stadium. These included i.a. the work around the Stadium, with the value of PLN 10 million and carried out by the Capital City Development Board, the reconstruction of Wybrzeże Szczecińskie Street along the section from the Poniatowskiego Bridge to the railway viaduct, as well as the restoration of Skierniewski Park, located in the vicinity of the National Stadium, the cost of which was over PLN 57 million.
RAILWAY INVESTMENT PROJECTS

The investment project directly aimed at facilitating access for the fans to the National Stadium and implemented in relation to the Tournament was the modernisation of the Warsaw railway junction, i.e. the reconstruction of the Warsaw Stadium railway station and modernisation of the Warsaw Wschodnia station. It was conducted by PKP Polish Rail Lines S.A. It was financed from the State budget and own funds of PKP, in the total amount exceeding PLN 72 million.

Other investment projects which were accelerated in relation to the organisation of UEFA EURO 2012™ were definitely the renovations of the Warsaw Centralna stations and the modernisation of the Warsaw Gdańska Station. They were financed from the State budget and PKP’s own funds. The modernisation of the latter stations was supported by the Capital City of Warsaw from its own budget in the amount of PLN 12 million.

The need to secure efficient transport for UEFA EURO 2012™ fans between the centre of Warsaw and the Warsaw Chopin Airport also accelerated the construction of the connection from the Warsaw Centralna to the airport. The cost of investment project implementation was PLN 366 million, of which PLN 202 million was transferred from the Cohesion Fund under the Infrastructure and Environment Operational Programme 2007 – 2013. The project covered not only the construction of a two-rail siding with a length of nearly 2 km (from the Warsaw Centralna stations and the modernisation of the Warsaw Wschodnia station. They were financed from the State budget and own funds of PKP

6.5. THE DEVELOPMENT OF VOLUNTEER SERVICES

For the duration of UEFA EURO 2012™ in Warsaw, assistance to the fans, tourists and journalists was provided by volunteers acting both on behalf of the UEFA and the Host Cities. The Official volunteer services of UEFA – “UEFA EURO 2012™ Volunteer Programme” – was conducted by the EURO 2012 Polska company, while the “EURO 2012™ Host Cities Volunteer Programme” was jointly implemented by all Host Cities, i.e. Wrocław, Warsaw, Poznań and Gdańsk, together with the PL 2012 company, acting as coordinator of the project work. At the same time it should be noted that for the first time in the history of UEFA EURO the city volunteer programme was conducted in cooperation with all the Host Cities, which enabled it possible to provide fans with a uniform standard of services in all Host Cities, as well as to provide the volunteers with a uniform recruitment process, training and guaranteed benefits.

The main aim of the volunteer services, both from the city and those organised by UEFA, was the provision of comprehensive and professional services – mainly information – to the fans and journalists visiting the city, as well as to the residents of Warsaw. The objective was that the services should be complementary.

Participants in the UEFA Volunteer Programme offered assistance at the stadiums and in other locations indicated by UEFA, while the city volunteers worked within the city’s public space. Their main tasks included assisting fans in the Fan Zones and Fan Embassies, and the city Press Offices, as well as supporting the visitors at the key transfer points (railway stations, airports, etc.), mobile and stationary information points and via info lines.

The volunteers also supported (as interpreters) the activities of the services responsible for healthcare and safety, and also formed separate medical patrols on the streets of Warsaw.

Due to the implementation of two volunteer projects it was possible to guarantee the volunteers’ presence in the key districts of the city from the point of view of the efficient organisation of the Tournament, and consequently, to ensure comprehensive and high-quality information services to all persons visiting the city. Apart from the support resulting from conducting the appointed tasks, the involvement of volunteers in the organisation of the Tournament allowed the infusion of their enthusiasm and positive attitude, and thus the creation of a unique atmosphere of the city at the time of the event. Undoubtedly, both projects implemented in the city were an excellent reflection of the idea underlying the Tournament – “We Are All Hosts”.

Participation in voluntary projects also brought about certain privileges, including professional training, insurance, volunteer’s certificate, catering, uniforms and the right to use public transport free of charge during the Tournament. Additionally, the persons acting on behalf of UEFA received official UEFA EURO 2012™ gifts; the city volunteers were given city gadgets, as well as free-of-charge accommodation (in the event of being unable to find accommodation on their own).

6.5.1. THE ACTIVITIES OF VOLUNTEERS IN WARSAW

782 City volunteers and 1179 operating on behalf of UEFA, worked during the Tournament in Warsaw, and it was the highest number among all Host Cities.

CHART 6.10 The number of volunteers working during the Tournament.

<table>
<thead>
<tr>
<th>City</th>
<th>Volunteers on behalf of UEFA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gdańsk</td>
<td>775</td>
</tr>
<tr>
<td>Poznań</td>
<td>520</td>
</tr>
<tr>
<td>Warsaw</td>
<td>616</td>
</tr>
<tr>
<td>Wrocław</td>
<td>782</td>
</tr>
<tr>
<td>Total</td>
<td>1,179</td>
</tr>
</tbody>
</table>

The number of volunteers working during the Tournament.

OTHER INVESTMENT PROJECTS

In parallel with major infrastructure projects directly and indirectly related to the Tournament, a number of other activities were undertaken in Warsaw at the preparation stage, which were mainly dedicated to the improvement in the quality of life of the city’s residents, but which also in many cases made it easier for the football fans to move around Warsaw during UEFA EURO 2012™ and positively contributed to the perception of the capital city by the visitors. These investment projects include many road works and projects related to public transport, the launch of the Safety and Security Centre of the City of Warsaw (described in more detail in section 7.2 “The competence development of the services”, as well as the expansion and modernisation of hospitals as required by UEFA.


The majority of City volunteers were young people aged between 20 and 30, though also 55 people aged over 50 participated in the programme, and the oldest volunteer was an 81-year-old resident of Warsaw. The relatively high proportion of older people’s participation was partly the result of the “Active Praga” programme implemented in the city, promoting the idea of volunteering among elderly people. In addition, among those selected for the City volunteer project were the disabled and about 50 foreigners, i.e. from Canada, Mexico, Hungary and Nigeria.

The vast majority of volunteers operated in the Fan Zone, providing information support to guests visiting the Zone. Other places of volunteer activity included the streets of Warsaw and areas of major transfer nodes, and also a railway station, airport and hospitals. Basically, the activity of the volunteers operating in Warsaw received positive feedback from guests, which is confirmed by the results of the PBS study among foreign fans, according to which the perception was confirmed by as many as nine out of ten respondents. Negative opinions about the activities of Warsaw volunteers were expressed by just below 3% of respondents.

Most important benefit identified by the respondents, both in Warsaw and other Host Cities, was an opportunity to make new acquaintances (82% of respondents). In addition, daily interactions with fans visiting the city were directly reflected in the development of the volunteers’ interpersonal competence, such as communication skills, openness and ease of establishing contacts. The belief in the positive effects of participation in volunteering on their future professional career is justified to a large extent, given especially the growing demands on the job market. This is confirmed by numerous studies indicating the importance of interpersonal skills, such as communication skills, flexibility and the ability to work in a team from the perspective of employers.

Besides benefits from the acquisition of new skills, some volunteers who participated in the survey perceived their participation in the programme as helpful for their future careers. Almost one in two respondents (45%) confirmed that gaining new experiences and skills would allow them to make a better start in a professional career; this was a slightly lower level than the average for all four cities. According to these the participation in volunteering was worth being included in their CVs.

The positive effects of participation in volunteering on their future professional career is justified to a large extent, given especially the growing demands on the job market. This is confirmed by numerous studies indicating the importance of interpersonal skills, such as communication skills, flexibility and the ability to work in a team from the perspective of employers.
6.5.3. THE BENEFITS FROM ORGANISING VOLUNTARY ACTIVITY – FROM THE PERSPECTIVE OF THE PUBLIC

The benefits from volunteering are also important in the broader context – from the point of view of the entire local community. The fact of promoting activities for the benefit of others is indirectly reflected in the quality of the region’s human capital.

BUILDING A DATABASE OF VOLUNTEERS

The main benefit for Warsaw resulting from the implementation of volunteer programmes during the Tournament was, on the one hand, building a database of potential volunteers (obtained during the recruitment process), and on the other educating a group of experienced, trained volunteers who could be directly involved in similar work during the next mass events to be organised in the city. As shown in the study, among the volunteers participating in the voluntary programme organised in Warsaw a large group of people were those who were engaging in such activities for the first time. As many as 43% of respondents have never had the opportunity to work as a volunteer, which means that the organisation of the city volunteering was a real contribution to increasing the involvement of new people, thus expanding the base of future volunteers. Among those taking part in the volunteer project, as many as 71% expressed a desire to participate again in a similar initiative within a year; a definite lack of interest was declared by only 0.7% of respondents. Furthermore, there was a high level of interest among people engaging in voluntary activity for the first time, of whom every second person expressed a willingness for further participation in this type of activity. In addition, as many as 42.5% of those interested in participating in volunteer activity next year, would be willing to take part in this type of initiative if organised by Warsaw itself. Also a large group of people were hesitant. However, they did not rule out working in Warsaw.

ORGANISATIONAL SKILLS OF THE AUTHORITIES

The organisation of the city volunteer programme allowed Warsaw’s local authorities to gain experience in the co-coordination of the project implemented by all Host Cities, requiring continuous cooperation at the city level. According to the assumptions, the project had five equal partners, and The PL.2012 Company monitored the proper course of the project work. The fact of realising the joint volunteer project by all Host Cities allowed the exchange of experience in organising similar undertakings and the introduction of innovative cooperation solutions.

THE POPULARISATION OF THE IDEA OF VOLUNTEERING – THE DEVELOPMENT OF A CIVIL SOCIETY

An additional, less measurable social benefit resulting from the organisation of the volunteer city project in Warsaw and also the activity of volunteers operating on behalf of UEFA, was popularising the idea of volunteering in the region. Thanks to the realisation of the volunteer project on such a large scale, with the participation of nearly 2,000 volunteers, it was possible to promote volunteering, which is part of “The long-term volunteering development policy in Poland” [7]. As shown in previous studies on the involvement of Poles in volunteering, the level of this activity is maintained on a relatively low level in our country. Compared to other EU Member States, Poland ranks in the second half of the rating, which is confirmed by the results of EU studies such as the “European Social Survey”, “European Values Survey” and “Youth on the Move”. The organisation of volunteer programmes on the occasion of major mass events such as UEFA EURO 2012™, can help to reduce the gap between Poland and other European countries.

IMPROVING THE CITY’S IMAGE – UEFA EURO 2012™ AS AN ORGANISATIONAL SUCCESS FOR WARSAW

The organisation of volunteering for the Tournament also led indirectly to the consolidation of a positive image of Warsaw among tourists and fans visiting the city. The volunteers working in the city created a positive image of the capital city, providing guests with unforgettable experiences. As can be seen from the experience of many countries being the organisers of such events, in addition to the preparation of the infrastructure of cities, it is the quality of information services, transport organisation and the provision of security and medical care that are responsible for the success of the events and their positive reception by the participants.

[7] Długofalowa polityka rozwoju wolontariatu w Polsce (The long-term volunteering development policy in Poland), Arczewski M., Czalé G., Głowiński Ł., Puśnicki T., Rustecki W., Bobek K., June 201

<table>
<thead>
<tr>
<th>Training type</th>
<th>Training in the form of lectures and workshops</th>
<th>E-learning training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory training</td>
<td>✓ (1h)</td>
<td>✓</td>
</tr>
<tr>
<td>Volunteering principles</td>
<td>✓ (1h)</td>
<td>✓</td>
</tr>
<tr>
<td>First aid</td>
<td>✓ (3h)</td>
<td>✓</td>
</tr>
<tr>
<td>Interpersonal and intercultural communication</td>
<td>✓ (8h)</td>
<td>✓</td>
</tr>
<tr>
<td>Responding to an emergency</td>
<td>✓ (6h)</td>
<td>✓</td>
</tr>
<tr>
<td>Tourism and culture</td>
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<td>✓</td>
</tr>
<tr>
<td>The UEFA European Football Championship</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>The organisation of UEFA EURO 2012™</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Security and OSH</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Intellectual property</td>
<td></td>
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</tr>
<tr>
<td>The topography of the city</td>
<td>Location-based game</td>
<td>✓</td>
</tr>
<tr>
<td>The cultural and entertainment programme</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Urban, suburban and national transport</td>
<td>✓ (1,5h)</td>
<td>✓</td>
</tr>
<tr>
<td>Introductory training in the workplace</td>
<td>✓ (3h)</td>
<td>✓</td>
</tr>
</tbody>
</table>
6.6. THE ORGANISATION OF EVENTS ACCOMPANYING THE TOURNAMENT

In connection with the organisation of UEFA EURO 2012™ in Warsaw, the city held a number of events accompanying football games that included the following categories:

<table>
<thead>
<tr>
<th>Events to promote the Tournament</th>
<th>Events to promote sports and a healthy lifestyle</th>
<th>Social events</th>
</tr>
</thead>
</table>

Although substantially all the events were targeted at a broad audience, i.e. the entire population of Warsaw, they had diverse purposes, so the dimension of benefits resulting from their implementation varies.

One of the main event categories were the events to promote UEFA EURO 2012™ which were held primarily in the period preceding the Tournament, through jointly celebrating landmark dates bringing Warsaw closer to the Championships and providing them with information on the progress of the ongoing work. The organisation of such events also resulted in an increase in public support for the Tournament, and constituted unique entertainment for residents.

UEFA EURO 2012™ was also an opportunity to promote sporting activity among the residents of Warsaw. The main form of promoting sports and a healthy lifestyle was organising football tournaments aimed at young people from the region of Mazovia. In addition to the events of a local nature, the city participated in initiatives organised at the national level, performed by all Host Cities in Poland. In Warsaw, international tournaments were also held, including the International Fans Tournament.

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The city conducted a variety of social activities, targeted at different groups, including, for example young people in the communities at risk of social exclusion. Separate projects were devoted to 50+ people, including the opportunity to develop their interests and work for the local community as part of volunteering. In addition, the city became involved in efforts to integrate the football-fan communities. The projects were designed to challenge the popular stereotype of this social group, and also to use their positive energy to take actions for the club, the city and its residents.

6.6.1. EVENTS PROMOTING UEFA EURO 2012™

As mentioned earlier, an integral part of organizing the UEFA European Football Championship are the so-called official events to promote the Tournament and influence the growth of knowledge about among residents. Basically, their organisation resulted from an agreement between the city and UEFA, but its own projects to promote the event among the local residents were also implemented.

The key events to promote UEFA EURO 2012™ included the following ventures:

**THE “MAŹNIJ MIEJ!” (PAINT ME!) PROJECT**

The „Maźnij Miej!” (Paint Me!) initiative was directly linked to the forthcoming project called “One Year to go UEFA EURO 2012™”. Its realisation took place in the period from 14 May to 9 June 2011, and the main goal of the initiative was to include the residents of Warsaw in the decision-making process on the selection of decoration colours for the Średnicowy Bridge. The city residents participating in the initiative had an opportunity to cast their votes by painting one of the walls set in Zamoyski Square and in front of the Palace of Culture and Science, and on Facebook.

**ONE YEAR TO GO UEFA EURO 2012™**

On 11 June 2011, Warsaw Powiśle hosted the event entitled „One Year to go UEFA EURO 2012™” in the form of a sports picnic combined with concerts and the unforgettable spectacle „Świetlny Most” (Light Bridge), which was the culmination of the month-long initiative „Maźnij Miej!” (Paint Me!). After the entrance of Polish steam locomotives and a modern train onto the bridge, the structure was officially illuminated with the colour chosen by the residents of Warsaw. In addition, the event featured Robert Lewandowski as its guest of honour. It is estimated that the event was attended by approx. 10,000 spectators. The sponsors included companies such as Coca-Cola, Adidas, Intersport, McDonald’s, Orange, Hyundai, Kia, Carlsberg, Canon and Sharp. They provided a number of activities for the participants, including dance performances, concerts with prizes, and art installations consisting of the presentation of the official ball of the Championships with a design referring referring to the Copernican solar system.

**FINALS DRAW**

On 2 December 2011, Defilad Square held the event which broadcast the draw of the final UEFA EURO 2012™ groups. It is estimated that the event was attended by about 6,000 spectators. In addition to the attractions prepared by the official sponsors of UEFA EURO 2012™ the event conducted by Prezydent Balazic also included concerts of such bands as DEEL, Atmaulde, Mi, Myself and I and Shemoons.

**100 DAYS TO GO UEFA EURO 2012™**

To celebrate 100 days before the start of the Tournament, the residents of Warsaw headed by Mayor Hanna Gronkiewicz-Waltz, formed the first Mexican wave in the purpose-built Fan Minizone in front of the Palace of Culture and Science. One of the attractions was a presentation of the symbolic release of 2012 balloons in honour of UEFA EURO 2012™. It is estimated that the event was attended by about a thousand Warsaw residents. Among the sponsors were companies such as Coca-Cola, Canon, Master Card, Adidas, TYP, ESKA and Wedel, which provided participants with a number of attractions, including contests with prizes, table top football tournaments and gadgets.

**THE UEFA TROPHY TOUR**

On 20-22 May 2012 in Defilad Square, a presentation of the cup (the central symbol of the UEFA European Football Championship) was organised. One of the attractions was the chance to win a ticket for UEFA EURO 2012™ funded for the thousandth person taking a picture of the cup. It is estimated that the event of welcoming the cup hosted about 5,000 people. The companies such as Coca-Cola, KIA and Adidas were among the sponsors.

A SUMMARY OF THE COSTS OF AND ASSESSMENT OF BENEFITS DERIVED FROM THE ORGANISATION OF UEFA EURO 2012™

WARSAW
6.6.2. EVENTS PROMOTING SPORTS AND A HEALTHY LIFESTYLE

The fact of hosting the Tournament was also used for promoting and popularising sports as a form of active leisure, mainly through the organisation of youth football tournaments. The key sporting events held in Warsaw at that time included the following initiatives:

THE INTERNATIONAL FANS TOURNAMENT

On 7 June, 2012 the Warsaw Praga District hosted the International Fans Tournament, targeted at the fans of the teams competing in the group with Poland, i.e. Poland, the Czech Republic, Russia, and Greece. In addition to promoting sport and increased physical activity, the event was to bring together fans of different teams on the eve of the Tournament hosted in Warsaw.

THE “EURO STUDENT” TOURNAMENT

The “Euro Student” tournament, held in Warsaw in September 2011, was a joint initiative of the academic communities of Poland and Ukraine, which constituted a part of the Polish-Ukrainian projects implemented within the framework of the preparations for UEFA EURO 2012™. This project included the realisation of four parallel qualifying tournaments played in all Polish Host Cities and the organisation of the finals in Warsaw. The first round of the games was held a year before in Ukrainian Host Cities: Kharkiv, Donetsk, Kiev and Lviv. The Warsaw edition of the tournament was attended by five academic teams representing the Warsaw University of Technology, the University of Warsaw, the University of Physical Education, the “KPI” National Technical University of Ukraine and the National Dragomanov Pedagogical University. In addition to promoting sports, the event facilitated better integration of young people from the Polish and Ukrainian Host Cities of UEFA EURO 2012™.

THE “EURO 2012 IN PRAGA-PÓŁNOC” FOOTBALL TOURNAMENT

The tournament “Euro 2012 in Praga-Północ” was targeted at primary-school children and junior high-school students. The main objective of the event was to popularise, develop and promote football among the youngest and to create attractive leisure opportunities among the local community in Praga.

6.6.3. SOCIAL EVENTS

UEFA EURO 2012™ was accompanied by social events aimed at making use of the Tournament for mobilising the social potential of Warsaw residents.

The key social events associated with the organisation of UEFA EURO 2012™ were the following:

THE “KIBICE RAZEM” (FANS TOGETHER) PROJECT

For the purpose of implementing the Warsaw “Fans Together” project, adaptation and renovation work was performed on the property at 29 Andersa Street, where meetings with the fans of Polonia Warsaw were held. The participants in the project joined the implementation of social events, including the following projects:

<table>
<thead>
<tr>
<th>Table 6.2 Selected social projects realised within the “Kibice Razem” (Fans Together) initiative</th>
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<tbody>
<tr>
<td><strong>Project description</strong></td>
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<table>
<thead>
<tr>
<th>Project name</th>
<th>Project description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Painting graffiti workshop</td>
<td>In this workshop, children were given an opportunity to demonstrate their artistic skills. The selection was made of the three main themes which were used for changing the current décor of the room used as the main seat of the Project Coordination Office.</td>
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<tr>
<td>Meetings devoted to football literature</td>
<td>As part of the meeting, the book “Dryblujc przegranicę” (Dribbling across the border) from the “Czarne” Publishing House was introduced, being a collection of essays on the eight Host Cities.</td>
</tr>
<tr>
<td>Workshops for children “Kibicowanie z zasadami” (Supporting with principles)</td>
<td>In these workshops lectures on the principles of refereeing football matches were given by referees from the Polish Football Association. An additional element of the event was the Grassroots football-skills training.</td>
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<tr>
<td>Football Children’s Day at the Warsaw Rising Museum</td>
<td>The Fans’ Embassies Coordination Office supported the “Piłkarzki Dzień Dziecka w Muzeum Powszechna Warszawskiego” (Football Children’s Day at the Warsaw Rising Museum) project, which included a happening, gift collecting and numerous attractions within the idea of learning the pre-war sports history of Warsaw.</td>
</tr>
<tr>
<td>Russian day</td>
<td>Together with Polonia Warsaw a “Russian Day” was organised, which included film shows and a meeting with Russia’s national team fans.</td>
</tr>
<tr>
<td>Ukrainian day</td>
<td>With the participation of the “Czarne” Publishing House and the Embassy of Ukraine a Ukrainian day was organised, which included film shows and publishing promotions.</td>
</tr>
<tr>
<td>Preparations for the anniversary of the Warsaw Rising</td>
<td>In preparation for the celebration of the Warsaw Rising, stadium choreography was designed and the laying of candles and wreaths was planned.</td>
</tr>
</tbody>
</table>
Through the work of the participants in the project it was possible to create an atmosphere of free discussion and mutual respect, and the implementation of the projects allowed the consolidation of positive role models among Warsaw football fans.

The "AMBASADA KIBICÓW" (FANS' EMBASSY) PROJECT

This project was completed in the period between 6 and 29 June 2012 by the PL.2012 Company in collaboration with the European federation of football fans named Football Supporters Europe. The Embassy was the site of support for football fans visiting Warsaw by the fans stationed in it and working as volunteers, including the provision of advice and information on sports events, alternative ways of spending leisure time and assistance in emergencies such as theft. The provision of services by the Fans' Embassies was an important element of the good-hospitality programme during the Tournament. In the course of the Championships volunteers provided assistance or information for over 9 thousand fans. The programme also allowed a better integration of the fan environment, and by providing a single service point for fans it was possible to obtain feedback from guests on the organisational level of the Tournament.

The "AKTYWNA PRAGA" (ACTIVE PRAGA) PROJECT

The main objective of the "Aktywna Praga" (Active Praga) project was the activation and promotion of volunteering among the residents of the Praga Północ district, aged over 50. The lessons took the form of workshops, discussions, walls and sporting events. People involved in the project also received practical information on how to get involved in voluntary activities including during UEFA EURO 2012 ™. The lessons were conducted by members of the Stowarzyszenie Barwy Barwy Kultury (Colours of Culture Association). Warszawskie Centrum Wiktorianatu (Warsaw Volunteer Centre) and volunteers associated with Centrum Komunikacji Społecznej m. st. Warszawy (the Social Communication Centre of the Capital City of Warsaw). As a result of the actions taken, as many as 42 people over the age of 50 came forward to participate in the city voluntary programme, out of which 36 played an active role in it.

The "MURALE EURO 2012" (EURO MURALS 2012) PROJECT

The "Euro Murals 2012" project was a joint Polish-Ukrainian initiative aimed at increasing the participation of young people in the communities at risk of social exclusion in the events accompanying UEFA EURO 2012 ™. The participants in the initiative were a group of 30 young people who were the wards of the Grupa Pedagogiki i Animacji Społecznej Praga Północ (GPAS) [the Group of Pedagogy and Social Animation of Praga Północ (GPAS)] and the residents of a children's home in Ukraine.

The main objective of the project was to create paintings inspired by UEFA EURO 2012 ™ in the urban space of Warsaw and Kiev, preceded by a workshop involving young people in the field of modern techniques used in street art. As part of the Initiative, children painted, among other things, the wall surrounding the E. Wedel chocolate factory in Warsaw under the supervision of professional artists. Additionally, they took a trip around Warsaw, visiting the Museum of Sports and Tourism, the Legia Warsaw stadium, the National Stadium and the E. Wedel factory (the famous Polish confectionery company), and also participated in the trip to Kiev. The project helped to activate young people from the communities at risk of social exclusion, by providing them with the opportunity of artistic self-expression.

The "WOLNY CZAS ŚPĘDZAM AKTYWNE I BEZPIECZNE" (I SPEND MY FREE TIME IN AN ACTIVE AND SAFE WAY) PROGRAMME

The “Wolny czas spędzam aktywnie i bezpiecznie” (I spend my free time in an active and safe way) project was addressed to primary schoolchildren, junior high school and secondary-school students. It included a series of training sessions run by employees of the Prevention Department of the Municipal Police, i.e., in the field of fair play, supporting free of aggression and violence, as well as abuse of alcohol and other psychoactive substances. The main idea of the lessons was to provide positive models of behaviour in mass events, including a sense of responsibility for one's own actions.
7. ADMINISTRATIVE AND ORGANISATIONAL BENEFITS

The category of administrative and organisational benefits largely involves the impact of the organisation of the Tournament on the internal units of the Host Cities and the reflection of its effects in the city’s management and operation of the city police, municipal police, and emergency medical services.
This approach encompasses a wide range of development – of both human resources and organisational structures and also creating a knowledge base and developing a portfolio of best practices for managing large projects and cooperation with external entities.

The benefits within this area are divided into the following categories:
- The competence of administration officials in the area of city management and the development of good practices;
- The competence and cooperation of the police, municipal police and emergency medical services.

7.1. THE DEVELOPMENT OF ADMINISTRATION OFFICIALS’ COMPETENCES

In this area, the benefits of the organisation of UEFA EURO 2012™ were analysed with regard to those directly involved in its preparation, i.e. the employees of the Secretariat for Euro 2012 in the structure of the city and other administration officials of the Local Government significantly involved in the preparatory phase. For the purposes of the Report the analysed benefits were divided into the following sub-categories:

- Project-management skills and other competences of the Local-Government officials;
- Inter-municipal and international cooperation and knowledge transfer;
- The development of a knowledge base.

These areas are described in detail further in this chapter in terms of the range of initiatives undertaken and their impact on the development of human resources/responsible units.

The degree of complexity of the project which was the organisation of UEFA EURO 2012™, allowed the organisational staff to develop a wide range of both hard and soft skills. In order to identify the areas in which the employees of the Secretariat for EURO 2012 and other civil officials involved in the organisation of the Tournament had a chance to develop, or acquire new, competences, the subject matter of the training that was organised during preparation for UEFA EURO 2012 in Warsaw was analysed.

The above chart shows the thematic groups of training courses arranged for the organisers of the Tournament in Warsaw, including the employees of the Secretariat for EURO 2012.

The largest number of participants gathered for a two-day training session on soft skills for effective communication in the project team. Six people involved in the organisation of the Tournament took part in English courses lasting from 3 to 10 months. In the second half of 2009 a one-day workshop was also held to provide more in-depth knowledge on the investment process, which then, during all the preparations for the organisation of the Tournament, was further strengthened during the monitoring of investments related to the organisation of the Championships. In addition, the training on public finances, creating guidelines for competence and mind mapping, was included in the “other” category.

The extremely valuable skills developed in the organisation of such a big event as UEFA EURO 2012™ are those in the field of project management. The training in this area organised during the preparatory phase involved:
- Project management methodologies;
- Project management for sponsors;
- Project scheduling;
- Project cost estimation;
- Project team management;
- Communications in a project team.
First, the two employees of the Secretariat for Euro 2012 took part in external two-day training on project management. Then they ran a two-day workshop on project management for 30 people involved in the organisation of UEFA EURO 2012™. In the course of preparation for the Tournament, these skills were significantly developed through the application of theory to practice. This was particularly the case for project management structure, namely the functioning of the Executive Committee (just before the Tournament, of the City Voivodeship Integrated Operational Staff for the UEFA EURO 2012™ European Football Championship). This unit was set up to ensure the smooth and safe course of the games and efficient operation of the city’s infrastructure during the Tournament, and comprised 25 members. Both the operational objectives and the composition of the Staff indicated a wide range of responsibilities that required experience and coordination skills on a large scale. In order to facilitate the work of the Staff, an Operational Centre functioning 24/7, was created within its structures, which, in addition to coordinating the activities of services and institutions, had the task of cooperating with the National Operational Staff. In total, during the operation of the unit, 31 meetings were held, which were usually attended by 35–40 people, 21 press conferences were organised, and the number of people involved in the work of the unit was about 120. The appointment of the City-Voivodeship Integrated Operational Staff for the UEFA EURO 2012™ European Football Championship enabled the involved people in its work to acquire valuable skills related to the coordination of the work of various missions, and the creation and implementation of operational plans for large mass events. It should be noted that the experience gained on such a complex project can also be successfully used for smaller initiatives implemented by the city on a daily basis.

An extremely valuable experience was also the organisation of a workshop in Warsaw, with UEFA experts dealing with issues of stadiums and transport. It took the form of an all-day working meeting which was attended, in addition to guests from UEFA EURO 2012, by employees of the Euro 2012 Polska and PL.2012 companies and people responsible for the stadium and transport on behalf of Warsaw. These workshops, in addition to supplying UEFA with detailed information on each project, had most of all a high added-value for the city in the form of the possibility of receiving support, and benefitting from the experience of the organisation. It will be possible to use this knowledge in the implementation of subsequent projects in the city. Moreover, 642 employees of the institutions which had direct contact with fans during the Tournament, including railways, airports and city transport, took part in the Akademia Euro (Euro Academy) project implemented by PL.2012 company, allowing the development of language, interpersonal and adaptation skills, to meet the growing demands of customers associated with the change which was the appearance of a greater number of foreign passengers. An increase in the competence of civil servants, as a positive effect of the experience from organising the Tournament by Warsaw, is also expected by residents of the city. Chart 7.2. A summary of the costs of and an assessment of benefits derived from the organisation of UEFA EURO 2012™.

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<thead>
<tr>
<th>Description</th>
<th>7%</th>
<th>5%</th>
<th>17%</th>
<th>13%</th>
<th>16%</th>
<th>42%</th>
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<tr>
<td>Definitely yes</td>
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The above chart shows the results of a survey among the residents of Warsaw, who were asked to say if the city management would improve after UEFA EURO 2012™ in connection with the development of competence in the course of its preparation. The majority of residents surveyed agreed with this statement – 59% of respondents believed that due to the experience and knowledge acquired in the organisation of the Tournament their city would be significantly or simply better managed in the future. 7.1.2. INTER-MUNICIPAL AND INTERNATIONAL COOPERATION AND KNOWLEDGE TRANSFER

Through the mutual cooperation of the Host Cities and their cooperation with other cities with experience in the organisation of similar mass events, Warsaw gained knowledge that not only served as efficient preparation for UEFA EURO 2012™, but also created a base for the organisation of various events in the future. It should be noted that the preparation of events on such a large scale as UEFA EURO 2012™ helped create good practices to use not only on the occasion of organising mass events of a similar type – the principles and mechanisms for the effective operation of projects in general were developed, which should also be applicable in the case of smaller initiatives. The Secretariat for Euro 2012 in the city structures was responsible for the entire process of preparing and coordinating the organisation of UEFA EURO 2012™. In preparation for the Tournament, the organisational staff, numbering up to 25 people during the tournament, was in constant contact with UEFA and the Polish Football Association, with the Polish national team, with PL.2012 and the relevant Ministries.

Throughout the preparatory phase of the Tournament, all Host Cities (along with the PL.2012 Company, within the so-called G5 group set up in June 2009) developed uniform practices for smooth information and data flow necessary to achieve their goals, implemented joint projects, making it possible for the economies of scale to emerge, and also shared their knowledge in the field of the promotion of cities, tendering, and finally the organisation of similar events by them in the past, which allowed mutual adaptation of this knowledge to the specifics of the Tournament. The ongoing cooperation with other Host Cities and PL.2012 as GS Working Group meetings held in all Cities allowed the ongoing exchange of information, experience and support in the achievement of all the objectives. Also, the positive effects connected with closer cooperation among various Host Cities taking place through the development of strategies should be mentioned, including the promotion and development of joint standpoints in the implementation of projects.

7.1.3. THE DEVELOPMENT OF A KNOWLEDGE BASE

The benefits in this sub-category include knowledge acquired during the preparations for UEFA EURO 2012™ and the acquired materials concerning the organisation, study methodology and logistics in the organisation of projects of an international character, which can be used in the future on the occasion of the organisation of not only a similar scale. Examples of skills and know-how acquired in the course of preparation for the Tournament include:

- The establishment of the City-Voivodeship Integrated Operational Staff for the UEFA EURO 2012™ European Football Championship ensuring safe and smooth course of the Tournament and integrating the work of institutions;
- The development of operational plans for all areas of preparation often required the cooperation of many services at the same time – experience in this field will allow the effective organisation of similar mass events in the future, in addition, it is a good practice to regularly verify verify the plans and update the list of potential risks;
- The organisation of transport in the City during the Tournament – planned KPIs were fulfilled; 100%; moreover, transport organisation was also assessed positively in a survey among fans visiting Warsaw;
- Study trips to other cities which hosted events of a similar scale, including UEFA EURO 2008™ and the 2006 FIFA World Cup™ allowed both the direct observation of the organisation of similar events and meetings with UEFA and other Host Cities; in addition to the preparation plan for the event, the subjects of those meetings were also priorities during the event and main conclusions for the future, as in the case of a conference on the organisation of large mass events using the example of Berlin.
7.2. THE COMPETENCE DEVELOPMENT OF THE SERVICES

Within this area, training, services coordination drills and all initiatives that develop competence, experience and cooperation among the services, including the police, the municipal police and medical services, were analysed. This training helped to consolidate the knowledge on the appropriate actions when securing a large mass event and it was related to the following issues:

- Plans for traffic management in Warsaw during the Tournament, which was attended, among others, by the representatives of the Public Transport Authority, the Municipal Roads Authority, the Municipal Police of the City of Warsaw and the Capital City of Warsaw Police Headquarters;
- The safety of the Fan Zone, which was attended, among others, by the representatives of the Municipal Police of the City of Warsaw and the Capital City of Warsaw Police Headquarters.

In addition, on 8-9 May 2012 a services/operational management coordination training called LIBERO II was conducted. This training confirmed that the city achieved operational readiness and helped verify operational plans for routine, unforeseen, emergency and crisis situations.

In order to provide adequate medical cover in the second quarter of 2012, the training of the Medical Security System of Warsaw in Case of a Mass Casualty Incident was conducted. It was held in the vicinity of the National Stadium, and its goal was to improve on the procedures used for similar drills organised earlier, in November 2009.

The plan for medical and sanitary-epidemiological security of the Tournament allowed the services responsible to become acquainted with the specifics of organising this type of security system on the occasion of a mass event. The medical security was provided by 13 hospitals in total, including 10 reference and 3 auxiliary units and also 9 outpatient clinics; whereas sanitary-epidemiological security was provided by the staff of the Voivodeship Sanitary-Epidemiological Station in Warsaw – in that case an important element of surveillance was the close monitoring of suspected infectious diseases. In addition, one of the priority projects related to securing the safety of the city during UEFA EURO 2012™ tournament in Warsaw was the construction of the Security Centre of the Capital City of Warsaw.

7.3. A SUMMARY OF THE ADMINISTRATIVE AND ORGANISATIONAL BENEFITS

Owing to the implementation of training courses on a wide range of skills, training, and exercises coordinating the operation of services and, finally, to daily cooperation between organisations, the preparation of UEFA EURO 2012™ enabled many people to acquire and develop skills and to share knowledge, which led to developing good practices that may be used both in everyday work and in the implementation of such projects in the future.

The experience gained during the preparations for the organisation of the Tournament can positively affect the efficiency of city management in the future – a similar opinion was also expressed by the majority of residents of Warsaw. What merits special attention is the cooperation on the implementation of projects with other Host Cities and the PL.2012 Company in the form of 65 Working Group meetings, which contributed to the quality of daily cooperation, the achievement of the economies of scale in joint undertakings and the improvement of negotiating positions in talks with external entities. Also the skills in project management should be emphasised – the implementation of a complex project, which was the organisation of the Tournament, not only expanded the knowledge about project management, but also became a catalyst for conducting a series of training programmes for a wide range of people involved in the preparations for the Championships.

Likewise, the initiatives carried out within the preparation of the services for the organisation of the Tournament will have a significant impact on the functioning of the city. Trained officers developed skills such as a command of the English language, which will allow effective communication with people from abroad, and first-aid and security at mass events, which is particularly important for services such as the police, the municipal police and the medical services, who normally take care of the safety of the city and its residents. In particular, the practical application of theory should be emphasised – according to the survey conducted among fans during the Tournament, the vast majority felt safe during the Tournament. It is worth noting that most of the fans did not expect such a high level of security – 79% of them had positive expectations with regard to securing the Tournament before coming to Warsaw, but in the course of the Tournament, this percentage increased to 91%. This demonstrates the measurable results of the initiatives undertaken in preparation of the services for the organisation of UEFA EURO 2012™.
8. SUMMARY

The purpose of this Report was to summarise the costs of and assess the benefits derived from the organisation of UEFA EURO 2012™ at the local level, i.e. from the perspective of Warsaw as one of the four Polish Host Cities of the Tournament.
According to the assumptions, the scope of the conducted analysis took into account only the elements directly related to the organisation of the Championships at the city level. Thus, the study excluded the costs associated with the investments and long-term macroeconomic benefits from UEFA EURO 2012™.

UEFA EURO 2012™ was not only a great sporting event, but also a significant organisational challenge associated with the preparation of Poland and the Host Cities to host Europe’s top football teams and hundreds of thousands of football fans from around the world. As part of this work not only the numerous infrastructure investments, but also the effort put into the proper preparation of the city and its residents, administration and the services should be emphasised, including the provision of security and public order, information services for guests, transportation and medical care.

The scale of work carried out in the course of the preparation means the Tournament should be seen as a long-term investment that will affect both measurable elements, like Warsaw’s economic growth, and also the positive changes taking place in the community of the city that are more difficult to quantify. This makes the overall balance of the Tournament go beyond the analysis of the revenue and expenditure directly related to it, and it should also include social and image-related elements and the benefits that will be derived in the coming years. Although the costs of the organisation of UEFA EURO 2012™ generally cover the years 2007-2012, the benefits arising from the hosting of the event are of a long-term nature and will also be utilised by the city in the future.

The organisational costs of the Tournament

- The Warsaw Fan Zone cost over PLN 30 million, and during the tournament it recorded about 1.4 million visits.

- Deriving current and future benefits from the fact of hosting the Tournament in the capital city was connected with the necessity of bearing the costs associated with its preparation, promotion and organisation by the city. All costs directly related to the organisation of UEFA EURO 2012™ during the whole period of preparation amounted to PLN 90.3 million.

- The major cost categories included the Fan Zone (PLN 30.3 million) which recorded 1.4 million visits from both Warsaw residents and visitors during the whole of the Tournament, promotion (PLN 19.4 million) building the image of the city in Poland and abroad and also the cost of providing efficient transport (PLN 17.4 million) allowing the efficient movement of an increased number of people during the Championships.
Cash receipts and in-kind contribution

Financial benefits obtained by Warsaw in the organisation of UEFA EURO 2012™ can be divided into three main groups.

The first category covered the direct cash receipts to the city budget or municipal companies, which amounted to PLN 9 million. Among the most important sources is worth mentioning the receipts from UEFA and the sponsors. The second, equally important, category were the tangible benefits and cost savings gained by the city as “in-kind” contribution, the value of which was estimated in total at least several million euros. The last element of the financial benefits covered the expenditures by people who visited Warsaw in connection with the Tournament. There was a total of almost 560 thousand visitors during the Championships, of whom about 40% were foreigners. During their stay, the tournament guests analysed left PLN 619 million in total in the capital city. After taking into account the displacement effect, the net result is estimated at PLN 541 million. Although this money does not constitute direct receipts to the city, it can be assumed that some of it will eventually reach the treasury of Warsaw in the form of taxes.

During the Championships, Warsaw hosted about 560 tournament guests (from the country and abroad) who spent over PLN 600 mln in the city.

The acceleration of infrastructure investments

The efficient organisation of the Tournament was also associated with the need to implement a number of infrastructure investments, including not only the construction of the National Stadium, but also road and rail projects. While some of them would probably have been carried out regardless of UEFA EURO 2012™, a positive stimulus in the form of the Championships helped to accelerate many projects, so that the residents of Warsaw and others can benefit from them now.

The most important investments in the capital city, the implementation or acceleration of which resulted from the tournament preparations, include the construction of the National Stadium along with the revitalisation of its surroundings, the construction of the rail link between the Chopin Airport and the Warsaw Central Station and the modernisation of Warszawa Centralna, Warszawa Wschodnia and Warszawa Stadion railway stations.

The total value of these investments amounted to several billion PLN and the vast majority was financed by external entities independent of the city. The projects should be reflected in an increase in the standard of living in Warsaw and the promotion of the city as a good place to run a business.

The organisation of the Tournament accelerated numerous infrastructure investments, including the renovation of stations and also the construction of the rail link between the Chopin Airport and the centre of Warsaw.
AN INCREASE IN THE CITY’S RECOGNITION

An additional benefit associated with UEFA EURO 2012™ was an increase in the city’s recognition, and thus the strengthening of its image both in Poland and abroad, mainly due to an extensive presence in the media.

As part of the paid forms of promotion, Warsaw decided to have a television image campaign undertaken in cooperation with CNN within the “Eye on Poland 2012” programme, including the broadcast of 177 30-second commercials on television. In addition to the promotional initiatives taken by the city, the interest of domestic and foreign media also had a positive impact on the image of Warsaw. It is estimated that the advertising value equivalent obtained due to the presence of the city in the media in the period analysed amounted to about PLN 250 million in the case of the Polish media and more than PLN 200 million in the case of foreign counterparts. In addition to the broad image activity, a positive experience by fans visiting Warsaw was equally important in the context of perceiving the city abroad. According to a study conducted among foreign football fans, one third of them rated their stay in the city as exceeding their expectations, which undoubtedly led to a positive change in the perception of the city. Moreover, no fewer than 73% of respondents expressed an interest in revisiting the city, and 89% would recommend a visit to friends. It is estimated that the image-related benefits gained by the city can be reflected in an increase in the recognition of Warsaw and contribute to a greater interest in the capital city both among tourists and entrepreneurs.

The advertising value equivalent generated in relation to UEFA EURO 2012™ in the national media analysed amounted to about PLN 250 mln and about PLN 200 mln in the case of the foreign media.

THE DEVELOPMENT OF HUMAN CAPITAL

The organisation of the Tournament in the city has contributed to the reinforcement of local identity among Warsaw residents. Since Warsaw was granted the right to host UEFA EURO 2012™ its residents had gradually begun to be involved in the process of preparation through participation in the entertainment, sports and social-life events which complemented the ongoing infrastructure projects. Involving residents also constituted a form of building social responsibility for the city and its surroundings.

Undoubtedly, the fact of the successful organisation of the Tournament, which was achieved also due to the indirect merit of Warsaw residents, contributed to the greater identification of the residents with the city. This is also confirmed by the conducted studies, according to which as many as seven out of ten respondents confirmed an increased pride in being a Warsaw resident, which resulted from hosting the Tournament by the capital city.

In addition, the organisation of the Championships has been used to promote community activities, including greater integration and activation of young people from the communities at risk of social exclusion, the elderly, football fan community, and also the wider engagement of residents in voluntary activities. The Volunteering Host Cities for UEFA EURO 2012™ project on the occasion of the Championships, run jointly by Warsaw, Wrocław, Poznań and Gdańsk, and coordinated by PL.2012, helped to promote civic involvement among residents, including the activities for the local community, which were manifested by the assistance offered by volunteers to the guests visiting the city.

In relation to the organisation of the Tournament as many as 69% of Warsaw residents confirmed the increase in pride in being the capital city resident.

THE DEVELOPMENT OF PUBLIC ADMINISTRATION

Hosting the Tournament also influenced growth in the competence of Local Government and services such as the police, the municipal police and medical services directly involved in its preparation. The main skills acquired and developed in connection with the organisation of the Tournament are those related to project management and teamwork, which are likely to be also successfully applied to other projects carried out in the city. Particular attention should be paid to the fact of organising the Host Cities and the PL.2012 company in the so-called G5 group. This allowed the sharing of knowledge, best practices and, in consequence, a more effective implementation of objectives. The G5 also conducted negotiations with external entities, which often improved the bargaining power of the Host Cities and PL.2012.

Positive impressions on the impact of the Tournament organisation on the city management in the future are also confirmed by a significant part of its residents. As is clear from a survey conducted among Varsovians, as many as 59% of them agreed with the statement that owing to hosting the Tournament the city will now be managed more effectively.

In relation to the organisation of the Tournament as many as 59% of Warsaw residents are of the opinion that owing to the gained experience Warsaw will be managed more effectively.
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ISSUED ON BEHALF OF CITY OF WARSAW

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