

JUVENTUS



JUVENTUS in Figures

- Revenues for 2005/2006 financial year: € 251 million
- 21 million fans and followers in Europe
- Winners of 27 Italian championships

The Company

Juventus Football Club S.p.A. is one of the prominent professional football clubs internationally, boasting approximately 21 million supporters in Europe and some 10 million supporters, almost one-third of all football fans, in Italy.

Juventus' entire winning track-record is the richest among all Italian football clubs, with 27 Italian Championships, 9 Italian Cups and 4 Italian Super Cups domestically, and a number of international trophies, i.e. 2 Champions Leagues, 2 Intercontinental Cups, 2 European Super Cups, 3 UEFA Cups, and 1 Cup Winners' Cup.

Sporting achievements have greatly contributed to the Company's reputation and prestige and Juventus' very name elicits perceptions of success, professionalism and tradition. The Company has successfully supplemented its core competitive sporting activities with a comprehensive effort to exploit its corporate name, which has become one of the world's best known and most popular brands, achieving significant economic results.

Juventus has become a "media company", well equipped to become part of the broader entertainment industry in ways consistent with its development strategy, and to take any opportunities for growth that will arise from its changing into a "entertainment and leisure group".

Excellent sports results and increasing profitability and shareholders value are the mission of Juventus Football Club S.p.A..

Project Objectives

The aim of the project was to supply the company with an IT application for its Finance division that would firstly allow managers to monitor corporate performance indicators and secondly to run analyses of economic, capital, and financial aspects of both actual and forecast figures.

Following the club's listing on the stock market, it became necessary to provide external investors with a wider variety of financial information. Re-engineering the IT systems therefore became a strategic imperative, involving the acquisition of tools that were easy to manage and that offered appropriately high standards of quality. Furthermore, the soccer regulatory authorities - FIGC, Lega (the Italian national league), and CoViSoc - have over the last few years begun to demand that member clubs adhere to specified standards of capital and finance management. The authorities' aim here is to monitor the financial health of their member clubs.

Such requirements have therefore made it vital that Juventus introduce a set of advanced IT tools to ensure that information is transferred in a controlled way and can be certified by the Planning and Control department.

Why Tagetik was Selected

"In view of the strong cooperative relationship built up between Tagetik and IFI-IFIL, Juventus was able to evaluate Tagetik's proposal at first hand. We could see right away that Tagetik CPM offered flexibility, a high level of integration with our existing systems, and real user-friendliness", says Fausto Bossola, Management Financial Controller at Juventus.

Project Scope

The project involved the introduction of the Tagetik CPM functionalities for Closing & Control and Financial Planning, for the purposes of:

- Analyzing both forecast and actual economic, capital-related, and financial information in relation to the business areas typically used by soccer clubs (notably, sporting events, commercial contracts, players...)

Prior to the project, although the business data was managed well enough by the company's basic systems, it was difficult to use for auditing and reporting activities.

For the financial planning process, therefore, Tagetik was able to develop a specific module for automatically forecasting the financial impacts of the buying and selling of players, while guaranteeing transparency in respect of both capital and economic/financial issues.



Project timings

The project at Juventus was broken into two distinct stages:

- The first involved the analysis and monitoring of actual figures, and the identification of deviations from the forecast budgets. Implementation took three months and enabled Juventus to use Tagetik CPM for loading the information imported from the base systems and to create the various reports needed for analyzing the data involved. Before users were able to use the system independently (during the subsequent three months), the Tagetik support team worked alongside Juventus during the "Startup Support" phase.
- Tagetik deployed the same methods during the second project phase, with the aim of developing a framework for capital and finance planning in line with the company's requirements outlined above. This second stage lasted approximately three months.

The Results

In less than six months, Juventus was able to reorganize and redefine its procedures for analyzing its own business. It managed to draw the maximum benefits from the new applications and leverage the investments it had made previously in its existing systems.

Furthermore, performance levels were also improved with regard to the speed of data collection and management, and particularly in the automation of internal and external reporting.

"The Tagetik Team, with which Juventus collaborated with Juventus during the startup phase and whose members continue to give us support, demonstrated excellent skills both technically and organizationally", says Michele Bergero, Chief Financial Officer at Juventus.

"Even now, our requests for assistance and for further personalization of the software have been met rapidly and efficiently", Bergero continues.

Tagetik is an international provider of the next generation of Corporate Performance Management (CPM) solutions. Tagetik CPM is the first software solution with built-in, flexible and unified financial, operational CPM and application processes such as budgeting, financial planning, consolidation, financial and operational reporting and analysis. Tagetik has over 250 customers including Unicredit, Telecom Italia, Bank Pekao, Manuli Rubber Industries, SSL Healthcare, Mediaset, De Agostini, Fininvest, Mediobanca, BNL, Eni Snamprogetti, IFI-Ifil, Marzotto, Banca Popolare di Milano, Impregilo, Astaldi, ERG, Acea, Brembo, Milan, Techint, Illy, Il Sole 24 Ore, Yamaha Motor Italia, Barilla.