

## Chapter I

### Introduction

#### Background

Football is the most popular sport in the world, with 240 million participants worldwide (FIFA, 2007). Fédération Internationale de Football Association (FIFA) has 208 members, outnumbering United Nations (UN) or International Olympic Committee (IOC). The continued high level of public and commercial interest is reflected by another year of strong growth. The combined revenue of our top 20 clubs was €3.9 billion in 2007/08. More than three times the level in the first edition covering of Deloitte football money league 1996/97, and a € 220 million (6%) increase on the previous year (Deloitte, 2009).

The Italian football professional league, Serie A, is one of the most important football leagues in the world. It includes many well-known clubs participating in European football club tournaments such as AC Milan, Juventus, Internazionale, etc. Also, the Italian clubs have won the most trophies among the other European football clubs (UEFA, 2007). Many great players had played in Serie A, for example, Ronaldo Luis Nazário de Lima, Ricardo Izecson dos Santos Leite, Zinedine Yazid Zidane, and many others.

The development of modern football in Italy has been taking place for more than one hundred years. The Italian

national team won champions for 4 times in world cup series, only less one time to Brazil. Regarding to the overall development of the sport, there are 4,363,000 participants in 2005 in Italy (CONI, 2005). In addition, football has been and still is a very popular pastime in this country, with more than 44 million Italians interested in the games, 31 million who support a particular team, 8 million who regularly watch matches at stadiums, 20 million who read about football in newspapers and 25 million who follow television and radio broadcasts. In Italy, there are 25 television programs with record audiences, which are solely dedicated to football events. It has been estimated that football generates aggregate revenue amounting to € 4,200 million (Baroncelli & Lago, 2004).

Juventus was established in 1898, and has become one of the most successful clubs in European history. They have won 27 scudetti (Serie A trophies), 9 Coppa Italia (Italian Cup), 1 Supercoppa Italia (Italian Super Cup), and 1 trophy of Serie B. In addition, their international achievements include 2 trophies of UEFA (Union of European Football Associations) Champions League, 1 UEFA Cup Winner's Cup, 3 UEFA Cups, 1 UEFA Intertoto Cup 2 European Super Cups, and 2 Intercontinental Cups.

One month ago before the opening of World Cup 2006, there was a scandal among Serie A: there were 4 clubs whom allegedly manipulated referee designations to in order to boost their performance, including the famous Juventus football club

S.p.A.

An ancient Chinese proverb goes: crisis is a turning point. It means when facing crisis, use a proper and efficient way you can not only handle it, but also create an opportunity as well. As mentioned above, the questions of this research are as follows:

1. What Was the Process of the Italian Football Scandal in 2006?
2. What Was the Strategy did Juventus use to Address the Crisis Handling?

#### Delimitations and Limitations of the Research

##### *Delimitation of the Research*

The research will focus on the strategies of Juventus when dealing with crisis in this scandal.

##### *Research duration*

The study looked at the scandal happened during the 13 months from from May 1st, 2006 to May 30th, 2007. The chosen duration for this research is due to the crisis was being uncovered in May 2006; and Juventus who had been relegated to Serie B, had returned to Serie A in May, the end of the season 06/07.

### *Range of content*

This research is examined according to the crisis handling theory; the main ideas are the way of crisis handling by Juventus.

Additionally, there are official organizations such as FIFA, Union of European Football Associations (UEFA), Italian Olympic Committee (CONI), Italian football federation (FIGC), and mass media and relevant news; for instance, Gazzetta, Repubblica, BBC, and etc, have discussed to outline the crisis that Juventus had come upon.

### *Limitations of the Research*

Beside Juventus, there are also 3 other clubs involved in this scandal: SS Lazio, ACF Fiorentina, and AC Milan. Due to different ways of dealing with crisis, and the limit of space, this research will only emphasize on the Juventus's method of crisis handling.

### *Need for this Research*

There are many kinds of sport scandals all over the world. Offering relevant research of their experiences of handling crisis will be important because that football is considered very popular in Europe. This research can enrich the variety of development in the field of professional sports in Taiwan.

The Football league has been developed more than one hundred years in Italy. Besides the scandal in 2006, there

were also other 2 major scandals that had shocked its football development.

The first Italian football scandal which was revealed in 1980, is called 'Scandalo del Calcio Italiano del 1980' (Football Scandal in 1980). There were players, coaches, club managers and other related staff members involved. There were 7 clubs being punished: In Serie A, there were clubs: AC Milan, Perugia, SS Lazio, Perugia, Bologna and Avellino; in Serie B, there were Palermo and Taranto. In addition, Juventus FC and ACF Fiorentina were not prosecuted because of lacking of evidence. The second one was uncovered in 1986: the Second Gambling Scandal of 1986 (Secondo Scandalo del Calcio-Scommesse del 1986). The prosecutor of Turin Armando Carbone had wiretapped the phone call on the manager of Napoli and found out that the manager had had illegal interest exchanges of gambling with Italo Allodi, who also maneuvered Dario Maraschin, the president of Lanerossi Vicenza, to bribe related staff gaining guarantee of the triumph when having matches with 2 clubs, Asti and Piacenza. Therefore, the club Lanerossi Vicenza had been relegated from Serie A to Serie C.

Those players and managers and other involved staff members were punished as relegation, point deduction, and prohibited from involving football affairs.

Although there have been 3 major scandals of professional football in Italy, its football league has still played an

important role in European professional football field. Even during these 3 scandals, its national team won 2 champions of world cup in 1982 and 2006.

### Definition of Terms

#### *Società per Azioni, S.p.A.*

There are 3 kinds of joint stock company (Società di capitali) in Italy: (a) private company limited by shares (Società a responsabilità limitata, S.r.l), (b) limited partnership with shares (Società in accomandita per azioni, S.a.p.a), and (c) Public limited company (Società per Azioni, S.p.A.).

S.p.A. is the abbreviation of Italian: Società per Azioni. S.p.A, it means public limited company. The company is represented by shares or stocks (the least stocks are € 120,000 in Italy). The amount of company capital of Juventus is € 20,155,333.20 divided into 201,533,332 ordinary shares of par value of € 0.10 each.

#### *UEFA Champions League*

UEFA Champions League is the largest sport event of European football clubs. UEFA Champion League was conducted by UEFA. It was founded between 1955- 1956; its original name was European Champion Club's Cup. During the season 92/93, the name had been changed to the present one.

Gross income for the 2006/07 season is estimated at € 750 million and, according to the projections, will be made up of € 743.3 million from television and commercial contracts and of € 6.7 million from new media contracts (UEFA, 2008). A total minimum amount of € 4.4 million per club is guaranteed for the group stage. A club could receive, at best, up to € 22.7 million, not counting the market pool.

### *Serie A*

Serie A is the highest level in Italian football league system, consisting of 20 clubs. The National Professional League (LNP) governs Serie A.

## Chapter II

### Literature Review

The first part of this chapter will introduce the background of Italian football development, the development of modern football, and the relevant organizations pertaining to this scandal. The second part will review crisis management in order to find out the most reasonable way to analyze the case.

#### RELATIVE LITERATURE OF ITALIAN FOOTBALL

##### The Origin of Football in Italy

There are many sports similar with football in some ancient countries, such as China, England, and so on. There was also a sport resembling football during the period of the ancient Roman Empire. At that time, the soldiers were playing a sport called Harpastum for military training (Wikipedia, 2007). During 16th century in Florence, "Calcio" was a popular sport, even the powerful Medici family, which had great influence on Italy, was fond of this sport (Cronologia, 2008). Nowadays the noun "Calcio" is still being used for representing football in Italy. Like the Italian Football Federation, the full name is "Federazione Italiana Giuoco Calcio", instead of Pallone, which means football in Italy.



The first football club was established in Turin. Edoardo Bosio, who had worked in England, after being experienced the sport of football, had introduced it in his hometown in 1887 when he returned to Italy. He founded the Torino Football and Cricket Club (Wynn, 2007). The first football league was held in 1896 by National Gymnastics Federation in Italy (Federazione Ginnastic Nazionale Italiana, FGNI), which merged with the present Italian Football Federation in the early 1890s.

The present official federation, Federazione Italiana Giuoco Calcio (FIGC), was founded in 1898 in Turin. Soon after its establishment, they also created a football championship event, participated by 4 clubs; there were Genoa, FBC Torinese, Ginnastica Torino and Internazionale Torino. Genoa won this championship. During that time, the clubs was able to take part in both competitions held by FIGC and FNGI.

Today, the official federation is FIGC, directed by Italian Olympic Committee (CONI). There were 16,144 clubs including professional and non-professional clubs registered in 2001, and there were over 4,363,000 participants in 2005. Its national team is the first European country that won the world cup title. Italian football is certainly very competitive in the world.

#### Relevant Organizations of the Research

The relevant football organizations and present

development of Italian football will be discussed in the following paragraph.

*Fédération Internationale de Football Association, FIFA*

FIFA is the international governing body in the world. It was founded in 1904 in Paris by Robert Guérin. It had only 7 countries as member in this initiative stage. The headquarters is located in Zurich, Switzerland. FIFA is responsible for the organization and governance of every major international tournament. Its most notably event is the FIFA World Cup, held since 1930. There are 208 associations affiliated to FIFA to date.

*Union of European Football Associations, UEFA*

UEFA was established in Basel, Switzerland, in 1954. UEFA is one of the 6 continental football organizations under the conduction of FIFA. It can be said that UEFA is the most important football organization among the 6 continental organizations; it has a great influenced on the development of football. The origin of modern football derived from England, and it had been brought to all over the Europe in the early 20th century due to the geographical advantage.

Beyond that, the European national teams are remarkable. There were 14 teams that came from Europe of all 32 teams in the final round in the world cup 2006. Today there are 12 teams among the best 15 in the rankings of FIFA (2008). When talking about professional football, owing to high

paying salary, there are many elite players gathering in European leagues such as Serie A in Italy, League 1 (Ligue 1) in France, Premier League in England, The League (La Liga) in Spain, etc. As described above, European leagues and their development have become important in the world. The UEFA hold not only European football championship, but also professional club competitions, like the highest honor-UEFA Champions League, and UEFA Cup.

*Italian National Olympic Committee, CONI*

CONI was established in 1914, representing the highest physical activity organization in Italy. CONI controls and conducts all the sporting events in Italy, including 102 provinces and 19 regions. Under its control, there are 45 national sports federations (Federazioni Sportivi Nazionali, FSN), 17 National sport-promoting agencies (Enti di Promozione Sportiva Nazionali), 15 discipline associations (discipline associate), a territorial sport-promoting agency (Enti di Promozione Sportiva Territoriale), and 18 meritorious associations (Associazioni Benemerite). Under the direction of CONI, there are 6,500 clubs with 8,000,000 people registered (CONI, 2008).

Those federations belonging to CONI, can be conciliated, intermediated, and arbitrated by the Chamber of Conciliation and Arbitration for Sport (Camera di Conciliazione e Arbitrato per lo Sport, CAMERA). The funding of CAMERA is

according to the statute of CONI, in the principle of third party, autonomy, and independency. CONI builds up consultation, coordination based on the statute in order to lead the procedure of arbitration, to solve the disputes of sport. CAMERA is composed of 9 members. There is 1 president, 4 fixed members including a vice-president, another members who are law experts in sport field chosen from National Council of CONI (Consiglio Nazionale del CONI). They are replaced every year. According to the Statute of CONI (2008), there are 3 main authorities of CAMERA: Implementing the consulting process, promoting, conciliation and presiding over arbitration procedures.

*Italian Football Federation, FIGC*

The official football federation in Italy called Federazione Italiana Giuoco Calcio (FIGC) was founded in 1898. FIGC is the official governing body of football affairs all over the country. Those football affairs such as national team-managing, football-promoting, professional clubs, amateur events, are international competitions, regional matches, school and the youth-managing, female football sectors and futsal (FIGC, 2008).

As well as football promotion and improving technique, FIGC also has the authority of supervision. Inside FIGC, there are several cameral organizations: (a) Commission of Guarantee of Sportive Justice, (b) Court of Federal Justice, (c) Federal Attorney, (d) National Discipline Commission,

(e) Membership Commission, (f) Economic Controversy Commission (FIGC, 2008).

## Relevant Italian Football League Organizations and other Organizations

### *The Major Organization of Italian League System*

#### *National Professional League*

Before its establishment in 1946, there were many football activities in the country. After World War II, the prevailing sport had its own organization to manage the number of growing matches and clubs: Lega Nazionale Professionisti (LNP) to govern the first league (Serie A) and the second league (Serie B) (LNP, 2008).

#### *Serie C Professional League*

The second major professional league organization in Italy is called Lega Professionisti Serie C (LPSC). LPSC was established in 1978. It manages the third and fourth level of the Italian football system. LPSC conducts the activities and clubs of C1 and C2.

#### *National Amateur League*

The organization, Lega Nazionale Dilettanti (LND), was established in 1959. LND has conducted domestic non-professional activities like futsal, female football,

beach football, the 5th level league of Italian football system (Serie D), and youth and school football activities. There are 1,200,000 members, over 14,000 clubs registered and over 50,000 matches in this organization (LND, 2008).

## Italian Football League System

### *Professional Football Leagues*

There are 4 levels of professional football leagues in Italy. The first one, Serie A, has 20 clubs; the second one, Serie B, has 22 clubs. Both Serie A and Serie B are administered by LNP, the National Professional League, as mentioned before. At the end of the season, the last 3 teams of Serie A will be relegated to Serie B. Likewise, the top 3 clubs will be promoted to Serie B, 4 clubs will be relegated to Serie C1. Under Serie A and Serie B, there are the 3rd and 4th levels organized by LPSC, the Serie C1 and C2. There are 2 divisions in Serie C1; each division is composed of 18 teams. A total of 36 clubs are divided geographically. In each division, the top 2 clubs will be promoted to Serie B, while the last 3 teams will be relegated to Serie C2. Serie C2 consists of 54 clubs. It has been divided into 3 divisions. Serie C2 is the lowest level of professional football league. The top 2 clubs of each division will be promoted to Serie C1 while the 3 clubs of the bottom will be relegated to Serie D.

## *Amateur Leagues*

### *Serie D*

Serie D is the biggest amateur league in Italy. It is managed by the Interregional Committee (Comitato Interregionali). Serie D is the only amateur league with a national level. Serie D is also the conjunction between professional levels and amateur levels. There are 9 divisions in this league; every division is composed of 18 clubs. The best club of each division will be promoted to Serie C2, and the last 3 clubs will be relegated to the league Excellence League (Eccellenza).

### *Other leagues*

The rest of the amateur football leagues are composed of 5 levels divided by geography. And the regulation of promotion and relegation depends on each regional committee. The names of the 5 leagues are as follows: Excellence (Eccellenza), Promotion (Promozione), Primary Category (Prima Categoria), Second Category (Seconda Categoria), and Third Category (Terza Categoria).

Each regional committee of FIGC manages the leagues from Excellence to Second Category, while the provincial committees of the FIGC organize the Third Category.

After reviewing the relevant Italian football literatures above, it is worth studying the structure of its own league system. It is well-organized structure, and

systematic development of each level and each aspect, including professional and non-professional parts. This is the evidence that football in Italy is competitive in the world.

#### RELEVANT LITERATURES OF CRISIS MANAGEMENT

Crisis Management is the major topic when it comes to continuous management for an enterprise or an organization. Crisis Management can be an appropriate way of discussing the issues of sport management except typhoon, terrorism, or earthquakes. The following section will be divided into 5 parts. The first part will discuss the general idea of crisis to clarify the definitions of crisis and to find out its characteristics. The second part will discuss the definitions of crisis management. Then the third part is going to discuss crisis stage theories. In the fourth part the domestic crisis studies of sports in Taiwan will be broadly described. And the last part will be the summary of the above main ideas.

#### The Definition and Characteristic of Crisis

There are all kinds of crisis menacing sport organizations such as official federations, clubs or sectors of physical activities in the schools. As the Taiwanese scholar Chan (1990) had mentioned: according to the dictionary of Merriam Webster: the definition of crisis is a crucial stage or turning point in the course of something.



In addition, crisis in Greek written in crime in, means determination. Therefore, crisis is a turning point, a.k.a. critical juncture. Booth (1993) thought, due to the pressure lead by the changes of environment, the members of organizations will not be able to cope with it.

Barton (1993) pointed out that crisis is a major and unpredictable event, with lurking negative results. The event itself and its result may apparently harm the image and reputation; even the products and services provided by the enterprises could be in a danger as well. Moreover, crisis can also results in financial difficulties.

Bland (1998) had defined the crisis: severe incident that will lead to the company being in a crisis situation because of the unfavorable disseminations related to safety of employees, environment, or the reputation of a product.

Basically, the core of the crisis is an urgent incident. Hence, handling any kind of crisis will not be a situation where normal daily procedures for an organization can handle. For instance, the Olympic Game in Munich 1972, the death toll and casualties were beyond imagination. This horrible tragedy revealed a problem to the whole world: the threat of terrorism had become a crucial issue. Therefore, security checks in American professional games are getting stricter after the attack of 911. As given below, the precaution and crisis management will be an important aspect for sport events and activities.

Sun (1998) also mentioned: crisis is an immediate severe,

menacing situation or event caused by the rapid inner and outer changes. Chu, Y. Y. (2002) have said: the noun Crisis in Chinese is combined by 2 words: danger and opportunity. Generally speaking, one opportunity does not refer to an additional benefit, but it gives an implication of being escaped from the present incident, or decreasing the unfavorable influence when crisis arises. In conclusion of the scholars above, the definition of crisis in this study is: when confronted with a desperate, urgent incident, which endangers the core values or prior aims of an organization, the management of crisis handling will have a critical influence on the development of an organization. Hence, the study of crisis management requires immediate attention.

As for crisis, the answer why it can menace the operation of an organization even to the point that the existence of an organization is in danger for crisis has those following characteristics: urgency, continuous worsening, damaging the company image and the routine had been affected. So if such an organization could not respond to a crisis with efficient and proper methods, the crisis would cause great damage to the organization. Fink (1986) had mentioned 5 characteristics of a crisis: The problem is intensely getting worse, mass media and government attention, the routine of the organization has been affected, damaging the image of the organization, the assurance of existence has been harmed.

A Taiwanese scholar Chu, Y. Y. (1990) described 6

characteristics: Crisis is blight (and the astonishment leading up to the crisis), it has disrupted the core value and prior aim of an organization, it has mentally devastated managers and employees, being short of information when confronting a crisis event, it is necessary to deal with it quickly, decisively under the pressure of time, the result of crisis handling will definitely have great influence on the survival and development for an enterprise.

#### Relevant Research of Crisis Management

Chai (1996) said: Crisis management is described as a study developed during Cold War in America between the 60s and 70s. Accompanying the rapid change of the international situation, the study of crisis management has become a main topic for international politics and relationships. After the Cuban Missile Crisis, the US minister of Defense, Robert McNamara stated that there would be no more such existing strategy; there will be only crisis management.

Although planning a crisis-managing program is important, the accuracy and the control of time will be the main ideas for organization when confronting a crisis. No one or any organization in the world will live or operate smoothly forever. There are crises lurking around the organizations or individuals when facing new situations and new challenges. For the time being, crisis handling means the measures that are taken for eliminating crisis, i.e. after the break out of a crisis, organizations or individuals

must concentrate on dealing with crisis. Much stress has been given to handle the crisis after its first appearance. After the crisis breaks out, organizations should focus on the present situation and crisis status then put all its effort to handle the crisis and execute a strategy to reduce the damage caused by crisis. Unlike crisis management, crisis handling has no sufficient time to react. An organization must scan the overall situation and respond quickly and accurately.

As Wu, T. (2000) said that crisis handling is more like the measures involved after the break out. Crisis handling places emphasis on what has happened. In other words, when a crisis comes, the organization should draft an effective plan and execute it right away, preventing a greater scale of damage. Therefore, crisis handling is getting more important in the studies of management. Likewise, crisis handling cannot be ignored in holding any sporting event or managing a sports club.

When dealing with a crisis, there are 4 points that organizations should notice: Speed is the key point, recognition of crisis, the importance of decision-making, and preventing the spread of crisis

Wu, T. (2000) also mentioned: the leading key of crisis handling is "focus and speed." This means finding out the real crisis and dealing with it quickly. Focus means when a crisis appears, it is necessary to judge what the problem is that causes the worst immediate impact and cope with it

right away. If the handling of crisis has been put off, delayed, the crisis would possibly spread out and beyond control. Moreover, the crisis could lead to the destruction of an organization. As sport organizations or events are discussed, it is known that most of the income of professional sports comes from sponsors, broadcasting trademarks, advertisements, and so on. The reason that a sponsor or media organization will contribute to this business would be because of the images beneath the sport: teamwork, passion, or the spirit to challenge the unknown future. Most important of all, everyone competes equally under the rules of the sporting events. When a scandal breaks out, the organization must be very cautious during the process of coping with it, or the organization will lose its credibility in the present market. Chu, Y. Y. (2002) thinks crisis handling should be done and the whole situation must be controlled as well.

This means the organization should find out the least damaging way to solve the problem, regain the trust of consumers, and prevent it from happening again. He also thinks that crisis handling is systematic work; if we miss any stage or detail, problems will arise and the work of crisis handling may completely failed. Hence, facing a complicated and changeable crisis, the decision maker is often being in a situation of bounded rationality. So, a clearly defined and clarified stage guide will be of great assistance when handling a crisis or reducing damage.

### The Stage and Crisis Handling

According to Chu, Y. Y. (2002), only until we know a crisis has "life", and life has "activities" will we fully understand a crisis. Furthermore, activities show "signs." If we can analyze an active crisis by stages, it will be handled efficiently.

A crisis is just like a play without a rehearsal. If we can deal with it well, the credibility and capability of an organization will be elevated. Nevertheless, a crisis cannot be controlled; it can cause the waste of resources of an organization, and even end up destroying the organization. As mentioned before, crisis handling is an important subject. The experience of crisis handling shall be adapted to the new crisis-managing program to prevent the same crisis again. Even the policy maker of an organization may have had a risk management program or other similar projects to prevent the outbreak of a crisis. Yet, being in an environment that changes every moment, the emergence of a crisis seems to be inevitable. Crisis is not a fixed simple form. Therefore, if an organization cannot detect it before the eruption and control it after its appearance, an organization might suffer from a crisis. When a crisis cannot be found before the eruption, the strategies toward crisis will be quite crucial. It is the reason why clarifying each stage of crisis is important. The theories of the different stages of crisis will be discussed in the following paragraph, and the principle of crisis handling

will be concluded.

In 1989, Nunamaker et al divided the crisis handling in 3 stages:

#### *Operations and Activities Before Crisis*

The scheme of crisis management, training program for crisis, and a crisis detection system, etc. Detection and prevention is emphasized in this stage.

#### *Managing Issues During the Outbreak of Crisis*

There should be a crisis-handling panel; the detection of crisis should be an ongoing situation, and the resource management of crisis in this stage.

#### *Handling and Operation After Crisis*

After eruption of crisis, an organization shall gain experience from this incident to prevent the spreading out of crisis. An Organization should be examined if it is able to handle crisis with present resource. Those knowledge and experiences gained from crisis should be adapted to the new crisis-managing project, offering elements of modification.

Mitroff (1988) has stated 5-stage theory as follows: Message detecting, preparations and Prevention, damage reduction, recovery, reviewing and further Learning.

And Blackey (1994) has another 5-stage theory: Assessment, prevention, preparation, response, and

recovery.

Contrasted with other crisis stage theories, Blackley (1994) thinks assessment should be independent as a stage. He has an idea that assessment has its unique function when being an independent stage.

Fink (1986) has stated that the crisis similar with disease. So we adapt the name from pathology to call each phase. The 4 stages are mentioned below:

#### *Prodromal Crisis Stage*

This is known as the warning stage. Sometimes the "Prodromal crisis stage" is also called the "crisis before eruption phase". People will discover signs of crisis when reviewing a series of incidents. When they have simply ignored the signs, and then followed the outbreak of crisis. Sometimes it is easy to identify a caution, but there is no one to take any action. Hence the caution indifference has become a crisis.

Therefore, finding out the problem in early stage is extremely important. Even though due to some reason it cannot be solved after finding out where the problem is, it still can be helpful when the organization is coping with crisis. This is because the organization had known what kind of incident that is going to happen. So crisis could be controlled when the organization is aware of it. As described above, crisis has signs, and it also asks the ability of caution identifying for an organization.



Victory is the highest aim for most athletes, and organizations. In regards to professional sports, outstanding performance can increase the value of an athlete or a club. Taking European clubs for example, the exceptional achievements will be a good bargaining power when negotiating with sponsors for better support, or receiving a handsome pay when trading brilliant athletes. Behind the great interest and the yearning for honor, the elements of crisis will arise, hiding around the organization. Hence, before it comes into being, there should be made relating law about organization construction, employee hiring, etc, to prevent the appearance of crisis.

However, no matter how careful we are, the probability of a crisis outbreak still exists. According to Murphy' law: Anything that can go wrong will go wrong. Crisis may frustrate the employees, cause financial problems and damage the credibility. Moreover, it can lead to the destruction of an organization.

#### *Acute Crisis Stage*

When most people talk about crisis, what comes to their mind is the acute crisis stage. When are in this stage, there is nothing that can be done to prevent it. In the prodromal crisis stage, the crisis has begun to broken out. In this phase, the crisis has broken out.

The key to handle crisis in this phase is to control it as soon as possible. If we cannot stop the crisis from

happening, we can still choose where, when, and how to let it happen. The most difficult part in handling a crisis is that the crisis gets worse day by day, with the speed and the intensity of the expansion as fast as a landslide. The level of speed differs from every kind of crisis, and the result depends on how critical the intensity.

No matter how long it is in this stage, it is still the shortest one of the 4 stages. Most of people consider it the longest day for the damage caused by crisis is the worst one among 4 stages. In addition, crisis will bring many follow-up problems.

Crisis handling examines the abilities of an organization: how do we find out the real problem, make right decisions and handle it accurately. The outbreak of a crisis also means the organization has an opportunity to get rid of the defect that had been lurked for a long time, because there must have been problems why it had the chance to become a crisis.

#### *Chronic Crisis Stage*

This stage is also known as the crisis-handling stage. After coping with crisis, the menacing of crisis had been controlled toward the organization. Yet if the decision maker thought that the organization had been through the crisis, the menace of the crisis would arise at another time.

Besides handling the present crisis, it will be helpful to move to the next stage and examine itself in the area

of human resources, new rules making, financial affair rearrangement, and so on. Nevertheless, the progress of recovery can be long or short term. If the result of the handling is not well, like a lawsuit, the time for recovery can be quite long.

### *Crisis Resolution Stage*

This is the last stage for crisis handling. It is also the goal of the other stages mentioned above. The organization is able to return to their normal routine, and operates like before. Finally, the crisis has been overcome. After the crisis, the experiences gained will be adapted to a new program for controlling crisis. Learning from a crisis and training personnel how to deal with crisis is the main point in preventing the next crisis.

The strategy or decision should be made according to the development of each stage, while reducing the side effects involved in overcoming the crisis. The manager of Juventus, Luciano Moggi had been alleged to conduct the referee-designation; this is the root of the crisis. After the crisis broke out, Juventus had been seriously harmed. After many modifications and lawsuits, Juventus has stabilized itself and returned from Serie B to Serie A. Therefore, the proper theory for this thesis may be the crisis handling 4 stages of Steven Fink. The study will be analyzed by the 4-stage theory of Steven Fink.

Here are 5 major studies related research as table2-1

below:

Table 2-1

*Domestic literatures of Sport crisis*

Publisher	Year	Subject
Hung, C. W.	1997	The Application of Crisis Management in Sport Event
Huang, Y. S.& Chien, C. Y.	2002	A Discussion of Risk Management in Sport Meeting in Terms of the 911-Issue
Jiang C. H.& Lin C. L.	2005	The Application of strategy of Crisis Management in Large Sport Event.
Guo, G. N.	2005	The Adoption of Crisis Strategies and the Analysis of the Effects of Strategies in Crisis Context of CPBL's Crisis Communication
Wu, S. Y.	2006	Crisis Handling- Analysis on Game Throwing of CPBL in 2005

*Note.* This research

Guo (2005), who collected news from July 1996 to September 1997 to analyze the first scandal of CPBL. Next he collected news from July 2005 to September 2005 to analyze the Second Scandal of CPBL. He studied the measures and punishments that CPBL had taken with these 2 scandals. Guo has adapted the theory of four crisis situations of Bradford and Garrett (1995) as a main structure. He used this theory to analyze the crisis situation, develop strategies when coping with

the crisis, and reflect upon the effect of the strategy, i.e. discussing the relation of "situation-strategy-result". Jiang & Lin (2005) discussed the concept of crisis and the application in sport events. After reviewing theories in Taiwan and other countries, they tried to discuss the concepts of crisis and the application of strategy through group organizing and project planning during the out break of the crisis, situation controlling, human resources, the evaluation and tracking after the crisis, knowing the importance when facing the crisis in a sport event. The effectiveness of crisis management can see through in the awareness, management, and strategy.

Wu, S. Y. (2006) analyzed the scandal of CPBL in 2005 by the theory of 5 crisis stages created by Coombs.

Jiang and Lin (2005) and Hung (1997) discussed about the risk and crisis management for a sporting event. These studies were stressed on the organizations of the sport events and the security checks of throughout the event.

It is helpful making the direction for this study after reviewing related domestic research. It is also beneficial for researchers to realize the strategy application of a sport related crisis of Taiwan and the influence of a man-made disaster on a sporting event. However, there are few studies of international sport crisis handling in Taiwan. Hence, discussing the experience of international sport crisis handling will be the brand new milestone for Taiwan.

## SUMMARY

Lurking, abrupt, and shocking are the ideas of a decision maker when the organization comes across a crisis. There must be some reasons for the outbreak of a crisis. Even natural calamities may be predictable.

Those scandals and crisis damage the organizations very hard, such as the Black Sox Scandal 1919, Black Mist in 1969 regarding Japanese baseball, etc. If we cannot handle it as soon as possible, the problems will continue to be critical even after years. While handling a crisis, we can examine the structure or the details of the organization, and improve them or remove the potential causes of crisis. Therefore, crisis handling is becoming more important in the sporting field, the amount of research on crisis handling should be increased as well.

Like the German Football League, there was a scandal in 2005 (Bundesliga scandal of 2005), it was alleged that the referee, Robert Hoyzer, was alleged being bribed to fix matches in German football leagues: Federal League (Bundesliga) and Regional League (Regionalliga), causing a crisis for German football, especially while the World Cup is going to be held in Germany the next year. Hence, this was a crucial event for German football development. Although the organization is always trying to be dedicated to the planning of crisis prevention, the coming of a crisis seems to be inevitable preventing. In conclusion, this is the reason to do studies in the field of crisis management.

## Chapter III

### Methodology

#### Method and Subject

##### *Method*

Generally speaking, there are 2 types of research: quantitative research and qualitative one.

Quantitative research can be described as experimental research. Its experimental circumstances are away from a natural one. Quantitative research essentially is a means of converting natural observation into numerical data, which can then be used to measure the strength of relationships. Qualitative research is used for examining a phenomenon within a context. The theory is sometimes created by the researcher's point of view. Qualitative research is designed to accept and encourage the interaction between the researcher and the subject to gain more insight into the phenomenon in question. Collecting documents or text can also be a valuable resource when conducting qualitative research. Qualitative research is not necessarily contrary to quantitative research. Each of them has strong points and its limitations. They are complementary of each other (Yang, 1998).

Due to geographical constraints, the methods of direct observation and interviews cannot be used. Instead, the method of content analysis will be used in this study to

analyze present documents, such as news in Italy or other countries, official announcements, and other literature related to football. After analysis, the strategies of crisis handling will be discussed.

The method of content analysis originated in Sweden during the 18th century (Krippendorff, 2004).

This method had been spread out quickly since the 1930s with the rise advertisement analysis and media studies.

Weber (1990) stated content analysis can be used for many purposes. The following list points out a few notable examples (adapted from Berelson, 1952): Disclose international differences in communication content, compare media or "levels" of communication, audit communication content against objectives, code open-ended question in surveys, determine the intentions and other characteristics of the communicator, determine the psychological state of persons or groups, detect the existence of propaganda, describe attitudinal and behavioral responses to communications, reflect cultural patterns of groups, institutions, or societies, reveal the focus of individual group, institutional, or societal attention, and describe trends in communication content.

Nowadays, content analysis has become a very important method in the study of mass media and other social sciences (Wang, 1999). When using the method of content analysis, the applicable range of mass media studies are titles of news, public speech, titles of evening papers, topic of



advertisement, or other visual or acoustic messages (Haskin & Kendrick, 1991). Jhally (1986) thinks the best advantage of this method is that the information collected can offer objective answers to qualitative questions. Furthermore, the result that had been collected will not be prejudiced and surmised. Additionally, we can also use a large amount of materials outlining the case of a study.

In addition, the use of content analysis on electronic databases is discussed. Krippendorff (2004) had mentioned that the late 1950s witnessed considerable interest among researchers in mechanical translations, mechanical abstracting, and information retrieval systems. Computer languages suitable for literal data processing emerged, and scholarly journals started to devote attention to computer applications in psychology, the humanities, and the social sciences.

Today, a fantastic amount of raw textual data is being generated daily in digital form, representing almost every topic of interest to social scientists. Electronic full-text databases, to which all major U.S. newspapers, many social science and legal journals, as well as many corporations contribute all of the materials they publish, are growing exponentially and have become easily available and inexpensive to use online. Add to this the volume of electronic publications, the research potential of the Internet, data available from online multiuser discussions (MUDs) and news groups, which may well replace focus groups

and surveys in certain empirical domains, and it is clear that the landscape of how society presents itself had been altered drastically. With more and more people interested in this wealth of digital data, there is a corresponding demand for increasingly powerful search engines, suitable computational tools, text base managing software, encryption systems, devices for monitoring electronic data flows, and translation software, all of which will eventually benefit the development of computer-aided content analysis. The current culture of computation is moving content analysis toward a promising future (Krippendorff, 2004).

With regard to the sources of information for this content, it is collected from news, official announcements, and reports issued by clubs such as Juventus and AC Milan. News is collected from a variety of resources in order to decrease the amount of error.

There is a term in qualitative research called triangulation. Triangulation was first borrowed in the social sciences to convey the idea that to establish a fact that you need more than one source of information. For example, to be confident that a train arrived in a certain station on a certain day you need more than the entry from the diary of a person who was on the train. (The person might be inaccurate.) If you had the train schedule, plus the diary you could be more confident. Still would be the train schedule plus the diary plus a report in a newspaper covering

the arrival. When triangulation made its way into qualitative research it carried its old meaning - verification of the facts - but picked up another.

It came to mean that many sources of data were better in a study than a single source because multiple sources lead to a fuller understanding of the phenomena you were studying. Others expanded its use to include using multiple subjects, multiple researchers, and different theoretical approaches in addition to different data-collecting techniques. Bogdan&Biklen advise against using the term. It confuses more than it clarifies, intimidates more than enlightens. If you collected data from many subjects about the same topic, say that. If more than one researcher collected the data, say that. In short, describe what you did rather than using the imprecise and abstract term "triangulation (Bogdan& Biklen, 2006).

Hence, the word triangulation is not used in this research.

### *Subject*

When a high standing sport organization confronted a crisis, what were the measures that the organization had taken in each stage of the crisis? The strategy toward crisis handling is the main topic of this research.

The subject of this study is Juventus, a football club in Italy. The manager Luciano Moggi of Juventus is the primary offender in the Italian football scandal in 2006.

## Procedure

Reviewing relevant international and domestic football literature is the first step of this study. Clarifying the direction and idea will be completed in the second step. After that, the delimitations and the limitations will be decided. When the method has been chosen, the search for and study of related documents will commence. Finally, the conclusion and advice will be given. The procedure of research is as follows:

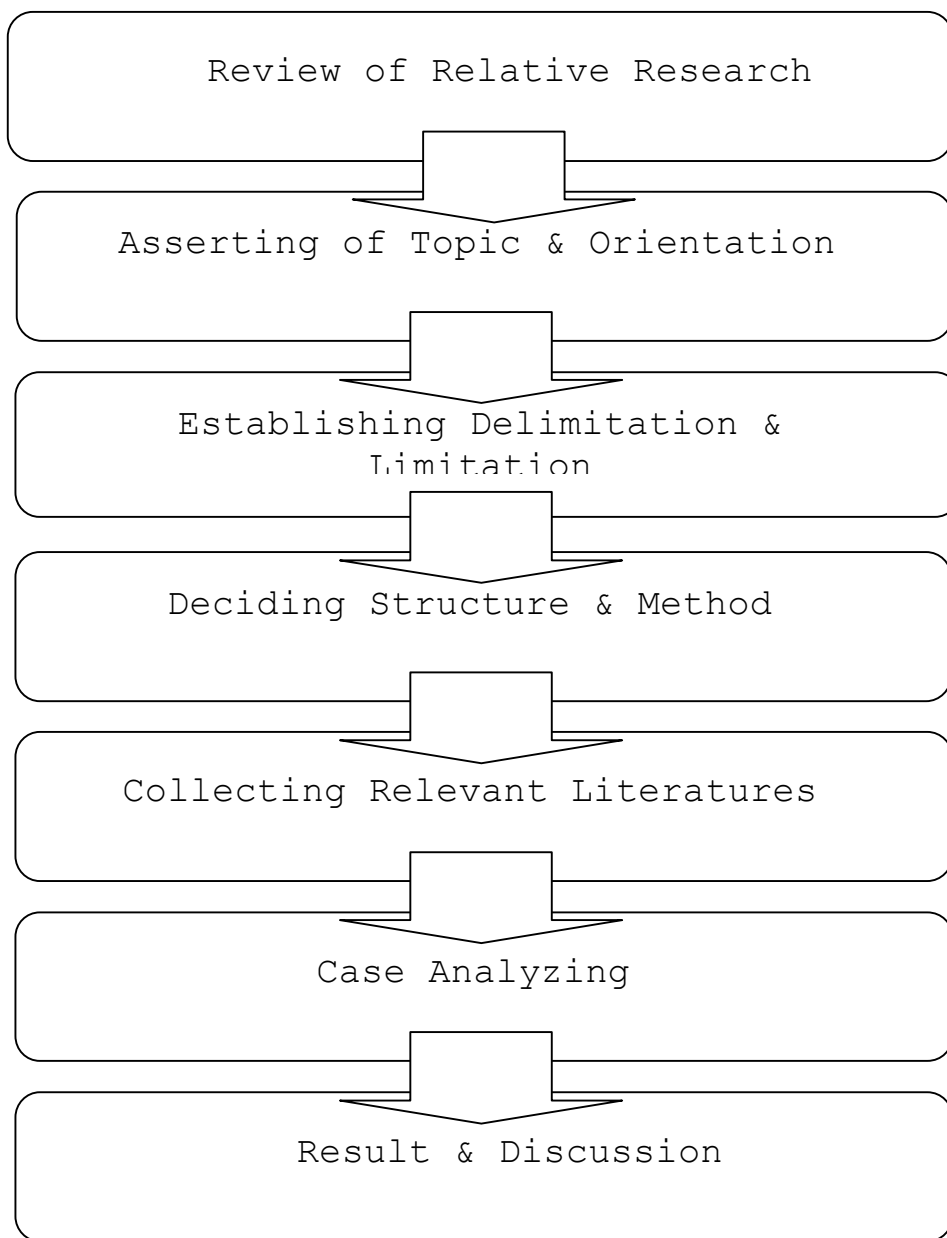


Fig.3-1 Procedure of Research

## Chapter IV

### Profile of Juventus

Juventus has been among the exceptional teams of the world and one in recent years both in company and sport field. For a further understanding of the club, the history and governance will be discussed in this chapter.

#### Brief History of Juventus

Celebrating its 110th birthday, the Running zebra (Le Zebre) in the football court, a.k.a. Old Lady (La Vecchia Signora) and girlfriend of Italy (La Fidanzata d'Italia), Juventus is the most famous football team in Italy.

#### *The Rise*

The team was formed by a group of students in the school Liceo D'Azeglio of Turin in 1897. They organized a football club for the purpose of entertainment. In 1905, the club had its first championship by defeating Genoa and AC Milan.

After World War I, they continued to rise, with the goalkeeper Giaccone and full backs Novo and Bruno being the first to play in the national team. The President Corrado Corradini, who had taken over the club in 1919 and wrote the club anthem, remained until the sixties.

#### *The Agnelli Family*

By the end of World War I, FIAT had become one of Italy's

biggest companies. By the 1920s, FIAT was producing 90 percent of Italy's cars and the Agnelli family controlled 70 percent of the company.

In 1923, Edoardo Agnelli took control of Juventus and remained president until 1935, overseeing a series of astonishing victories in the 1930s. Edoardo was the son of Giovanni Agnelli, founder of the company. FIAT has been linked to Juventus ever since. Edoardo used to take his son, Gianni, with him to the stadium, and Gianni Agnelli was part of Juve's history until his death in 2003 (Foot, 2007).

Jeno Karoly, the first real trainer, arrived at Juventus with the inside left Ferenc Hirzer, both from Hungary, to supplement the talents of Gaimpiero Combi, Virginio Rosetta, Federico Munerati, Carlo Bigatto and Giuseppe Grabbi.

### *The Glory*

In the period of the 1930s, Juventus almost dominated the world of Italian football. Trainer Carlo Carcano was able to call upon great stars such as Raimondo Orsi, Umberto Caligaris, Luis Monti, Renato Cesarini, Mario Varglien, Luigi Bertolini, Giovanni Ferrari and Felice Borel. Juventus had triumphed for 5 scudetto from 1930 to 1935 in a row.

During the 1930s Juventus had their first experience in world football, participating in the Europe Cup (today's Champions League).

In 1934 the Italian national team won the World Cup. Nine players had participated in the national team: Gianpiero

Combi, Virginio Rosetta, Luigi Bertolini, Felice Borel, Umberto Caligari, Giovanni Ferrari, Luis Monti, Raimundo Orsi and Mario Varglien.

1935 Edoardo Agnelli passed away in an airplane accident. It shocked all of Italy. However, Juventus still held a dominant place in Italian football right up until World War II.

### *The Dominance*

Juventus returned to victory from 1967 to 1986 and had opened a long cycle of triumphs with its most representative champion, Giampiero Boniperti and featured such greats as Zoff, Scirea, Tardelli, Cabrini, Causio, Rosa, Gentile, Furino, Anastasi and Roberto Bettega. The club won nine scudetto in 15 years (in 1972, '73, '75, '77, '78, '81, '82, '84, '86), and Juventus also conquered the international arena: UEFA Cup (first success in 1977), Cup Winner's Cup (1984), European Cup, Supercup and World Club Championship (1985).

In 1985, Juventus became the only team in the world to have won all official international cups and championships, and became the first club in the history of European football to have won all 3 major UEFA competitions.

### *The Triad*

In 1994 Luciano Moggi became the Administrator and General Director of Juventus. The famous triad was formed

with the Chief executive and FIAT boss Antonio Giraudo and the former player Roberto Bettega. In the same year of 1994, the coach Marcello Lippi, who led the Italian team, won the 4th World Cup in 2006, also joined the club. From 1994 to 2004 Juventus won 5 scudetto, 1 Italian Cup, 4 Italian Supercup, 1 Intercontinental Cup, 1 Champions League, 1 European Supercup and 1 UEFA Intertoto Cup. Juventus was incomparable.

At the beginning, the students were only trying to entertain themselves by forming a football club. They had no idea that the Juventus football club would become so crucial even in the modern history of Italy. In a way that is unique, Italy's biggest company has run Italy's biggest football club, and this alliance has created love, hate, loyalty and jealousy in equal measure. FIAT's wealth, and its business ethics, made Juventus into the greatest producer of victories in Italian football, with a fan-base that spread across the whole country and dwarfed that of the other clubs (Foot, 2007).

FIAT used Juventus to make money, but also to create consensus and popularity with Turin workers, but above all among ordinary Italians across the peninsula. Every victory was identified with the car company that pays the players' wages.

By the 1930s Juventus could count on a fan-base bigger than that of all the other clubs put together.



Nowadays, Juventus has outnumbered fans all over Italy. According to the survey of monitor calcio (2007), there are 41 million fans in Europe and 173 million fans around the world. In another survey of CRA in 2008, there are 12.6 million fans in Italy distributed uniformly across the country. The number of fans in Italy is one third of the total football spectators in this country. Juventus seems to possess a charismatic power on the pitch. Also, the FIAT group may be a reason why the club has an enormous amount of fans in Italy. The Agnelli family and its FIAT car industry may be able to explain this question. Between 1951 and 1967, Turin's population rose from 719,300 to 1,124,714. Many of these 'terroni' immigrants - a racist term used by northerners towards southerners- were already, or soon came to be, Juventus fans. Thousands of peasants took the 'train of the sun' - especially in the 1950s to 1960s- to cold, foggy Turin to pursue the dream of a job with FIAT. In the 50s to 60s, large amounts from southern Italy came to Turin for works.

They were looking for a position in the biggest capitalism in the country- FIAT. Even when workers went home, they still supported the city's club- Juventus. When those workers had returned home, they still remained passionate toward the club (Foot, 2007).

Besides, Juventus also builds up and develops the youth sector. There are 17 teams, about 348 players, 67 technical staff and 14 young players in senior championships and it

has invested over 5 million euro per year (Juventus, 2008). The youth sector of Juventus is divided into six squads: Primavera, Berretti, Allievi, Giovanissimi, Esordienti and Pulcini.

### Governance of Company

From 20th December 2001, the title Juventus is quoted on Mercato Telematico Azionario (MTA): the STAR segment, managed by Borsa Italiana S.P.A. (The Italian Exchange).

As stated above, the Agnelli family presided over the club in 1923. The Agnelli family was one of the most influential groups in the history of modern Italy. Nowadays, the Agnelli family forms the Giovanni Agnelli e C. S.a.p.az. to manage the club through Exor investment company. Juventus, as a company with shares on the Stock Exchange, also has a series of duties towards shareholders, with whom they want to maintain and develop a relationship based on trust. The objectives of the club in this sense include increasing the value of the brand, preserving a top-level sport organization, and studying and carrying out projects to diversify the Club's activities.

Partly in the light of recent events that involved in the company in the summer of 2006, it has made innovations in its system of governance, adapting it to the best national and international practices, enhancing the role of independent directors, adopting a cutting-edge Code of Ethics unique in its business sector, establishing new

internal monitoring rules and adopting a system of delegation of responsibilities that puts the Board of Directors at the centre of company management (Juventus, 2007).

### *Corporate Governance*

The corporate governance system of Juventus envisages the division of responsibilities between Board of Directors and committees that have been created in the framework of the Board of Directors to provide consultancy and proposals.

#### *The Board of Directors*

The Board of Directors (BoD) is composed of 8 members who remain in office for 3 financial years and may be re-elected. The BoD is vested with the broadest powers for the ordinary and extra ordinary management of the company. It thus has the power to take all the measures considered necessary and appropriate to achieve the Company's purpose, with no exception, save only such action as is reserved by law for the Shareholder's Meeting (Juventus, 2007.03.31).

In the framework of the Board of Directors, 3 committees have been set up to provide consultancy and proposals. There are: the Audit Committee, the Remuneration and Appointment Committee and the Sport Committee.

#### *The Audit Committee*

The Audit Committee (Comitato per il controllo interno)

consists of 3 members. The Audit Committee has the function of providing consultancy and proposals, as well as control of internal procedures (administrative and operative) and it is composed entirely of independent Directors.

#### *The Remuneration and Appointment Aommittee*

The Remuneration and Appointment Committee (Comitato remunerazioni e nomine) is composed of 3 committees. The objectives of this committee are to examine matters in question, and the Board of Directors has decided to create a single committee if the issues are inter-related.

#### *The Sports committee*

The Sports Committee (Comitato sportivo) consists of 4 members; the chairman Givanni Cobolli Gigli and the CEO of Juventus are included. The Sport Committee has the function of providing proposals and consultancy to the Board of Directors itself concerning the Company's strategy in the sports world in general and more, in particular, in activities linked to the football world.

In addition, there are also several important institutions for the company: the Board of Statutory Auditors (Collegio Sindacale) and the Shareholder's Meetings. The Meetings are important occasions for informing Shareholders about the Company, respecting regulations on confidential information.

## *Other Activities*

### *Channel*

Juventus also has its own television channel: the "Juventus Channel." It is the first Juventus-themed TV channel, and broadcasts 24 hours a day. It went on air on the 1st of November 2006 on the Sky Satellite platform. Although the Juventus Channel cannot show League matches live, they only offer an alternative live audio commentary to the one provided by Sky. Every match is broadcast in full, with live link-ups before and after the game, and exclusive interviews with players, coaches and fans (Juventus, 2008.03.31). It provides a platform for fans to get to know the club.

### *Promotion of Football*

Juventus also established the Juventus Soccer Schools in 2004 as part of Merchandising S.r.l, the company created by Nike along with the technical sponsorship of Juventus. The result of collaboration between Juventus and Juventus Merchandising, the project aims to allow young lovers of football to make their first steps in the world of sport and of football following the "Juventus method."

With these premises, a great deal of attention is concentrated not only on professional aspects, but also on

learning and fun. Juventus Soccer Schools' initiatives are: Juventus University, courses dedicated to coaches, lasting a few days; Juventus Academy, year-long football schools all across Italy; and Juventus Summer Camps, allowing kids to combine football and fun and, in East Bourne's case, the study of the English language (Juventus, 2008.03.31).

### *Juventus Stores and Juventus Corners*

In September 2003, the first Juventus Store was launched in Turin where fans can find all official Juventus products. Over the years several Juventus Corners were also opened: in Milan (inside Football Corner), Rome (inside Esedra), Catania (inside Teamsport), Sorrento (inside Fiorile Sport), Riccione (inside Discovery), Varese (inside Epi Official Merchandising) and Aosta (inside Fans Store). There are also 200 Juventus Points all over Italy across the Tamoil distribution network. During the football season there are also 6 Juventus Shops inside the Olimpico Stadium, selling merchandise during matches (Juventus, 2008).

### Summary

While building up an outstanding football club, Juventus has been a successful club in Europe. Juventus has won most Italians' heart in Italy. Juventus has supporters all around Italy. Juventus has € 12.6 million supporters in their own country. It is truly an amazing statistics. Regarding contact with the fans, Juventus has its own channel,

published magazine, memberships and stores. Juventus has several different kinds of ways of communicating with supporters.

As a company, Juventus is the 3rd quoted football clubs in Italy. Juventus makes revenue of 251.2 million euro in the 05/06 season, 3rd place in Europe (Deloitte, 2007). As mentioned above, Juventus has won the hearts of the fans. The support of the fans is the real thing that matters for a professional club. Without it, a club cannot be described as a great club.

## Chapter V

### Analysis of Crisis Management

In this research, Fink's (1986) theory of crisis management will be utilized to analyze the scandal.

#### Prodromal Crisis Stage - Caution and Signs

In 2002, the former coach of AS Roma Football club, Zdenek Zeman who claimed it was time for Italian football to clean up its act by 'throwing out its chemists' and made references to the 'muscular physiques of several Juventus players (World Soccer News, 2005). The prosecution of Turin started the investigation on the doping case. The doctor of Juventus Riccardo Agricola and the chief executive of Juventus Antonio Giraudo were also under investigation via interception of phone conversations.

In addition to the doping allegations, the creation of false bank accounts by Juventus and the gambling affairs of players were under investigation.

An inquiry in Naples was more relevant to this particular scandal. The magistrates in Naples were investigating the mafia of the city in 2004 due to the discovery of some illegal betting calls. The magistrates of Naples had issued an order



to wiretap the phone of Luciano Moggi. In other cities, different investigations were also undergoing. The interceptions of several phone conversations were used to prove the manipulation and designation of referees as well as other related scams. In Parma, the gambling affairs were uncovered.

After the initial doping allegations, additional accusations emerged. In 2004, the magistrates of Naples ordered to wiretap Luciano Moggi's phone conversation in order to investigate illegal betting and possible ties to the mafia. Meanwhile in Naples, the manipulation of referee designation was uncovered. Many other accusations were also surfacing in several major Italian cities (Gazzetta, 2006.05.04).

The Roman magistrates focused on the illegal activities of GEA World, a sport agency. GEA World was presided over by Alessandro Moggi, the son of Luciano Moggi, which is a company mostly comprised of sons and daughters of people in power, such as politicians and bankers, including the son of Italian national team coach, Marcello Lippi. Many Juventus players were represented by Alessandro Moggi, an agent at GEA, who alone controlled an extraordinary 12.3 percent of the football market in Italy, while GEA had a share of nearly 20 percent (Foot, 2007). Also, the magistrates of Rome were looking into the involvement of Franco Zavaglia, managing director of GEA World, which is

the largest company of football agents in Italy with over 220 professional footballers and coaches on their books. Moggi's son Alessandro ran it. (Italian Calcio Blog, 2007). In Perugia, the magistrates were investigating the bankruptcy of the Perugia football club and the illegal activities of GEA World.

Table 5-1

*Investigations in Different Cities*

Region	Investigation
Rome	Concerning GEA, the largest company of football agents in Italy with over 220 professional footballers and coaches on their books. Moggi's son Alessandro ran it.
Turin	Inquiry into the doping of Juventus players in the 1990s involved phone taps that revealed further disturbing aspects of the Moggi system. (Foot, 2006)
	Inquiry into False bank accounts, gambling among players
Naples	Inquiry into the Neapolitan version of the mafia, the Camorra, had uncovered an illegal betting ring involving players and referees,

and investigating magistrates had ordered phone taps on 6 or so mobile phones of Luciano Moggi in 2004 (Foot, 2007).

This started after the telephone conversations were leaked to the press. The central figure is Luciano Moggi, but

magistrates were questioning 41 people after identifying 19 matches which they believe to be suspicious.

Parma      Investigators unearthed evidence of a gambling scam involving Serie A players.

Perugia Investigation into the bankruptcy of the Perugia football club and GEA World.

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*Note.* Gazzetta (2006.05.11 & 2006.05.12)

In the spring of 2006, 'Gazzetta dello Sport' reporter, Ruggiero Palombo, had written: L'Italia è il Paese delle intercettazioni telefoniche [Italy is the country of phone-tapping]. He anticipated the use of wire-tapping to monitor crucial characters of Italian football. This was the last sign of the scandal.

## Acute Crisis Stage - The Emergence of the Crisis

In May, the magistrates of Turin had sent a dossier related to the investigation into important football characters to the president of FIGC, Franco Carraro, which he later sent to the inquiry office head of FIGC Italo Papa and UEFA. The content of the dossier regarded an FIGC official, a football club and a referee appointer (Gazzetta, 2006).

On May 3rd, 2006, the FIGC had issued an announcement that the federation had opened an investigation. Soon after that, names were revealed, among which were managers, referees, and journalists. On May 4th, the newspapers *Gazzetta dello Sport*, *Repubblica* and *Corriere della Sera* had all widely reported the interception involving the general manager of Juventus, Luciano Moggi, the chief executive, Antonio Giraudo, and the vice president, Innocenzo Mazzini.

Reports from the Italian press had shown several conversations that revealed the general manager Luciano Moggi had constantly made contact and phone calls to referee designators and also the official of AIA Pierluigi Pairetto. In an excerpt of those phone calls, Luciano Moggi not only made a request for which referee he wanted to be assigned to the match, but also complained about judgments made by the referees. According to the content, affected matches could have been those from the season in 2004/05 of Serie A, and also the most prestigious international tournament,

the UEFA Champions League. Pairetto was also the member of the Refereeing Commission of UEFA (Gazzetta, 2006.05.05). There were dozens of such conversations like the example mentioned above.

In fact, according to the investigators, Moggi received or made an average of 416 calls per day. He had 6 mobile phones and 300 SIM cards. In 9 months, he made or received 100,000 calls (Foot, 2007). He had made contact with officials from FIGC, referee designators, agents, and TV show presenters.

Here are some excerpts from the intercepted conversations between Moggi and referees, TV show 'Il Processo di Biscardi' presenter Aldo Biscardi, Innocenzo Mazzini, and other important figures in the world of Italian football.

Table 5-2

*Excerpts of Wiretaps*

- 
- Luciano Moggi talked to the referee designator Pierluigi Pairetto complaining about the referee that Pairetto had appointed to the match. Moggi also asked Pairetto to appoint a referee with a bias against Ajax in UEFA Champions League.
  - Luciano Moggi had conversed with the vice

president of FIGC, Innocenzo Mazzini, and called him a 'friend' in the phone call.

- Luciano had conversations with Antonio Giraudo about the designation of referees
- Luciano Moggi also talked with his son, Alessandro Moggi about the transfer of players and coaches
- Luciano Moggi called Aldo Biscardi about manipulating the slow motion footage on the football comment show 'Il Processo di Biscardi' to conceal the bias of referees on Juventus
- Luciano Moggi talked about the election of the FIGC's president with Innocenzo Mazzini
- Luciano Moggi talked about the election of the FIGC's president with Innocenzo Mazzini
- Luciano Moggi talked about the Czech coach Zdenek Zeman. Luciano seemed to be resentful towards Zeman expressed that he wanted to 'hit him with a piece of wood'. Zdenek Zemen had previously accused Juve players of being doped in the early 1990's

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*Note.* From Gazzetta dello Sport (2006.05.04 & 2006.05.05. & 2006.05.06)

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These fragments of conversations were some examples from the content of the wiretaps of Luciano Moggi. The excerpts revealed many important characters involved in this scandal.

New facts were coming out day by day. As more and more evidence came up, things had become more complicated and critical. The wiretapped conversations had shown that it could be the worst scandal in the last 20 years of the Italian football. The investigation and the interrogation of this scandal went on in different cities. The wiretapped conversations became evidence of which the designation of referees had been manipulated as well as other related fraud. In Parma, the gambling affairs were uncovered; in Perugia, the magistrates were investigating the bankruptcy of Perugia football club as well as the illegal activities of GEA World (Gazzetta, 2006.05.11).

UEFA had started a disciplinary procedure against Pierluigi Pairetto and had closed with an official reproach on the May 5th. Pairetto's World Cup passes had been revoked for having violated the rules of conduct. Luciano Moggi and Alessandro Moggi were told that they were being investigated as part of a criminal inquiry relating to the 2004-05 season. Luciano Moggi was alleged to be the head responsible for manipulating the appointment of referees (Gazzetta, 2006.05.06). They were joined by 9 referees, 11 linesmen, and 21 others. The president Franco Carraro resigned on the May 8th. Following the resignation of the president, was

also the vice president of FIGC Innocenzo Mazzini, who had been found having suspicious talks with Luciano Moggi. The president of the Italian referee association, Tullio Lanese, resigned on the May 10th. 41 persons and 19 matches from Serie A and B were under investigation up to May 12th.

Juventus, AC Milan Fiorentina, and Lazio were involved. Additionally, a member of the National team and a player from Juventus Gianluigi Buffon were involved in the scandal and had been interrogated in Parma.

On May 14th, FIGC had withdrawn the accreditation of 2 referees and 2 linesmen. And all of whom were involved with the World Cup. The designator Paolo Bergamo and Pierluigi Pairetto were also suspended. Although Juventus had clinched their 29th Scudetto (trophy of Italian championship).

On May 16th, Luciano Moggi had announced his resignation while FIGC nominated their extraordinary commissioner Guido Rossi, to take charge of this scandal. The famous TV show host of "il Processo di Biscardi", Aldo Biscardi, left his job because of the allegation that he took directions from Luciano Moggi to control the content of slow motion plays to conceal the biased calls toward Juventus (Foot, 2007).

On the May of 18th, the financial guard (La Guardia di Finanza) of Turin conducted a perquisition at the center of Juventus approved by the magistrates of Turin (Juventus, 2006.05.16). The financial guard also went for the residence



of Luciano Moggi and Antonio Giraudo to make a perquisition. It referred to a bad sign in Italy. First, the search always found something. Second, it meant that one's political protection has disappeared. Moggi was isolated and vulnerable. He had lived and worked on the phone, but when the scandal broke, many of his former 'friends' abandoned him. La Gazzetta dello Sport described him as 'shut up inside his home, with his 6 silent mobiles which don't ring any more'.

Not only Juventus, there was other new evidence shown that Lazio, AC Milan, and Fiorentina were also at risk in the scandal. They were all accused for the same charge along with Luciano Moggi of manipulating the matches in 2004-05 seasons.

The financial guard had searched the office of AC Milan and Internazionale Milano club from the investigation of Turin into false statement in account by the former management of Juventus.

Documents on player transfer's rosters and team budgets were taken from the offices of several other clubs as well, with the focus on transfers involving Juventus.

According to the Italian newspaper *Corriere della Sera*, Milan chairman Adriano Galliani, who was also President of Italian professional league (LNP), apparently had official Leonardo Meani made arrangements with referees commission

secretary Manfredi Martino in which Meani was informed by Martino 2 days before the match against Chievo football club that Gianluca Paparesta would officiate the match. Martino also told Meani that the team's linesman of choice, Claudio Puglisi, had been appointed to the match (Gazzetta, 2006.05.11).

Lazio and Fiorentina were mired in difficulties as well (Gazzetta, 2006.05 13). The president of Lazio Claudio Lotito was found having conversation with former vice president of FIGC Innocenzo Mazzini (Gazzetta, 2006.05.10). In the talk, he complained about Diego Della Valle had made him "a bandit's offer" in relation to their game against Fiorentina at the end of the 2004-05 season. He was also under investigation of the magistrates in Milan on suspicion of market-rigging involving Lazio a share. Also in the phone interception that the brothers, owner and president of Fiorentina Diego Della Valle and Andrea Della Valle had complained about refereeing decisions with Luciano Moggi and FIGC official Paolo Bergamo in the 2004-05 season when the club were at risk of being demoted to Serie B.

On May 16th, Francesco Saverio Borrelli was nominated as the head of the investigation office (L'Ufficio d'Indagini) in FIGC. Soon, FIGC had officially started their investigation work since 5th June.

The greatest event of football- World Cup was about to kick off in several days on June 9th. However, some players

had to go to different cities for different inquiries for this scandal (Gazzetta, 2006.05.12). For example, Buffon the world well-known goalkeeper of Italian national team and Juventus were involved in illegal betting that was under the investigation in Parma. And the captain of the national team Fabio Cannavaro had been warning for his inappropriate comment in public (Gazzetta, 2006.05.06).

The quadrennial FIFA World Cup is the most important international event in the football world. Nevertheless, the scandal had undermined the morale of the team. The coach, Marcello Lippi was also involved for his son Davide Lippi had been investigated for the position in GEA World. Marcello himself was also interrogated for Moggi put pressure upon him for picking up the players who were belonged to the GEA World. Moreover, there were 13 players among 23 played for the 4 clubs related to the scandal (FIGC, 2006). Some players had to go to different cities for different inquiry for this scandal.

Table 5-3

*List of Players in Involved Clubs*

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Juventus	(5) Fabio Cannavaro, Gianluigi Buffon, Alessandro Del Piero, Mauro Camoranesi, Gianluca Zambrotta,
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AC Milan (5) Gennaro Gattuso, Alberto Gilardino,  
Filippo Inzaghi, Andrea Pirlo, Alessandro  
Nesta

Lazio (2) Angelo Peruzzi, Massimo Oddo

Fiorentina (1) Luca Toni

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Note. FIGC (2006) & Gazzetta dello Sport (2006.05.15)

### Chronic Crisis Stage - The Crisis Handling Stage

#### *Resignation of BoD*

On May 11th, after the assembly of shareholders of Juventus, all the members of Board of Director (BoD) of Juventus resigned in June 29th. Juventus also immediately proved the decision of the general manager Luciano Moggi who was the key role of the scandal involved the club (Juventus, 2006.05.16).

#### *Adaption of Code of Ethics*

On May 25th, June 5th, and June 21th, Juventus made a significant change regarding the operation of corporate. On June 5th, 2006, Juventus adopted a model of organization, management, and control under the clause D. Lgs. 231/2001

(Juventus, 2006.06.29). Meanwhile, Juventus had nominated the Organism of Surveillance (Organismo di Vigilanza) . The Organism of Surveillance has the duty of monitoring on the function and the model of organization, management and control as well as looking after the updating.

The influence of the scandal, the Italian national team had come tumbling out of the group stage. They made it to the round of 16. Following the triumph against Czech Republic 2-0, the federal prosecutor Stefano Palazzi had the 4 clubs and 26 personages including managers from clubs, officials from FIGC and related referees, been prosecuted (Gazzetta, 2006.06.26) .

The 4 clubs, Juventus, AC Milan, Fiorentina and Lazio were all at risk of the relegation or were possible that the sanction could have been requested. It would all depend on whether the judges accept it or not.

All the risks for 4 clubs are sport sanctions as far as expulsion from the Serie A and European championships and points deduction.

The article 1 of the code sport justice riguarda the 'general duty and obligation' (doveri e gli obblighi generali) while the article 6 is related to 'the crime of sport and the obligation of denunciation' (illecito sportivo e obbligo di denuncia).

Table 5-4

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*Content of Violated Clause*

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Article 1 General Duties

Clubs and staff have the duty of " acting in accordance with the principles of honesty, correctness and probity."

Article 2 Responsibility for physical person and clubs

Managers who are the legal representatives of the club should also consider themselves be responsible for the infractions that put on the same clubs until proved otherwise.

Article 6 Sporting Fraud (Illecito sportivo)

When someone who tries to 'by using any means to alter the progress or the result of a match that is to assure of an advantage in ranking.'

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*Note. FIGC (2006.06.26)*

After the prosecution, Italian national team still had their victory on Australians in the round of 16 on June 27th. However, the new-appointed team manager of Juventus, Gianluca Pessotto fell from the roof of Juventus building with his hand holding a rosary beads. It is believed that

he was attempting suicide. His wife said that the scandal had made her husband depressed.

On June 29th, in front of 200 journalists, the 'sporting trial' (Gazzetta, 2006.06.29) linked to the scandals opened in Rome. 4 clubs, as well as a number of referees and administrators were all 'on trial'. Many of the Italian-based players in Germany (including foreign stars such as Patrick Vieira and Davide Trezeguet) had no idea where they would be playing the following season, or if they would be taking part in the Champion League whilst Italian were fighting Ukrainian national team (Foot, 2007).

Right on the same day, the assembly of shareholders had been held in Turin under the presidency of Franzo Grande Stevens. In the assembly, 9 were nominated to be the members of the new BoD of Juventus, which last 3 years until June 30th 2009. Giovanni Cobolli Gigli was the new president; Jean-Claude Blanc had been nominated as a new Chief Executive. Juventus also had adapted a new Ethical Code in order to reestablish the confidence for shareholders (Juventus, 2006.06.29). Moreover, as mentioned in chapter 2, once the crisis was emerged, it is also the turning point for an organization. Now the organization has the chance to get rid of the defect and improvement can be made as well within the organization.

In early July, the federal prosecutor Stefano Palazzi had proposed to the federal court (Corte d'Appello Federale)

in the first grade of his suggestion of the punishment. The suggestion in his report of punishment was so harsh and stern toward the clubs and managers. Palazzi asked for all 4 clubs to be relegated, with point's deductions. For Juventus, Palazzi had strongly suggested that they should go down lower than the Serie B (Repubblica, 2006).

The same day, the national team of Italy defeated Germany and had their way into the final against French. The Italians were all united to see the triumph.

However, there were already voices of the amnesty: "The government cannot get involved in this issue," Justice Minister Clemente Mastella told the Corriere della Sera newspaper on Friday. "But I do think the majority of fans want an amnesty. As a fan, let me say this: is it fair that (Fabio) Cannavaro and (Alessandro) Del Piero and so many others should play in the third division after everything they have done?" (Foot, 2007).

On July 9th, the Italian national team had claimed their victory in the PK shootout with 5-3. They had won 4 titles, next to the 5 times of Brazil. La Gazzetta sold a record 2.3 million copies, over weeks of reprints, of its victory edition. Yet the celebrations were to be cut short very quickly, as the scandal sped on towards a conclusion in Rome (Foot, 2007).



Victory in the World Cup was used by many politicians, fans, and populists to justify calls for wholesale amnesty for the guilty parties. Also, the date of issuing the verdict was scheduled on July 9th-11th, however, it had been delayed.

### *Lodging Appeal*

On July 14th, the verdicts of first grade had been announced. Except AC Milan, other 3 clubs were been demoted to Serie B.

Harsh with the clubs, the sporting authorities had been relatively lenient with the administrators and officials. The fines imposed were a little incongruous, given the vast sums which the clubs were set to lose as a result of these measures. In their verdicts, the judges disagreed with magistrates in Naples. There had not been a "cupola" of power, or a "system", but rather a "network" which worked outside of the rules in order to "alter the impartiality of referees" and was "a long way from the spirit of loyalty and correctness which should be at the foundation of all sports". Corruption and cheating had perhaps not been the product of a system, but they had certainly been systematic, the judges concluded (FIGC, 2006.07.24).

Table 5-5

*Content of 1st Sentence*

Clubs	Verdicts
Juventus	<p data-bbox="418 468 837 499">Demoted to Serie B.</p> <p data-bbox="418 558 1260 590">Deducted 30 points for 2006-07 season.</p> <p data-bbox="418 648 1195 680">Kicked out of the Champions League.</p> <p data-bbox="418 739 1373 770">Stripped of the 2004-05 and 2005-06 titles.</p> <p data-bbox="418 829 1474 924">Former Director General Luciano Moggi banned for five years.</p> <p data-bbox="418 982 1474 1014">Former Director Antonio Girauda banned for 5 years.</p>
Fiorentina	<p data-bbox="418 1073 837 1104">Demoted to Serie B.</p> <p data-bbox="418 1163 1260 1194">Deducted 12 points for 2006-07 season.</p> <p data-bbox="418 1253 1195 1285">Kicked out of the Champions League.</p> <p data-bbox="418 1344 1474 1438">President Andrea Della Valle banned for three and a half years.</p> <p data-bbox="418 1497 1474 1591">Honorary President Diego Della Valle banned for 4 years.</p>
Lazio	<p data-bbox="418 1650 837 1682">Demoted to Serie B.</p> <p data-bbox="418 1740 1243 1772">Deducted 7 points for 2006-07 season.</p> <p data-bbox="418 1831 1016 1862">Kicked out of the UEFA Cup.</p>

President Claudio Lotito banned for three years.

AC Milan Remain in Serie A.

Deducted 15 points for 2006-07 season.

Deducted 44 points from 2005-06.

Kicked out of the Champions League.

Vice-President Adriano Galliani banned for one year.

Club official Leonardo Meani banned for three and a half years.

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*Note.* FIGC (2006.07.24)

All the clubs involved announced that they would appeal. The verdict condemned Juventus to 2 years in Serie B and therefore a probable 3 years outside of European competition.

The 4 clubs will have up to 5 days to lodge the appeal to the Federal Court but a final verdict has to be announced before July 25th, when the FIGC must give UEFA, European football governing body, the list of teams that will compete in the continental club competitions in the 2006/07 campaign.

In any case, all the clubs involved promised that they would go the state administrative courts and even European court for a final judgment. The whole process was likely to drag on for a whole summer, delaying the start of the next championship.

Table 5-6

*Content of 2nd Sentence*

Club	Verdicts
Juventus	<p>Remain in Serie B.</p> <p>17 points deducted for 2006-07 season, rather than 30.</p> <p>3 matches will be played on a neutral ground.</p> <p>Fined € 120,000.</p> <p>Kicked out of the Champions League.</p> <p>2004-05 &amp; 2005-06 titles stripped.</p> <p>Former general manager Luciano Moggi banned for 5 years.</p> <p>Former executive director Antonio Giraudo banned for 5 years.</p>

AC Milan      Remain in Serie A.

8 points deducted for 2006-07 season, rather than 15.

1 match will be played on a neutral ground.

30 points deducted from 2005-06 season.

Being qualified for the Champions League preliminary stage.

- Vice-President Adriano Galliani banned for 9 months.

Club official Leonardo Meani banned for 2 years and 6 months.

Lazio          Reinstated to Serie A.

11 points deducted for 2006-07 season.

2 matches will be played on a neutral ground.

Fined € 120,000.

30 points deducted from 2005-06 season.

Kicked out of the Champions League.

President Claudio Lotito banned for 2 years and 6 months.

Fiorentina    Reinstated to Serie A.

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19 points deducted for 2006-07 season.

3 matches will be played on a neutral ground.

Fined € 120,000.

30 points deducted from 2005-06 season.

Kicked out of the Champions League.

President Andrea Della Valle banned for 3 years.

Honorary President Diego Della Valle banned for 3 years.

Club official Sandro Mencucci banned for 2 years and 3 months.

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Note. Corte Federale (CF), FIGC (2006, 2006.07.24)

UEFA had extended its own deadline for FIGC to submit the teams, which will play in the European football league this season - to allow Italy sorting out this saga. The FIGC has now confirmed Italy's representatives in the Champions League - Inter Milan, Roma, Chievo, and Milan. The teams entering the UEFA Cup will be Palermo, Livorno, and Parma (Gazzetta, 2006.07.29).

After the announcement of the 2nd sentence, Juventus had issued a statement that they were going to make the appeal

and even take it to a civil court in the region of Lazio (Tribunale Amministrativo Regionale del Lazio, TAR). The highest grade of sporting justice system in Italy is the Court of Conciliation and Arbitration (Camera di Conciliazione e Arbitrato, CCA) in the National Olympic Committee of Italy. If the conciliation failed with FIGC, Juventus would make their appeal into the civil court. As Juventus, Lazio, and Fiorentina had presented their appeal in the last day of July, the Serie A and Serie B could not begin as scheduled on August 27th and had been delayed until September 10th. On August 18th, Juventus had conciliated with FIGC presided by CONI. Nevertheless, the conciliation failed. Statement of Juventus had said: It did not lead to any conciliation. The president of Juventus Giovanni Cobolli Gigli said: Juventus will potentially bring it to TAR or even to the European court of Justice. Other 3 clubs had brought their appeal to CONI in few days later. However, the appeal of the 3 clubs was also failed (CONI, 2006).

Juventus, who had been damaged by the relegation to Serie B, decided to take other approach to submit their appeal after the fail of conciliation: the club had presented to the civil court and amounted up to 130 million € against FIGC, representing the economic loss because of its relegation.

The Turin outfit officially presented their appeal to the civil court in Lazio, in which mainly consisted of 2 parts.

Juventus asked for their immediate reinstatement to Serie A, eventually with the 17-point deduction, which was handed out by the sporting justice system. The club also announced that their financial losses were a great blow to them because of the scandal and they should be compensated by the FIGC whom they deemed responsible for the situation. Juventus quantified the damage of € 90 million if they were to play in this season's Serie A and € 130 million if the Serie B was instead to be confirmed.

The president of Juventus made a statement: the 2nd verdict was unfair compared to other 3 clubs, and we will take legal measures. In the regulation of FIGC exists the <clausola compromissoria>, 'the clause of preliminary contract' that it is prohibited to solve controversy outside the system of sporting justice. Regardless the clause, Juventus still presented their appeal, which their president had announced previously (FIGC, 2006). In addition, the FIFA had issued an ultimatum that if FIGC doesn't prevent Juventus from lodging their appeal to the civil court, Italy would run their risks of losing the qualification on international field (Gazzetta, 2006.08.23). Italy would be banned from playing outside of their land. As a matter of fact, FIGC had already sent the reply to FIFA that they are ready to take sanctions against Juventus. FIGC had warned Juventus that if they continue on making appeal on civil court, they would have further punishment. Even though both the warning sending by FIFA and FIGC, Juventus still presented their



appeal in August 24th as their president had announced few days ago.

FIFA said that the decision of Juventus to involve civil law is against its rules and has threatened to suspend the FIGC. Hence Italian Championships, Serie A had been delayed due to the appeal. The TAR Lazio may schedule an extra hearing on August 31st, to specifically discuss the case (Juventus, 2006.08.21).

Besides the appeal of Juventus, other trio clubs went their way to file their appeal to CONI and failed their attempt as well.

On August 28th, after addressing the appeal to civil court in Lazio, Juventus had their negotiation with FIGC proved by the president of Juventus. It's believed that Juventus was using the TAR option in order to force the Federation's hand and step down from their original strict view of the issue. The lawyer of Juventus had stated during the match-fixing trial that they'd accept Serie B without a handicap, so while Juventus may publicly claim they will not stop from lodging appeal until their top-flight status is restored, their real aim is to have the 17-point penalty wiped out or at least drastically reduced. This figure is already a 'discount' on the original verdict of a 30-point handicap.

Table 5-7

*Content of 3rd Sentence*

Club	Verdicts
Juventus	<p data-bbox="406 451 1287 504">Demoted to Serie B.</p> <p data-bbox="406 546 1287 651">Deducted 9 points for 2006-07 season, rather than 17.</p> <p data-bbox="406 693 1287 745">Kicked out of the Champions League.</p> <p data-bbox="406 787 1287 892">Stripped of the 2004-05 and 2005-06 titles.</p>
AC Milan	<p data-bbox="406 945 1287 997">Remain in Serie A.</p> <p data-bbox="406 1039 1287 1092">Deducted 8 points for 2006-07 season.</p> <p data-bbox="406 1134 1287 1186">30 points deducted from 2005-06 season.</p> <p data-bbox="406 1228 1287 1333">Being qualified for the Champions' League preliminary stage.</p> <p data-bbox="406 1375 1287 1480">Vice-President Adriano Galliani banned for one year.</p> <p data-bbox="406 1522 1287 1627">Club official Leonardo Meani banned for three and a half years.</p>
Lazio	<p data-bbox="406 1680 1287 1732">Remain in Serie A.</p> <p data-bbox="406 1774 1287 1810">Deducted 3 points for 2006-07 season,</p>

rather than 8.

30 points deducted from 2005-06 season

Kicked out of the UEFA Cup.

Fiorentina Remain in Serie A.

Deducted 15 points for 2006-07 season,  
rather than 19.

30 points deducted from 2005-06 season

Kicked out of the Champions League.

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*Note.* Camera di Conciliazione e Arbitrato (CCA), CONI  
(2006.10.27)

On August 31st, the day that Juventus should go to the hearing, however Juventus chose to denounce the appeal to the civil court. The BoD of Juventus held a meeting on 30th August and had decided to withdraw the appeal to civil court and they turned to the arbitration of CONI instead after meeting with Guido Rossi, the commissioner of FIGC and Gianni Petrucci, the president of CONI. Apparently, Juventus had accepted the fact of relegation and deduction of points. Serie A had kicked off on September 10th.

On October 4th, clubs were all ready to fort the ultimate verdict that would be issued by CCA in CONI (CONI, 2006). Press in Italy was all optimistic about the 3rd sentence

and certain that their original penalties would be deducted although Fiorentina had threatened that if they cannot receive the deduction on the points, they would file an appeal to the civil court. The day before the issue of the last verdict, Juventus had had a meeting. Shareholders of Juventus had condemned Juventus for taking the fact of relegation and admitting being guilty and the club had a great amount of financial losses. However, according to the lawyer of Juventus, Cesare Zaccone had different point of view. He claimed that the officials possess the dossier of the wiretaps on Luciano Moggi, the former general manager can prove that he and Antonio Giraudo were both engaged in illegal actions. Juventus could not avoid any direct responsibilities. He commented: We deserved the C division (Gazzetta, 2006.10.27).

On October 27th, CCA in CONI issued the final verdict. Except AC Milan, Juventus, Fiorentina, and Lazio had their punishment been reduced. The president of Juventus Giovanni Cobolli Gigli stated: "Today we end a chapter in our history and from tomorrow will begin a new adventure. Our objective has always remained the same, though - to be in Serie A next season" (Juventus, 2006).

### *Renegotiation of Contracts*

Generally speaking, Juventus had gotten away from the crisis, However, the economic losses had struck Juventus hard

First of all, UEFA Champions League is the most prestigious game of European football professional clubs. As long as the club is qualified for the championships, the club can make great amount of revenue from competing in it.

The income of participating in this game comes from the broadcasting right, the ticket sales of home game, and also the chance of obtaining great deal of sponsorships. In the season 2005/06, Juventus had made € 127,2 million for the broadcasting and the contract with telephone company. Since Juventus had been excluded from the championship, Juventus had not only lost the source of income, it also directly led to renegotiation with sponsors. On September 21st, Juventus renegotiated with Sky Italia for the current contract of TV right of all the matches and the training of Juventus. Due to the relegation to Serie B, Sky Italia reduced the amount for 2006/07 season from € 94.5 million to €80.2 million. Besides the broadcasting right, Juventus had also to persuade their jersey sponsor and partner. The shirt sponsor of Juventus was Tamoil. Tamoil is a trading name of the group Oilinvest B.V, which is an oil company based in the Netherlands and set up by the Libyan state-owned National Oil Corporation (Juventus, 2008.03.31).

It is the most expensive shirt sponsorship agreement in European football, costing Tamoil €110 million. There is an option to extend the deal for a further five years for an additional € 130 million (BBC, 2005). However, Tamoil was not willing to continue the contract with Juventus. The sponsorships had been terminated in 2006. The other major partner NIKE was also considering the deal of cooperating with Juventus. At the end of the renegotiation, NIKE had decided to continue the partnership with Juventus. Nike had confirmed that they are willing to continue the long-term technical sponsorship until the original termination of the season 2014/15 (Juventus, 12.21). Juventus and NIKE also had redefined some clauses in the contract and had agreed the reduction of considerations about € 4.5 million for the season 2006/07 and additional € 4.5 million for next 8 year of contract. NIKE had cooperating with Juventus in the field of developing youth sector and also managing the merchandising sector since 2003 (Juventus, 2008.10.09).

Another major sponsor H3G had reduced the amount of money of the season 2006/07. The reduction of considerations are € 2 million.

### *Transfer of expensive players*

As a result of the decrease of the revenue, Juventus needed to reduce the cost. After transfer of costly players

such as Fabio Cannavaro, Gianluca Zambrotta, and Lilian Thuram, the new president Cobolli Gigli-Blanc and the new coach Deschamps had changed the strategy for emphasizing on young players. Hence Juventus can afford the credit entries for the first quarter of the season 2006/07 quite well for € 32,7 million (Juventus, 2008.03.31). Because of the strategy, it had offset the decrease of the broadcasting right, income from matches and sponsors which had been entered over € 17 million (Juventus, 2006.07.20).

Table 5-8

*Income of Season 05/06 & 06/07*

Items	2005-06	2006-07
Revenue from matches	17.508.667	7.743.970
Broadcasting and media rights	127.526.704	92.995993
Revenue from sponsorships and commercials	55.399.868	34.497.537
Management of transfer campaign	5.714.594	41.531.103
Others	19.879.251	9.917.241
Total	226.029.084	186.6685.844

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*Note.* Analyst Presentation (Juventus, 2008)

### *Focus on Young Players*

As being eager to be a competitive club in Europe, Juventus was to be strengthened through the acquisition of new players from the next season onwards. In addition, the company intends to reinforce its young team sector and the new players' scouting activity, in order to provide new talented players for the team (Juventus, 2008.06.03).

Juventus also adapted new commercial strategy. They intend to reinforce and better position its brand, via the partnership with a few selected partners and sponsors. In addition, the team plans to increase its international activities (i.e., friendly matches and tours) to increase the brand's popularity in some key foreign markets.

Table 5-9

### *Strategies and Objectives of Juventus*

Season	Objectives	Strategy
2005-06	<ul style="list-style-type: none"> <li>• Maintain a highly skilled team</li> <li>• Further spread the</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on youth sector; effective player management</li> </ul>
2005-06	<ul style="list-style-type: none"> <li>• Maintain a highly skilled team</li> <li>• Further spread the</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on youth sector; effective player management</li> </ul>



- Diversify revenue stream aiming at further increasing and stabilizing profitability
- Strengthen commercial and licensing activities through the partnership with NIKE

- 
- 2006-07  
(Mid-term)
- Ensure the competitiveness of the team at international level
  - Further reinforcement of the youth sector and the scouting system
  - Further develop and enhance of the Juventus brand
  - New marketing strategy: "less is more"
  - Implement a model of sustainable development that allows excellent football performance
  - Identification of a small, selected group of national and international partners
  - Guaranteeing equilibrium in finances and assets.
  - A considerable reduction in debt.

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Note. Analyst Presentations from Juventus (2007)

### *Capital Increase*

Making financial and economic stability. The business plan aims at coupling strong sports' results with a solid financial structure and positive economic results. The company aims at generating positive cash flows in order to reduce the significant debt (€ 75.1 million at 1st half 06/07 season) and finance the new plans (i.e., new players' acquisition), the BoD of Juventus approved a capital increase of € 104.8 million (Juventus, 2007.03.14). The company is to issue a total of € 80.6 million new shares at a price of € 1.3/share. The new shares are to be offered in option to the current shareholders at a ratio of two new shares for each three shares owned. IFIL, the majority shareholder with a stake of approximately 60%, announced that it plans to fully subscribe to its share of the capital increase. The capital increase should be launched in May in 2008 (Borsa Italia, 2007).

Crisis Resolution Stage - Everything is Backing as Before.

After playing in Serie B in season 2006/07, Juventus had their way back to Serie A merely a year with 9 points deduction in 1st place. However, crisis had damaged the club.

The scandal is considered the biggest one in recent 20 years. It would be hard for people to forget the scandal.

It means the image of the club could sometimes link to match fixing most of time.

Also, according to the survey of Deloitte in 2008, the ranking of Juventus had slid down from 3rd place to 12th and out of the top 10 ranking due to the relegation.

Through the measures toward the crisis, Juventus had eventually made their way back to Serie A, the first division. After the 1st edition of trial, Juventus had been relegated to Serie B with 17 points deduction. However, following the appeal made by Juventus, the punishment had been eased off. Having point deduction does not mean they will definitely return to Serie A. The first condition being an elite professional club, it requires an outstanding performance. If Juventus could not have great performance on the pitch, they would never return to Serie A after merely 1 year. Furthermore, after being thrown out from the UEFA Champions League and Serie A in 2006/07 season, Juventus had lost great amount of money of contracts. The financial losses had menaced the existence of the club. Juventus were struggling for a year to meet the end. The key factors for returning to Serie A are appeal, performing well, and had financial support. Hence, the crisis had been removed quickly. Although they did not attend the UEFA Champions League or Serie A, they had still survived from the crisis. As the voice comes from the press: they might be demoted to lower division than Serie B. If they did have been

relegated to the 3rd division, it would absolutely take longer time for them to get back to the 1st division.

Despite the negative effects from the scandal, Juventus still held on to their course and kept maintaining the best they could.

In the end of the season 2006/07, Juventus had signed a Memorandum of Understanding in which the FIAT Group has become the 'Official Sponsor' of Juventus for all competitions from 1st July 2007 to 30 June 2010 for € 33 million for 3 years (Juventus, 2007.03.28). Moreover, Juventus is now listed 9th place among the list of the richest football clubs from Forbes in April 2008.

In the returning to the UEFA Champions League and Serie A, and outstanding club in Europe, Juventus would now have a brand new start from the crisis.

### Summary

Crisis can be dealt with as long as the right attitude and the policy were adapted.

After revealing of the scandal, Juventus had been in the crisis right away. They had to face the sudden decline of the stock price; the negative reports every day, and the damage of the image that they had built up for years. They also faced the crisis of the relegation to 3rd division.

Although Juventus did not find the crisis before the outbreak of the crisis, however, they did cope with it quickly and precisely. Not long after the outbreak of the scandal, the BoD of Juventus had resigned. Soon Juventus reelected their new BoD and took actions to reform the structure and update a new Code of Ethics. After the prosecution in June, Juventus had taken many legal measures on the suitcase. Following the issue of the verdicts from different courts, Juventus took different actions toward it. Although they did not prevent the relegation to a lower division in Serie B, nevertheless, as the lawyer of Juventus said: 'We deserved C division.

Besides, as the appeal lodging in every court, Juventus had indeed reduced the point deductions from 30 to 9 in the final version of verdict.

The crisis also brought to redefine the contracts with most of their sponsors. As being an elite club, Juventus had earned themselves abundant contracts and made most of their income from then. However, the man-made disaster had led to the losses. For example, Juventus once had the most valuable shirt sponsor among European football clubs from Tamoil who had signed a € 110 million with Juventus. However, Tamoil had decided to terminate the contract after the scandal.

Before the scandal, there were many famous and outstanding players in the club such as Fabio Cannavaro,

Gianluca Zambrotta, and Lilian Thruram and so on. After the scandal, most of them went for another clubs. But it also could be beneficial for Juventus. Since the income had reduced, Juventus could not afford such burden. Hence Juventus not only made transfer of expensive players, but also had paid more attention on young players.

In the last few months of "Serie B," Juventus had supports from FIAT Group for a 3-year contract which is worth € 33 million.

According to a survey of Deloitte money league in 2007, Juventus, even itself has been sent to the second division the "Serie B", Juventus still has played a crucial part in the world of football. As a football team, even after suffering from a 9 points deduction and demoted to the second division, Juventus won the trophy and was sent back to the first division, the "Serie A."

Juventus now has re-launched their outstanding plan to become the most competitive club in Europe once again.

## Chapter VI

### Conclusion

As stated before, the definition of crisis in this thesis is that it will severely damage the organization, harm its image and reputation in a rapid speed, and it may also result in financial difficulties of an organization. However, it is also a turning point. Through this crisis, Juventus have been able to reorganize the structure and have adapted a new Code of Ethics.

The reason why crisis can cause severe damage on organization is because of its characteristics listed below: urgency, continuous worsening, damaging the company image as well as the routine that had been affected. Hence, dealing with crisis is very important for organization when confronting it.

The leading key of crisis dealing is "focus and speed." Finding out the real crisis and dealing with it quickly. Focus means when a crisis appears, it is necessary to judge what the problem is that causes the worst immediate impact and cope with it right away.

According to the measures taken by Juventus, they had dealt with the scandal with speed and totally have focused on the crisis. However, what is important got an organization is not only has the ability to cope with the crisis, but also to prevent crises before its outbreak. Therefore, in

order to prevent another similar crisis, Juventus needs to concentrate more on such kind of issues. After all, the sustainable development is fundamental for an organization.

Football is by far the most popular sport in the world. This is no exception in Italy, and it has been this way for over 50 years. We can see it in 2 aspects: population and profit of football.

According to the survey conducted by FIFA (2007), there are now 265 million footballers (male and female) worldwide – and 270 million people are actively involved in football if referees and officials are included. This means that around 4% of the world's population is directly involved with football. In relation to profit, UEFA made more than € 32 million profit during the 2005/06 season, mainly due to its flagship competition the UEFA Champions League. The overall revenues of the top 92 professional clubs exceeded more or less € 23 billion for the first time in 2006/07 (Deloitte, 2008). The profit and population have made football become the most important sports in the world.

As for the subject in this thesis, we can also see how Juventus coped with the crisis. The table below shows measures that Juventus took for dealing with the crisis:



Table 6-1

*Measures Taken by Juventus*

Measures	Description
Resignation of BoD	The changes in the policy and guidelines.
Adaption of Code of Ethics	Sustainable operation in a company should be based on trust.
Lodging appeal	To protect the interest of company and shareholders.
Renegotiation of contracts	Minimizing economic losses.
Focus on young players	Discovering potential players.
Transfer of expensive players	Cutting down the costs to meet ends.
Capital increase	In order to reduce significant debt.

*Note.* This research

After the scandal, Juventus had soon adapted to the new Code of Ethics on 29th June 2006. The main reason for the adaption was to apply the ethical and social values towards the performance of sport to retain fans, and also to maintain and develop relations of trust with their shareholders. After all, sustainable operation in a company should be based on trust.

The leaders in a company, especially in higher positions, can lead the company to prosperity or destruction for they can make crucial decisions. Because of their influence, they should be responsible for wrong decisions and policies.

After being prosecuted, Juventus had made appeals after different sentences of the case. Moreover, after the second verdict, Juventus even lodged their appeal outside the sporting justice to a civil court in the region of Lazio.

Being throwing out of Serie A and the UEFA Champions League, Juventus had been at the risk of losing those contracts. Juventus had to renegotiate the clause and content of the contracts from their sponsors, partners and broadcasters. Therefore, Juventus indeed put plenty of effort on it. Most of their income stems from broadcasting rights and sponsors. Negotiating with their sponsors is the first thing Juventus set out to do as a professional club.

As a result of relegation and economic losses, Juventus could hardly afford the wages of its more expensive players. Juventus needed to transfer costlier players to cut expenses. It seemed like a loss, but nevertheless, Juventus could make profit from the transfers. In order to reduce the significant debt of € 75.1 million, the BoD had proved a capital increase of € 104.8 million. The company issued a total of € 80.6 million new shares at a price of € 1.3 per share.

Beyond this scandalous event, we can also find that the networks of the football world are highly interconnected.

From the very beginning of the eruption of the fraud on the pitch, the whole football field is concerning the disposal of the Italian authorities. Furthermore, being removed from the list of UEFA Champions League had caused a great amount of loss for Juventus. It means that Juventus had lost both the income directly from ticket sales and TV viewers, and had another indirect loss of media exposure from the European tournament.

Hence, more focus needs to be given towards enriching studies about Taiwanese professional sports. As stressed before, research on crisis handling in the field of sports is rare.

Furthermore, Taiwanese authorities are keen on developing football. Taiwan's league is heavily modeled after the American league; however, there are many differences when compared and contrasted to the structure and conduct of the European leagues. If Taiwan also analyzes the structure of European leagues, they can be better equipped to deal with different situations of sport fraud and interests.

There are various kinds of scandals in the world of professional sports. The occurrence of scandal are not hard to be understood, since the big interests, such as wealth and influence, are usually involved. Usually, scandal in professional sport consists of gambling and match fixing. However, in this case the main character, Luciano Moggi, had manipulated the game by controlling the assignment of

referees to assure favor toward Juventus. As the scandal was revealed, it obviously had become a crisis for Juventus. Juventus took action to fight for survival, which did reduce the damage from the scandal. Had they not coped with it well, the fallout in a very short time could have destroyed the club that had been established for over one hundred years.

#### Suggestion of this Research and for Further Research

As mentioned in Chapter 2, the development of football in Italy had been over 110 years. Especially under Fascist rule, physical education and sport were utilized as a strategic and instrumental role as a means of nationalist propaganda and widespread social control. Sport also became a field for the "invention of traditions" and for an "authoritarian modernization" (Howbsbawm and Ranger, 1987). CONI (Comitato Olimpico Nazionale Italiano) was instituted in 1933, in order to develop the centralized management of competitive sports according to the political philosophy of the regime (Porro, 1996). Because of Fascism, the Italian team officially became the greatest in the world and the national league was founded. During the Duce's reign, Italy won two world cups and an Olympic gold medal. Fascism was good for Italian football, and football was good for fascism (Foot, 2007).

Today, Italy still remains a top competitor in the world of athletic performance both in the Olympic Game and other

international competitions.

Behind the Scandal, there are 4 clubs involved in the first line of scandal besides Juventus; there are also AC Milan, Fiorentina and Lazio. The owner of AC Milan is the prime minister of Italy, Silvio Berlusconi. Silvio Berlusconi is also a media tycoon in Europe. He owns the company "Mediaset" and the largest publishing house, Arnoldo Mondadori Editore. It would be meaningful to study how AC Milan deals with the crises involved with this scandal. Also, the business competition between AC Milan and Internazionale Milano has also been involved in the scandal not long after the 3rd sentence been announced. In September 2006, the extraordinary commissioner of FIGC who took charge on this scandal had taken over the presidency of the telecommunication company, Telecom Italia Mobile (TIM).

In addition, Telecom Italia, the telephone company who provided the wiretapping content, is a shareholder of Internazionale Milano. TIM is also the sponsor of the Serie A. For this reason, this scandal would probably be of benefit to Internazionale Milano, AS Roma, and other clubs in Serie A. After being disqualified from the UEFA Champions League, Inter and Roma received a direct entry into the Champions League. Besides, since the trial, further controversy has emerged particularly among the Juventus fan-base. This is due to perceived bias in favor of Inter Milan who were the main beneficiary from the 2006 Serie A scandal; they were awarded as champions in the end, although

they only finished 3rd and they have also brought in top players, Patrick Vieira and Zlatan Ibrahimović from Juventus, since the club's relegation.

Things had become more complicated once the relationships between these top Italian clubs had been come to light. Also, the political stand can be studied for further research since powerful businessmen or political magnate often owns powerful clubs. As stated before, the Agnelli family are the biggest vehicle industry in Italy owns Juventus, and AC Milan belongs to the present Prime Minister Silvio Berlusconi. Diego Della Valle, the president of the famous European fashion label TOD'S, manages Fiorentina.

It would be beneficial for Taiwanese to understand the development of football in Italy. How they make fortune out of it. It is true that what we lack is an understanding of European professional football. Hence, studying the complicated relationships in these clubs would be helpful. It seems like that the rivals of football clubs are the extensions from politics and business.

There are also following investigations that had revealed more crises in Italian football. Italian football is fairly competitive among the world in both professional and international fields. Nevertheless the scandal had become burning to them if they want to maintain the competence in the world.

Besides this scandal, Italian football was shaken again by a new investigation in September 2006. The head of

security department of Telecom Italia (Italy's biggest fixed network operator company) was arrested for having offering wiretaps of public face from their private calls. Inter FC was involved in the process from the beginning when Carlo Buora, the Chief Operating Officer of Telecom Italia, vice-president of Inter, and the boss of Tavaroli, was accused of involvement. During questioning, Tavaroli admitted that the president of Inter Massimo Moratti was one of the customers of this trade, having requested wiretaps of many football personalities including referees, footballers and officers. The real conflicts on the Italian football may arise gradually. The connection between sport and clandestine interests may also be an interesting subject for researchers.

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## Appendixes

News Collected from the Electronic Database Gazzetta dello Sport	
2006	
05.03	Pairetto bruciato, Collina all'Uefa
05.04	Pairetto: "Io in buona fede"
05.04	Così Moggi designava gli arbitri
05.04	Pairetto: "Io in buona fede"
05.05	Ecco i nomi degli arbitri
05.05	Moggi indagato a Roma
05.05	Juve, anche un caso scommesse
05.05	Moggi: "E' tutto a posto"
05.06	Moggi: un avviso, anzi due
05.06	Giallo per Pairetto
05.06	Le grandi manovre della Juve
05.08	A Napoli s'indaga su De Santis
05.09	Gea, avvisi a Geronzi e Zavaglia
05.10	Pairetto e De Santis indagati
05.10	Figc, si dimette anche Mazzini
05.11	Juve, truffa con Genoa e Como
05.11	Nove squadre sotto inchiesta

05.11	"Borrelli arbitro di parte
05.11	Capello e Giraudò in Procura
05.11	Gea, indagati altri figli famosi
05.11	Juve, truffa con Genoa e Como
05.11	"Borrelli arbitro di parte"
05.12	Calcio caos, inchiesta in 5 punti
05.12	Pressioni di Moggi su Lippi
05.12	Lo scandalo si allarga
05.13	Le ultime intercettazioni
05.14	La Figc commissariata martedì
05.14	La Figc commissariata martedì
05.15	Nesta interrogato: "Tutto bene"
05.15	Dopo Moggi, s'interroga Galliani
05.15	Moggi jr indagato per la Gea
05.15	19 partite di A sotto inchiesta
05.15	"Chiama il brindellone...Sì, Facchetti
05.16	Scommesse, spunta Kalac
05.17	Sotto la lente anche i diritti tv
05.18	Primo Piano
05.18	Gazzoni ritorna all'attacco
05.19	I pm: "continuità" nel 2005/06
05.21	A Firenze fascicolo sul dossier
05.21	"Giannichedda mai all'Inter"
05.22	Rossi: "Fiducia totale a Lippi"

05.22	Mastella: "Presto mia iniziativa"
05.23	Tra i 41 Brighi, Gasbarroni e ZidaneR
05.23	Primo Piano
05.23	Berlusconi: "Mai voluto Moggi"
05.24	Primo Piano
05.25	America, 1919: s'imbrogliava già
05.25	"Buffon non è indagato"
05.26	Finanza in sede da Milan e Inter
05.26	Il mondo condanna
05.27	Lo scandalo scommesse
05.27	Tutte le Procure in azione
05.27	Lippi, un po' papà un po' c.t
05.27	Le inchieste in corso
05.29	Ventuno giorni di passione
05.30	Della Valle interrogato nove ore
05.31	Doppia bufera sulla Lazio
05.10	Tre procure indagano: le tappe
06.01	"Lazio pulita e trasparente"
06.02	"Per me Juventus in B
06.03	Galliani, bordate sulla Juventus
06.04	Cannavaro: "Ho chiarito tutto"
06.05	Il Milan si rubella
06.06	Borrelli: "Ci sono risultati"
06.07	"Stanno tirando dentro il Milan"
06.08	Borrelli: "Nessun pentito"

06.09	Bergamo: "Nulla da confessare"
06.12	Martino svela: Moggi voleva allontanare la Fazi
06.12	Zeman: Così volevano estromettermi dal mondo del calcio
06.13	Giraudò interrogato in Figc
06.14	Borrelli in dirittura d'arrivo
06.14	Juve, è partito il nuovo corso
06.15	Agnolin commissario dell'Aia
06.20	Borrelli: "Illecito strutturato"
06.22	Deferite Juve, Lazio Fiorentina, Milan Galliani si è dimesso
06.23	Deferite Juve, Milan, Lazio e Fiorentina
06.27	Moggi: "La Juve sapeva tutto"
06.27	Pessotto, cauto ottimismo
06.27	Lo choc tra gli azzurri
06.27	Moggi e i pm, ecco i verbali
06.28	Pessotto, sfogo della moglie
06.29	E ora Moggi elogia Rossi
06.29	Legale Juve: "B pena congrua"
06.29	Juve, ufficializzato il CdA
07.04	I media europei on line: "Misure draconiane"
07.04	Parlano i protagonisti
07.07	Palazzi: B al Milan, Juve più giù
07.07	Processo, parola a Lazio e Milan
07.13	Un processo senza certezze

07.13	"Verdetto subito esecutivo"
07.14	Juve, Fiorentina e Lazio in B , Milan in A ma partirà da -15
07.14	Sentenze tra pochi minuti
07.17	L'Inter vuole querelare Moggi
07.18	Ricorso Juve parola per parola
07.20	Moggi: "Il potere è Galliani"
07.20	La Reggina sarà deferita
07.20	Foti: "Perchè dovrebbero deferirci
07.20	E' ufficiale: indagato Foti
07.21	I guai della Reggina
07.21	Maxiprocesso, 7 punti caldi
07.23	Sandulli: "Le sentenze? C'è tempo
07.24	Duro scontro Milan-Palazzi
07.25	Appello: Juve in B a meno 17, Milan, Fiorentina e Lazio in A
07.25	Juve, Fiore e Lazio: ricorso
07.25	Lazio e Juve volano in Borsa
07.26	Moggi: "Mancini indovino"
07.29	Ricorsi, lotta contro il tempo
07.31	Calciocaos, 30 giorni di fuoco
08.02	Calciocaos, Cca dopo ferragosto
08.08	Calciocaos, Arezzo nei guai
08.18	Juventus, conciliazione fallita
08.21	La Juventus ricorre al Tar
08.23	Calciocaos, il futuro in 7 punti



08.23	Calciocaos, tregua Fifa-Figc
08.24	Juve, ricorso e richiesta-record
08.25	Juve-Tar, udienza il 1° settembre
08.27	Ecco il ricorso Juve al Tar
08.28	Settimana calda sul fronte legale
08.28	Juve-Figc più vicini: salta il Tar?
08.29	Juve-Figc, prove di dialogo
08.29	Juventus, istruzioni per l'uso
08.30	Cobolli Gigli fa marcia indietro
08.30	"Spero ancora nella serie A
08.31	Juve rinuncia al ricorso Tar
09.01	Il Tar dice no ai soci Juve
09.02	Deschamps deluso ma convinto
09.20	Petrucci vuole Pancalli alla Figc
09.20	Figc: si dimette anche Borrelli
09.24	De Santis-Inter, inchiesta Figc
09.28	Spy Telecom: per conto di chi
10.08	Borrelli-De Santis finisce 0-0
10.08	Sugli arbitrati è già battaglia
10.27	Ecco come cambiano le classifiche di A e B
10.27	L'avv. Bruni: "Il Tar? Vedremo"
10.27	Sconti: sorridono Juve e Lazio
11.08	Calciocaos: 120 milioni di Danni
12.14	"Grande Juve, garantisco io
12.26	La Juve fa i conti senza Tamoil
2007	

05.14	Juve, bentornata in serie A
Note. Gazzetta dello Sport.	

Official Announcement from Juventus Club S.p.A.	
2005.10.10	Analyst Presentation- 10th October 2005
2005.10.25	Il CdA approva i dati relativi al secondo trimestre 2005-2006
2006.03.01	Analyst Presentation- 1st March 2006
2006.03.11	Il CdA approva i dati relativi al terzo trimestre 2005-2006 e convoca l'assemblea ordinaria per il 29 giugno 2006
2006.03.13	Comunicazioni al pubblico di notizie ai sensi dell'art.114, comma 5, del D.Lgs. 58-98. Richiesta Consob del 12 maggio 2006
2006.03.16	Convocato il Consiglio di Amministrazione
2006.03.16	Dimissioni Amministratore e Direttore Generale Luciano Moggi
2006.03.19	Riunione del Consiglio di

	Amministrazione
2006.03.23	Il CdA coopta Carlo Sant'Albano e approva i dati relativi al primo semestre 2005-2006
2006.03.23	Nomina del Direttore Sportivo
2006.03.24	Perquisizione presso la sede sociale
2006.06.14	Proposta dell'azionista IFIL per il CDA Juventus
2006.06.22	Incolpazioni a carico degli amministratori e della Società
2996.96.29	Assemblea Ordinaria degli Azionisti e Consiglio di Amministrazioni
2006.07.04	Dimissioni dell'allenatore Fabio Capello
2006.07.04	Accordo con l'allenatore Didier Deschamps
2006.07.20	Precisazione sulle operazioni di campagna trasferimenti in corso
2006.07.25	Dichiarazione del Presidente Giovanni Cobolli Gigli
2006.07.27	Accordi con la società spagnola Real Madrid CF

2006.08.02	Accordo con la società F.C. Internazionale S.p.A.
2006.08.10	Accordo con la società F.C. Internazionale S.p.A.
2006.8.11	Il Consiglio di Amministrazione approva i dati relativi al quarto trimestre 2005-2006
2006.08.18	Udienza per la conciliazione presso la Camera di Conciliazione e Arbitrato del CONI
2006.08.21	Deliberato l'immediato ricorso al TAR.
2006.10.26	La Assemblea Ordinaria degli Azionisti approva il Bilancio di esercizio al 30 giugno 2006
2006.11.13	Il CDA approva i dati relativi al primo trimestre 2006-2007
2007.01.25	Accordi con la società Genoa C.F.C. S.p.A.
2007.02.05	Progetto stadio e piano di sviluppo a medio termine
2007.02.13	Il CdA approva i dati relativi al secondo trimestre 2006-2007

2007.02.22	Accordo con il calciatore Zdenek Grygera
2007.03.11	Il CdA approva i dati relativi al terzo trimestre 2006-2007
2007.03.14	Il CdA approva il piano di sviluppo e propone l'aumento di capitale
2007.03.23	Risolto consensualmente il contratto con l'allenatore Deschamps
2007.03.23	Concluso il negoziato con Oilinvest
2007.03.23	Il gruppo Fiat è Official Sponsor della Juventus
2007.03.23	L'Assemblea Straordinaria approva l'Aumento di Capitale
2007.03.24	Aumento del capitale sociale di circa €105 milioni.
2007.03.27	Il CdA approva i dati relativi al primo semestre 2006-2007
2007.04.13	Il gruppo Fiat è Official Sponsor della Juventus
2007.04.13	Firmato l'accordo definitivo di sponsorizzazione.
2007.04.20	Valutazioni del CdA Juventus sulla mancata assegnazione all'Italia degli

	Europei 2012
2007.06.04	Claudio Ranieri è il nuovo allenatore della Juventus
2007.06.07	Gianluigi Buffon sarà bianconero fino al 2012
2007.06.15	Dimissioni di Tardelli
2007.06.16	Accordo con il calciatore Hasan Salihamidzic
2007.06.19	Accordo con l'Udinese Calcio S.p.A. per l'acquisto del calciatore Vincenzo Iaquina
2007.06.19	Operazioni relative ai diritti pluriennali alle prestazioni sportive dei calciatori
2007.06.20	Operazioni relative ai diritti pluriennali alle prestazioni sportive dei calciatori
2007.06.20	Accordo con la società Piacenza F.C. S.p.A.
2008.10.09	Analyst Presentation- 9th October 2008.

Official Announcement from Federazione Italian Giucco Calcio	
2006.06.02	Procedura di accredito per procedimento sportivo della CAF presso Stadio Olimpico di Roma
2006.06.21	Provvedimenti della Procura Federale
2006.06.22	Notifiche della procura federale
2006.06.22	Deferimenti
2006.07.25	Comunicato n° 001/CF del 25 luglio 2006
2006.08.04	Comunicato n° 002/CF del 4 agosto 2006
2006.08.08	Deferimento dell'Arezzo
2006.08.17	Sentenza Caf
2006.08.18	Conciliazione Juventus
2006.08.21	Ricorso al TAR della Juventus
2006.08.22	Riferimento ai ricorsi discussi dinanzi al TAR del Lazio
2006.08.26	Comunicato n° 005/CF del 26 Agosto 2006

Official Announcement from Comitato Olimpico Nazionale Italiano	
2006.10.27	Lodo Arbitrale (Juventus F.C. SpA)
2006.10.27	Lodo Arbitrale (A.C Milan SpA)
2006.10.27	Lodo Arbitrale (SS. Lazio)
2006.10.27	Lodo Arbitrale (A.C.F Fiorentina SpA)

Timetable of the Scandal	
Date	Description
2006.04.22	Ruggiero Palombo in his column <Palazzo di vetro> had implied that there is going to be an investigation.
2006.05.03	FIGC announced a statement that there was an investigation on some prominent characters in Italian football.
2006.05.04	The content of the interception of phone of Luciano Moggi had been revealed and there were 3 major characters: Luciano Moggi and Antonio Giraudo of Juventus and Innocenzo Mazzini the vice president of FIGC. They were accused of conditioning the game through the selection of referees.



2006.05.05	<p>4 referees were suspended.</p> <p>UEFA had started a disciplinary procedure against Pierluigi Pairetto and had closed today with an official reproach. Pairetto had been revoked for having violated the regulation of behavior.</p>
2006.05.06	<p>In Naples Luciano Moggi and his son Alessandro Moggi and the Bod of GEA were under investigation for criminal conspiracy. There were also 9 referees, 11 linesman and 21 others under investigation.</p>
2006.05.08	<p>The president of FIGC Franco Carraro resigned.</p> <p>The magistrates of Naples investigated the referee Massimo De Santis.</p>
2006.05.10	<p>The vice president Innocenzo Mazzini of FIGC and the President of AIA Tullio Lanese resigned.</p> <p>Antonio Girauda was under investigation in Turin for the false statement in account.</p> <p>There were 9 clubs from Serie A and B and other over 50 persons under investigation.</p>
2006.05.11	<p>There was also another gambling scandal broke in Parma: Gianluigi Buffon,</p>

	<p>Chimenti Iuliano and Maresca had been investigating.</p> <p>The members of Bod of Juventus all resigned.</p>
2006.05.12	<p>There were 41 persons, 19 matches from Serie A and B under investigation.</p> <p>Juventus, AC Milan Fiorentina and Lazio were involved. Luciano Moggi and Antonio Giraudo were also had been investigated for conducting false imprisonment in 2004 after the game Reggina-Juventus (2-1).</p> <p>Moggi Locked a referee Paparesta in the dressing room.</p> <p>The magistrate had started a new investigation.</p> <p>Out breaking the investigation of illegal gambling. Buffon was under investigation.</p>
2006.05.13	<p>FIGC had withdrawn the accreditation of Massimo De Santis and 2 linesmen Ivaldi and Griselli alongside on the World Cup. The designator Paolo Bergamo and Pierluigi Pairetto were also suspended.</p>
2006.05.14	<p>Juventus won the scudetto of Serie A.</p> <p>Moggi pre announced the dimission from Juventus.</p> <p>The president of AIA Tullio Lanese also resigned.</p>

	The National Commission for company and stock exchange (CONSOB) officially joined the investigation of wiretaps of Italian football.
2006.05.15	Moggi was interrogated in Rome. The president of AC Milan was investigated. 19 clubs from Serie A were under investigation.
2006.05.16	Guido Rossi had been nominated as the extraordinary commissioner in FIGC Luciano Moggi resigned.
2006.05.17	The TV presenter (host) Aldo Biscardi resigned.
2006.05.18	The financial guard (La Guardia di Finanza) of Turin was conducting a perquisition at the centre of the club for the investigation promoted by the attorney of republic of Turin towards Antonio Giraudo and Luciano Moggi for false statement in account and tax evasion.
2006.05.19	Italo Pappa left the position of head of investigation office in FIGC. Juventus nominated a new managing director doctor Carlo Sant'Albano

2006.05.23	<p>Guido Rossi nominated Francesco Saverio Borrelli as the head in charge of the investigation office (L'Ufficio d'Indagini) in FIGC.</p> <p>Juventus nominated a new director of Sport Alessio Secco.</p> <p>Investigation were undergoing on the false statement in account. There were 41 players and 71 clubs involved.</p>
2006.05.25	<p>Paolo Bergamo had been interrogated for 8 hours and 20 minutes in the public prosecution of Naples.</p> <p>AC Milan was also put into investigations of trying to select referees in the 2004-05 season.</p>
2006.06.04	<p>Borrelli heard witness from ex referee Riccardo Pirrone who had often denounced that the drawing of referee's decision (appointing).</p>
2006.06.05	<p>The interrogator in FIGC had officially started their work lasted for 2 weeks.</p>
2006.06.12	<p>Italy defeated Ghana 2-0 in group stage.</p>
2006.06.14	<p>IFIL had proposed to nominate new BoD (contained 9 members) for Juventus for 3 years until June 30, 2009.</p> <p>Guido Rossi nominated Luigi Agnolin as the</p>

	commissioner of AIA.
2006.06.15	SKY had confirmed to Juventus the proper 'Intention of staying with Juventus and its fans'.
2006.06.17	Italy played 1-1 draw with the USA in the group stage.
2006.06.19	Borrelli had closed the first part of investigation. His 190-page report of the investigation had been delivered to federal prosecutor Stefano Palazzi.
2006.06.21	4 clubs and 26 persons (tesserati) had been charged indicted for "sporting fraud"
2006.06.22	Italy defeated Czech Republic 2-0 in the group stage.
2006.06.26	Italy beat Australia 1-0 in round of 16.
2006.06.27	Team manager of Juventus Gianluca Pessotto fell from the roof of Juventus building.
2006.06.30	Italy defeated Ukraine 3-0 in quarterfinals.
2008.07.03	The Prosecutor Stefano Palazzi had proposed to the court of FIGC (CAF) severe punishment toward clubs and individuals.
2006.07.04	The coach of Juventus Fabio Capello resigned.
	Italy defeated Germany 2-0 in

	semi-finals.
2006.07.08	The minister of Justice Clemente Mastella told press of proposal of amnesty.
2006.07.09	The Italian national team had won the World Cup for the 4th time.
2006.07.10	Juventus had signed a 2-year contract with coach Didier Deschamps.
200607.11	Broadcaster Mediaset freezes TV right cash
2006.7.14	The sentence of 1st grade had been announced by CAF (Corte d'Appello Federale). The president of Juventus had declared that it is not a fair sentence whether the form or the essence.
200607.17	Stefano Palazzi lodged the appeal to CF against 4 clubs and related persons.
200607.25	The sentence of 2nd grade had been announced by CF (Corte Federale). President of Juventus declared that 'We cannot absolutely accept this sentence' and Juventus had decided to file the appeal to CCA in CONI.
200607.26	The Scudetto of 2005-06 had been reassigned to Internazionale.
2006.08.02	The hearing of CCA of CONI between FIGC and Juventus was scheduled in mid August.

	UEFA have confirmed that AC Milan have been allowed to take part in Champions League in 2006-07 season.
2006.08.18	Juventus met FIGC for the conciliation through the Chamber of Conciliation and Arbitration (CCA) of CONI. The conciliation failed.
2006.08.21	Juventus deliberated appeal to civil court in Lazio.
2006.08.23	FIFA issued a clear ultimatum: Italy is going to risk to see itself being outcast in the international competitions, whether the national's or the clubs' competitions. FIFA had addressed a warning to FIGC that if FIGC did not prevent Juventus of appealing to the civil court in Lazio (TAR), the Italian football team will not be able to compete in any international games. In fact, the FIGC had already responded with a letter in which FIGC is ready to sanction Juventus. AC Milan tended to make conciliation with FIGC through CONI.
2006.08.24	Juventus had appealed to the civil court in Lazio.
2006.08.30	AC Milan and Fiorentina failed the conciliation with FIGC.

2006.08.31	Juventus had withdrawn the appeal to civil court in Lazio.
2006.09.06	Oilinvest terminated their sponsorship with Juventus.
2006.10.27	The 3rd grade of sentences had been issued from CCA of CONI.

Relevant Names of the Scandal	
Name	Position
Staff from Clubs	
Luciano Moggi	General manager of Juventus
Antonio Giraudo	Chief Executive of Juventus
Marcello Lippi	Coach of National Team of Italy
Gianluca Pessotto	Club manager of Juventus
Silvio Berlusconi	President of AC Milan Prime Minister, Entrepreneur Tycoon: Mediaset, Arnoldo Mondadori Editore. Leader of Forza Italia. 3rd richest person in Italy.



Andrea Galliani	Vice president of AC Milan CEO of LNP (Italian Professional Football League)
Leonardo Meani	Ex official in Serie C Manager of AC Milan
Carlo Ancelotti	Coach of AC Milan Former Coach of Juventus 1998-2001
Claudio Lotito	General manger of Fiorentina.
Diego Della Valle	Owner of Fiorentina
Andrea Della Valle	President of Fiorentina
Officials of FIGC	
Franco Carraro	President of FIGC
Innocenzo Mazzini	Vice president of FIGC
Cosimo Maria Ferri	Member in the Commission of Economic Disputes in FIGC
Pierluigi Pairetto	Referee designator of Serie A during the 2004-05 season Former member of Refereeing

	Commission in UEFA
Gennaro Mazzei	Former Official of AIA Linesman Designator of Serie A.
Paolo Bergamo	Former Official. Referee designator of Serie A during the season 2004-05
Referees	
Massimo De Santis	Referee of Serie A, proposed referee for the World Cup
Gianluca Paparesta	Referee of Serie A
Others	
Aldo Biscardi	TV host /presenter
Riccardo Agricola	Doctor of Juventus
Alessandro Moggi	Son of L. Moggi, GEA World Agency
Davide Lippi	Son of M. Lippi, GEA World Agency

Year	Notable Achievements, Names and Events of Juventus
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1897	<p>The birth of the club.</p> <p>This club, run by the first president Enrico Canfari.</p>
1900s	<p>Juventus wins its first league champion in 1905. After the war they continued to rise, with goalkeeper Giacone and the full backs Novo and Bruno the first to play in the national team. The President was the poet and man of letters Corrado Corradini, who wrote the club anthem, which remained until the 60s.</p>
1920s	<p>scudetto: 1925-26</p> <p>1923, Edoardo Agnelli assumed financial and operational control of team.</p> <p>Jeno Karoly, the first real trainer, arrived at Juventus with the inside left Ferenc Hirzer, both from Hungary, to supplement the talents of Gaimpiero Combi, Virginio Rosetta, Federico Munerati, Carlo Bigatto and Giuseppe Grabbi.</p>
1930s	<p>scudetto: 1930-31, 1931-32, 1933-34, 1933-34, 1934-35 (in a row)</p> <p>The Italian national team also won the 1st World Cup champion.</p> <p>Coppa Italia: 1937-38</p> <p>Notable Trainer Carlo Carcano and famous stars: Raimundo Orsi, Umberto Caligaris, Luis Monti, Renato Cesarini, Mario Varglien, Luigi Bertolini, Giovanni Ferrari and Felice Borel. Juventus triumphed in 5 scudetto from 1930 to 1935 successively.</p>

	<p>1933, Juventus also changed its home: the town stadium was built for the World University Games and the team played there until 1900.</p> <p>During this period Juventus had their first experience in world football, participating in the Europe Cup (today's Champions League).</p> <p>1934, the Italian national team won the World Cup. There are 9 players had participated in the National Team: Gianpiero Combi, Virginio Rosetta, Luigi Bertolini, Felice Borel, Umberto Caligaris, Giovanni Ferrari, Luis Monti, Raimundo Orsi and Mario Varglien.</p> <p>1935, the president Edoardo Agnelli died in an airplane accident.</p> <p>1937, Juventus wins its first Italian Cup</p> <p>1938, Italy won the 2nd World Cup in a row. There are 2 players of Juventus in the National team: Alfredo Foni and Pietro Rava</p>
1940s	<p>Scudetto: 1949-50</p> <p>Coppa Italia: 1941-42</p> <p>1947, Giovanni Agnelli became the president</p>
1950s	<p>Scudetto: 1951-52, 1957-58, 1959-60</p> <p>Coppa Italia: 1958-59, 1959-1960</p> <p>1950, the team wins its eighth league championship</p> <p>1955, the younger brother Umberto Agnelli of Gianni Agnelli took over the presidency.</p>
1960s	<p>Scudetto: 1960-61, 1966-1967</p> <p>Coppa Italia: 1964-65</p>

	<p>Scudetto: 1971-72, 1972-73, 1974-75, 1976-77, 1977-78</p> <p>Coppa Italia: 1978-79</p> <p>UEFA Cup: 1976-77</p>
1970s	<p>Scudetto: 1971-72, 1972-73, 1974-75, 1976-77, 1977-78</p> <p>Coppa Italia: 1978-79</p> <p>UEFA Cup: 1976-77</p> <p>In 1971, with Giampiero Boniperti as president, the team began a long period of successful seasons. Between 1972 and 1986, the club won 9 scudetto and triumphed in all the European and international tournaments in which it played. Its world-class players during that period included Pietro Anastasi, Roberto Bettega, Antonio Cabrini, Franco Causio, Giuseppe Furino, Claudio Gentile, Michel Platini, Gaetano Scirea, Marco Tardelli, and Dino Zoff. The success had lasted for 15 years.</p>
1980s	<p>Scudetto: 1980-81, 1981-82, 1983-84, 1985-86</p> <p>Coppa Italia: 1982-83, 1989-90</p> <p>UEFA Champions League: 1984-85</p> <p>UEFA Cup Winners' Cup: 1983-84</p> <p>UEFA Cup: 1989-90</p> <p>European Super Cup: 1984</p> <p>1982, Italy won the 3rd World Cup. There are 6 Juventus players in the National Team: Dino Zoff, Antonio Cabrini, Claudio Gentile, Paolo Rossi, Gaetano Scirea and Marco Tardelli</p>

	<p>1984, Juventus wins Cup Winners and Super Cups</p> <p>1985, The team wins European and IC Cups. Same year, Juventus, the only team in the world to have won all official international cups and championships (which includes all official European competitions and the Intercontinental Cup, became the first club in the history of European football to have won all three major UEFA competitions.</p>
1990s	<p>Scudetto: 1994-95, 1996-97, 1997-98</p> <p>Coppa Italia: 1994-95</p> <p>Supercoppa Italiana: 1995, 1997</p> <p>UEFA Champions League: 1995-96</p> <p>UEFA Cup: 1992-93</p> <p>UEFA Intertoto Cup: 1999</p> <p>European Super Cup: 1996</p> <p>Intercontinental Cup: 1996</p>
	<p>1994 Juventus wins the UEFA Cup for the first time. A new managerial group of Antonio Giraudo, Luciano Moggi and Roberto Bettega took over at the head of Juventus FC. They employed trainer Marcello Lippi, who immediately guided the team to their first Championship in 9 years. Also, Marcello Lippi became the coach in the club.</p>
2000s	<p>Scudetto: 2001-02, 2002-03</p> <p>Serie B title: 2006-07</p> <p>Supercoppa Italiana: 2002, 2003</p>
	<p>The team goes public in 2001</p> <p>In 2006 Italy won its 4th World Cup, There are</p>

	5 Juventus players in the National team: Fabio Cannavaro, Gianluigi Buffon, Mauro Camoranesi, Alessandro Del Piero and Gianluca Zambrotta
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