



# Meeting with Lietuvos Futbolo Federacija

Utena, 10 Nov 2017

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# European Club Football

- The European club footballing landscape and position of Lithuanian football;
  - Youth academies and determinants of success (UEFA research);
  - Example of Football Association of Slovenia.
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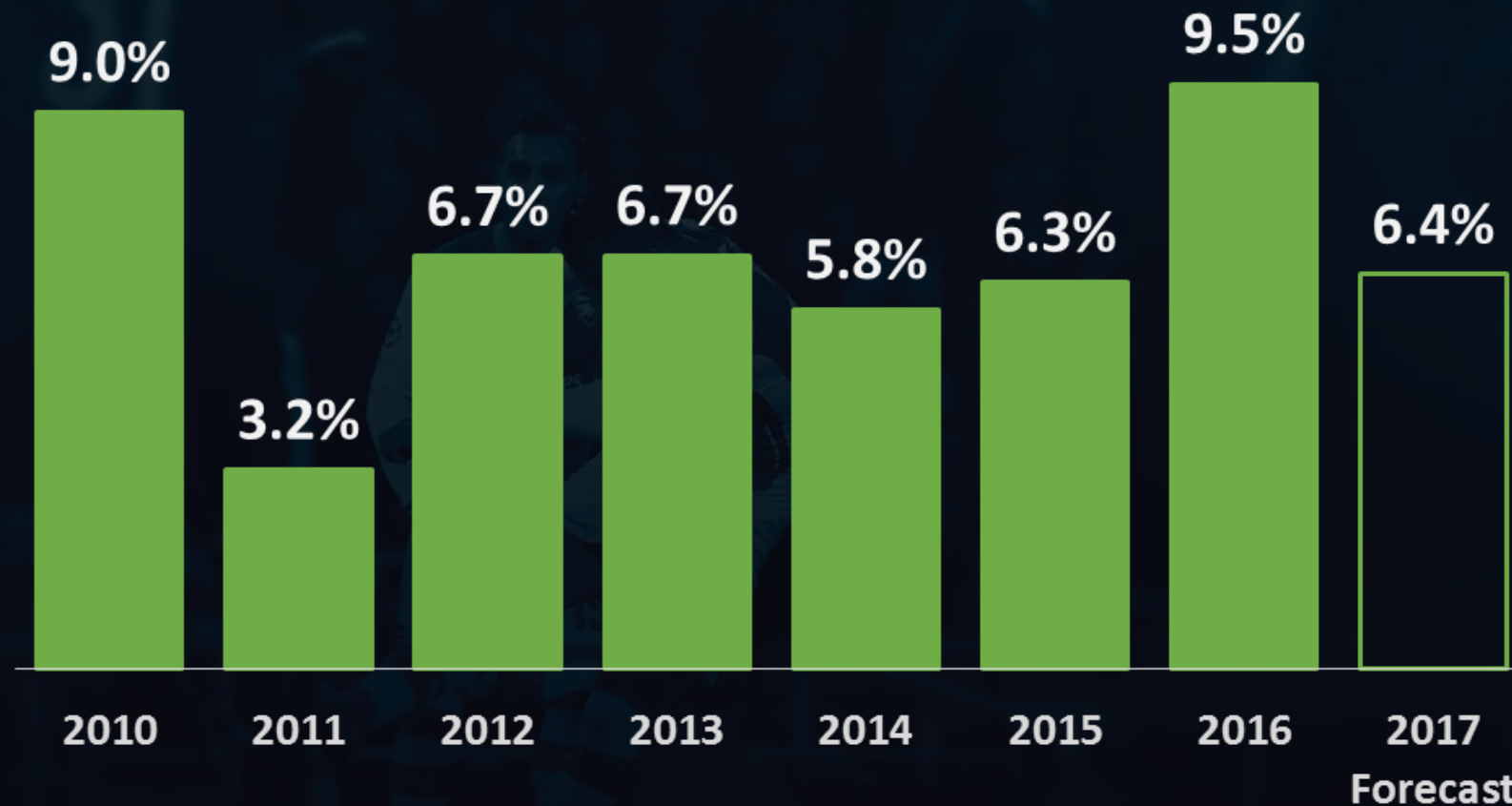
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# The European Club Footballing Landscape and Position of Lithuanian Football

Top division € revenue growth of 9.5%

Growth of 10.7% in local currency terms

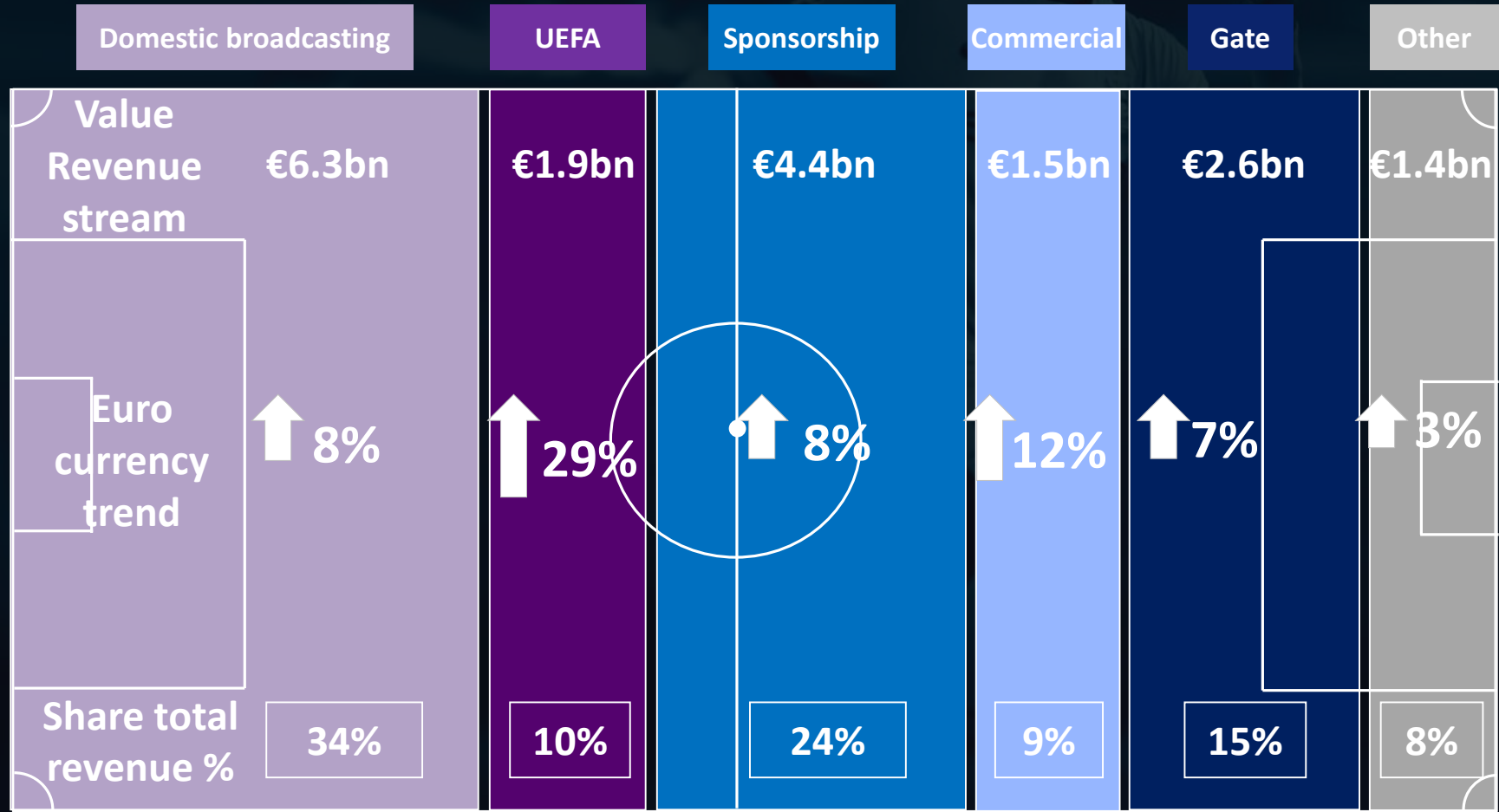
Revenues



Revenue grew in 41 of 54 leagues

# Total top division revenue reaches €18.5billion

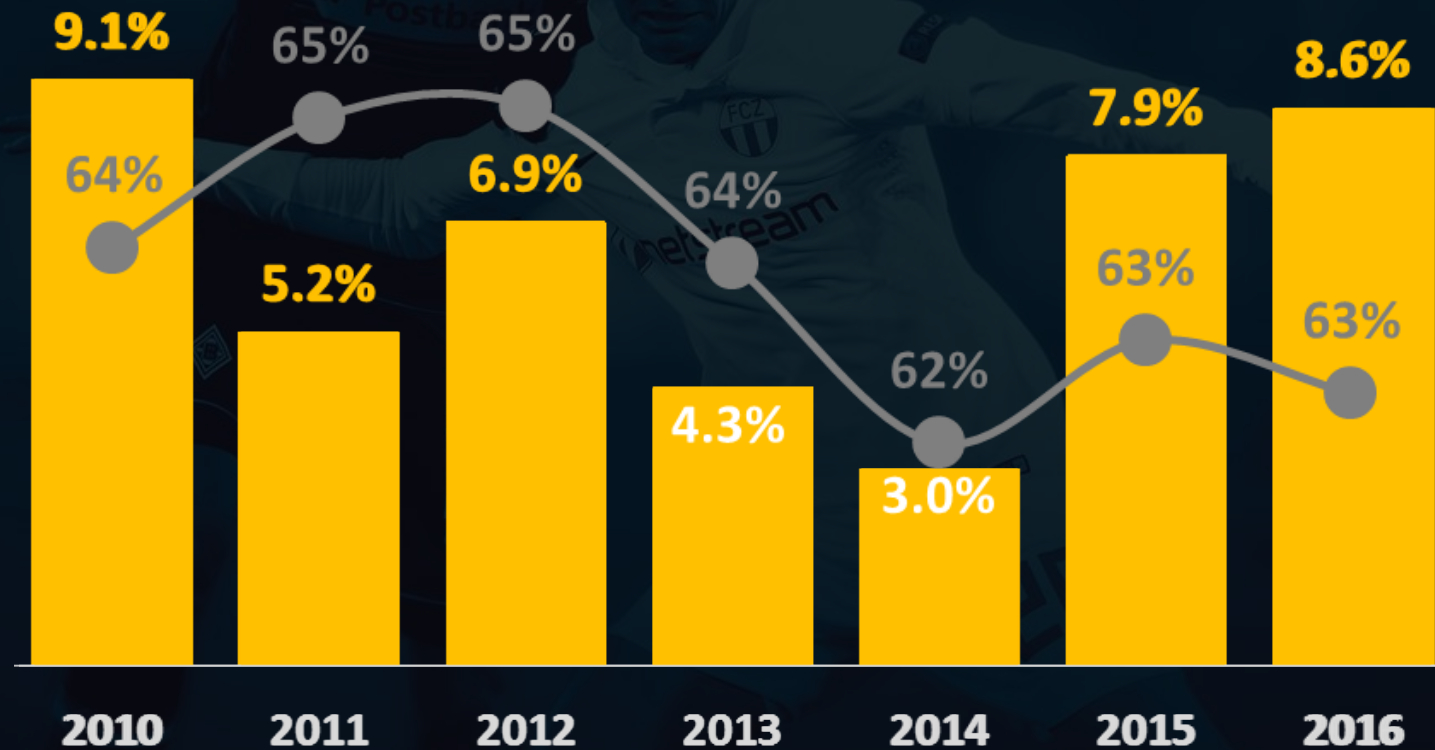
Revenue types



For 2<sup>nd</sup> year in a row UEFA & Commercial fastest growing

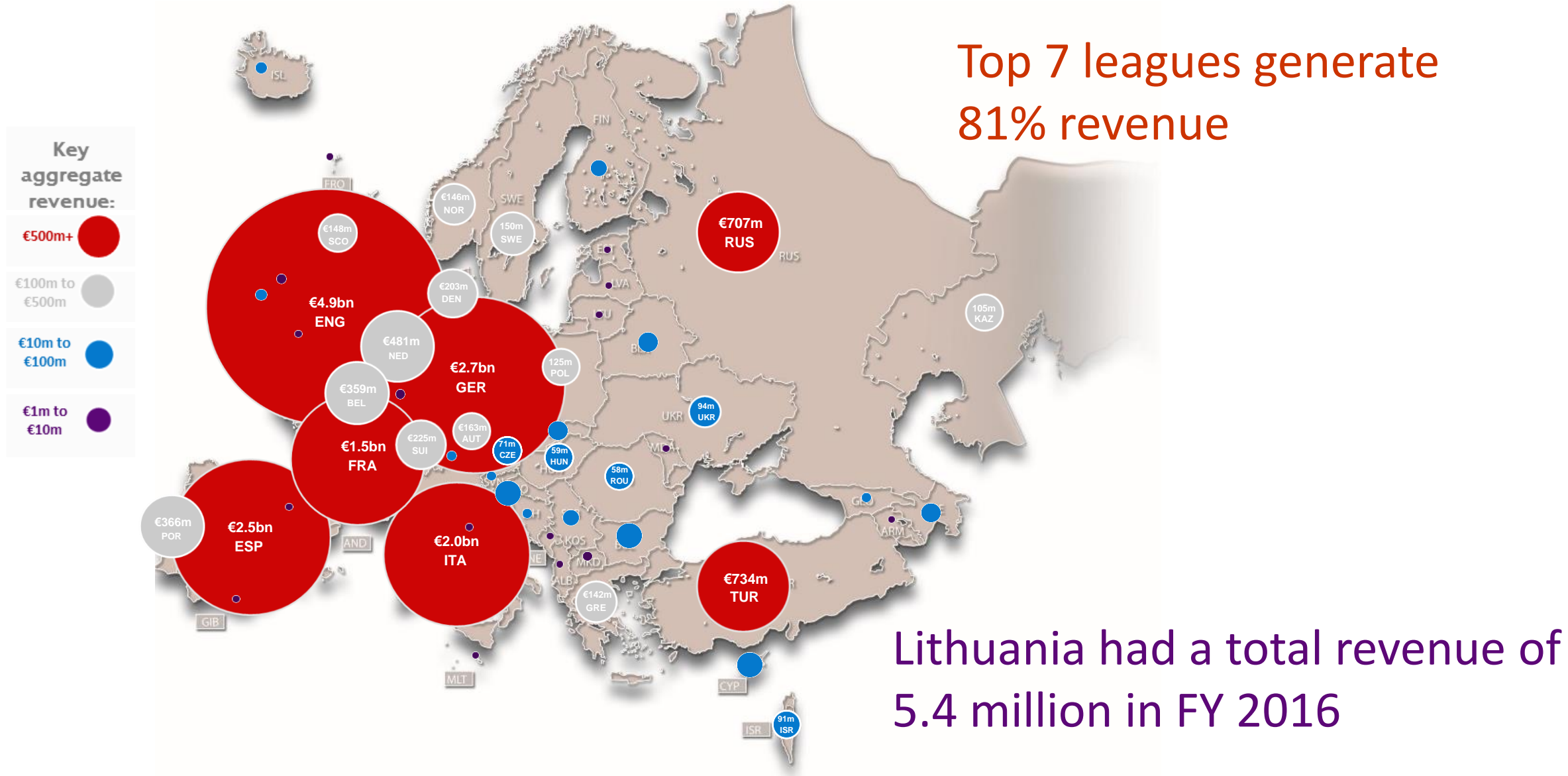
Strong revenue growth and anticipated TV growth led to high wage growth of 8.6%

Wages



Double digit wage inflation was commonplace - recorded in 11 of top 20 leagues.

# Aggregate revenues: Relative league sizes by country FY2016

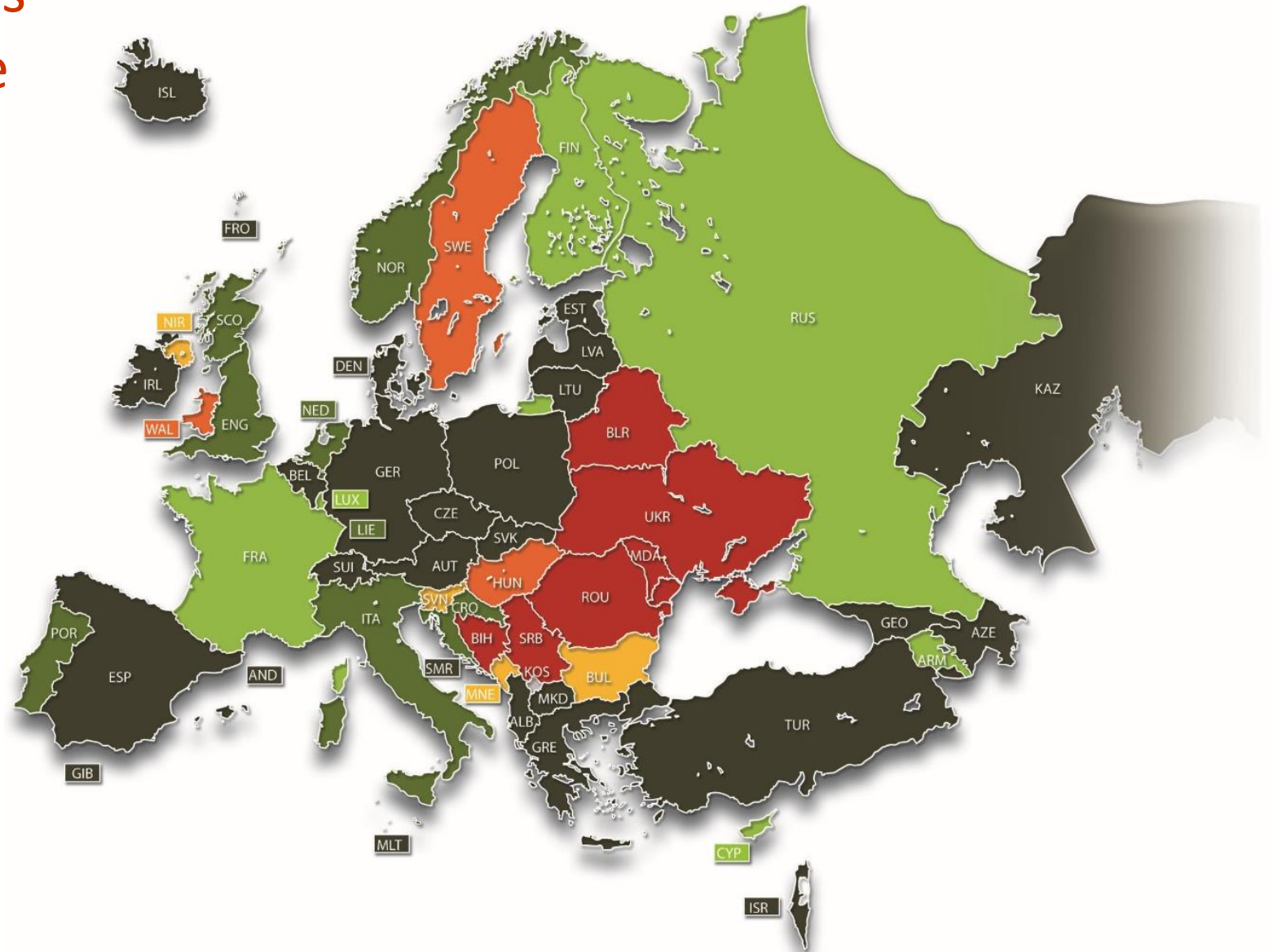


# Still difficult conditions in East-Central Europe

Stable average club revenue trend for Baltic countries

Average club revenue trend from FY2015 to FY 2016

Unknown	1x
>+10%	27x
+5% to +10%	8x
+0% to +5%	6x
-0% to -5%	4x
-5% to -10%	3x
>-10%	6x

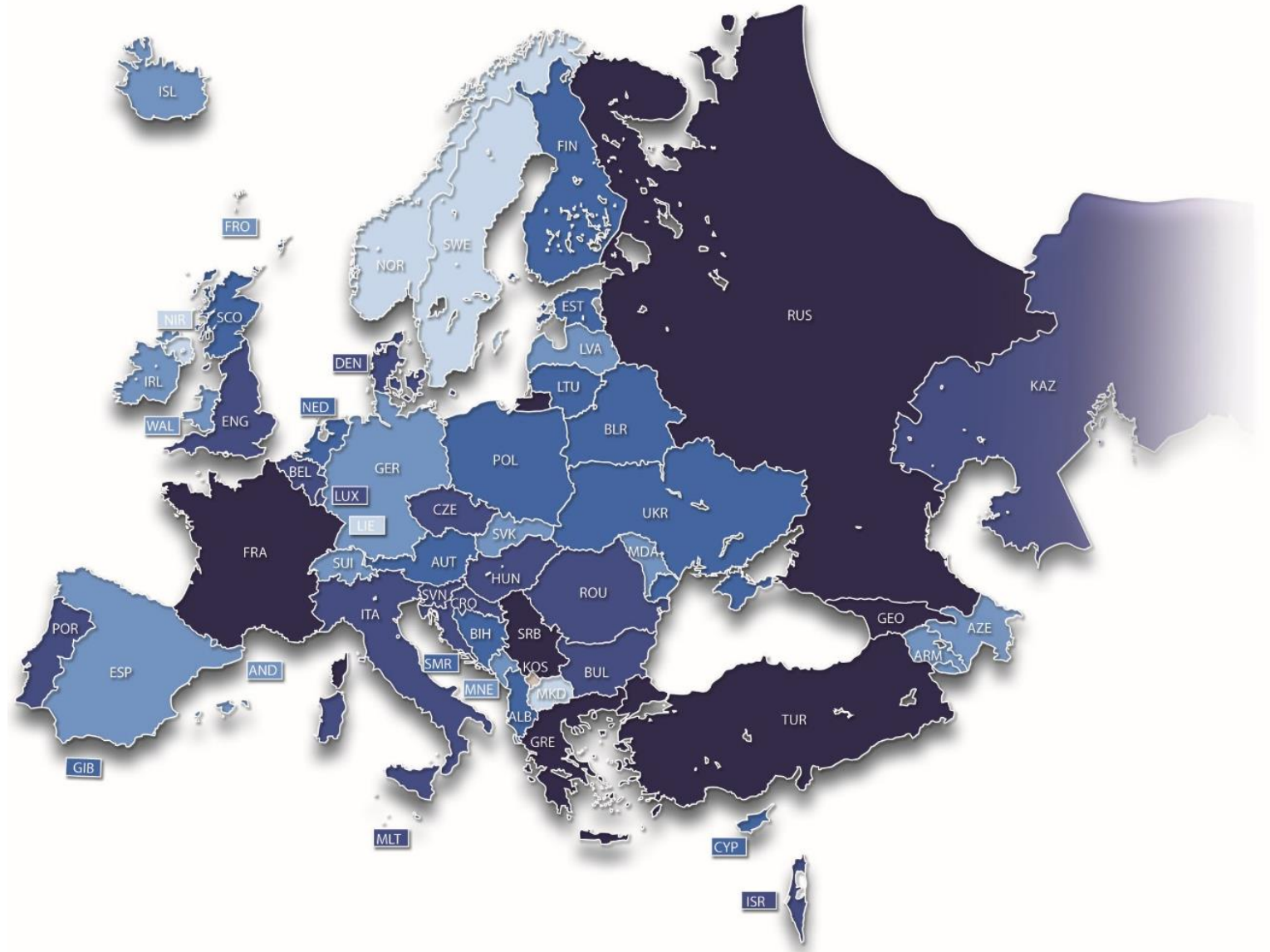




# Many clubs still with high relative wages

Number of clubs with wage ratio of more than 70%:

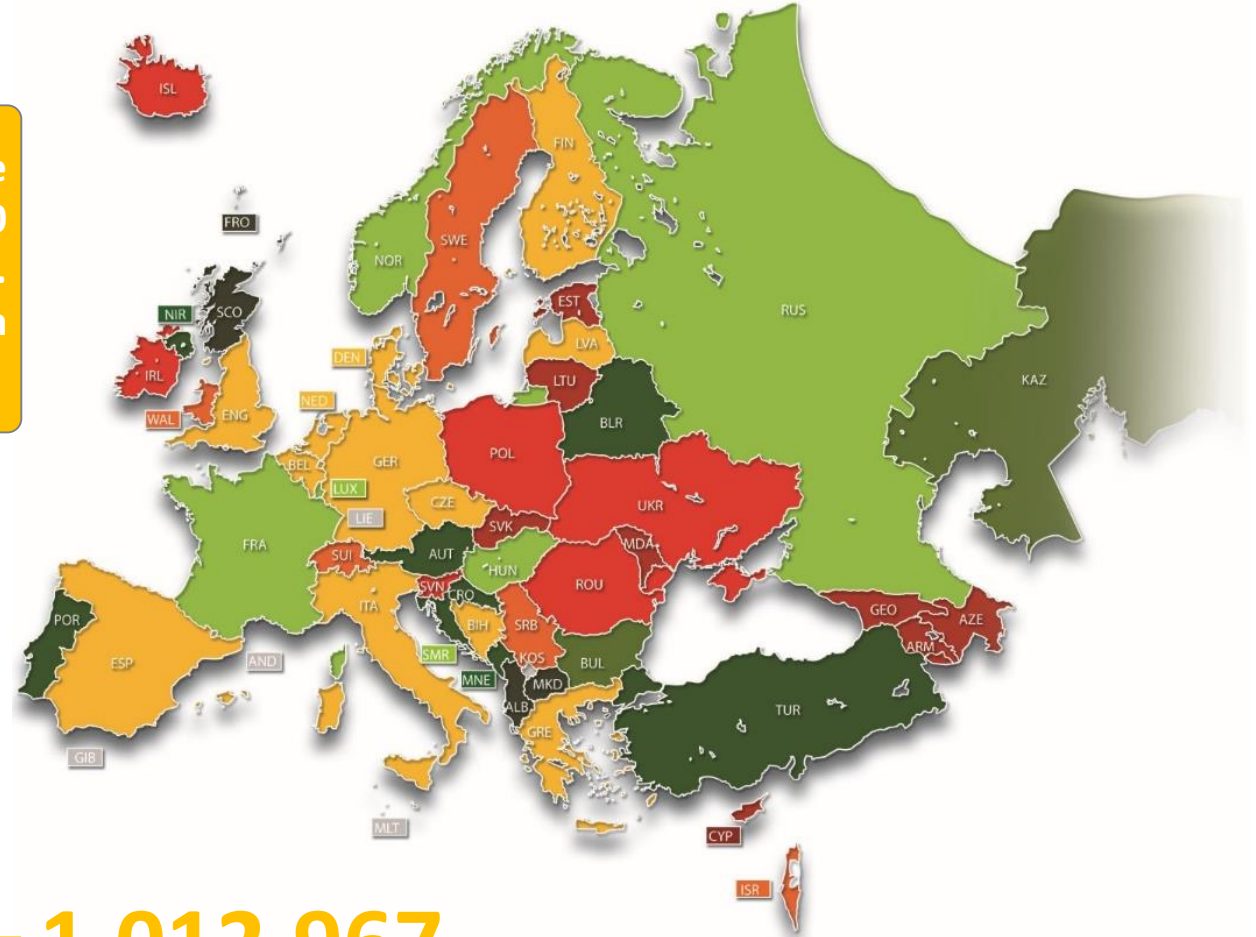
Unknown	1x
None	5x
One-two	14x
Three-five	14x
Six-nine	15x
Ten or more	6x



# European attendance levels

Aggregate match attendance trends, 2015/16 to 2016/17

The main reason for the stadium attendance decrease in Lithuania is the reduction of the first division from 10 to 8 teams between the 2015/16 and 2016/17 season. To put this in perspective, the average attendance in Lithuania decreased by only 1.2%.



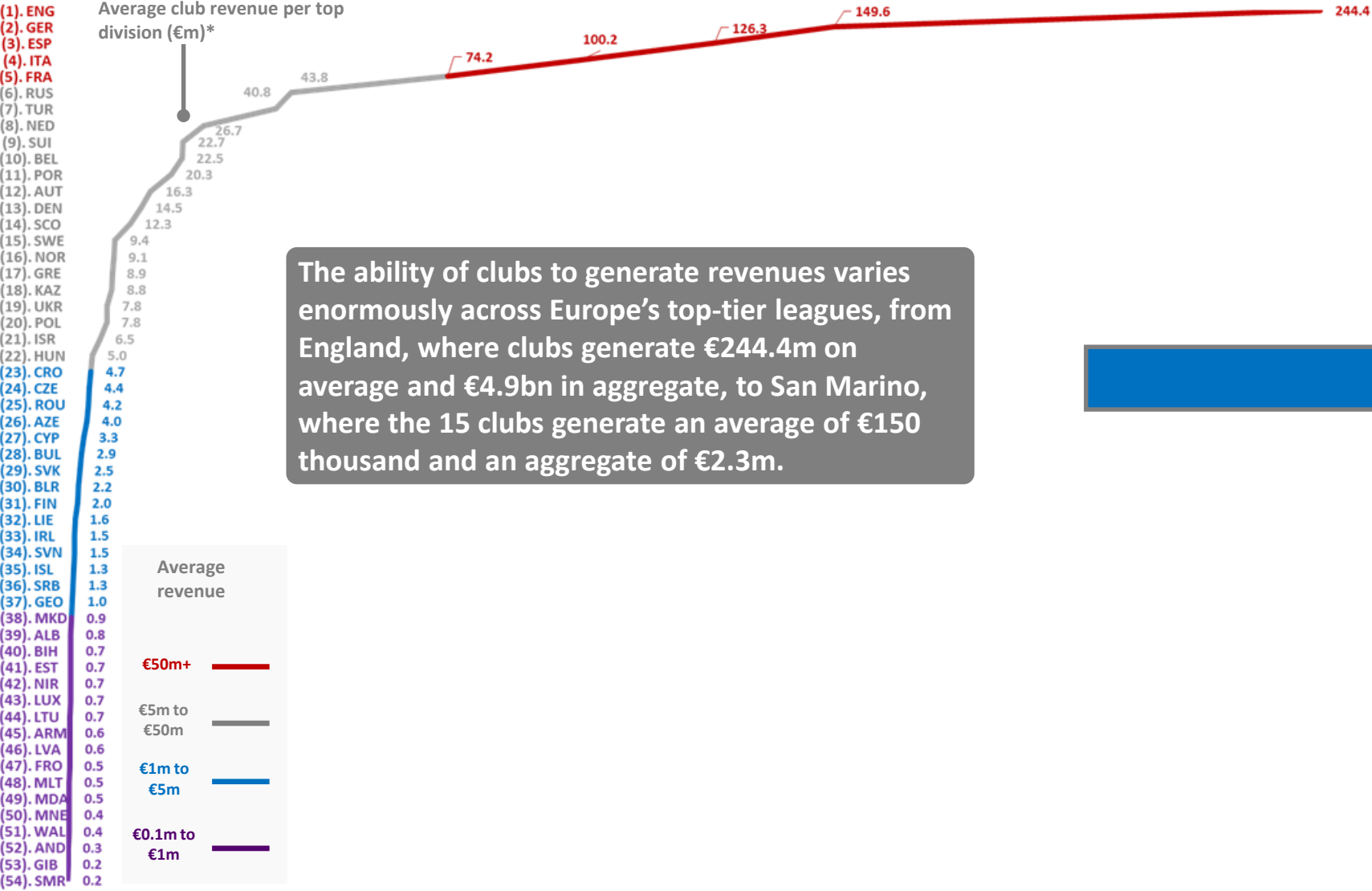
Increase 20%+	4x
Increase 10% to 20%	7x
Increase 5% to 10%	2x
Increase 0% to 5%	6x
Decrease 0% to 5%	12x
Decrease 5% to 10%	5x
Decrease 10% to 20%	6x
Decrease 20%+	8x
Unknown	5x

— 1,012,967



# Comparing Lithuania

# Average and aggregate revenues by country



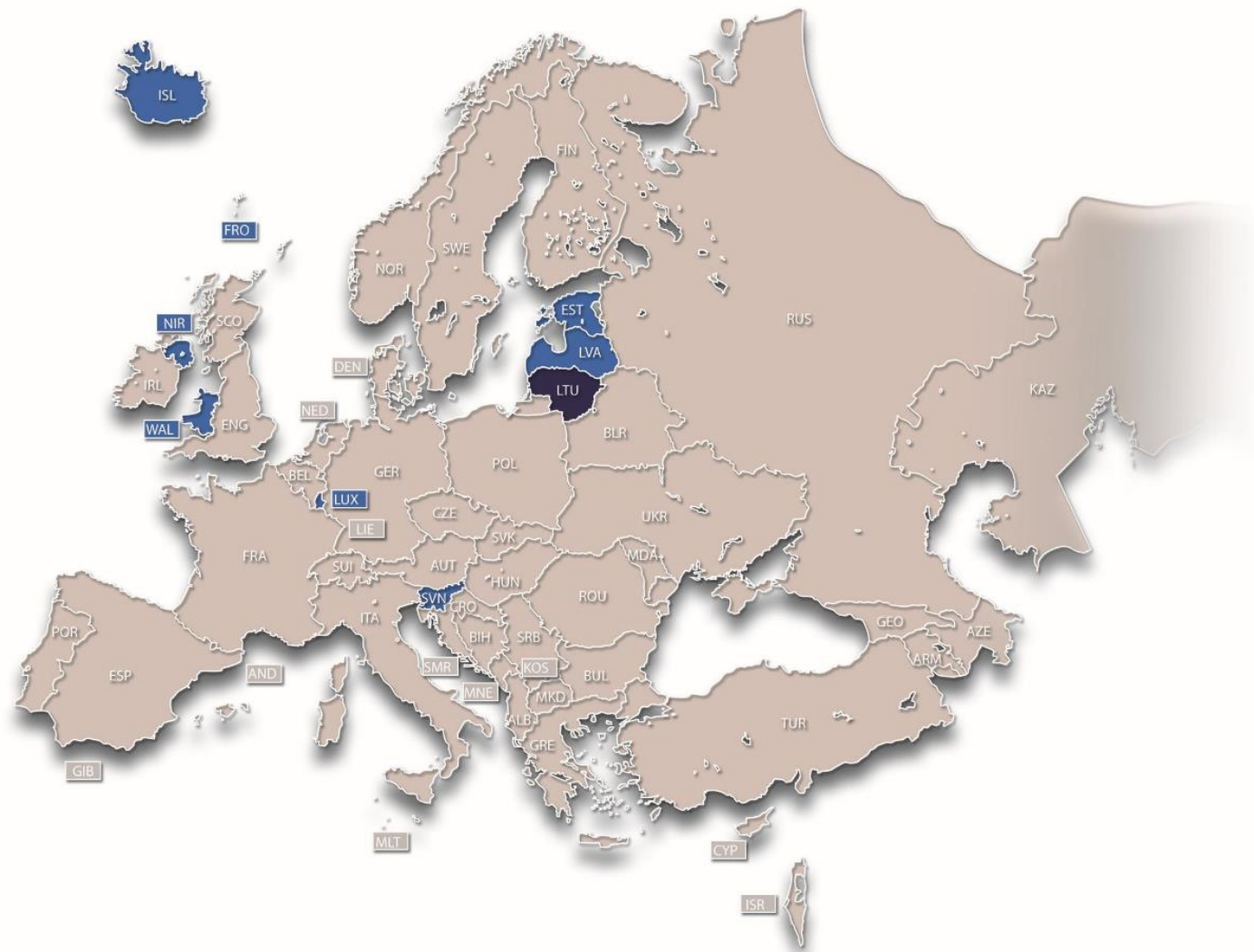
The ability of clubs to generate revenues varies enormously across Europe's top-tier leagues, from England, where clubs generate €244.4m on average and €4.9bn in aggregate, to San Marino, where the 15 clubs generate an average of €150 thousand and an aggregate of €2.3m.



(34). SVN	1.5
(35). ISL	1.3
(36). SRB	1.3
(37). GEO	1.0
(38). MKD	0.9
(39). ALB	0.8
(40). BIH	0.7
(41). EST	0.7
(42). NIR	0.7
(43). LUX	0.7
(44). LTU	0.7
(45). ARM	0.6
(46). LVA	0.6
(47). FRO	0.5
(48). MLT	0.5
(49). MDA	0.5
(50). MNE	0.4
(51). WAL	0.4
(52). AND	0.3
(53). GIB	0.2
(54). SMR	0.2

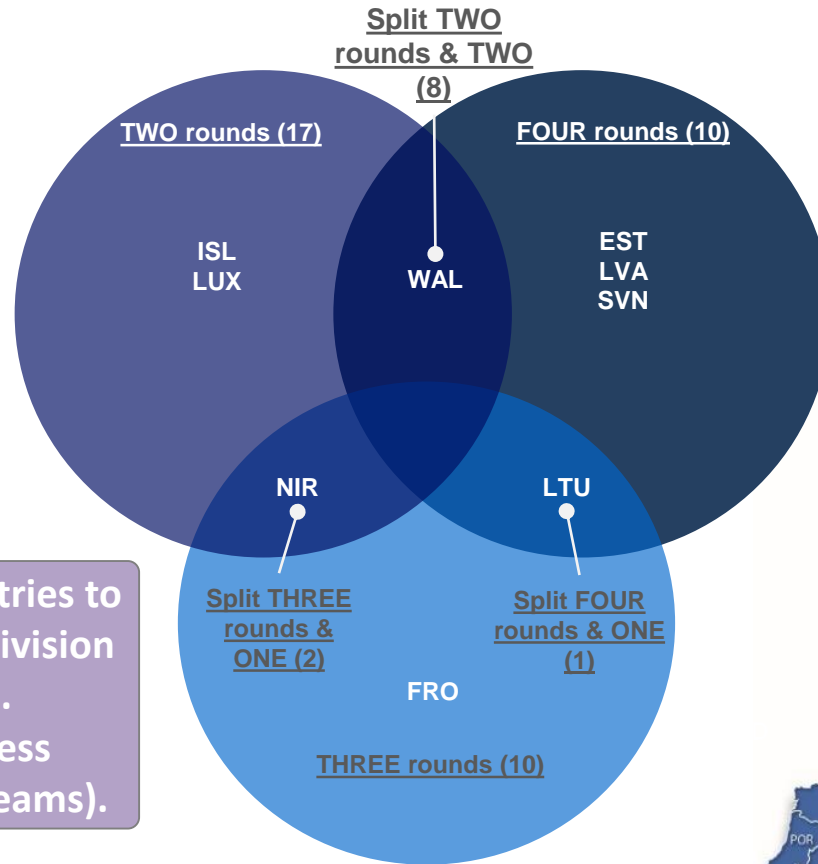
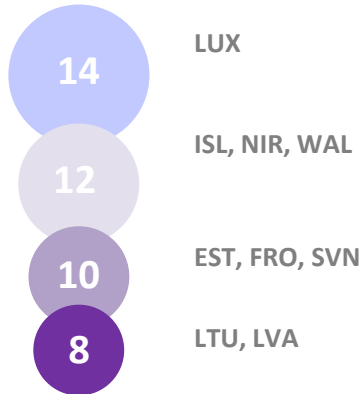
# Selected comparison Lithuania

In the following slides eight countries will be compared to the current situation in Lithuania. These Northern/Western countries are comparable in revenue terms, generally have accurate numbers to compare against and can be said to have a professional approach (even if clubs tend to be amateur or semi professional) to benchmark.



# League formats and changes in format across Europe

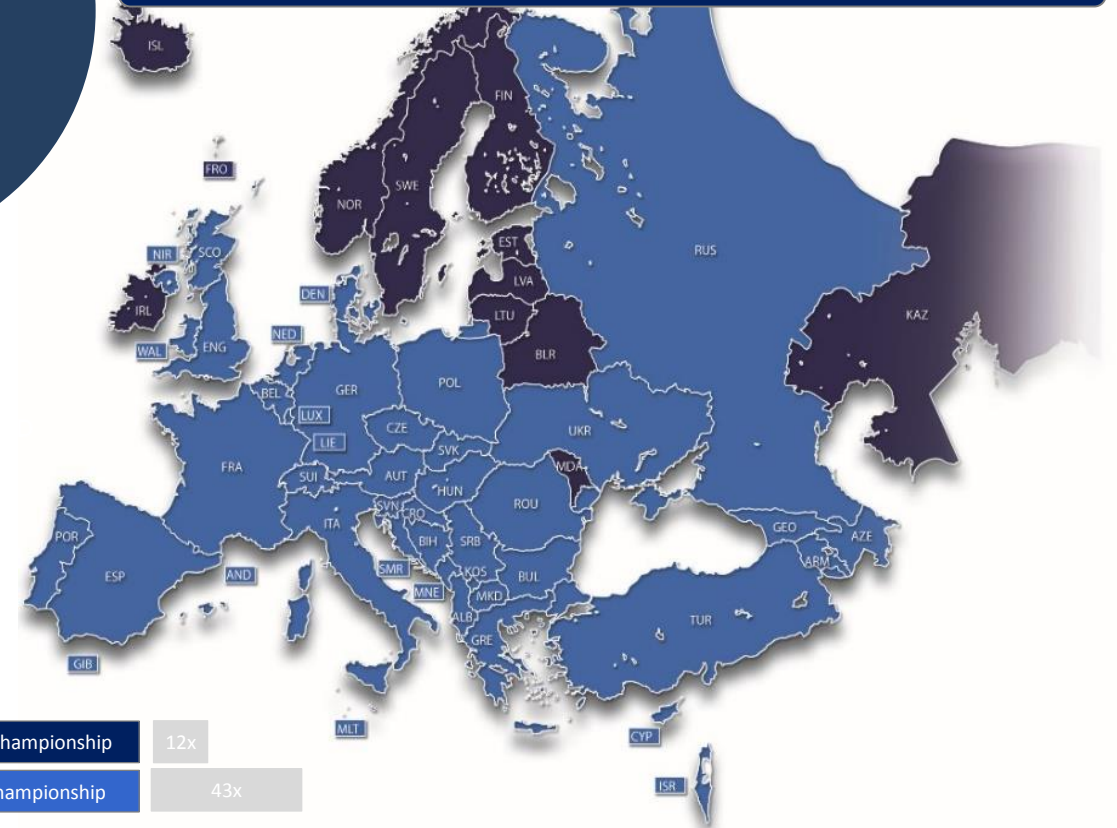
Number of clubs & matches:



Lithuania is one of twelve countries (in general Northern countries) to arrange a summer format for its domestic league. Out of the selected countries only Wales, Luxembourg and Slovenia play winter championships.

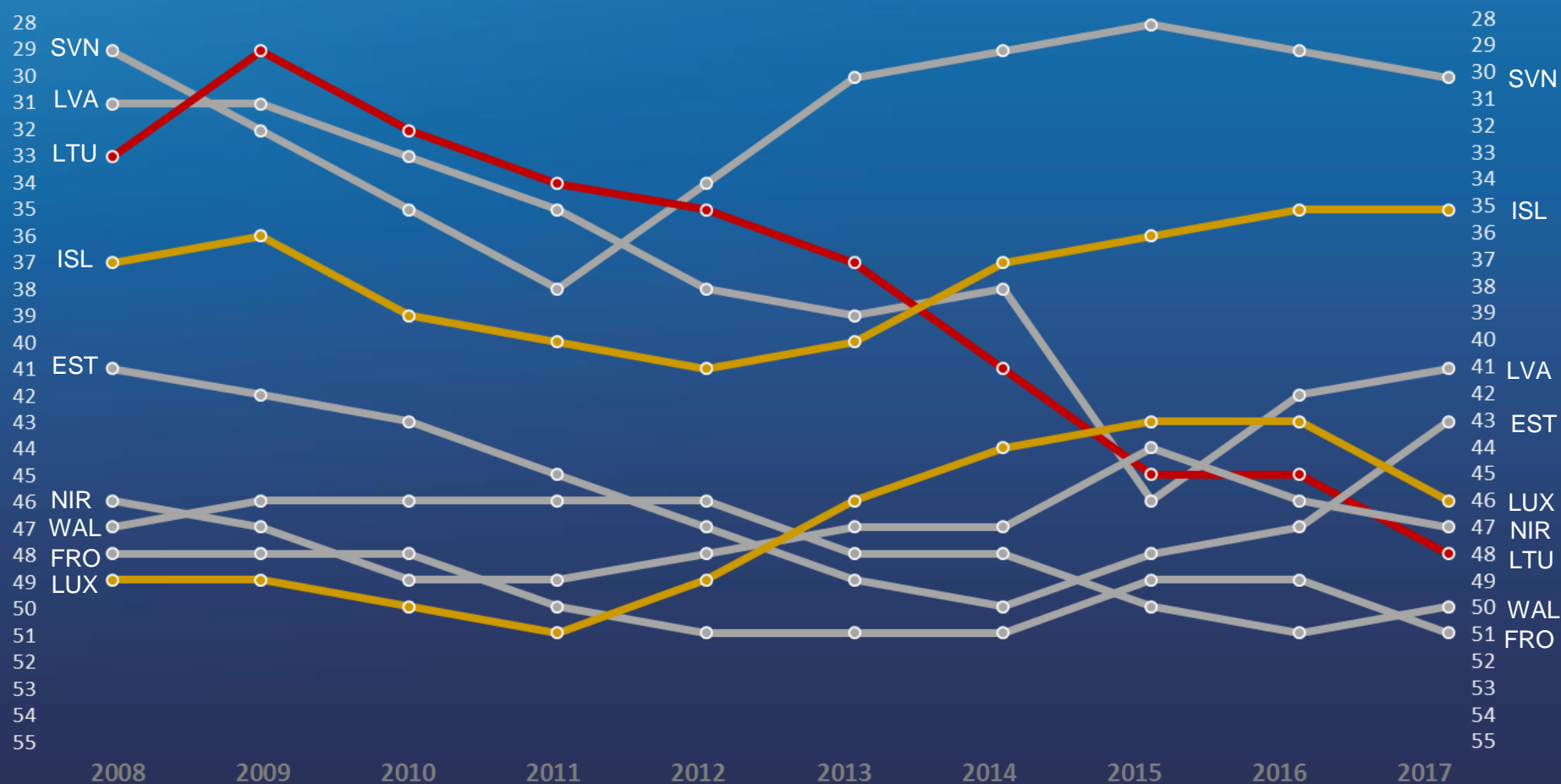
Lithuania is one of four countries to have eight clubs in the first division (changed in 2016/17 season). Currently only Armenia has less teams in its first division (6 teams).

Lithuania is the only European first tier competition to combine a competition format of four confrontations before entering into a season split format (championship round).



# The rise and fall of UEFA coefficients over the decade

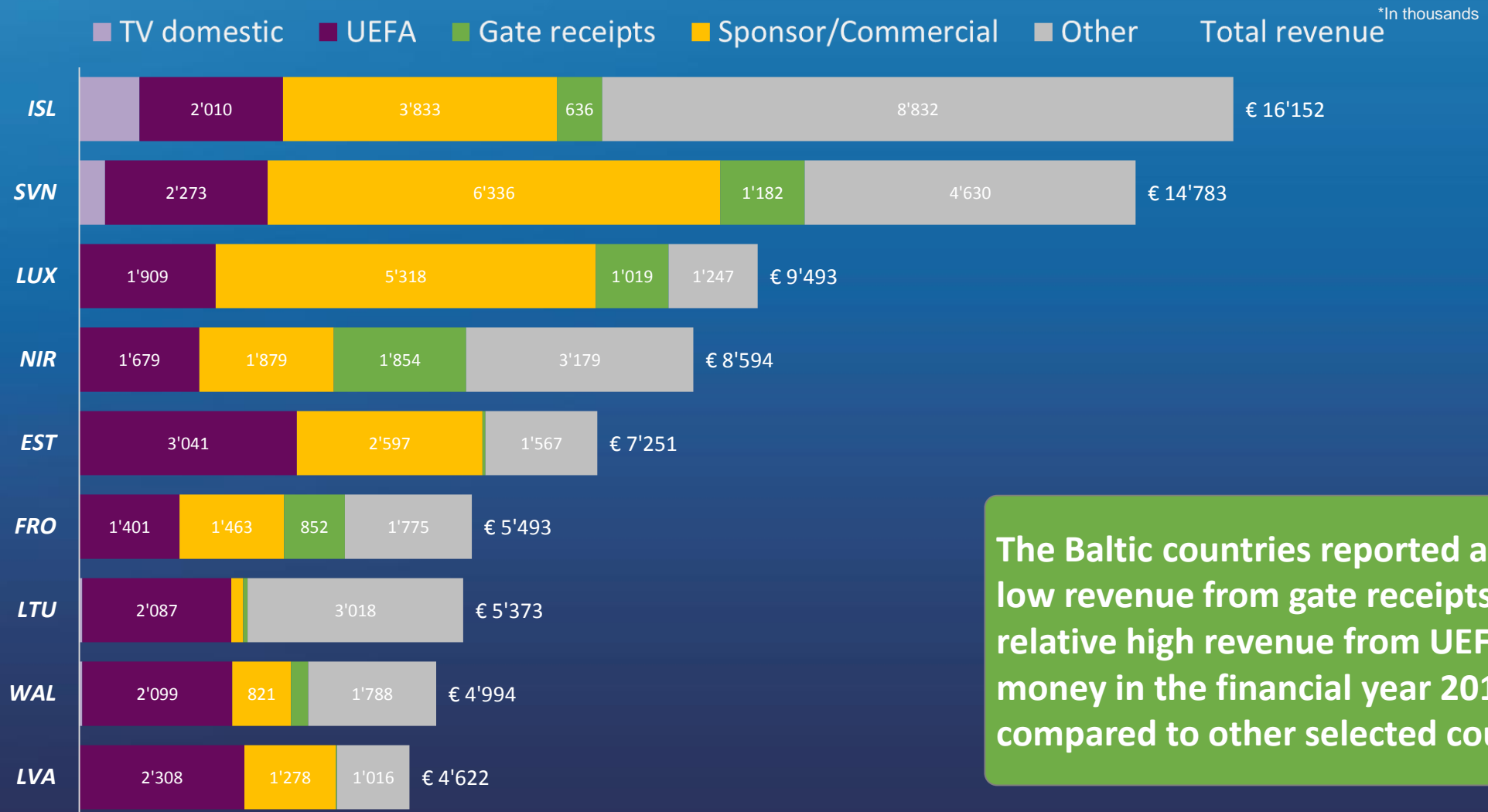
UEFA club and country rankings reflect the average results of clubs over the last five seasons and so can provide a good trend measure of the relative success of clubs in UEFA club competitions over time.



Only Iceland and Luxembourg, out of the selected countries, managed to improve their coefficient ranking over the last decade. Luxembourg went up 3 places from 49<sup>th</sup> to 46<sup>th</sup> and Iceland went up two spots from 37<sup>th</sup> to 35<sup>th</sup>.

Lithuania is the country (out of all 55 members associations) that had the biggest decrease over the last decade dropping 15 places from 33<sup>rd</sup> in 2007 to 48<sup>th</sup> in 2017.

# Aggregate revenue in selected leagues

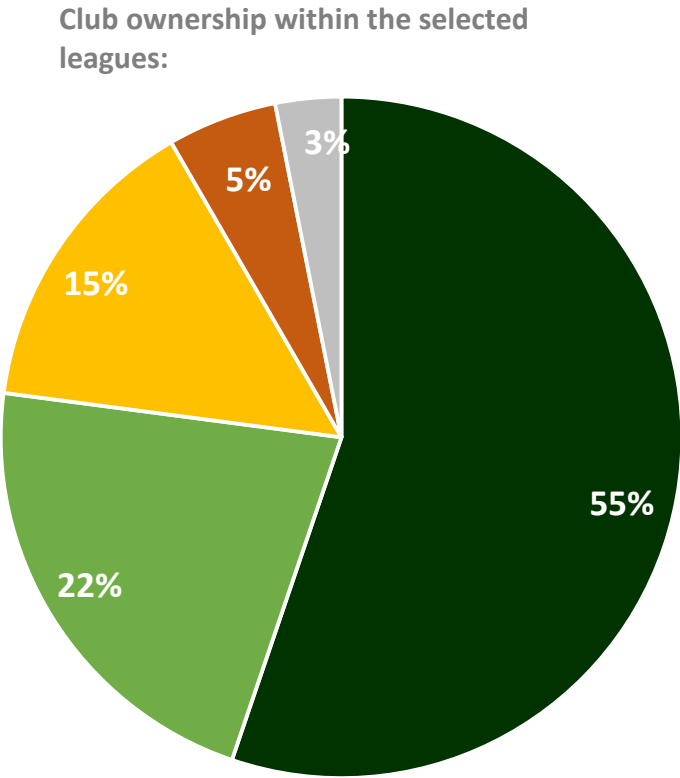
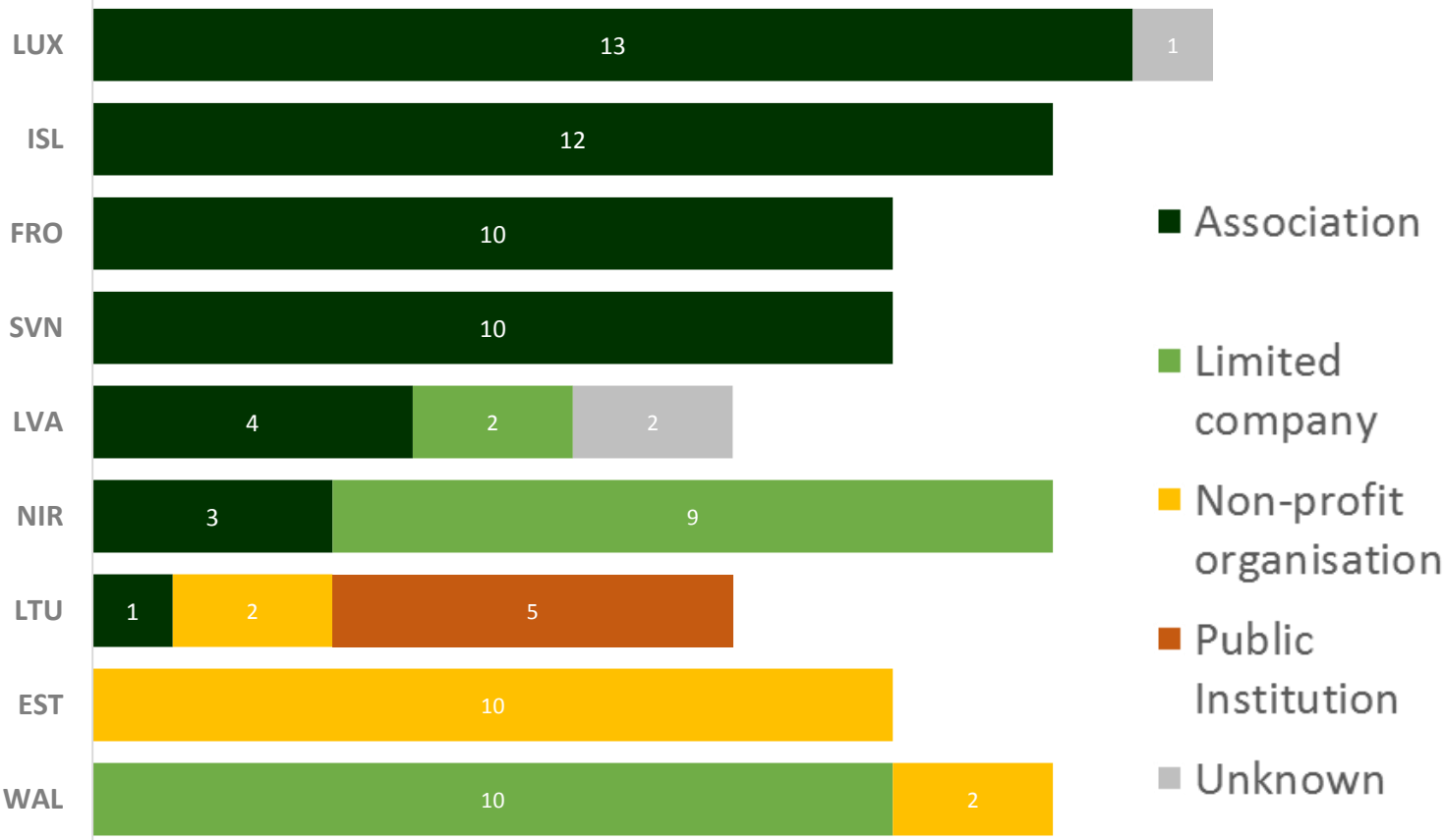


The Baltic countries reported a relative low revenue from gate receipts and a relative high revenue from UEFA prize money in the financial year 2016 compared to other selected countries



# Club ownership in the selected leagues

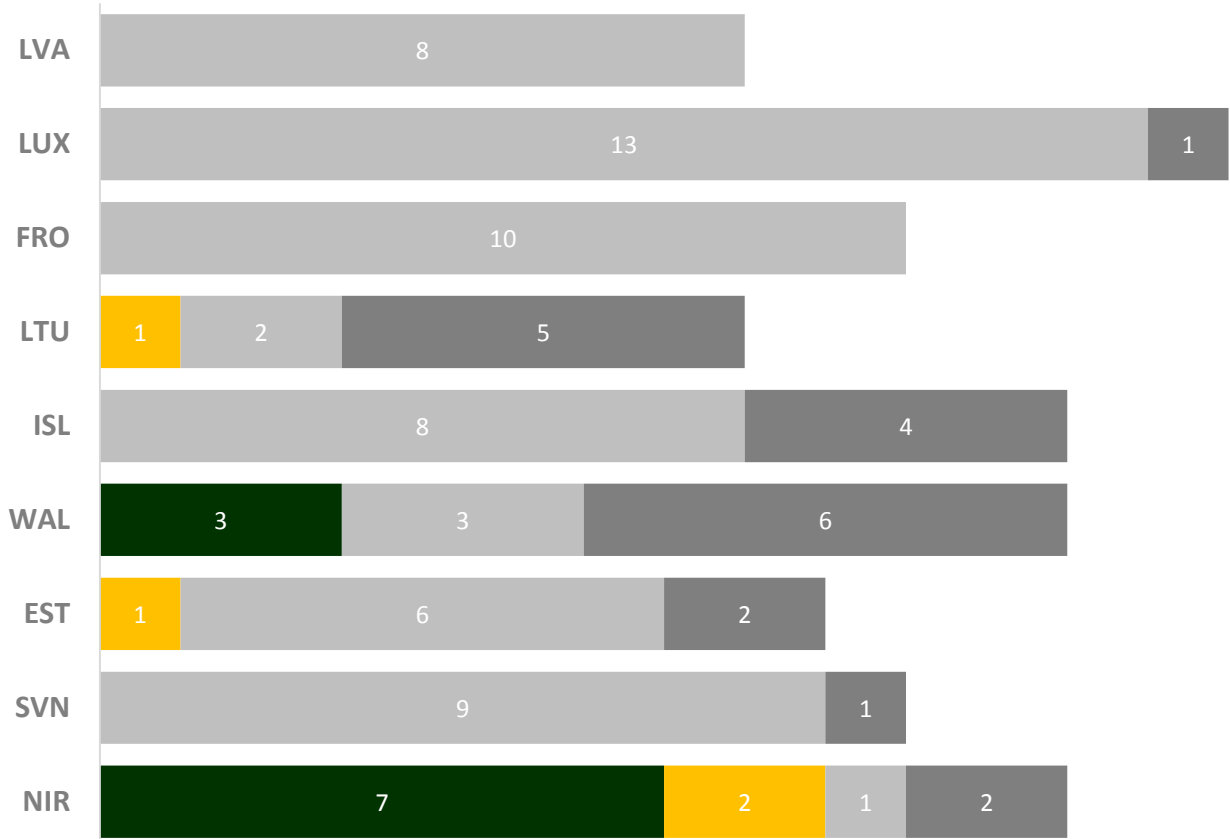
The majority of clubs in Lithuania are Public Institutions, which stands out to most of the clubs within the peer group being pure associations\*



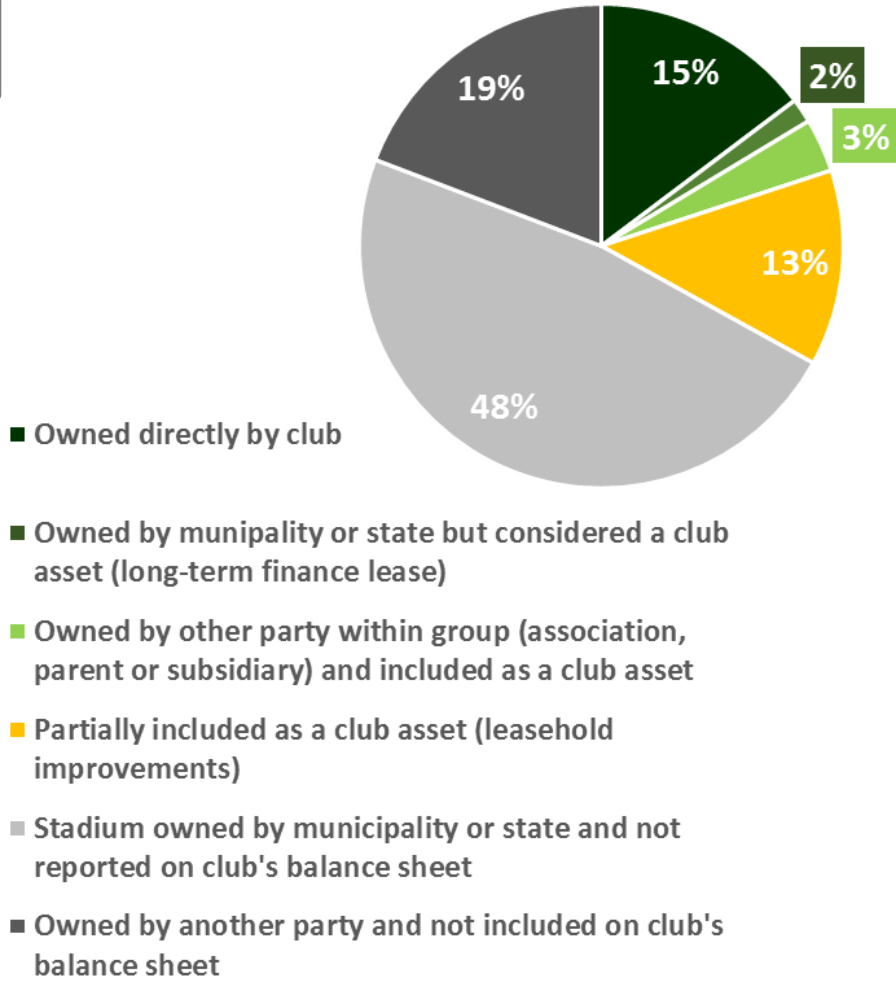
\*The club ownership analysis is performed based on FY2015 data.

# Profile of European club stadium ownership

**Stadium ownership remains the exception rather than the rule for most European clubs. Northern Ireland (7 of 12 clubs) and Wales (3 of 12) are the only two countries within the peer group in which stadium ownership is eminent**



Top-division club stadium ownership



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# Summary

1. Generally positive picture and positive financial trends;
  2. Fifth year of reduced club losses in Europe;
  3. Significant number of leagues now profitable;
  4. The Lithuanian A Lyga has a unique competition format in Europe;
  5. Worrying decrease of Lithuania's coefficient on ranking;
  6. Lithuania reported a positive financial trend.
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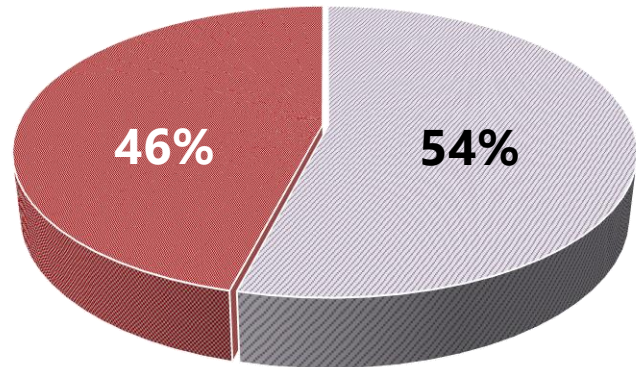
RESEARCH REPORT – UEFA CLUB LICENSING – ARTICLE 17 CLFFPR

# Youth Academies in Europe

## Determinants of success

# European football is faced with severe challenges – e.g. deficient clubs as well as a financial and sporting divide

## Deficient clubs

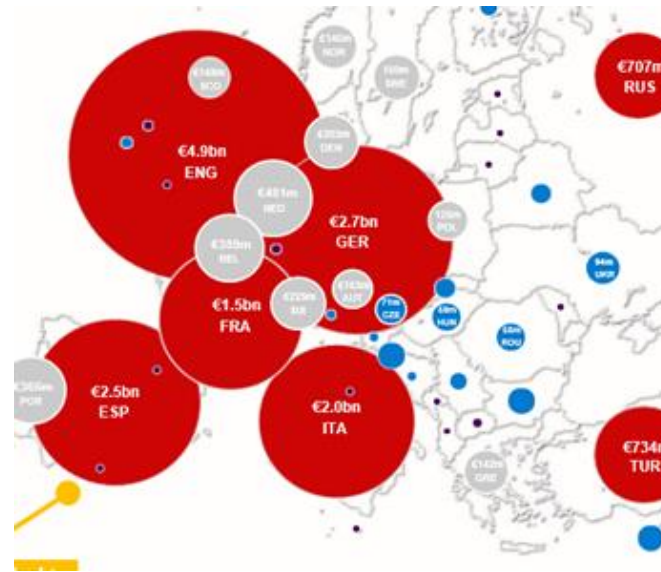


**in deficit**

**in surplus**

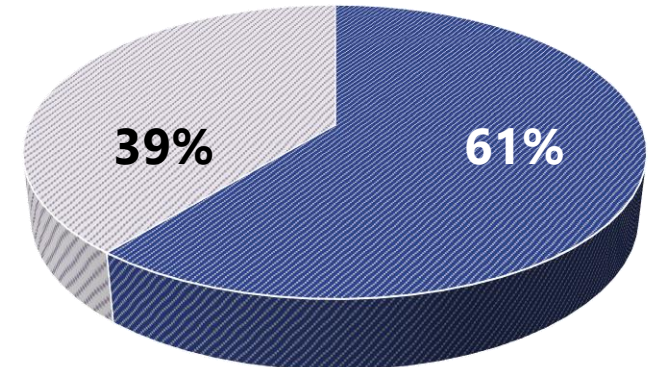
- Clubs with bottom-line losses: 46%

## Financial Divide



- 132 clubs from wealthiest 7 leagues generate 81% of top division revenues

## Sporting Divide

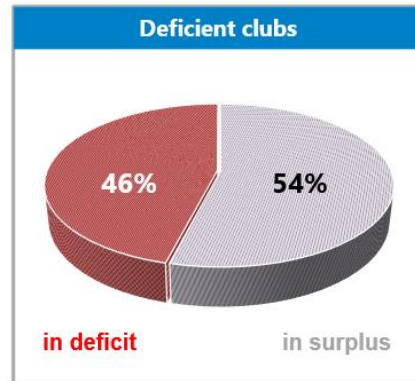
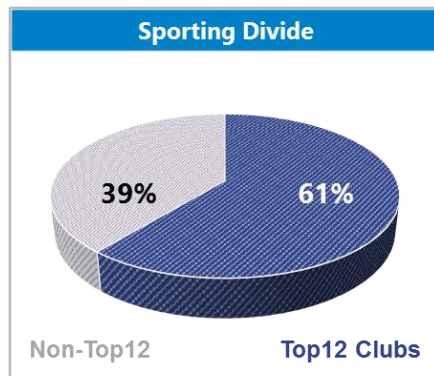
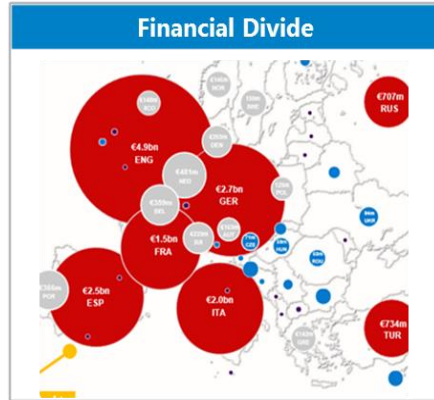


**Non-Top12**

**Top12 Clubs**

- 61% of Top-250 players are grouped at the top 12 clubs

# Youth Development is deemed as one key component of a sustainable business model and corrective measures



## Sustainable Business Modell

**Efficient Youth Academy is a key component**

- to secure football operations;
- strengthen club financials;
- reduce benefactor dependency; and
- increase social impact.

# UEFA Research Project on Youth academies addresses the importance of strengthened Youth Development operations

## Research Question



**DETERMINANTS OF SUCCESSFUL YOUTH ELITE ACADEMIES (YEA)**

## Research Setup

<p><b>Clubs</b></p>	
<p><b>Scope</b></p>	<p><b>110 First Division clubs of 21 European NA</b>          [NAs selected on the basis of CIES Top Youth Academy Ranking]</p>
<p><b>Method</b></p>	<p><b>Optional survey + selected club visits</b></p>
<p><b>Operationalisation</b></p>	<ul style="list-style-type: none"> <li>• <b>Successful YEA:</b> number of club trained players per club (taking club, league, age, playing time into account)</li> <li>• <b>YEA characteristics:</b> 170 potential factors influencing YEA success were reduced to 45 factors (i.e. eight categories)</li> </ul>

# Research results indicate key points in order to professionalise Youth academies/development

## DETERMINANTS OF SUCCESSFUL YOUTH ACADEMIES

### CRITERIA

### FINDINGS

#### Sporting

- *Top Academies are regularly assessed*
- *Cognitive skills enhance successful development of talents*

#### Administrative / Organisation

- *Close link btw. club management and professional team with the youth sector is key to enhance successful development*

#### Personnel

- *Pro-/A-licensed coaches drive successful talent development*
- *Doctor (medical care) enhance successful talent development*

#### Infrastructure

- *Minimum standards*



**Youth academies and development operations have to be strengthened / professionalised to facilitate success**



**All stakeholders – UEFA, NAs/leagues and clubs – have to take measures in order to professionalise youth development and secure club returns/benefits**

**Youth Development** is proven not only to have an important social impact, but also to be a

- significant pillar of a **sustainable business model**;
- part of measures to reduce **short-term focus / financial dependency**;
- plus to counterbalance **financial disadvantages**.

## Youth Development Programme



## Personnel

"Increased investment in facilities would have been fruitless if the Icelandic FA had not also invested heavily in the education of coaches"...

## Stadium Development

"Quality stadiums are pull factors that add to the prestige of the league, boost attendances and motivate the players to do well..."



**"Key to the national team's success is simple: massive investment in facilities and coaches"...**



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# Football Association of Slovenia

## Strategy for Slovenian Football 2015 - 2020

# Slovenia



## Basic Facts

**Area:** 20.273 km<sup>2</sup>;

**Population:** 2.048.697;

**Capital city:** Ljubljana;

**Language:** Slovene; (in nationally mixed areas, also Italian and Hungarian);

**Currency:** Euro (EUR);

**Important dates:**

Independence (25 June 1991),

Member of EU (1 May 2004);

**Football Association of Slovenia:**

Founded in 1920;

Full-membership (FIFA - 1992, UEFA - 1993);



# Slovenian Football by Numbers

(1 January 2016)

REGISTERED PLAYERS  
**38.075**



**1.370**  
TEAMS

**287**  
CLUBS

**LARGEST STADIUMS**  
(CAPACITY)

- LJUBLJANA – Stožice Stadium **15.796**
- CELJE – Arena Petrol **13.059**
- MARIBOR – Ljudski vrt Stadium **12.861**
- KOPER – Bonifika Stadium **4.048**



**1.440**  
COACHES



**988**  
REFEREES

- INTERNATIONAL: **22**
- NATIONAL LEAGUE: **450**
- OTHER: **538**

# NZS Members



## Slovenian Association of Football Coaches (ZNTS)

Number of coaches: 1456



## Slovenian Association of Football Referees (ZNSS)

Number of referees: 942  
- international referees: 22  
- national league referees: 453  
- other: 467



## MNZ Nova Gorica

Number of clubs: 15  
(12 – football, 0 – women's football, 3 – futsal)  
Number of reg. players: 2,106  
(1,637 – football, 85 – women's football, 384 – futsal)  
Percentage of regional population: 1.82%  
Number of coaches: 69  
Number of referees: 49



## MNZ Koper

Number of clubs: 28  
(17 – football, 0 – women's football, 11 – futsal)  
Number of reg. players: 3,183  
(2,716 – football, 88 – women's football, 379 – futsal)  
Percentage of regional population: 2.11%  
Number of coaches: 101  
Number of referees: 87



## MNZ Gorenjske Kranj

Number of clubs: 26  
(25 – football, 0 – women's football, 1 – futsal)  
Number of reg. players: 4,263  
(4,056 – football, 129 – women's football, 78 – futsal)  
Percentage of regional population: 2.18%  
Number of coaches: 170  
Number of referees: 121



## MNZ Maribor

Number of clubs: 55  
(40 – football, 3 – women's football, 12 – futsal)  
Number of reg. players: 8,018  
(7,097 – football, 318 – women's football, 603 – futsal)  
Percentage of regional population: 2.67%  
Number of coaches: 253  
Number of referees: 142



## MNZ Murska Sobota

Number of clubs: 32  
(29 – football, 1 – women's football, 2 – futsal)  
Number of reg. players: 3,904  
(3,652 – football, 181 – women's football, 71 – futsal)  
Percentage of regional population: 4.10%  
Number of coaches: 171  
Number of referees: 47



## MNZ Lendava

Number of clubs: 21  
(21 – football, 0 – women's football, 0 – futsal)  
Number of reg. players: 1,691  
(1,625 – football, 66 – women's football, 0 – futsal)  
Percentage of regional population: 6.65%  
Number of coaches: 66  
Number of referees: 36



## MNZ Ptuj

Number of clubs: 38  
(33 – football, 1 – women's football, 4 – futsal)  
Number of reg. players: 4,499  
(3,985 – football, 191 – women's football, 323 – futsal)  
Percentage of regional population: 5.23%  
Number of coaches: 163  
Number of referees: 94



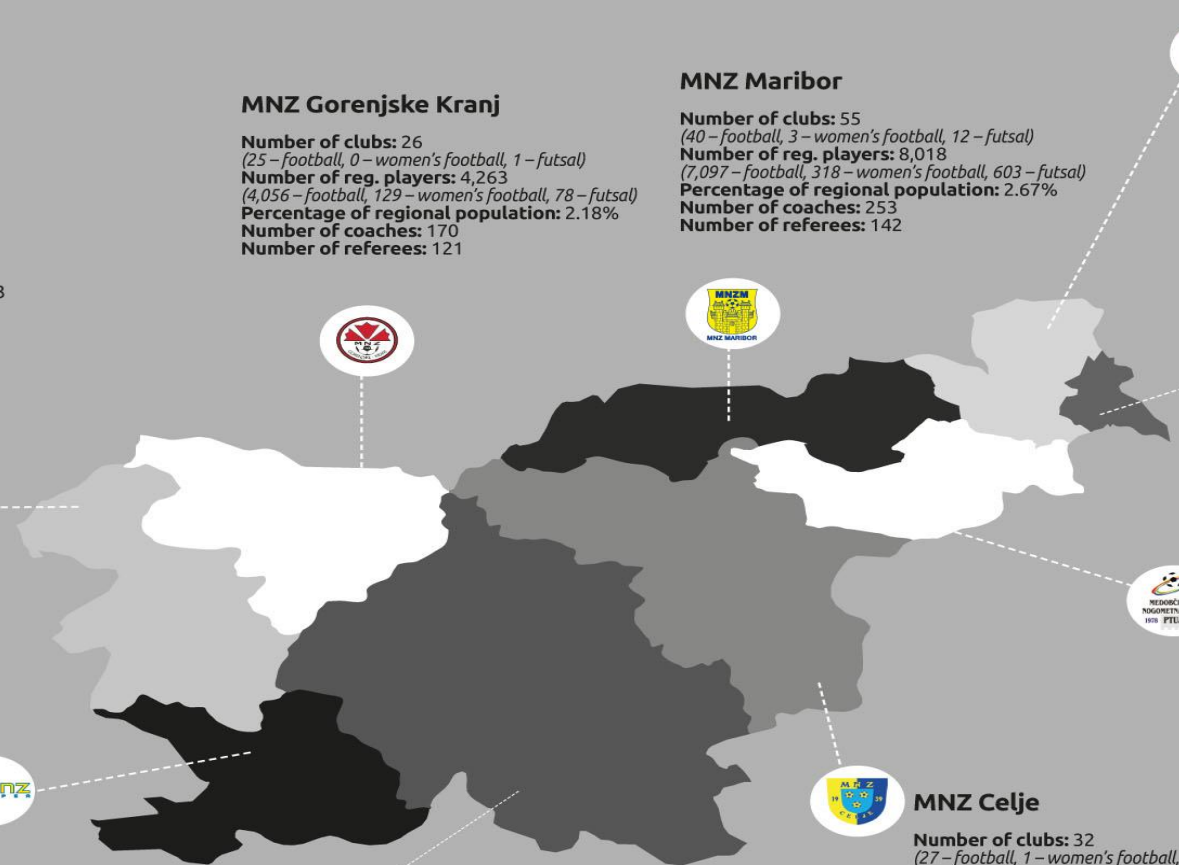
## MNZ Celje

Number of clubs: 32  
(27 – football, 1 – women's football, 4 – futsal)  
Number of reg. players: 5,713  
(5,317 – football, 130 – women's football, 266 – futsal)  
Percentage of regional population: 1.92%  
Number of coaches: 157  
Number of referees: 87



## MNZ Ljubljana

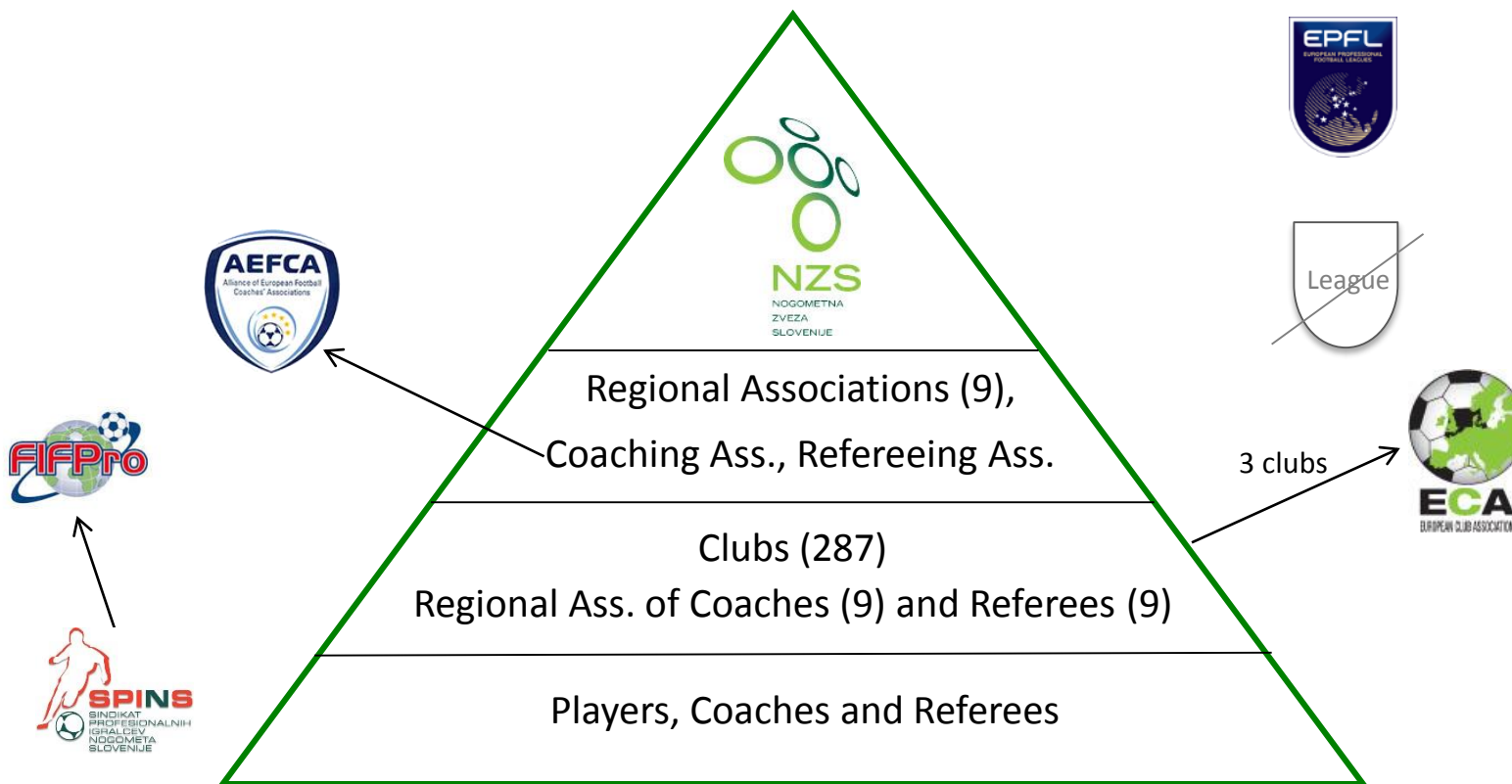
Number of clubs: 61  
(52 – football, 2 – women's football, 7 – futsal)  
Number of reg. players: 9,267  
(8,077 – football, 452 – women's football, 738 – futsal)  
Percentage of regional population: 1.41%  
Number of coaches: 306  
Number of referees: 279





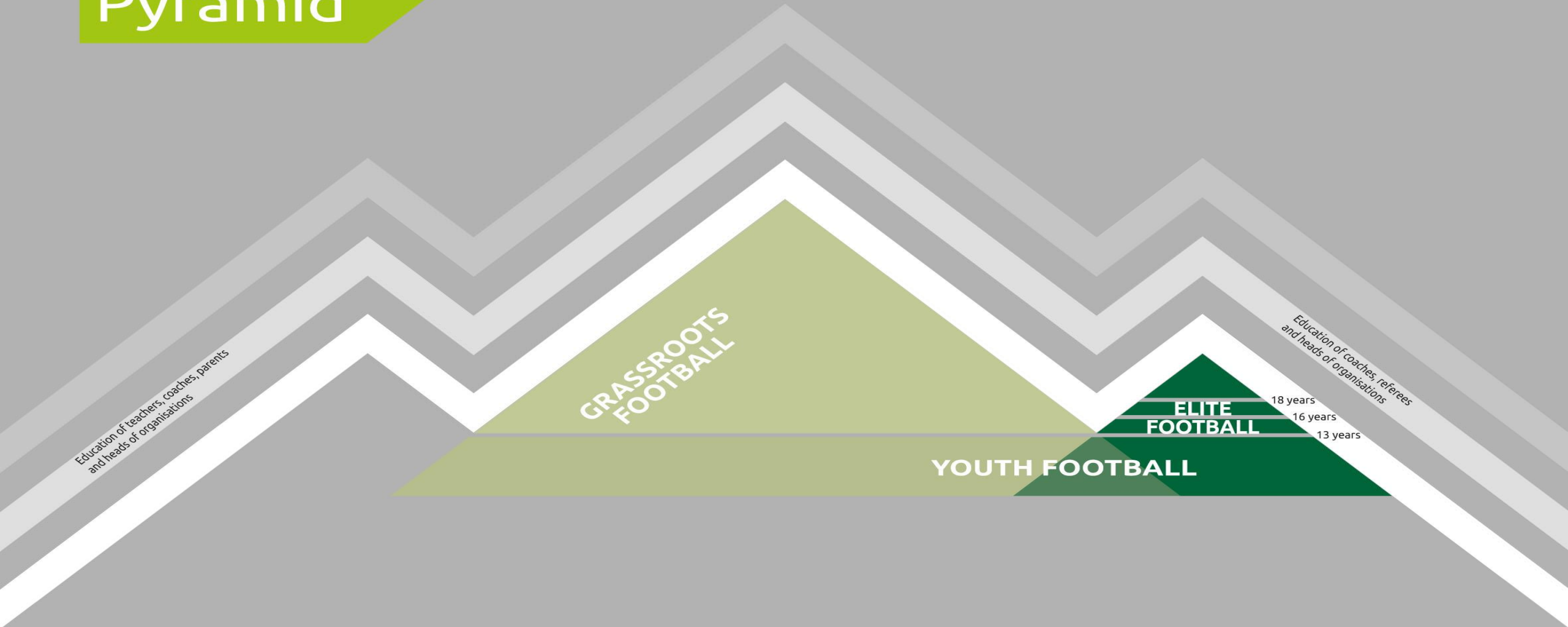
# FIFA®

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# Football Double Pyramid

The football double pyramid is a comprehensive scheme of football activities (amateur and professional) and stakeholders (players, clubs, football staff) who are involved in football activities and programmes.







## Club Competitions

Providing for the regularity of competitions at the national and regional levels in all age categories.

# Men's Senior Competitions

## 1st Division

PRVA LIGA TELEKOM SLOVENIJE  
10 clubs

## 2nd Division

16 clubs

## 3rd Division-West

8 clubs

## 3rd Division- Center

14 clubs

## 3rd Division-North

14 clubs

## 3rd Division-East

14 clubs

## Regional level - 9 regional associations

4th, 5th and 6th level

134 clubs



PRVALIGA



Telekom Slovenije

## Slovenian Top Division 2017/18

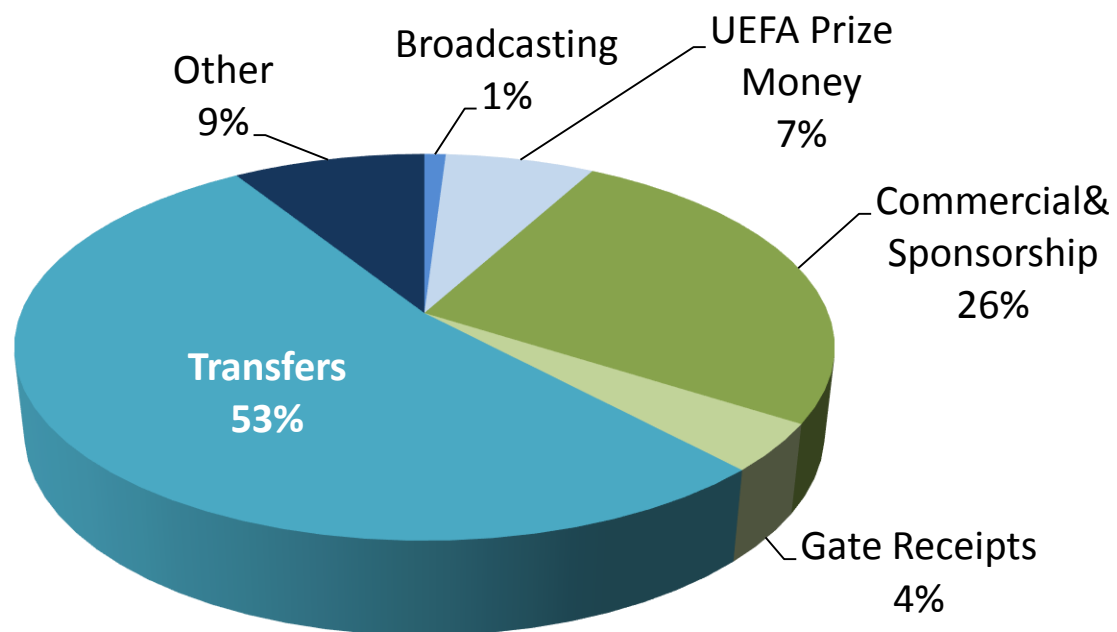
- › Professional level;
- › 10 clubs;
- › 36 league matches per season;
- › Average match attendance: 1.300;
- › NK Maribor – UCL/Group E;
- › NK Olimpija Ljubljana, NK Domžale, ND Gorica;



## Slovenian Top Division

FY 2016

- › Club revenues (incl. transfers): **€500K - €10 mio.;**
- › Average club revenue: **€3.1 mio.;**
- › Average wages and squad costs: **€1.5 mio.;**



## Club Licensing as Development Tool

### Regulations - Criteria

- › UEFA level, 1<sup>st</sup> Division, 2<sup>nd</sup> Division, 3<sup>rd</sup> Division (76 clubs);
- › Youth development programme;
- › No. of youth teams;
- › Head of youth development;
- › No. coaches / Coaching qualifications;
- › Infrastructure (stadiums/training facilities);
- › Financial transparency / stability.



# Youth Football

## MAIN GUIDELINE

Education of players, parents, coaches and other stakeholders according to the principles of fair play and healthy development of individual football development paths. An emphasis on appropriate (specific and specialised) support for individual football and personal development.

## KEY MEASURABLE OBJECTIVES

**1** Decrease the decline in transitions into older categories.

**2** Increase the number of teams competing in youth categories.

## MAIN PROJECTS AND ACTIVITIES

- › Upgrade the work of regional football association centres and NZS football centres
- › Introduction of new standardised forms of play in various age categories
- › Development of specialised training for coaches, parents, etc.
- › Player development paths

# Youth Competitions

**U19 - 1st Division** (14 clubs)  
**U17- 1st Division** (14 clubs)

**U19 - 2nd Division-West** (10 clubs)  
**U17 – 2nd Division-West** (10 clubs)  
**U15 – 1st Division-West** (14 clubs)

**U19 - 2nd Division-East** (10 clubs)  
**U17 – 2nd Division-East** (10 clubs)  
**U15 – 1st Division-East** (14 clubs)

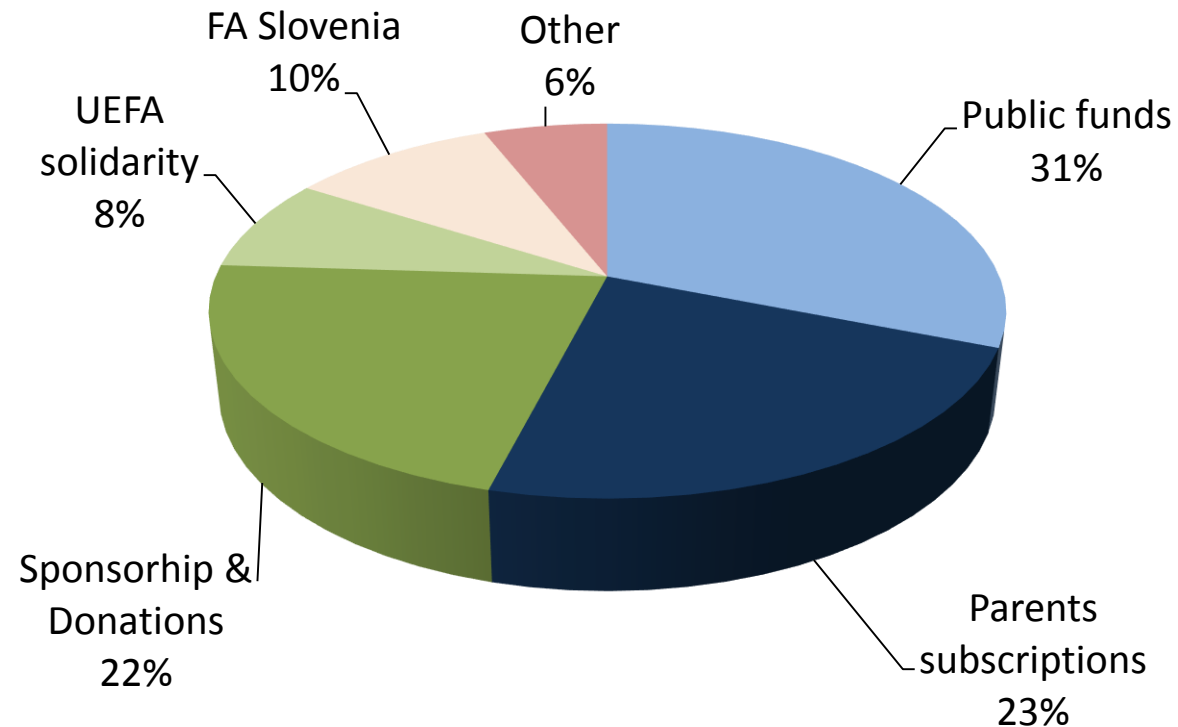
**Regional Competitions** (9 Regions)

**U8 – U13**  
**U15 - U19**

## Youth Programme - Budgets FY 2016

U19/U17 – 1st Division (14 clubs)

- › Total: **€4 mio.;**
- › Average: **€315K;**
- › Youth development in club's total budgets (average): **32%;**







# Grassroots

## MAIN GUIDELINE

Promotion of mass participation in football and a high-quality youth football programme.

## KEY MEASURABLE OBJECTIVES

**1** 100,000 active football players with respect to Slovenia's total population.

**2** Staying involved in football (number of registered players above 18 years of age): 50% of the number of players under 18 years of age.

## MAIN PROJECTS AND ACTIVITIES

- › Upgrading of the "I Love Football" project
- › Football in kindergartens
- › Youth football schools
- › Veterans' football
- › Football programmes for various marginal social groups
- › Volunteering

# Coaches

## MAIN GUIDELINE

Achieving a higher level of qualification of football coaches, introduction of new aspects of coaching specialisation. Include as many former players as possible in coach education. Motivate highly qualified coaches to work with young footballers.

## KEY MEASURABLE OBJECTIVES

**1**

Increased numbers and employment of qualified and high-quality coaches who were trained in NZS programmes.

**2**

Increased numbers of Slovenian coaches at competitive international clubs.

## MAIN PROJECTS AND ACTIVITIES

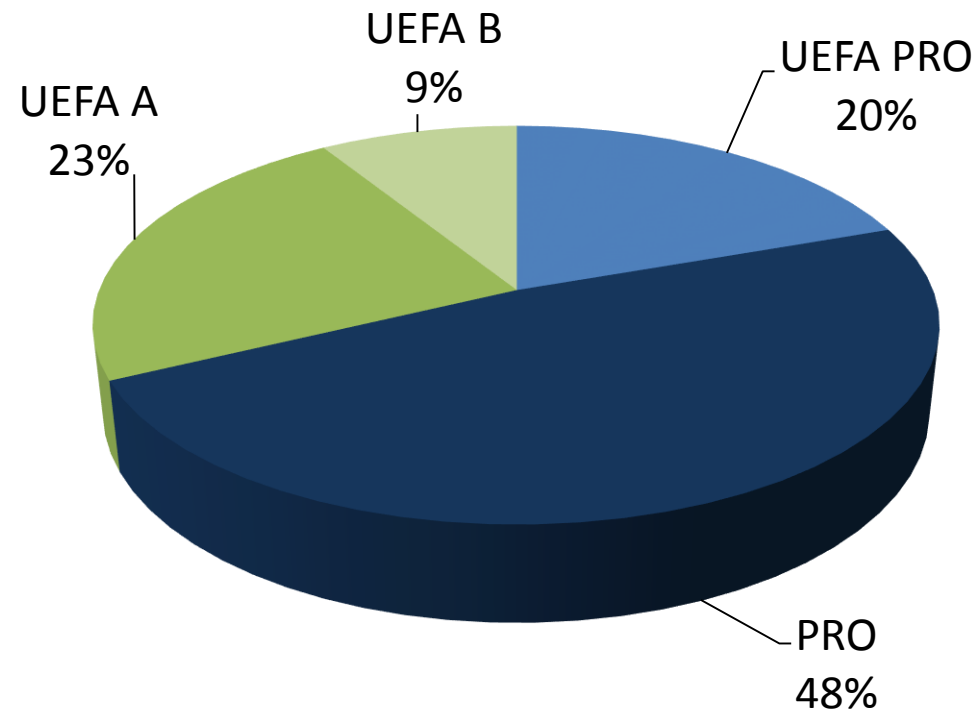
- › High-quality licensing and continuing education seminars with theoretical and practical content
- › Review of NZS coach education programmes
- › Development of specialised training for coaches
- › Research activities – monitoring and researching new approaches in football

## Coaching Qualifications and Youth Teams

*U19/U17 – 1st Division (14 clubs)*

### Youth Coaches (56):

- › UEFA PRO (11);
- › PRO (27);
- › UEFA A (13);
- › UEFA B (5);





# Football Infrastructure

## MAIN GUIDELINE

Enabling the sustainable development of the football infrastructure; rationally built and long-term maintained structures based on efficiency, environmental orientation and satisfying the needs of the users.

## KEY MEASURABLE OBJECTIVE

- 1** Promotion of the construction of at least 40 infrastructure projects in accordance with NZS priorities.

## MAIN PROJECTS AND ACTIVITIES

- › Establishment of a comprehensive register of football infrastructure
- › Strategic project for the development of football infrastructure (40 football priorities)

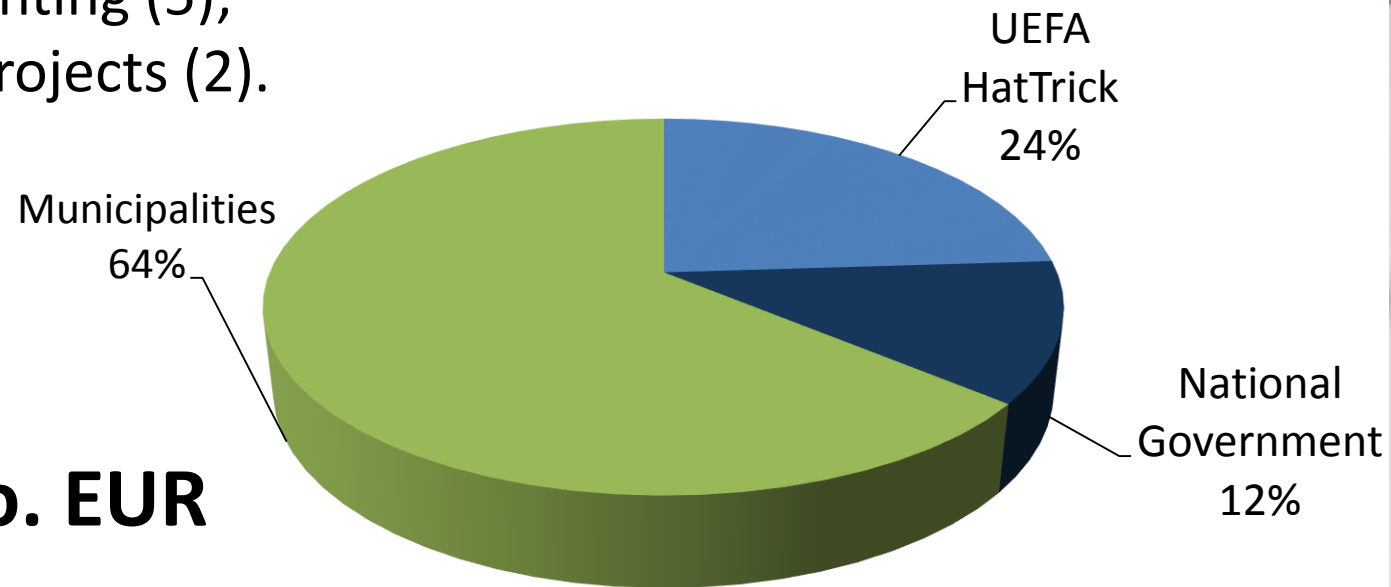
# Infrastructure Investments

*HatTrick Programme 2004-2012*

## Investments in regional football infrastructure (99)

- › Full-size pitches – artificial turf (21);
- › Mini-pithces – artificial turf - 40mx20m (71);
- › Floodlighting (5);
- › Other projects (2).

**16 mio. EUR**



## Slovenian Football 2020

- › Strategic plan for national, regional and local level;
- › Investments in football infrastructure;
- › Elite football / Grassroots;
- › Importance of youth development as comparative advantage;
- › Educational programmes (coaching, refereeing, medical, management);



WE CARE ABOUT FOOTBALL

Thank you