



1. We started with the club licensing in 2004 (for the season 2004/2005) and according to our Club Licensing Regulations we have system for UEFA, First, Second and Third division. The difference is in the grade of the criteria for each of the licenses. In the first season (2004-2005) we were implementing the system for UEFA, First and Second division, but before the Core process was over, the Club Licensing Unit proposed the Executive Committee to postpone the application for the system for the Second division.

The first problems were that the system was completely new for the clubs; they had problems in fulfillment of the financial criteria (reporting), especially in the infrastructure criteria but also in all groups of the criteria. But from season to season the situation is getting better and many good things have happened in the meantime. Now almost everybody who knows about football in Croatia knows also about the club licensing system and even wider (other sports associations, ministry of sports, etc). Thanks to the club licensing system in Croatia, huge developments/improvements have taken place, first of all in the infrastructure, but also in the financial matters. The clubs are much better organized and are much more stabilized financially.

The clubs' feedback says that the club licensing system has reflected very positively on their business condition and quality. Also, through the club licensing we gather plenty of different valuable information and figures, which we use for different benchmarking reports. Those benchmarking reports are being presented by the Club licensing unit to the decision makers and internal stakeholders in order to use these reports as the basis for creation of their future strategies, plans and decisions.

2. The current situation is very positive, the feedback from the clubs is absolutely enthusiastic; they support the system very much. At present we apply the fourth version of the regulations, which have been amended not only following the amendments of the UEFA Club licensing manual/regulations, but also based on the experience gained through the implementation processes. The point is that we have made the criteria stricter in a way of introducing the new criteria or by changing the grade (e.g. "C" grade becomes "B" or "A"). During 5 completed core process we have evaluated 55 clubs in total. Also, our Association gives the financial support to the clubs for the club licensing (the financial support is connected with the granted license (UEFA, First or Second division). And up to now our Association has paid app. 550.000,00 EUR in favor of the clubs.

3. The clubs licensing system is in fact one of the most positive movements happened so far in the Croatian football in terms of quality of their business, especially in the financial respect, but also with regards to the improvement of the infrastructure facilities. The Croatian clubs became better organized in terms of modernization, financial discipline and financial fair play. Although at the beginning it was very hard for all of us who are involved in the club licensing, the things are moving in the very positive way and in any case there is no way to give up.

At present we have very good basis for the further development of the system itself, we have huge support from the decision makers within whole FA and also from the external stakeholders (government, media, supporters, etc.).

At the end I have to add that we get excellent assistance and support on the daily basis from UEFA. The beginning was difficult, sometimes even painful for us who are deeply involved in the club licensing, but all the efforts proved to be very good and a positive investment.