

# THE STRATEGY OF HUNGARIAN FOOTBALL

THE DECADE OF REVIVAL 2010 - 2020



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# WHY ARE STRATEGIES NEEDED?

During its history of 110 years, Hungarian football has seen glorious phases coming after each other. Later on these phases were followed by more moderate but still successful periods. However, in the past 20 years, Hungarian football has basically been unsuccessful, with some glittering and promising moments. In this situation that is unworthy of the historical traditions, Hungarian football must find the way to new successes under changing professional, sports political, economic and social circumstances.

„FOOTBALL IS NOT THE QUESTION OF LIFE AND DEATH. IT IS FAR MORE THAN THAT.”

Bill Shankly

The audience seems to have turned away from Hungarian football owing to the recent failure experienced at selection and club-level, but under the surface Hungarian football and football itself is still most popular. Today people are more interested in foreign matches, teams and championships. Football has a negative social image, because of unsuccessfulness, and rather because of hooliganism, other (e.g. betting, financial) scandals and the unacceptable security and comfort of stadiums.

Fewer and fewer children play football regularly, primarily owing to the general tendency of turning away from sports (television and computers are more popular than active free time activities). Vacant lots for football and school pitches are also missing; today's children and young people do not even have the possibility to play football in their free time. Therefore, there is no source for the rising generation in professional, amateur or free time football. All this decreases popularity, as fewer and fewer supporters are devoted to, understand and love football.

As active sports are thrust into the background and there are reservations towards first-class sports, fewer and fewer children and young people pursue sports actively. Consequently, the children and young people's physical and health condition is getting worse. Football being still the most popular branch of sports, has and should have a key role in changing this tendency. This also requires the improvement of sports healthcare – and the whole healthcare system in Hungary. Hungary has not yet joined the international trend that focuses not only on football but also – in particular – on women's football and other emerging special branches, too. And this is essential for making football a popular sport pursued and loved by masses of people again, and for making football matches family programmes.







Naturally, all this requires significant infrastructure development, including new stadiums, training pitches, small pitches, sites that can also be used in the winter, and safety developments –the financing of this needs such large amounts of funds that can only be ensured with government support and new means.

Hungarian football has been underfinanced since the change of political and economic regime in 1989/90, and this tendency has even grown worse owing to the present economic world crisis. The financing of the youth education, the club teams, the national teams, the coaches and specialists is still insufficient. The business management of clubs and other relevant organisations is often non-transparent, shows a deficit, and the financial scandals breaking out again and again continue to deteriorate the prestige of football. However, the appropriate management of modern football could make this sport branch a successful and self-sustaining sector of the Hungarian economy, which would not burden the budget in the long term but at the same time would serve as a model for clear and transparent operation.

For success, it is essential that each party involved takes the necessary actions for identical objectives and in co-operation. Nevertheless, Hungarian football has been characterised by overhasty and contradictory measures, disruptive organisations and specialists in recent decades.

**The brief summary above already suggests that Hungarian football**

- has various kind of problems: not only professional but also ones strongly related to the general social and economic problems;

- affects several sectors [e.g. training and education, healthcare, sport, social (integration), governmental financing], whose developmental trends shall be adjusted;
- affects several agents [governmental sports policy, sports management, local governments, HFF (Hungarian Football Federation), clubs, social organisations], whose efforts shall be harmonised.

In today's football, it is more difficult to achieve successes. However, well-considered, step-by-step developments of several years may help Hungarian football get to the forefront of the world again. **Nevertheless, this can only be imagined as a result of a long-term strategy drafted in co-operation with each party involved, approved generally, implemented jointly and based upon a system and steps built on each other.**

If the strategy is realised, the sports experiences and sports successes help us develop a spirit of nation, raising strength of character and self-confidence in the general public, too. Thus the strategy can become a cornerstone of a successful and proud nation.

Having realised this obligation, HFF Management have set up a work group to elaborate the first draft of the strategy. For the coordination of work and provision of the structure, this draft submitted for a social debate has been completed upon several months of preliminary work, with the involvement of external experts.

## STEPS FOR FINALISATION OF THE STRATEGY

This document is an abridged version of the first draft strategy and summarises the key objectives, the expected results and the means of realisation to the best of the knowledge of the work group preparing the draft. All this is handled in a system, with traceable and measurable expectations. The detailed strategy document covers the important sub areas, discussing the relevant planned actions.

**For the finalisation of the strategy, HFF took the following actions:**

- Presenting the draft strategy – Professional day of football, 28 February 2011
- Announcing the draft to the public (website, e-forum) – 1 March 2011
- Receiving written opinions on the website and on the e-forum developed for this purpose – until 30 May 2011
- Professional workshop work in the topics of each sub area, with the involvement of the relevant experts – March-July 2011
- Based upon the opinions and discussions, finalising the strategy – 30 August 2011





# PRELIMINARIES, CURRENT STATUS

In 2011 football celebrates its 110th anniversary in Hungary. The history, dating back to 1901, has become an important part of Hungarian history, together with its successes, failures and significant society-forming force.



Under the organisation of the Hungarian Football Federation, the first selection match took place in 1902, and in 1903 we could already celebrate our first victory. FIFA admitted Hungary as a new member in 1907. The Hungarian national football matches were organised in the national “cradle” of this sport, on the Millenary. It is worth mentioning that Budapest was the venue of the 6<sup>th</sup> FIFA Congress in the summer of 1909.

In the history of the Olympics, Hungary first participated on the London Games in 1912.

Hungarian football had its first golden age after the introduction of professionalism (1926), starting from the late 1920s through the 1930s. In this period, we defeated the French national team with a goal record (13:1, 1927), and then we first managed to gain victory over the English national team, too (2:1, 1934). The successes of the national team was crowned with the 2<sup>nd</sup> place achieved in the World Cup in 1938, which was a great achievement in an extremely sharp competition.

The Hungarian club teams also achieved considerable successes during this period. Ferencváros won the Central European Cup first in 1928 and then in 1937. In the meantime, in 1929 it triumphed (with its famous T-letter forward line) over Uruguay, the twofold Olympic champion and subsequent world champion.

With its great players, Újpest won the Central European Cup in 1929 and 1939, and also gained victory in the Champions’ Cup, which can be deemed as the predecessor of the Champions’ League, in 1930.

After World War II, Hungarian football kept on developing smoothly and educated plenty of excellent players. The unforgettable, world-famous Hungarian Golden Team was set up by the early 1950s and could not be defeated for 3 years. This team scored a victory at the Helsinki Olympic Games in 1952 and defeated the English national team in their home in London (1953, 6:3 at Wembley), who had been undefeated before in their home. At the Olympic stadium dedicatory celebration in Rome in 1953, we scored a 3:0 victory and thus won the first non-official European tournament, the European Cup, too. Regrettably, the team did not manage to crown this wonderful achievement at the World Cup in 1954, still, they took the second place, defeating the teams of Brazil (4:2) and Uruguay (4:2).

The 1950s were a period of successes for the Hungarian club teams, too. The then “golden team” of Vasas won the Central European Cup twice (1956, 1957), while MTK (called the Red Flag, 1955) and Budapest Honvéd (1959) one time each. In 1960 (based upon the summarised results of the club teams) Hungary scored a victory.



One of the most determining events of this period was the opening of the new Public Stadium having a capacity to receive 100,000 viewers. Full-house league and international matches were played here week after week for long years. At the People's Stadium we defeated the world-famous English national team 7:1 in 1954, and the Austrian national team, having a bronze medal at the World Cup, 6:1 in 1955. This latter match had the most viewers at the Stadium: chronicle reports 104,000 viewers.

The Stadium was sold out not only for the national matches, but also for the international games of our club teams, and even at league matches (e.g. at the opening match Honvéd - Szpartak 3:2, in 1956 at the KK-finals Vasas - Rapid 9:2, in 1963 MTK - Celtic 4:0).



Our teams also played a significant role at club level in the European cups. The Vasas obtained further three first places besides the earlier two Central European Cup victories (1962, 1965, 1970). The MTK won the Central European Cup for the second time, too (1963), and after a fascinating process it also became second in the European Cup of Cup Winners. The most significant club event of this period was the Inter-Cities Fairs Cup victory (1965) and qualifying for the finals (1968) of the Ferencváros. The Golden Ball for the best player was awarded to Flórián Albert in 1967, while Antal Dunai II received the Silver Shoe in 1967 and the Bronze Shoe in 1968.

Regrettably, our team did not get into the World Cup in 1970, and the gradual devaluation of Hungarian football started. Although our team took the 4<sup>th</sup> place at the European Championship in 1972 and the second place at the Munich Olympics, later on we gradually lost our place in the forefront of the world. Although we set up an excellent team for the Argentinean World Cup in 1978, we regrettably took an early leave owing to our hard drawing of lots (and other reasons).

At club level, the most excellent results were achieved in this period by the Újpesti Dózsa with their magnificent forward line, which was deemed as one of the best club teams in Europe: it got into the qualifying round in BEK, and played finals in VVK. As for the club results of the 1970s, we must mention the two KK victories of the Tatabánya (1973, 1974), and the playing of the Ferencváros at the KEK finals in 1975-76. Several of our players merited the Silver Shoe, which is awarded to the 2<sup>nd</sup> best scorer of Europe: Béla Várady (1977), László Fekete (1979), László Fazekas (1980), and most recently Tibor Nyilasi (1981).

In the mid-1980s both the national team (against Brazil 3:0, 1986), and the club teams (Videoton, Vasas) achieved considerable successes. The Videoton took the second place in 1985 at the UEFA Cup by beating the Manchester United, and what is more, Real Madrid in their home. In 1985 the rank of the national teams was led by the Hungarian national team, having excellent players and managed by György Mezey.

The last time we qualified for the World Cup was in 1986 and the Olympic Games in 1996, but achieved no successes.

The current situation has not changed for about 20 years: our club teams managed to get into the qualifying round of the Champions' League only once or twice, but we usually play a defenceless role at the main board. In recent years, our national team has had no hopes of participating at the World Cup or European Championship, and casual victories were always followed by disappointing defeats.

In 2009, the autumn successes of the Hungarian U20 junior national, and then the 'A' national team, which was partly based upon the former one, make us hope that the transformation of youth education and the repeated launching of the Bozsik Programme can be a token of success in the forthcoming years.





**The traditions and time-honoured customs of Hungarian football require our national and club teams to find their way towards recovery and returning to the forefront of international football. This endeavour may only take place on fundamental bases: football must be made popular and successful again in the wider public, not only at the level of professional football.**

**The key social problems of the current situation:**

- lack of success, masses have turned away from (Hungarian) football,
- contradictory popularity; supporters do not attend the matches,
- today's children take pleasure in activities other than sports,
- football has lost its former society-forming power and central role in everyday life.

**The main economic problems of the current situation:**

- all the clubs and Hungarian football are underfinanced and unable to sustain themselves,
- everyday financing problems, and the players, trainers and coaches' material (and other) recognition is insufficient,
- non-transparent business administration and operation, which is hard to control and not regulated appropriately

**The infrastructure and security problems of the current situation:**

- plenty of football pitches and related facilities have disappeared or been used for other purposes,
- vacant sites for football have disappeared, there are not enough pitches for children's and amateur football,
- the available football pitches and other infrastructure facilities have grown old and do not comply with the requirements of the present age,
- the necessary developments have not been realised for several decades; the ground of the available pitches cannot be heated, so the season is short,
- the electronic or automatic entry systems and other security devices that have already been introduced in general in Europe are missing here; there are a lot of scandals that make most viewers turn away from football.

**The main professional problems of the current situation:**

- In Hungary, there are very few registered footballers, and there are few registered players among children.
- therefore, the base for youth education is small, some of the talented players do not even get into the system or drop in later phases – at several points, youth education is realised at a good professional standard, but owing to the lacks and inconsistency of the system, players are often unable to reach the forefront.
- ideas, directions and persons change too often, programmes are launched constantly and terminated before successful completion
- the effect of football academies on Hungarian football is still insufficient
- the league matches of the Hungarian forefront lacks audience,
- our talented players continue their career abroad very early, it is not worth staying in Hungary.



**Statistical data – our situation in an international comparison**

In July 2010 Hungary took the 62<sup>nd</sup> place on the **FIFA World ranking** (among 203 countries), which meant the 24<sup>th</sup> place among the European teams (among 53 countries). Since the introduction of the FIFA World ranking in 1993 Hungary was ranked between the 35<sup>th</sup> and 90<sup>th</sup> place, and in the last 5 years the team was ranked typically between the 40<sup>th</sup> and 60<sup>th</sup> places. The Hungarian Team never managed to make it to the top 30.

Really successful teams – as opposed to the data of the Hungarian team – have a relatively well-balanced and smooth performance, even for several decades. For them, objective targets, as well as reliable, constructive and smooth performance are essential. It is not a one-time outstanding achievement that is important but **a gradually improving achievement based upon systematic work.**

The order of the **UEFA Composite List**, which primarily reflects the result of the club teams, differs from the FIFA Championship Table on the results of the national teams with respect to numerous countries. Hungary in the referred period took the 32<sup>nd</sup> place on the UEFA list, among the 53 European countries and the 24<sup>th</sup> place on the FIFA list. This lag reflects well the long-term unsuccessfulness of our club teams in the European Cups. It is a realistic objective that **our team makes it to the top 20 on the UEFA list** within the next 5 years, and also manages to hold on to that position.

**As for the number of viewers at first-division league matches**, Hungary takes even a poorer position as it should based upon our rank on the international championship table. With a considerable decrease from year to year, the average number of viewers **at an NB I totalled only 2,800 in 2009**. This ranks us at 26 on the European scale/list. Each of the neighbouring countries have a higher number of viewers! It totals over 9 thousand in Austria, about 6 thousand in Romania, nearly 5 thousand in the Czech Republic, and over 3 thousand even in Slovakia. These data also show that **it is an objective target to increase the number of viewers by 3-4 times.**

We lag behind the European forefront even more considerably with respect to **the incomes and financing of first-division clubs**. In this respect, in Europe we take the 31<sup>st</sup> place, and the incomes of an average NB I club amount to about 1.4 million euros. This value is 14 million euros in Austria, 5 million euros in Romania, 4 million euros in the Czech Republic and Croatia, 3 million euros in Slovakia, but countries with sound financial conditions allocate several times of these amounts (the average income is 122 million euros in England).



# MAIN ELEMENTS OF THE STRATEGY

## THE STRATEGY SYSTEM

### THE STRATEGICAL SYSTEM OF HUNGARIAN FOOTBALL

#### EXTERNAL FACTORS, RELATIONS

GENERAL SOCIAL, MORAL SITUATION,  
SOCIAL EXPECTATIONS

GENERAL ECONOMIC SITUATION,  
CONDITION OF FINANCING FUNDS,  
LEGISLATIVE ENVIRONMENT

THE STATUS OF THE SPORT, SPORTS  
POLICY, SPORTS FINANCING, SUCCESS  
AND POPULARITY OF OTHER SPORTS

THE STATUS OF RELATED SECTORS,  
HEALTHCARE, HEALTH PROTECTION,  
TRAINING, EDUCATION, PUBLIC  
SECURITY

INTERNATIONAL FOOTBALL  
ENVIRONMENT, REGULATION,  
STRUCTURE, UEFA, FIFA  
EXPECTATIONS/SUPPORTS

#### SUCCESSFUL HUNGARIAN FOOTBALL

TRANSPARENT, ECONOMICAL,  
SUSTAINABLE BUSINESS  
OPERATION



EUROPEAN LEVEL PERSONAL AND  
PHYSICAL INFRASTRUCTURE

#### MEANS OF REALISATION

ESTABLISHING A MASS BASE, PLAYERS, SUPPORTERS  
CHILDREN'S FOOTBALL AS AN EXTRACURRICULAR ACTIVITY  
FOOTBALL FOR EVERYONE (AGE, GENDER, SOCIAL STATUS)

"GRASSROOTS" - VACANT SITES FOR FOOTBALL,  
SCHOOL PITCHES

PERSONAL, ORGANISATIONAL INFRASTRUCTURE

ACCREDITATION AND LICENCE SYSTEMS  
(COACHES, PLAYERS, REFEREES, AGENTS)

TRAINING OF COACHES, PE TEACHERS

SPORTS HEALTH FOR FOOTBALL

SUCCESSFULNESS OF CLUB AND SELECTED TEAMS

NUMBER OF VIEWERS, TUNE-IN, POPULARITY

SOCIAL ACCEPTANCE, SENSE OF ACHIEVEMENT

INFORMATION INVOLVEMENT, MARKETING

ENTRY-SYSTEM, CLUBCARD, CONTROL

MEDIA, EXTERNAL AND INTERNAL COMMUNICATION

TRANSPARENT, CONTROLLABLE ECONOMIC  
OPERATION, FINANCING SOURCES

#### MEASURABLE OBJECTIVES, SCHEDULING, MILESTONES, PERSONS IN CHARGE, FUNDS

#### INDIRECT RESULTS EXPECTABLE FROM THE REALISATION OF THE STRATEGY

MAKING A HEALTHY LIFESTYLE - A HEALTHY NATION,  
FAMILY PROGRAMMES AND COMMUNITY STRONGER,  
IMPROVEMENT OF PUBLIC SECURITY,  
CHANCES FOR BREAK - THROUGH DISADV. CLASSES

SPORTS SUCCESSES - SENSE OF ACHIEVEMENT,  
A SUCCESSFUL AND PROUD NATION



The main objective of Hungarian football is **to make football an everyday sport of masses again**. It is essential to mobilise masses of people, including children, girls and women, strengthen school and amateur football, and significantly increase the number of registered footballers.

For the successfulness of Hungarian football, **it is essential to extend and improve youth education**, and transform the sport of the nation including the teams of the youngest and the senior players. This necessitates the establishment of a mass base, the raising of children’s interest, the arrangement of regular events and tournaments, and the improvement of championship standards.

The most important principle of making Hungarian football successful is that we can achieve our objectives **handled in a system and systematically, step by step**. This requires **well-organised coaching/education, appropriate youth education and talent scouting**.

Objectives can be realised **by ensuring and maintaining appropriate infrastructure**. Without appropriate and safe stadiums, sports pitches and „vacant lots for football,” Hungarian football will never get into the forefront of Europe.

Finally, it is essential that clubs and associations are run under **transparent business management**, with an appropriate financial background, in the form of enterprises having much capital strength.

The following milestones are necessary to repeat the former successes of Hungarian football and join the forefront of Europe:

**Successful Hungarian football**

- Establishment of a mass base, increasing the popularity of football, and enhancing the image of football.
- Setting and achieving general sports professional objectives,
- Ensuring European-level physical (infrastructure) and personal conditions,
- Transparent, economical, successful, sustainable business operation
- Necessary means: determining the measurable objectives, scheduling, people in charge, and funds.



**External factors and relations determining the successfulness of the strategy**

- General social, moral situation, social expectations
- General economic status, financing funds, legislative environment
- The situation of the sport, the success and popularity of other sports, sports policy, sports financing
- The situation of related sectors, healthcare, health protection, training, education, public security
- International football environment, regulation, structure, UEFA and FIFA expectations, supports

**Means of implementation**

- Establishing a mass base: players, supporters, events
- Children’s football in and outside school
- Football for everyone, regardless of age, sex, health, etc.
- Development and strengthening of youth education, selection, talent scouting, young players’ road to the forefront
- Ensuring appropriate infrastructure at each level (stadiums, training pitches, small pitches, vacant lots for football, etc.)
- Establishing the stadium security system (development of card entry system, control, camera systems, legislative background)
- Training of coaches, training teachers at high standard, qualification, appreciation

- Training and providing other specialists required for high-standard football (e.g. referees)
- International relations, representation, standards, introduction of licences
- Sports health for football, sports and science
- Enhancing the success of clubs and national teams (number of viewers, tune-in, successfulness, recognition)
- Commitment to football and the clubs (club card, season tickets, fan and sponsoring member clubs)
- Internal and external communication, media relations
- Responsible, transparent business management, sustainability, successful operation.



**Results expectable from strategy realisation:**

If the strategy is realised, the Hungarian nation may become a healthy nation and pursue a healthy lifestyle again thanks to sport and football. Community and family programmes can make communities and social attachments stronger, knowing the joy of sport, and the experience of belonging to each other and a team in mass extents. The general, mass spread of football helps young people spend their free time with a useful and healthy activity again, decreases the spreading of activities dangerous to society and increases public security. Football offers the chance of breakthrough to underdeveloped and disadvantageous social classes, and provides a possibility of emerging for both disadvantageous individuals and social classes. If the strategy is realised, the sports experiences and sports successes help us develop a spirit of nation, raising strength of character and self-confidence in the general public, too. Thus the strategy can become a cornerstone of a successful and proud nation.



## POPULARITY - QUALITY FOOTBALL A HEALTHY AND PROUD NATION

COMMUNICATION,  
MEDIA

EUROPEAN PRESENCE

COACHING,  
SPECIALISTS

FOOTBALL-HEALTH,  
SCIENTIFIC BACKGROUND

TRANSPARENT,  
ECONOMIC OPERATION

LICENC SYSTEMS

INFRASTRUCTURE  
DEVELOPMENT, SECURITY

TRAINING,  
EDUCATION

SUCCESSFUL CLUB TEAMS,  
NATIONAL TEAMS

POSSIBILITY TO PLAY IN  
FIRST-DIVISION TEAMS

JUNIOR EDUCATION

LOOKING AFTER TALENTED  
PLAYERS

SELECTION OF TALENTED  
PLAYERS

ORGANISED CHILDREN'S FOOTBALL

ASSOCIATION  
PROGRAMME

KINDERGARTEN,  
SCHOOL  
PROGRAMME

EXPANSION OF SOCIAL BASE (ESTABLISHING A MASS BASE)

SMALL-PITCH 5+1

VETERANS

DISABLED FOOTBALL

UNIVERSITY  
CHAMPIONSHIP

WOMEN'S FOOTBALL

FUTSAL

AMATEUR TEAMS

VACANT LOTS FOR  
FOOTBALL

PLAYGROUNDS

SUPPORTERS  
SPONSORS

PARENTS,  
EDUCATORS,  
SPONSORS





# A SUMMARY OF HIGH-PRIORITY OBJECTIVES AND MEANS

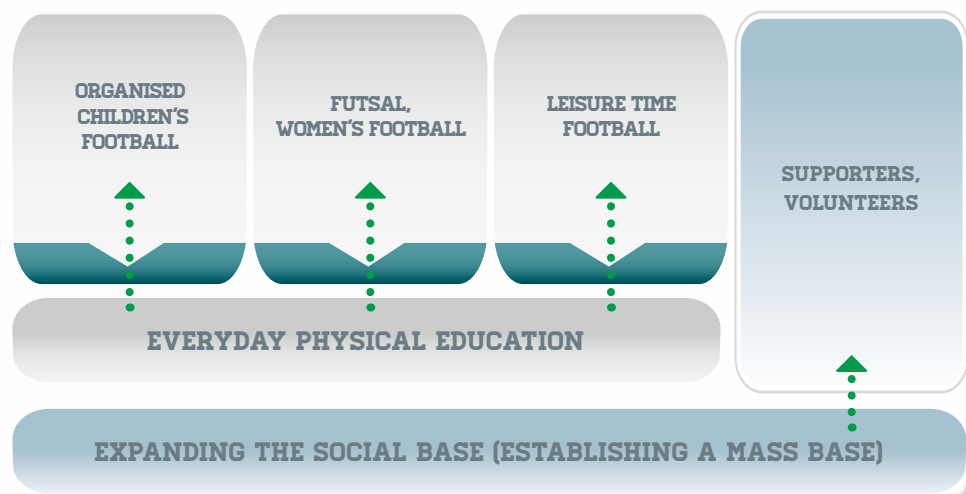
## POPULARITY

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Average number of viewers NB I	2 800	3 000	3 500	4 000	4 500	5 000	6 000	7 000		>8 000	
Average number of viewers selected	8 000	15 000	10 000	11 000	11 000	20 000	22 000	24 000		>25 000	
Number of registered players - men	80 000	increase the number of registered players by 1.5 fold								>120 000	
Number of registered players - women	1 400	increasing the number of women's players by 6-8-fold								>10 000	
Number of leisure time (hobby) footballers	na.	multiplying the number of leisure time footballers								>100 000	
Children's football – number of registered boys	na.	multiplying the number of children's footballers								>60 000	
Children's football – number of registered girls	na.	multiplying the number of children's footballers								>20 000	
Children's football - coverage kindergarten, school, association, academy	deficient	introduction in schools, kindergartens				full-scale coverage (kindergartens, schools, associations, academies per region)					
UEFA grassroots qualification (stars)	1 star	4-star qualification (accreditation)				maintaining the qualification obtained, obtaining the 5-star qualification					
International tournaments, events organised by Hungary	Arrangement of 2-3 mini tournaments per year			organising 2 European mini tournaments annually, organising a UEFA U-21 final between 2015-2020							

### Establishment of the mass base

The establishment of the mass base is the basis for the realisation of the whole strategy. The establishing of the mass base shall be managed as a fundamental goal in several aspects: not the number of active and prospective professional players shall be increased, but the number of children playing football and amateur and leisure time football shall be enhanced. It is also vital that the number of competent and football-loving, supporters and sponsors increases, which will result in an increase in the number of viewers, and the members belonging to the clubs, and the supporting, popularity, saleability and profitability of football will also increase.

One of the main objectives of the Management of Hungarian Football Federation is to that times when sports and everyday exercise was a basic need of the society comes back. For this purpose, it is necessary to mobilise masses, raise attention, and involve masses regardless of age. Obviously, football, as the sport of the nation shall play the leading role in this task.





Establishing a mass base is one of the basic objectives of the new strategy and an essential means to achieve the success objectives. The concept of establishing a mass base primarily indicates an extensive expansion process, including the multiplication of football activities, the expansion of its scope, and the expansion of linkage surfaces.

Establishing a mass base includes the personal and infrastructure expansion of school football, hobby football, amateur football and professional competition. The conscious establishment of a mass base is realised by amending the legal provisions and sports regulations, financial support, methodological guidance, and the drafting and organising of training and employment programmes.



The establishment of the mass base shall be started at the youngest age possible. Efforts shall be made even at kindergartens to start the appropriate movement skills and movement culture of young children. Still, the real break-through should be realised by boosting Physical Education at school.

Sadly enough, today the lack of appropriate infrastructure (gymnasium, sports yards, etc.) and the reservations of qualified teachers have caused that football plays a marginal role in Physical Education at school. PE teachers, who are mainly women, prefer other sport branches such as gymnastics, handball or basketball to football, and have insufficient qualifications to teach football.

**The objective of the Hungarian Football Federation is that PE classes are arranged every day at school, and football can play a far more considerable role in PE.**

**As for age groups below 12, HFF does not support the announcement of championships.** However, besides beyond the daily Physical Education classes, schools may, with the involvement of parents, organise events, cups, weekend tournaments where children can enjoy playing football without any stress and failure events.

Daily Physical Education classes and the involvement of masses would help children get used to doing sports daily at a very early age, form teams themselves and play with each other without constraints. Another important element of everyday sport activity is that children can stay on the pitches and play football in the afternoon, after finishing their homework. Regarding this objective, it is necessary to exploit the school and association sport pitches far more intensively than today. These days gymnasiums and sports yards become empty in the afternoon, schools do not allow their pupils to play football with each other in the afternoon because there is generally no supervisory teacher for this activity. The current situation shall be eliminated and an intensive afternoon sports life, including football shall be established immediately.

In the following stage of daily Physical Education and sports life, **associations and academies may spot talented young footballers at an earlier age. Consequently, talented players can polish their knowledge under the wings of professional trainers/teachers at an earlier age.**

#### **Typical areas of establishing a mass base:**

- Introduction of daily Physical Education, including football classes and teachers specialising in football
- Arrangement, support and popularising of school teams, tournaments
- Involvement of girls into the game
- Involvement of parents into the organising tasks
- Building and supporting of school football pitches
- Establishment and support of football areas at housing estates

#### **Arrangement of amateur championships**

- Making competitive amateur football cheaper
- Protecting the "leaking" age groups
- Improving the state of organisation of amateur championships
- Improving the infrastructure conditions of amateur championships

In order to establish a mass base consciously, the role of direct intervention from children's age groups towards adult age groups gradually changes into a tendency of supporting the conditions. Furthermore, associations, academies, non-profit organisations and self-contracting groups get more and more roles in the maintenance of the mass base.

It is a key objective of HFF to **provide easier access to amateur teams participating in championships at a lower cost.** One of the most important means to achieve this purpose is the decreasing of competition expenses (charges collected) by covering significant amount of costs with the help of the HFF. This way for amateur teams, the competition of junior teams shall be nearly free in the future. This process, which will result in cost reduction for amateur teams, will be launched by HFF in the 2011-12 season.

It is essential that this process of establishing a mass base and the larger and larger masses of the sport can have **appropriate footballer pitches and vacant lots for football, and the slogan: "Everybody on the pitches!" can be realised.**

Today the greatest enemy of Hungarian football is the indifference that has more and more surrounded Hungarian football in recent years. We must change this tendency immediately and radically.

Nevertheless, football does not only mean players chasing a ball on the pitch. It is also essential that the game has competent and football-loving viewers. Today, there are not only not enough players for establishing a mass base in Hungary, but also very few viewers and supporters on the grandstands.

Elder people remember that this mass base used to exist and enthusiastically follow the events, filling the stadiums every weekend. Today full-house double decisive matches held at the Public Stadium are legendary, similarly to the crowded grandstands in provincial stadiums.

Regrettably, these glory days will automatically not return, masses have turned away from football in the past 20 years. It is a high-priority objective of the Hungarian Football Federation to make every effort so that weekend adult matches, as well as junior, women's and other football events become a real experience again.



In order to expand the football-loving mass base, the following measures shall be necessary:

- making women, particularly mothers love football,
- making football a popular family programme at the weekend again,
- making football popular among young people, and the best Hungarian footballers as a model to be followed,
- popularising and expanding of other not yet professional sports (mainly women's football, futsal, beach football),
- supporting leisure time football (called grassroots in the international terminology) by the HFF and expanding such sports to wider levels,
- enhancing the general prestige of the sport branch through the success of the Hungarian national teams (adult, junior),
- building and maintaining appropriate, safe, comfortable and modern stadiums,
- increasing the economic potential of Hungarian football clubs, establishing clubs of solid capital,
- within Hungary respecting and appreciating the great Hungarian football heroes and reviving the legendary fame of Hungarian football outside the borders of the country.

Hungarian football used to be famous, known, acknowledged for its entertaining, creative and unique style all over the world and fill the grandstands. We should make every effort again that viewers gladly come to safe, well-organised stadiums, circles of friends and sponsoring member associations are formed, and football becomes a conversational topic at work and in circles of friends again. This may constitute the actual and far larger mass base that later can produce even more talented players and can contribute to the rise of Hungarian football again.

In order to effectively access various social groups and various layers of the society (young generation, women, etc.) and to make the sport and football popular it is important to use a marketing approach and appropriately utilise modern communication tools and to establish a new way of thinking for the Hungarian football management.



### **Life Long Football: establishing a wider base for leisure time football**

In Hungary the continuous expansion of the mass base and the provision of regular sporting facilities are the most important objective for the adult society in terms of amateur and leisure time football. Beyond this, the promotion of youth education and the improvement of the standard of football in the amateur football society are also essential.

By operating the amateur league systems and by making it cheaper HFF will not only enforce the home front of professional football, but it will also contribute to the enhancement of the population's health condition, the establishment of a healthy lifestyle, the spending of free time with useful activities, and the granting of equal opportunities. With respect to this our long-term task is to improve the respect and social recognition of HFF.

UEFA also tributes special attention to leisure time football (grassroots) activities and programs. UEFA elaborated and is widely applying a qualifying system where the number of stars indicates the development level of the given country with respect to grassroots activities. The number of maximum stars is 7, but Hungary has only managed to collect 1 star so far. The goal of HFF is to continuously improve in this area and to achieve a 4 star accreditation level within the next three years and to be able to maintain this level, furthermore by 2020 to acquire the 5<sup>th</sup> star.

Making leisure time football popular from childhood to old age players will offer sporting opportunity for everyone. HFF is going to enter into a cooperation agreement with the responsible bodies of the involved areas and under joint professional supervision, HFF is wishing to offer financial support for implementing and widening of sport programs for kindergartens and schools, for organising 5+1-amaetur championships, for expanding sport activities offered by universities and colleges, for organising old boys and veteran championships and for the integration of people in a disadvantaged situation and people living with disability.

In the field of senior football, championships with a different organisation degree operate nationally without proper HFF co-ordination and electronic registration! Up to present, HFF has rejected to organise Veteran Championships, while central management and electronic registration have become necessary recently owing to the increasing number of people. It is because the main objective is to expand the base of Life Long Football and mobilise veterans.

We should not forget about the developmental facilities of the development of people in a disadvantageous situation and the disabled, since football is the sport of everyone, regardless of skills and abilities. In Hungary football has not served sufficient facilities for people in a disadvantageous situation and the disabled in recent decades. In the future, the grassroots programme of HFF intends to change this tendency in co-operation with specialised organisations. The most

popular sport branch of the Hungarian Special Olympic Federation (hereinafter as SO) has been football for several years. Regarding the five categories of the disabled (people defective in hearing, sight or movement, transplanted and people having mental deficiencies) HFF wishes to co-operate with the responsible parties in order to provide access to active sport programs. Besides elaborating the program contents it is also very important that one or more media or public personalities act as the ambassador of the co-operation. It is important to establish such an organisation (by providing cooperation agreements, support, tools and referees) that all leisure time football events, cups and programs are registered in the database of HFF. The infrastructure-related conditions for leisure time football events shall be improved and such events shall be organised for increasing amount of people and more frequently.

It is important to involve external resources for the development, reconstruction of sport grounds and to establish new sport facilities. The goal is to establish football pitches with grass and artificial grass, depending on the financial resources with lights in the long term in hundreds and hundreds of Hungarian towns and villages.

In Hungary over 80% of the sport facilities are owned by the local governments. Besides that, the local governments are the biggest supporters of Hungarian sport and football, therefore it is crucial to carry out such developments together with the local governments. The co-operational agreement of HFF with local governments would considerably promote amateur football in the field of facility development, the employment of trainers, caretakers and experts in the field of junior training and amateur football. The vast majority of local governments have a sports concept and local sports decrees, which deal with the support of youth education and grassroots-type leisure time football as high-priority aspects.



Increasing the number of viewers

As we have already indicated in Article 2.2, Hungary stands at the 26<sup>th</sup> place in Europe regarding the number of viewers of top division league matches. Showing a significant decreasing tendency year by year, the average attendance totalled only 2.800 persons in an NB I match in 2010. The number of viewers is higher in each of the neighbouring countries: over 9,000 in Austria, around 6,000 in Romania, nearly 5,000 in the Czech Republic, and over 3,000 in Slovakia. These data show that multiplying the number of viewers 2-3 fold is a realistic, compulsory objective.



One of the main objectives of HFF is to significantly increase the number of viewers in Hungarian league matches. The current average number of viewers of 2,800 persons should continuously be increased. An average of 6,000 persons should be reached in 2014 and be increased over 8,000 persons by 2018. This number can be ensured by carrying out comfort and safety related improvements on the stadiums, by organising supporter magnet high-standard domestic league matches and by applying the modern tools of public relations management. It is a similarly realistic objective that the grandstands are filled in the national team matches, too: from 2018, 25,000 viewers should be achieved on the average. When defining this number we have to take into consideration the reconstruction of the Puskas Stadium temporary relocation (for two to three years), to the financial situation of the viewers, the timing of friendly and cup matches and the changes to the opponents.

In terms of increasing the number of viewers it is also important, that a specific action plan is elaborated for bringing back the fans to the stadiums, and key part of this action plan shall be the application of marketing tools.

SUCCESSFULNESS

SUCCESSFULNESS		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
	Hungary's place in the FIFA World ranking	62	45	40	38	35	32	31	30		<30		
	Hungary's place (FIFA) within Europe	24	23	23	22	22	21	21	20		<20		
	Hungary in the UEFA Championship Table (composite)	32	28	26	24	23	22	21	20		<20		
	Hungarian men's adult national team	we did not manage to get into the world event			Hungary gets to at least 2 of the 5 big tournaments								
	Hungarian men's adult club teams	we generally do not pass the qualifying round		1 team passes the qualifying round every year, and qualifies for the autumn rounds			2 teams pass the qualifying round, qualify for the autumn rounds (annually), 1 team plays in spring, too						
	Hungarian men's junior national teams	mixed results in the qualifying mini tournaments		Going up the scale of age groups, the proportion of play quality and success in evaluation shifts towards the increasing of the latter. The first qualifying round shall be passed successfully regularly, and a half of the events shall be passed in the second round. At least one medal-winning place in the finals of one of the each groups every 4 years.									
	Hungarian women's national teams	we did not pass the qualifying round		In a period of 10 years, the national team shall qualify for the finals in a half of the international championships.									
Futsal and beach football	close to the European forefront, without successes yet		In a period of 10 years, the futsal and beach football national teams shall qualify for the finals in a half of the international championships.										

First-class sport and championship – with Hungarian players

The models of the leading football nations justify that successful national and club participation at international venues can only be achieved in a strong and well-balanced national championship. In the matches played weekly and fought at a great pace, players not only prepare for the international competitions in terms of physical strength and stamina but also get used to their mental and physical burden. High-standard, exciting championships fill the grandstands of the stadiums week by week, become a conversational topic in families and at work, and are also a society-forming power.

Regrettably, in the last 15-20 years the championship and the league system was gradually deteriorating in Hungary: championships of inappropriate pace and standard sent away the viewers from the grandstands and made the participation of Hungarian club teams in international cups more and more hopeless. While in the sixties, seventies and eighties the Hungarian teams excellently participated in the international cups, in the last years getting on the BL and EL main boards were also deemed as tremendous achievements, and in most cases our teams had to say goodbye in the first round.





The stadiums in Hungary are in very poor condition in terms of comfort. The general appearance of the stadiums, seating accommodation for fans, equipment for providing information, parking facilities, shortage of spatial capacities, insufficient amount of toilets and buffets, the condition of the existing ones and the accommodation facilities for guest fans is way below the acceptable level.

The number of viewers in the matches of Hungarian championships was considerably reduced by the stadium security risk that is unsolvable and prevented some families with children from going to the stadiums. Some hundreds of slightly riotous supporters deteriorated the entertainment of



potential thousands of supporters, and the clubs and the Federation was unable to find a remedy for this for two decades and failed to take on actions against them jointly with the fans. While in Western Europe stadiums were cleared of fences and riotous elements by constructing new stadiums and establishing complex security technical and database systems, in Hungary visiting a match can still be dangerous. This field urged rapid and radical changes; otherwise the Hungarian championship will continue to take place before nearly empty grandstands.

Another problem of Hungarian championships that is hard to solve is the participation of talented young players. Very often talented players who grew up in Hungary and also proved their gifts in different age-group championships and even in the junior national team cannot play within appropriate frames because



their places in the forefront clubs are filled by players registered from abroad. For the Hungarian audience, these players are not so excellent that would really explain their registration and employment. Hungarian supporters would find young, talented Hungarian players more attractive, preferably at an early age so that they can obtain sufficient match routine and experience at the age of the decisive 18-21.

The championships of the leading European football nations prove that where talented domestic players are given credit (e.g. Germany, Spain, Italy, the Netherlands), the national teams play far more successfully than in countries where championships are dominated by foreign top players (e.g. England). We should also follow this model so that our national team can belong to the forefront of Europe again.

Players, who achieved great results, shall be in the limelight of the media even more in order to become known to wider parts of society and to become role models for the younger generations. A basic condition for the success of Hungarian football championship is to establish a proper infrastructure and economic background. Clubs having a sound material base and high-standard, modern stadiums and sports complexes can mean the future to us. If the economic background of the clubs continues to be uncertain, there are not enough supporters and sponsors and the condition of domestic stadiums does not improve, then our football will not boost.

## Competition arrangement, league system

The system of Hungarian championships needs to be revised for the provision of high-quality football and territorial distribution. We shall develop a league system that helps the quality improvement of professional levels with its vertical system (NB I, NB II), the filling of it with only the required number of teams, which are able to play at the required higher standard.

Autumn 2011 the HFF Presidency will make a decision on any possible changes referring to the 2013/14 season. After this, football associations will be given two years to prepare for any possible changes. Before making its decision, HFF by involving the interested parties and experts will elaborate the necessary decisions by processing international and national learning, taking into consideration the Hungarian (geographical, demographical, public administration, sport organisation) typical characteristics, based on the economical and sport professional aspects. During the preparation phase staff reduction in professional football based on efficiency shall be evaluated, the effective number of participants in 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> divisions shall be analysed and the management system shall be made more exciting in terms of viewers, at the territorial level, a system ensuring appropriate geographical distribution but also considering the Hungarian load bearing capacity and number of players shall be developed. All changes, which are aimed at restructuring the competition systems, shall take into consideration the priority goal of the HFF 10-year strategy: mass popularisation, which sets as priority the enforcement of amateur championships and youth education and gives incentives and forces the competition of young Hungarian players. Furthermore we shall supervise the role of 1<sup>st</sup> and 2<sup>nd</sup> divisions in youth education. The role of the NB II division is particularly important. At present the gap is too wide between NB I and amateur or local-level football. A high-standard NB II that offers opportunities for young players would mean an ideal background and basis behind the quality football of professional NB I. It is advised to evaluate the participation of the second teams organised by first-division professional clubs in the lower divisions. The current practice has received several critics for and against. The priority goal of the changes related to 2<sup>nd</sup> division is to offer appropriate play opportunity for players of professional teams at NB II, mainly Hungarian young players. (It is important to note that upon completion of the infrastructure developments of the NB I clubs, HFF shall have a high-priority task that high-quality developments are realised in the stadiums of NB II associations, pitches conform to the viewers' requirements, are secure and offer an appropriate background for civilised family entertainment during the matches.)

## International participation, enhancing prestige

In men's large-pitch football, UEFA provides an opportunity for clubs in two international cups: the Champions' League and the Europa League. During the transformation of the system of qualifying rounds, the participation of Hungary is also possible, as DVSC has already proven this. It is important that we continuously improve our position in the quota system applicable to the countries, as the participation of several teams would help the development of our football. Therefore, we should grasp every opportunity (see: the first 3 teams of the fair play competition receive the right of entering) and it's not enough to concentrate on getting through, so teams have to struggle for each score in order to improve our position among the countries. According to our experience the clubs are able to collect the sources of participation, which is supplemented by the support granted by UEFA starting from the first qualifying match. Another advantage of the participation is that clubs acquire organisational and match organising skills that should be domesticated and spread in Hungarian football.

UEFA announces 9 tournaments for the national teams. These are the European Championships, excluding the adult large-pitch European Championship, and also serve as a qualifying round for the given World Cups (in U-21 age group for participation in the Olympic Games). Certainly, Hungarian football has entered and will enter for each category. One of the key tasks of HFF has always been to ensure the operation and competing of each national team.

The key benchmark of the standard of Hungarian football is the participation at international level, both at the levels of national and club teams. A key objective of HFF is that both areas are considerably improved in the forthcoming years.

Our 62<sup>nd</sup> position occupied on the FIFA World ranking in July 2010 shall be improved gradually, reaching the 30<sup>th</sup> position by 2017, and then focusing on positions above 30 in the long term.

On the UEFA composite list, which also considers the success of club teams, European teams, our 32<sup>nd</sup> position is sorrowful, which shall also be improved gradually by 2017 and we need to get to the top 20 European countries.



The Hungarian adult national team could only be a viewer of the latest World and Europe Championships. The objective of HFF is that the national team gets to at least 2 of the next 5 large international tournaments, and struggle for qualifying for the next rounds.

The most fundamental improvement is expected from the Hungarian club teams: starting from 2012, it is a fundamental objective that one of our club teams is qualified for the autumn turns of the international cups every year. And from 2015 it is an objective target that at least 2 of our club teams participate successfully at the autumn Champions' League and Europa League matches, and at least one of them also participates in the spring turns.

### Hungarian football in the forefront of Europe

By today, football has become one of the key components of economic development in highly developed European countries, where football not only creates jobs and sustains families but also plays a considerable role in the tourism and sports incomes of the country. At the leading European club teams, private investors of solid capital have emerged, football has become a good business, and the price of advertising incomes and players have soared.

In Hungary, due to the underfinanced state of football, no club teams of solid capital could have been established, no considerable advertising incomes arise, and sponsors tend to support other sport branches. This is particularly sorrowful in Hungary, the former schoolmaster of this sport, where football as a national sport used to be considered as part of our everyday lives.

Hungarian football aims at international competing, progress in successfulness, and approaching to the international forefront, both at national and club levels. Since our lag can be considered significant, the task requires heavy efforts from the participants at both national and club levels.

- Our national team must participate with success at the qualifying rounds for the 2012 European Championship and the 2014 World Cup. This, of course not despairing of qualifying for the next round, means making progress in the European order of rank. Participation in the 2016 European Championship is a clear and objective expectation.
- The task of our U-21 national team is to get into the finals of the European Championship, and providing high-standard players for the adult national team.

- Our expectations against the national teams for the next five years include that each team shall attend the UEFA elite round, one of them shall qualify for the finals of the European Championship every year and shall acquire rights to enter for the World Cup.
- The objective of our women's national teams is to stabilise the place directly behind the leading group, and occasionally successfully holding their ground against the highly-registered national teams.
- Our futsal national teams shall be in competition in qualifying for the finals of the European and World Cups.
- Our club teams shall improve the Hungarian place within the European Championship Table, which makes the entering of several teams possible. Our objective is that at least one team per year attend the group matches of the UEFA Club Tournament in the next five seasons. After 2015 our objective will be that at least 2 club teams per year attend the group matches of the UEFA Club Tournament and one of them can play in the spring, too.
- Our futsal champion teams shall participate successfully at the European qualifying round, and the realistic objective for the women's champion team is to show an increasingly successful participation.

**During our activity, we would like to close up the forefront of Europe in the foreseeable future (6-8 years). This requires both professional improvements (a new junior developmental programme, renewal of our coaching, relaunching of our continuing training for coaches) and changes in legislative, structural, organisational, economic and infrastructure fields, make progress in order to ensure the conditions.**

We would like to achieve as a must that highly qualified and well-prepared trainers deal with the future generations, junior-aged footballers. This profession shall be made financially attractive to well-prepared junior trainers. HFF promises significant improvement in terms of the numbers and remuneration of teachers/trainers compared to the current situation.

The progress of Hungarian football is exactly shown every year or every two years by the results achieved in international competitions. These trends indicate whether any progress has been made. It must be noted that both our national teams and the club teams line up the forefront of Europe step by step.





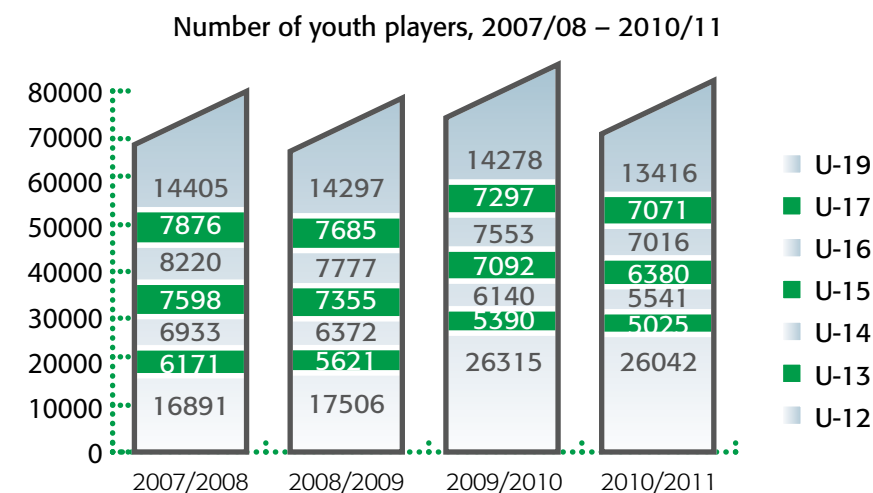
## Youth education and talent-scouting

The HFF objective is that, through efficient youth education, talent selection and care, it can considerably increase the number of young players and provide for the establishment of an appropriate base. In the programme, co-operation between HFF, county organisations, clubs and schools is essential for the successful operation of the system and the scouting and selection of talented footballers.

The main task of HFF is to spot talented players among juniors, select the future successful national level players and supervise the process so that talented people can have appropriate playing opportunities in the adult first-division teams.

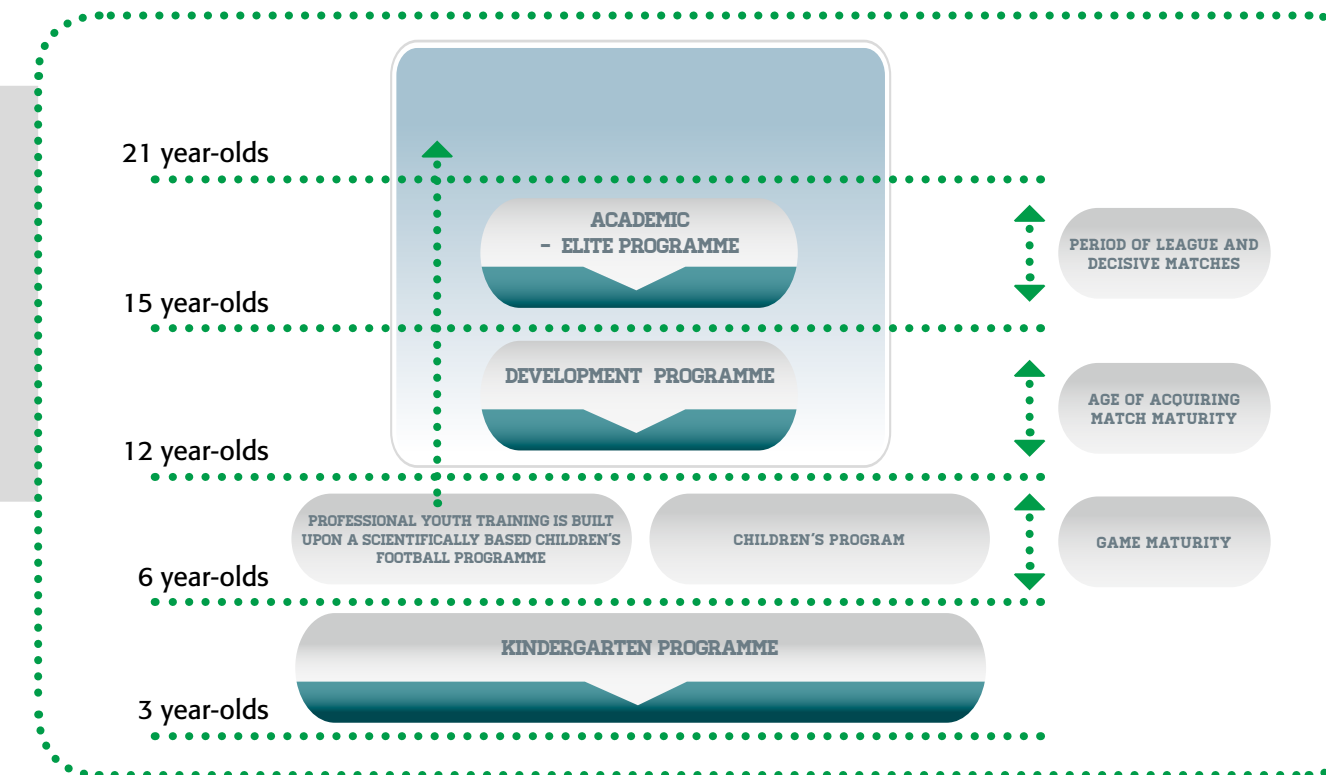
One of the key criteria of youth education is the number of children who compete at different age-group championships week after week. In Germany 1.8 million outstanding young people play football in 100.000 teams every week, while in Hungary only a few thousands of children play football.

Within the frames of the new education programme of HFF, talented players – regardless of their age – will have a greater chance to participate at training sessions appropriate to their personal skills and abilities and develop their abilities. At the clubs and at county centres and academies talented players can attend even more intensive and efficient training sessions to polish their abilities within the framework of high-quality coaching and additional education. Besides, the programme handles educational aspects with high priority and also provides general education to the players.



The career of today's adult players generally starts in the amateur club groups of 9-10 year-olds and only later continues with the pros. Consequently, a number of talented players get to the place appropriate to their abilities too late. Thanks to the national education system of HFF, the top players of amateur clubs receive high-quality training and become more motivated. The programme also facilitates the youth club coaches' work as they can work with more mature players.

In today's Hungarian football it is essential that the audience can see talented Hungarian young people in the professional teams week after week, children can compare themselves to these players and try to imitate them. Thus both the standard and the number of viewers of the championships increase, and going to matches and Sunday league matches may become a favourite family programme again thanks to the Hungarian players.



In Hungary, today's youth training or talent selection receives neither in infrastructure nor financial terms the facilities that enable professional football to operate successfully in the future. Young people generally train on pitches that lack preparations, equipment, aids or proper trainer's background, and the donation of teachers and trainers are inappropriate. Football is usually not included in curricular Physical Education and the repertoire of school means, while the high number of women's PE teachers prefer other ball games (basketball, handball).

Special attention shall be paid in the future that in the schools and sports yards football events, cups, talent-scouting programmes are launched, talents are scouted and sponsored in the afternoon, as extra-curricular activities.

It is a special problem of Hungarian youth education that talented 17-19 year-old players have no chance for improvement, and acquiring match routines. Apart from very few exceptions, these players do not get into the first-division teams

and are not entered in the junior championships either. According to the EU legislation, it is very hard to enforce forefront-level clubs not to prefer foreign players to be transferred here. Despite this, each opportunity shall be grasped so that the accommodation of Hungarian players into the adult teams is supported by positive donation and funds.

In relation to youth education it is crucial, whether we can change the current way of thinking: we need to put in the people's head that exercising, the love of sport and by this playing football as a possible activity is very important.

It is very important that everyone should follow one objective: reforms are successful if they adjust to standardised training methods. It is the task of HFF to stipulate this standardised concept and integrate it into the clubs. In this way control is realised at the same time, and the efficiency and implementation of programmes can be measured and evaluated.

### Bozsik Programme

For several decades, Hungarian football was famous because vacant sites for football and sports pitches spotted innumerable excellent talented young players. These players then became well-prepared and mature players and national footballers at association clubs. Players acquired the bases for the sports during the daily vacant site football, from each other, and then improved their knowledge at clubs with the help of outstanding coaches.

In professional terms, HFF starting from 2011 is restoring two professional programmes, awarded even by UEFA the highest recognition, shall be restored: the multilevel UEFA accredited coach training and the Bozsik Programme including players from age groups between 6 and 21, starting with tempting the children with the love of football, followed by selection and training system of juniors, through to elite training and national-level competing.

In Hungary, it seems necessary to establish and operate a country-wide organised (county, sub-centre, area, town) football primarily directly or indirectly from state



budget in the long run. Special sports schools, providing juniors for various sports will be important parts of the system. While the so-called sports academies, which concentrate only on certain sport branches will also be crucial parts of the system.

Serious professional work in Hungarian youth education started in 2002 within Phase 1 of the Bozsik programme. Phase 2 of the Bozsik programme was started in October 2004. With the support of MOL and OTP, a new movement was launched under the name OTP-MOL-Bozsik Football Academy. The operation of the Academy was supported by the two large companies with 550 million forints annually from October 2004, and was awarded the title “The most valuable youth education programme of Europe” by the European Football Federation (UEFA) in 2005. Regrettably, the sponsors withdrew in February 2006 owing to the conditions of the Hungarian football, and Bozsik Football Academy ceased to exist periodically.

The termination of the Bozsik Programme has made numerous talented footballers run to waste or prevented them from crowning their careers. Nevertheless, the U20 team participated successfully in 2009, and in the national 'A' team of 2010 we could find a lot of players who were scouted at Bozsik Football Academy.

**It is a fundamental interest of Hungarian football that the Bozsik Programme is launched again the soonest possible, and a youth education system of European standard and recognition can be developed.**

Accordingly the Bozsik Programme relaunched in 2011 will be built on the basis of the above antecedents. The country will be divided to “small districts” per county (3-15 small settlements). 4-8 small districts will be attached around a large settlement – the so-called sub-centres -, which will be connected to the county centres (usually county seats) with harmonious professional connection. The Budapest Programme will be established based upon a similar concept.

The annually repeated programme will start with small-district tournaments in three age groups (U7, U9, U11). Tournaments will be played on pitches of the same size and with the same rules of the game by the age group (for instance, there will be no referees, no team winners but only individual winners (the best dribbling, tackling player, etc.). The best players of small-regions will continue at the small-district team tournaments, and then their national teams will compete per each sub-centre. County national teams will be established in this way and will compete in the next season within regions. The programme gets to the regional national teams in this way.

### Education Clubs and Academies

For decades the Hungarian football has been famous for the fact that the grounds and the playing-fields delivered the prominently talented young players uncounted, afterwards who became well-prepared, mature players, international-level footballers at the club teams. The players acquired the basics of the sport from one another under the daily ground football, and then they were perfected with the help of brilliant coaches at the clubs.

The aim of HFF is to establish the appropriate base by increasing the number of young players significantly through effective second line training, talent selection and management.

The main task of HFF is to assist and support the operation of training clubs and academies in the field of second line, to keep account of the talented players, to assist the future successful select level players’ development and to supervise the process so that the talents should get the necessary opportunity to play in adult front-teams.

In the field of second line training, based on the players’ age, technical and tactical efficiency, physical condition, game intelligence three main age-groups can be distinguished, for which accordingly different professional programs must be elaborated and delivered:

#### Important components of the selection program

- U12 – U13  
The coaches’ observations in the counties: the sphere they can draw on is expanding
- U14 – U15  
The coaches analyze the talents’ development, look for new players, exchange
- U16 – U18  
The coaches build new talents in their teams



It is important to introduce academic championships after European practice (based on the principle of the best against the best), international events and cups to appear in junior age-groups, television matches as well as NBI pre-matches, which motivate the players of the age-groups much better.

Especially in the pre-academic age-groups (12-15 year olds) it is essential to establish an observation and talent-management network in cooperation of the Clubs and the Association, in which monitoring and reporting are given a special emphasis.



The aim of the elite clubs' second line training is to train first class players; this process must take place in either closed or open system football academies in future. The Academic Training in Hungary is not an unambiguously clarified process, after all – at the age of secondary-school student – the main goal, beside the players becoming first rank footballers, is to establish a carrier for parents and for children that will prepare the players for civil life as well.

We can distinguish a so-called closed or open academy. In case of the closed system model, accommodation, education and training take place in the same location and in the hostels only academic footballers live (French model). The open system is based on the existing educational system and infrastructure. In certain cases sportsmen (sportswomen) of other sports live in the hostel, too, or there can be players hosted by families (English model). In this case it is important for logistics among the single locations to be fast and organized.

In both cases the conditions are – in accordance with HFF academic licence: – appropriate professional work (selection-training-competition- and experts with UEFA „A” qualification), appropriate infrastructure (fields, halls, hostels, etc.), optimal opportunities for catering and relaxing, medical attendance, injury prevention and rehabilitation, appropriate level of education (carrier model – opportunities for higher education). Financing, besides the own sources of the clubs, can be solved based on the callable state subsidy (per capita) in the field of education and the support provided based on HFF criteria, which accordingly motivate all first rank clubs to operate academies and second line centres.

The HFF is able to support the academic system along state subsidy and sponsorship income based on licence. Furthermore, in the age-groups of 12-14 year-olds (pre-academic period) the highlighted training of talents at clubs and in the association's evolution programs alike must be solved. The academies of clubs must execute a contract with the sports schools having a special football curriculum functioning in their area of attraction.

The system of academies need to be established in accordance with uniform quality-assurance principles and practice, in which infrastructural, legal, economic, professional and personal conditions are regulated, furthermore, thereto is the possible state an/or association support connected. The structure of the current second line tournament system is unequal, neither the principle of „the best



against the best” nor the European grassroots effect at lower levels predominate in it, furthermore the geographical distribution is also uneven.

It is a goal of high importance for the accredited academies to cover the whole territory of the country much better from a geographical point of view than it is at present, while with respect to quality, finance ability and the size of the country, its resources the exaggerated number of academies and splitting resources must also be avoided. Accordingly the HFF, besides the existing elite academies, supports the establishment of new academies in those regions, where there is no such institution operating at present but only one per region is advisable. The establishment and the evolvement of new academies are supported by HFF both financially and professionally, then it also contribute to their operation in the phase of closing-up. If needed, the HFF can be the founder of the academy, too.

The HFF's requirement against the academies is to play an integrative role in their region, to keep constant professional contact with smaller associations, schools, to collect all the talented players in their district.

It is very important for everybody to follow one goal: innovations are effective if they adjust to **uniform educational methods. The HFF's role is to specify this uniform concept and to integrate it into the clubs.** Thereby even monitoring is immediately realized; the effectiveness and performance of programs can be measured and evaluated.

## Successful coach education

In modern football the coach plays a key role – not just at first rate teams but also at lower levels and in the field of second line training. A good coach is the leader of his team not just professionally but also from psychological and mental aspects, by which the single player individuals form a team, community.

In modern football by the spread of rotation systems not only 14-15 players determine a team – for the teams interested in international tournaments a group of 25-30 people is not unthinkable either, where the qualified, experienced coach always sends the most suitable eleven to the field having chosen from a number of tactical and structural variations. The high number of tactical variations requires the coaches to be highly prepared, have the ability to combine, know his own and the opponent's team thoroughly – a good coach plays the next match in his head in advance many times and based on it he establishes the strategy.

Hungarian football has been determined for a long time by experts being intellectually highly qualified, paying attention to the player's tiniest movement, knowing the smallest details of football and being good at placing people. Many of them had a successful player past, and in the last decades it has become more and more common that they have improved their knowledge of coaching through trainings. The names of prominent coach-characters have by today become legend because besides the brilliant results, they remained humans, teachers, examples to follow, who were looked up to and were admired by the players.

The aim of the coach training of Hungarian football is to establish such a trainer and teacher expert education and qualification again, which both in professional championships and in the field of second line education provides for the expert supply necessary for development, the group of coaches of adequate number and qualification:

- by maximum observance and pursuance of the UEFA regulations,
- knowing the features and traditions of Hungarian football,
- drawing on excellent international examples.

In today's world without ideals it is of high importance for the young that the coach/teacher should be a real example both in the field and outside the field. The coach must be the leader of the team not only from professional point of view but also humanly, who also assists young players ethically to achieve their aims.

A great impetus would be given to the coaching-teaching work if training associations, academies with favourable financial background were established again, where efficient coaches with great expertise would work not only in case of the first teams but also with the younger age-groups.



Into second line training there is no resource indorsed back in an appropriately planned manner at present; it is not worth being a training association or a training coach at all (problems of reimbursement of training expenses). In smaller villages, at lower level second line teams the qualified, conscientious second line experts are not motivated either financially or professionally. They should be employed and remunerated in higher numbers in the association selection system and in the observation network of academies. They should be given reimbursement of training expenses or at least solidarity fee after the players trained by them.





Furthermore, the term of full-time second line coach could be established in future in case **the club (UEFA “B”) coaches’** undertaking of tasks within lessons at schools (by arranging the appropriate legal background) could be available.

A primary objective of HFF is to **decrease the costs of participating** in coach trainings, accreditations **significantly**; the fee of compulsory retraining in accordance with training and licence should not be an obstacle for anybody. Therefore even in 2011 the amount payable for the compulsory retraining shall decrease significantly, in the coming years the decrease shall continue. The lacking fees shall be compensated by HFF from its own sources, further ensuring the adequate level of coach training. **At the same time HFF will also revise the number of enrolment in order to ensure a balance with employment opportunities.**

### Establishment of pitches, vacant lots for football, stadiums with heated ground

Infrastructure developments serve the basic interests of Hungarian Football. By realizing the plan, the popularity of football, the attendance at football matches increase as well as progress is ensured in the field of football and health-education. As a long-term consequence of this, the prestige of football shall increase, the income shall increase, and Hungarian football shall near the front of the world.

The favourable infrastructure, modern, comfortable and safe stadiums may give a big impetus so that football should be a preferred pastime activity, the arena of families’ common entertainment.

In order to create training opportunities serious infrastructure developments (at amateur unions, professional clubs, academies) are necessary. In order to widen the mass base also the development of kindergarten, school small fields, and vacant lots is essential.

Finally, it is of high importance to establish training complexes that are of comfort for the second line and the youngsters and can be used even in winter and where infrastructure does not mean hindrance for second line training.

The essential objectives necessary to revive Hungarian football and from infrastructural aspects are the followings:

- To increase the standard at sports events, at championships,
- To attract mass, the appearance of masses in football fields,
- To improve social acknowledgement, to undertake increased social responsibility in infrastructure development,
- To increase the number of spectators in all fields of football
- To increase incomes to use the amounts coming in from tax relief consciously,
- To end seasonality to convert stadiums for all-year-round usage.

To modernize and to rebuild the fields of single club teams completely is not only in the interest of club teams but also that of Hungarian football and the whole sport, therefore state participation and subsidy in this field are also necessary.

It is of fundamental priority to make the soil of NBI fields heated in order to extend the season, in the second phase it must be realized in case of the fields of NBII teams. Thereby new play-field, coat of green of better quality is created, the season can be extended, which provides for safer organization, more game opportunities.



The requirements regarding infrastructure development are going to be included in the club licence system by HFF, too. Accordingly, by the start of the 2013/14 season, but latest with 1 year delay all NBI club teams must have:

- a main field with heated soil
- two training fields that are heated or with artificial grass,
- where the comfort of the auditorium, the establishment of services (buffets, parking-lots, toilets) and of camera system comply with the UEFA regulations. Besides all these, , by the start of the 2013/14 season, but latest with 1 year delay in all NBI stadiums the card entry system must be realized together with the appropriate background databases, control services.

A similarly important field of infrastructure-development program is to support the establishment of training fields, residential and school fields. Under this some 1500 fields will be reconstructed, modernised and built in various supports, financing constructions in the next 10 years:



**Full-sized field modernisation program  
(in youth education centers)  
(altogether approx. 150 fields)**

- Field heating system
- All weather pitch program
- Field illumination
- Changing-room construction program

**Full-sized field reconstruction program  
(amateur clubs)  
(altogether approx. 600 fields)**

- Field soil improvement
- Improvements for customer services
- Establishment and improvement of changing room facilities
- Construction of fields in areas lagging behind

**School-yard and housing estate field program  
(fields with a size 30\*40 or smaller)  
(altogether 800 fields)**

- Providing concrete yard sports fields with all weather pitch covering
- Building new fields, renovating old ones
- Establishing grounds, revival of old grounds traditions
- Reconstruction of fields located close to blocks of flats
- Construction of playground fields
- Construction of fields in areas lagging behind

**Construction and renovation of the new Puskás Stadium and city stadiums**

The settlement of the situation of the Népstadion - considered once as one of the most modern stadiums in Europe -, today's Puskás Ferenc Stadium cannot be postponed any longer, which has become dangerous to life during the years and neither its floor-plan layout nor its uncovered tribunes are appropriate today to play professional football matches and to satisfy the interest of fans.

The planned stadium is an establishment of vital importance not only for Hungarian football but also for the whole Hungarian sport, whose renewal can be at the same time the symbol of the revival of Hungarian sport. It shall be created together with functional, economical establishment, units generating income for the sake of self-preservation.

In the new Puskás Ferenc Stadium not only the adult but also the second line selects can find their final home. The new stadium will be able to convey select matches; high interest, accommodation and entertainment of many spectators shall not cause any problem. Besides all these, there will be opportunities to arrange significant international matches, tournaments in the new stadium.

The development of Puskás Ferenc Stadium is a significant investment; its realization can only be imagined by using state resources.

For club teams, where the number of spectators is at present low, the establishment of new stadiums accommodating 6-15 thousand persons at most can be suggested. Here the principles of German, Italian and English examples are to be followed but may not be copied since stadiums with significantly higher accommodation capacity are built and are also filled weekly. The examination of Austrian, Swiss, Belgian and Dutch football stadiums and the consequent use of their examples can be suggested.

The modernization, the complete rebuilding of single club teams' fields is not only in the interests of the club teams but also that of Hungarian football and the whole sport, therefore state participation in it and support are by all means necessary.

This endeavour has already been realized in case of building the new stadium in Debrecen, which hopefully will be followed by a number of similar reconstruction projects in the next years. It is very important that these stadiums would be located proportionately distributed in all regions of the country. The final selection of locations must take place in accordance with strategic, economic, territorial-regional and sport political aspects.

**Enhanced security of stadiums**

Today's Hungarian public opinion is occupied by the safety problem management evolved around the sport to the same extent as the football results. Safety has become besides the quality of play and fans' comfort the third player in increasing the number of viewers.

**PRIMARY OBJECTIVES**

SIGNIFICANT INCREASE  
IN THE NUMBER  
OF SPECTATORS

GOING TO MATCHES AS A  
FAMILY PROGRAM  
FRIENDLY ATMOSPHERE

FAN COMMUNITIES

**REQUIRED FOR THEM**

STADIUMS  
- MODERN ESTABLISHMENT  
- COMFORT  
- SERVICES

SAFETY  
- TICKETS BY NAME  
- ENTRANCE SYSTEM  
- CAMERA SYSTEM  
- SAFETY DATABASE  
- IMPOSING PENALTIES



While the problem characterized by the terms football hooliganism and stadium safety reached Hungary more than twenty years ago, the complex, modern Western-European solutions elaborated to manage them have not been established in our country or just partially and mainly concentrated on the use of physical force (rails, more safety personnel, more policemen).

The main objective of the association's safety area is that football matches would be a **family program** with children in stadiums **without rails**. Therefore we wish to provide safety as service.

Our objective is to keep disturbers off the stadiums. We place emphasis on preventing breach of order. A fast and effective system to manage breaches of orders outside and inside of stadiums must be established. The condition of comprehensive realization of objectives is to elaborate and introduce a safety policy meeting challenges. This must be in line with the Hungarian characteristics, the best European and UEFA practices.

In this philosophy, compared to our today's practice, the dominance of security (management by law enforcement forces) is replaced by general safety, the priority of establishing general safety (safe infrastructure, control equipment and technologies, traffic, health, rescue facilities, security plans as well as increasing the level of service.

The internal content of security also changes and special reaction to events occurred shall be replaced by preventive security measures based on dynamic risk-analysis and realized at low stress level for preventing risky fans and forbidden objects to enter effectively.

This security form manages all the fans as not potential disturbers but distinguishes them into three groups. Fans meaning a risk, who must be excluded from the stadium. Other fans, who may drift into wrong-doing, therefore they must be kept under control. However, fans who do not mean a risk must be involved in maintaining safety and partnership must be established with them.



Security is an integral part of general safety and service (friendly reception, quick information, helpful staff, and well-equipped establishment, entertainment possibilities before and after matches) is organically attached to it.

Managing safety (conditions) and security (measurements) in an integrated system is a must for organizing a match.

Safety affects many separate professional areas of HFF (infrastructure, giving licence, organizing contests, and safety) at the same time; therefore their common efforts are feasible to manage in an integrated manner under the name „stadium safety“. This does not primarily assume organizational integration but common aspect and close collaboration.

The organizational structure (central, regional, local) must operate properly the safety information exchange system, the monitoring and support mechanisms. In order to strengthen the central management, integrative, monitoring, penalty-imposing roles of the association the number of full-time employees in the field of safety must be increased. The obligatory mechanism of collaboration among the professional fields affected in stadium safety must be established. The composition and the operative rules of stadium management point must be set in a regulation.



Selling tickets by name allows, with the help of the database, those included on the prohibition list not to be able to buy tickets. The legitimately purchased tickets by name allow monitoring the spectator within the stadium, to identify him/her immediately in case of taking measures. The IDs, cards would prove belonging to the club thus allowing spectators to be placed selectively at stadiums and certain club discounts could also be used by them. Another role thereof could be to determine the identity of the ticket and the card holder while entering.

#### **HFF Presidency will make its decisions about the planned security measures after a reconciliation with the representatives of the fans.**

The measures are not aimed at against the fans, but in the interest of the fans and for ensuring matches with good atmosphere. The measures are not only aimed at controlling the behaviour of fans, but they also focus on expectations referring to the organisers (HFF, clubs, policing bodies), in order to ensure a quality, European level organisation activity.

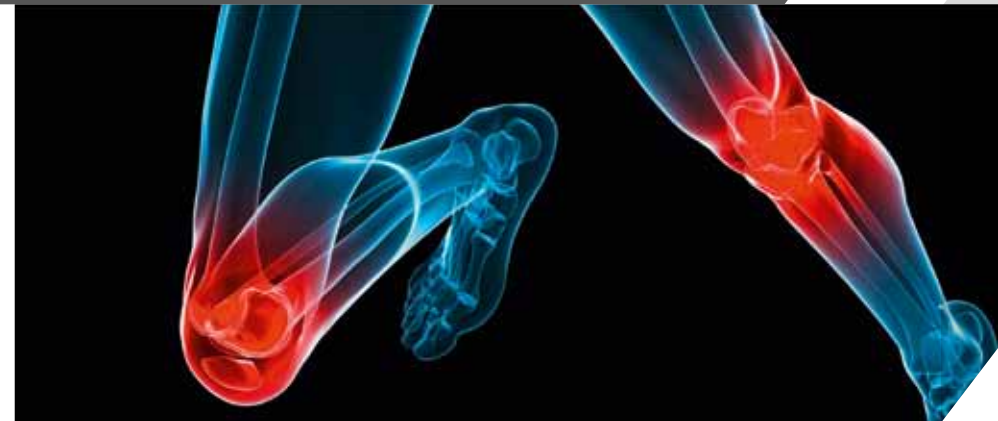
#### **Establishing the computer data storage of Hungarian football**

The information technological solutions do not appropriately support the development of the sport yet; at present there is no advanced, integrated information technological (IT) system capable of measuring the indicators unitarily. The aim of HFF is to establish a complex, interactive information network by 2014 that is also accessible anywhere through internet support, by which the complete database of clubs, academies, championships, players, coaches, assistants etc. could be downloaded and checked immediately and updated.

The up-to-date computer database will be directly linked to the safety systems of stadiums, through which the clubs and safety managers can collect and share immediate information. The computer database operated by HFF would be downloadable for clubs, experts through direct access while for other organizations (e.g. press, media) against registration and membership card.



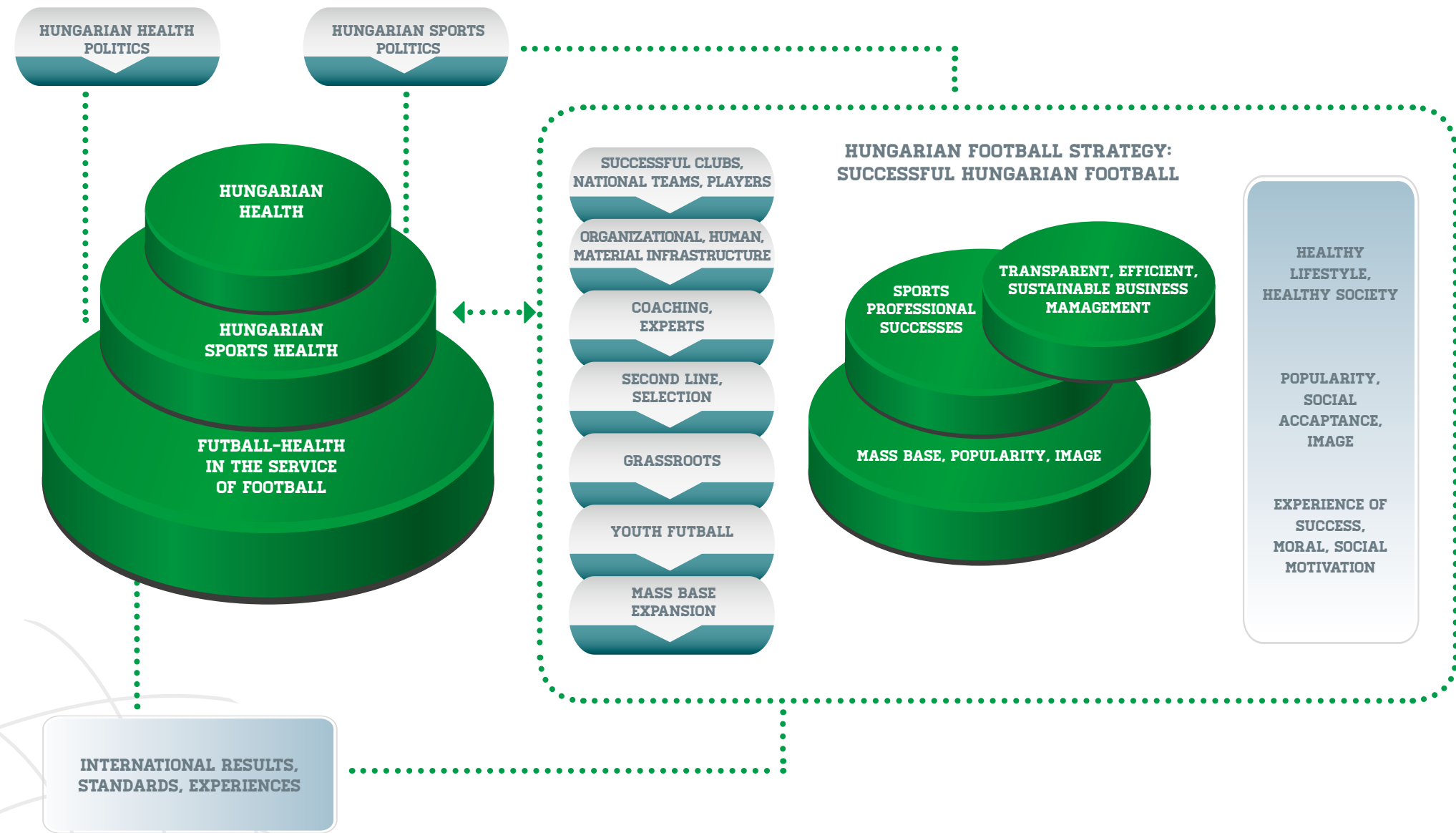
Sports health and sciences supporting further performance and efficiency are organically connected to all components, steps of football development; strategy realization may not be imagined without the integration of European standard sports health, sports psychology, genetics and other scientific achievements.



Sports health may not be evaluated nor developed without paying attention to the whole system of Hungarian health (since it is integral part thereof). Accordingly, this field also suffers from the general problems of Hungarian health (structural, organizational, arrangement, institutional crisis; financing crisis; moral problems; significant lag from the corresponding European standards; capacity and quality problems).

The problems of sports health system, its near collapse state are well-known for the participants but it is hidden from the wider publicity by a few prominent experts' devoted work.

Hungarian sports health considerably lags behind the European standards; even the sports politics, the sports management have not admitted that the medical background is an essential means to sports success today since it is an important efficiency-influencing factor. At present even the strict drafting of objectives, expectations is missing. In this situation we are talking about a branch in crisis, where except for a few prominent (but functioning in isolation and with lacking resources) knowledge centres, there is no substantial national standard. This sector is unable to meet either ensuring the sportsmen (sportswomen)'s personal safety or the international level sports specialist requirements of the sport.





In order to implement the objectives set in the development strategy of football in the 21<sup>st</sup> century it is essential to establish the adequate sports health services, to integrate the scientific results, to provide the coaches, experts with appropriate information.

Sports health services, personnel and organization development directly contribute to all components of the objectives set in football strategy starting from mass-attraction through second-line education to the efficiency of professional football:



#### Target-areas in football strategy

widening mass base, children football, grassroots

second-line education, selection, talent management

first rank sport, successful selects, clubs, players

coach training, providing suitable experts

organizational, human, material infrastructure

#### Potential contribution of sports health

to ensure appropriate sports health background for all age-groups, demand, etc (for this nationwide coverage and uniform methods are needed)

to increase the role of modern sports health tools in selection, which facilitates to find the talents and prevention during their development

prevention, injury treatment, authorized performance-improvement means

involvement of sports health experts into coach training

nationwide coverage, supply infrastructure adapting to the needs of various levels

To realize these, the concrete tasks planned for the strategic period and to be implemented are:

- **To establish an appropriate organizational system**

The Medical Committee of HFF will establish the Health Service of HFF, which will cover the integrated function of all areas.

- **To establish, operate database, analysis**

To organize a domestic register of the FIFA injury-database.

- **Licence-committee, to establish, instruct the knowledge-material of the uniform licence-examination, retraining system**

To introduce a compulsory licence-examination for the medical specialist staff (club doctors, physiotherapists, masseurs) functioning within the bond of HFF. The examination includes the compulsory knowledge-material specified by FIFA. Preparing and publishing this material in Hungarian, to teach it at courses and to apply it in line with international standards. To launch a compulsory retraining system in Hungarian for the medical specialist staff of HFF, and at the same time to support participation in international trainings and to obtain specialist trainings. To recommend the clubs to use the system applied by HFF.

- **Differentiated aptitude examinations, system of supervisions, injury-treatment protocol, injury-treatment system (on territorial basis)**

To introduce the preventive recommendations of FIFA in a compulsory manner, and to instruct them under coach training with the establishment of a nationwide injury-treatment system supporting the activities of HFF with the collaboration of domestic orthopaedic – traumatology medical system.

- **HFF OB (Olympics Committee) research sub-committee, calls for tenders, to raise resources, to involve the modern domestic work-groups of genetics and psychology**

To systemize the well-known (football-related) domestic research projects. For the independent projects launched by the Research Sub-Committee the HFF OB provides resources, too. Among the members of OB there are leading home geneticist and psychologist experts, the work-groups lead by them are given a distinguished role in the Health Service of HFF.







For the accomplishment of the popularisation goal it is required – for the participant teams- to organise events offering real experience, which for both the participants and viewers constitute value. The elaboration and accomplishment of the above is not only sport business, but also marketing and „communication business” task. The events shall always reflect the usefulness and experience of football played in the areas of sport and health.

The reputation of the programs and individual events can be increased with the help of media relations and also by the involvement of community information networks. It is worth relying on such actively operating communities, where the persons (junior age groups, girls-women) being potential applicants for the programs can be effectively approached. Through them the family experience, and at a wider level a club, sport experience and/or national community experience can be established (virtual, online communities, club and school communities, communities within towns and villages- civil communities, etc.). The establishment of the necessary information channels, local and special messages, furthermore the continuous improvement of the level and quality of communication are among the featured tasks.

In order to ensure a stronger social presence, the Hungarian Football Federation shall have a CSR strategy established and campaigns related to Hungarian football shall be accomplished (such as: fair play, family orientated football, disabled, Bozsik-Program, etc.). As a participant it is required to participate at scientific, professional events, by this ensuring publicity in the areas of science and trade related matters (medicine, management, youth education, sport diplomacy, etc.).



Infrastructure development, as a strategic goal is extremely important also among the communication tasks. Improvements (such as stadiums and services) shall accomplish the interest of the sport business and audience at the same time. For the social acceptance of the improvements and for the achievement of future economical goals it is important to launch such media and communication procedures, which will strengthen the attachment to the future institution and at the same time establish the feeling of shared pride based on both economic performance and sport results.

In relation to human resources infrastructure an extremely arborescent communication system shall be operated. The communication/ public appearance opportunities (media presence, professional interviews, communications, etc.) for the iconic characters of Hungarian football (athletes, leaders, decision-makers) shall be improved in parallel, but tasks also include the operation of professional information networks from national (internal) to international exchange of experience.

## Featured tasks:

- Organizing Forum of Hungarian Football regularly (every 2 years)
- Clear, informative, differently targeted website
- Web2-solutions continous development
- Improve merchandising activities
- Improve services toward sponsors and research for new sponsors



Four basic features of the management of Hungarian football have been experienced for decades:

- to be under-financed
- disorganized, irregular and non-transparent resources,
- lack of planning and investors' attitude, short-run aspect in utilizing resources,
- lack of ability to be self-sustained, dependence on external resources.

Primary, general main objectives:

- to ensure the financing system providing the realization of the objectives stipulated in other chapters of the strategy and the resources (government, HFF, clubs, sponsors, etc.)
- transparent operation of football (for each player – HFF, clubs, etc.)
- efficiency – from organizational, operational and management aspects (for all players)
- sustainable operation, which allows football to be successful on the long-run.

## Financing, funds

With regards to financing all resource-locations are characterized by deficiency: neither the club-owners', association's, sponsors' or state funds nor the incomes coming from the spectators separately and jointly are at a satisfactory level compared to the sub-tasks or the demand for funds needed for all the tasks.

Consequently, breaking away from international tendencies, in Hungary the infrastructural, organizational and human standard of football have not developed at the appropriate pace and lagged behind the dynamically developing contestants, which will be nearly impossible to make up for.



In amateur football the amateur clubs characteristically are dragging on the indebted self-governments' benevolence and volunteers' payments, they can hardly settle the costs of staying alive, they function with a minimum numbers in a decaying environment, often they are forced to give up their operation. The number of fields is declining; their quality is not improving but is becoming worse. They are unable to employ an appropriate number of coaches and those of appropriate quality. The players' equipment is worn-out, the fields are old, their condition is bad, and the accompanying services are weak and defective. The depressing circumstances have condemned amateur football - meaning a base of the hungered for development - both qualitatively and quantitatively to decay or at best to stagnate.

Similarly subsistence problems and development arrears characterize the operation of professional clubs. Hardly a club is able to present a many-year balanced management. Frequent change of owner, taking over of or cancelling debts, constant defaults in payment, very often danger of bankruptcy describe the constant relations of NB I and NB II clubs.

It is definite, that without the exceptional expansion of financing the objectives of this strategic material may not be implemented. It is necessary to at least double the resources appropriated for annually repeated, regular costs of football in the past years in order to increase the professional standard adequately with a view to organizational and human conditions, and a lump sum amount is necessary to complement the cancelled developments of pitch and stadium infrastructure.

Two significant and smaller size resources can be seen for increasing the resources at such an extent. The latter are to improve the effectiveness of operation, the economical cost-management as well as to increase the operational income. The operation and management of Hungarian football is characterized by wasting funds, removal of monies for personal purposes, lack of care for collective goods and a system of payment without the measurement of performance. The resources freed by rationalizing the superfluous expenses may result in significant surplus, which can be regrouped to more useful areas but substantial improvement cannot be hoped from this. In the field of incomes a more successful selects, a higher standard championship and international club events providing more experiences of success can significantly increase the direct and indirect resources (UEFA-payments, incomes from selling tickets, sponsorship fees) of the association and the clubs, however, based on this only in 2-3 years an improvement of about 20-30 per cent regarding football as a whole can be expected, which is though significant, is not enough and is late to change the conditions substantially and to establish efficiency.

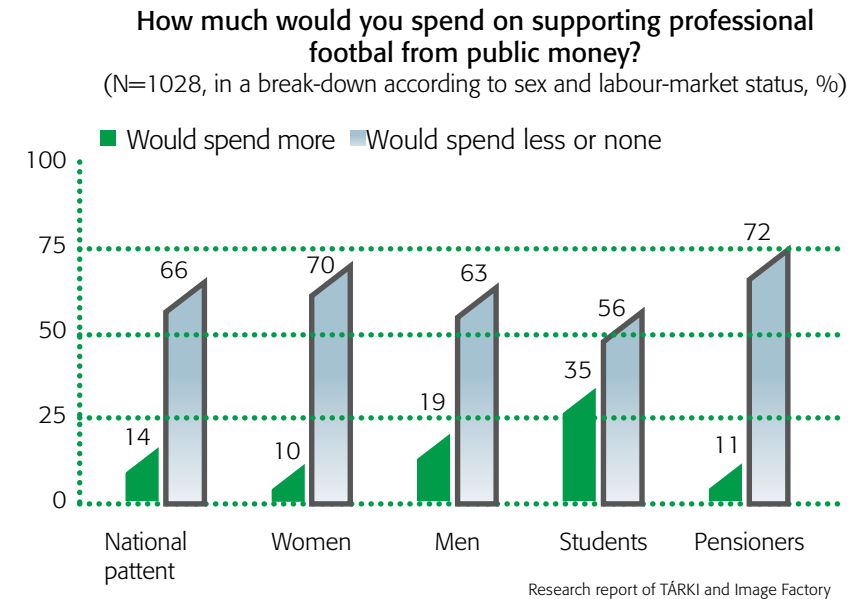
A fundamental, quick and hopefully permanent change can be anticipated from the amendment already accepted by the Parliament and being under EU-ratification, which would encourage besides 4 other sports football to be financed to the debit of corporate profit tax. According to the expert estimations in this way an annual amount of 12-15 Billion HUF extra resource may get into domestic football. The entitled parties of the subsidies will be the professional and amateur clubs, the football association and the foundations established for second line education. The government's intention with this resource is definite: basically it wishes to support the **second line training and infrastructural developments** that have been neglected for a long time. The other substantial resource is direct subsidies from the budget. These resources are required by areas, which cannot be receiving any funding through the previously mentioned subsidy system. The budget for 2011 for example allocates some 5 Billion HUF on various accounts for school football, supporting second line training, stadium modernization and the preparatory work of the Puskás Stadium.

In case the above will be realized, the intention of the association is to finance the costs of attracting masses relating to football considerably, especially the non-profit areas. It will also maintain the Bozsik-Program, it will support field constructions, basic level coach- and assistant training so that they could assist being of appropriate number and qualification the start of the new youngsters' football carrier, who hopefully apply in great numbers. The board of the association is further determined by taking over some of the burdens to make amateur football affordable and in certain segments free – with a special attention to teams of second line age – other expenses related to tournament organization, certificates, transfer and participation in tournaments.



# Transparent operation

The financing resource expansion described in the previous section above is a realistic expectation. On the part of the government a number of measures regarding thereto have already been taken, the availability of the increased resources can be assumed for the year 2011 reasonably, as regards to the coming years also realistically.



At the same time the strategy of domestic football renewal wants to achieve significant change in the utilization of resources, too. Change is not only necessary for reason of significant resource increase. By today football has become both professionally and economically a long-term activity. Permanent, fundamental processes and results can be managed only by 5-8 years long constant, result-oriented business and professional attitude.



In sport professional and economic fields the way leading to the objectives, the interim anticipated results and the planned instruments must be determined. The objectives, tasks, expectations must be defined numerically; the quality contents must be definitely defined. Performances must be made measurable and controllable. Progress must be regularly and constantly evaluated at all levels of certain sports, adults and age-groups, clubs, selects, counties, amateurs, grassroots football.

The above professional measurements must be closely connected to economic measurements. The financial activity of the actors of football must be made unambiguous, transparent. To single tasks and responsible people the resources and money utilizations must be referred definitely. The practice of cross-financing, mingling of money, the phenomena of merging and washing money must be eliminated. The financial, record keeping and tax-paying discipline of the association, professional and amateur clubs, sports fields, sponsors and all people and all organizations participating in football related to sport must be tightened.

For transparency and thereby for moral appreciation of the sport it is a general expectation to use the economic accounting rules, the demand for publicity, prohibition of illegal and untaxed income, to eliminate debts, especially public dues. If someone cannot meet this requirement, he must be excluded from the

opportunity to receive extra funds but in more serious or repeated cases from the possibility of competition.

In order to facilitate the above - and as drafting its requirements – the government has taken a number of measures: for instance, expansion of EKHO to participants of the sport profession, the management of dues and VAT rules of sport real estates, taxation rules encouraging attending sports events but also the current and planned measures relating to the safety of sports fields can be included here. As a consequence, the government, on the one hand, strictly expects football to be purified economically and on the other hand definitely supports the process of self-purification.

# Efficiency

Sports and football are of high importance in the society of the 21<sup>st</sup> century. Free-time sports activity due to the expansion of participating masses and number of events, professional sports due to their economic potential require that sports, within this the most popular branch, football, shall (also) be conceived as economic activity and be organized, managed and implemented with managerial attitude. By today football has become a branch of so wide sphere of operation and complexity, further it employs and entertains masses of great number that a necessary condition of its permanent subsistence is to apply the principle of efficiency.

Applying this principle means that the football leaders (at both association and club level), while setting and implementing professional objectives, pay attention to economical aspects and cost-benefit relations all the time controlling, evaluating and correcting consciously, systematically and constantly. The people responsible plan the activities, schedules, expenses and revenues. Only renumeration or justified activities are financed and implemented, they economize on scarce resources. As a result, the content, efficiency and economic relations of activities can be compared to similar domestic and international actors' activity.

For renewal it is a must to supervise the organizations and organizations of football. There are a number of new tasks in the sport, a number of previous tasks have been altered. Beside experience new requirements against the participants of the sport have appeared. Efficiency, qualification, language knowledge, inclination to study, spread of electronic data management; new type training methods, reformed competition and event organization jointly require that the association, clubs and supporting organizations operating football should be reorganized.

# Within the association it is necessary

- to abstract the sport development area (within this certain sports and second line education),
- to renew the content and the organization of the individual coaching in line with international standards,
- to supervise the competition system and competition organization corresponding to capabilities of the country and the age,
- to institutionalize the international system or relations into an official organization,
- to set up a press and marketing organization needed for the popularity and marketability of the sport,
- to establish an event organization unit relating to successful and experience-providing programs,
- and to provide services thereto.

The board of HFF is going to have an individual strategy elaborated for all above listed areas. The work organization established accordingly is compatible with the organization of UEFA and many other football associations, and is capable of implementing the strategy of Hungarian football renewal.

The other players of clubs and the sport are interested, from similar consideration, in the renewal of their own organization. The situation is unambiguous for the clubs as well: football is an international activity, at a professional level only those remain in competition, which can join international processes based on the domestic stable operation of standard. The realization of efficiency and competency requirements against the clubs and other players through the establishment and application of a multi dimension licence system by the association.



## Sustainability

The fundamental condition of the implementation of this strategy is a significant resource expansion sustained in the mid-run. In the present situation of the sport and the Hungarian economy the most feasible reality of it is the direct and indirect contribution of the budget. The resource attraction power of the sport at present is insufficient to involve all the necessary resources. At the same time, one of the fundamental objectives of the strategic expectation is to implement a process leading to the self-sustaining ability of the sport in the mentioned mid-run and the sustainability of the resource amount becoming steady by then – besides the ceasing of relying on state resources.

The objective of sustainability is based on the economic significance of football. Football means a profession for players in growing number, job for those around the sports fields and assisting in sports organizations in growing number. Beyond this football relates to the society, the economy in dozens of ways: journalists, TV employees, advertising experts, doctors, university professors, laundry personnel, cleaning companies, hotels, safety-security companies, relics industry and many more employees of areas – being far from the sport at first glance – can benefit from the expansion of football. According to international experience, football development is a significant power in economic development. Football, if operated well can become net payer of the budget instead of net beneficiary thereof. By realizing this correlation and having it acknowledged by the society, by 2018-2020 the sustainable recovery of Hungarian football can be achieved.

## Special supports for the realisation of strategy objectives

The efficiency of our select teams (U21 and A selects) is greatly influenced by the fact that whether our best players in the given season or year are made to play at their club's matches week after week or not. Their development and actual form basically influence the efficiency of our select teams! In future it would be advisable, on the one hand, to provide 18-21 year-old select level players with constant opportunity to compete in domestic championships against the unjustifiably high number of players playing abroad. For improving the young,

18-21 year-old players' opportunities to play, facilitating their inclusion in teams there arise many opportunities, whose introduction is essential to keep and to unfold talents, to obtain match routine.

### 1. To support teams employing young and home educated players

In case of paying the sums given to associations from the budget of HFF it will encourage, direct clubs to employ their young talented players through differentiation. The HFF, in case of distributing all resources under its scope of authority, a significant portion of the resource is distributed in relation to the employment of home educated young players playing in the adult team. Furthermore, the intention of HFF is to find further inventive tools effectively helping the associations in supporting the employment of young Hungarian players.

### 2. The opportunity to lend young players, to transfer them during the season, draft system

HFF examines those international examples which aim to protect the home educated youngsters. To adopt Austrian or English etc. examples can be feasible. A flexible system must be looked for, which allows for players under the age of 23 – in case they are neglected – to play in other teams through lending, either in the same or in lower division.

HFF is going to look for a legal opportunity which allows that an 18-21 year-old, in Hungary educated, neglected player could have the chance to transfer to another team to play even during the year.

HFF is going to suggest clubs introducing the draft system of graduate academy players and on the last 2 days of the transfer period (based on Italian pattern) the establishment of a „draft” type transfer centre in Telki, where the players graduated from the academies and training clubs but so far not signed players could be signed. Since both the player's agents both the appropriate, qualified employees of clubs are present here, conducting transfers could happen more efficiently than the current situation is.



### 3. Young players' opportunity to play in the matches of the Hungarian Cup

HFF is going to work out measures to provide a greater scope of play during the contests of the Hungarian Youth Cup, for players raised in Hungary. Its method must be determined in a short time with the involvement of the affected (e.g. the minimum number of players under 21 should be ascertained in the nominated team). In the Hungarian Cup it should not be allowed to send a team to the field that there are more foreign players in than Hungarian ones in the initials, and this ratio may not be overbalanced after the replacements. Simultaneously, HFF is taking measures to raise the rank of the Hungarian Cup.

## Sources allocated to Hungarian football, 2010 – 2020

The renewal strategy of Hungarian football wishes to achieve its objectives by the popularisation of mass football. Improvement of professional football is expected by the reinforcement of the home field. The objective of HFF includes the increase of the number of people working in football and the number of venues suitable for playing football, furthermore the significant improvement of financial, organisation, infrastructural and professional conditions. The broadening and propagation of football activity and the renewal of quality activity require significant increase of the sources of generally under-financed football.

By carefully summarising the objectives and starting conditions by areas in the next 10 years the total expenses spent on football will be more than double (the numbers do not include the construction costs of Puskás Stadium and the stadium to be built in Debrecen).

Total cost of football 2000-2010	2000/2010	2010/2020
Total (billion HUF)	119.4	255.8
Annual average (billion HUF/year)	11.9	25.6

The sources of the expenditures planned for the 2010-2020 period will constitute of the slight increase of own resources of football (53%), the introduction of a company income tax subsidy (40%) and direct budgetary subsidy (7%), as described below:

Planned sources of football 2010-2020	Annual average (billion HUF/year)	Total (billion HUF)
OWN resources	13.6	135.6
Company income tax subsidy	10.3	102.7
Direct budget	1.7	17.5
Total:	25.6	255.8

The elements of the above resources enabling growth will be available in the case of appropriate governmental decisions. The intention of opening up these resources also included the definition of the areas where the resources can be utilised.



a) Revenues generated from company income tax, by undertaking the provision of appropriate own resources, as a primary goal will be used for the broadening of second line education and for the improvement of the level of education. This fundamentally means second line employment and education programs and related personal and physical condition financing, partly through the central Bozsik Program and through the individual activities of clubs and federations (18% of the sources).

The company income tax subsidy's second targeted utilisation area will be the development of infrastructure. As indicated in Article 4.4.1. objectives include the construction of about 1000 small and full sized football grounds and the

Planned costs of football, 2010-2020	Annual average (billion HUF/year)	Total (billion HUF)
Operating costs	11.8	118.4
Costs of competition organisation	1.8	18.3
Second line education (employment, training)	4.5	45.0
Infrastructure	7.1	71.0
Leisure time football (Grassroots)	0.3	3.1
<b>Total:</b>	<b>25.5</b>	<b>255.8</b>

600 existing football grounds will also be reconstructed (28% of the sources). The third utilisation area of the subsidies will be the supporting of competition organisation. With the help of the above, amateur (county level) football becomes very affordable (competing costs will be reduced by 10 to 30% compared to the costs of previous years), competing will be nearly free for second line teams (7% of the sources).

b) The budgetary sources in accordance with the EU directions fundamentally will cover the stadium security expenses of professional football, and after the obtainment of the EU licences will be used for stadium improvements aiming at comfort improvement for viewers (7% of the sources).

c) All the other expenses will be typically financed from own resources, and will mainly cover the operation of professional clubs and the federation (46% of the sources).

It is important to note, that the operation of professional clubs, salaries of the players and coaches are not subsidized by the new subsidy resources, these costs shall be covered by the teams. Subsidies and governmental incentives according to the above will focus on second line education, amateur football, leisure time football, infrastructure improvement and developments. This also reflects that the government supports the popularisation strategy by establishing additional resources.







# SUMMARY OF NEW OBJECTIVES

In order to raise the standard of Hungarian football and to regain its past glory the most important objectives are as follow:

1. to ensure **football as a form of providing joy** for both the players and the spectators in the whole Hungarian society;
2. to widen the **mass-base** of Hungarian football, to double the number of licensed players in 10 years;
3. to **involve women actively** into the circulation of Hungarian football, to strengthen families' joint attachment to Hungarian football;
4. to strengthen **Hungarian second line**, to establish a mass-base, to ensure appropriate opportunities to play and to succeed, to establish a second line education fund with the financial support of HFF;
5. to ensure appropriate **infrastructural background** for elite football clubs and mass football, to establish new stadiums, to renovate the existing ones, to build a new Puskás Ferenc stadium, to create the necessary service and safety background; to stipulate strict infrastructural conditions in the requirements of NBI club licence;
6. to raise the standard of **Hungarian coach- and assistant training**, to provide trainer and pedagogue background at lower level championships and in the field of second line;

7. to involve Hungarian **sports health** and science in order to improve the efficiency of Hungarian football;
8. during **the operation of players' agents** to provide HFF with control and intervention opportunity; abiding by their useful contribution;
9. the **economic modernization of Hungarian football**, to implement the economic operation, transparency of single organizations, to establish the financial independence and stable financial background of the association and the clubs; to lessen the contest expenses of amateur teams;
10. to establish a new, **detailed computer database** to store, to download immediately and to check the data of professional footballers, licensed players, coaches, leaders, clubs, fields, assistants, matches etc.; and to establish the statistical follow-up of amateur football simultaneously;
11. to increase the role, the acknowledgement of **Hungarian elite football**, football selects and Hungarian football clubs at international contests, championships, cups.

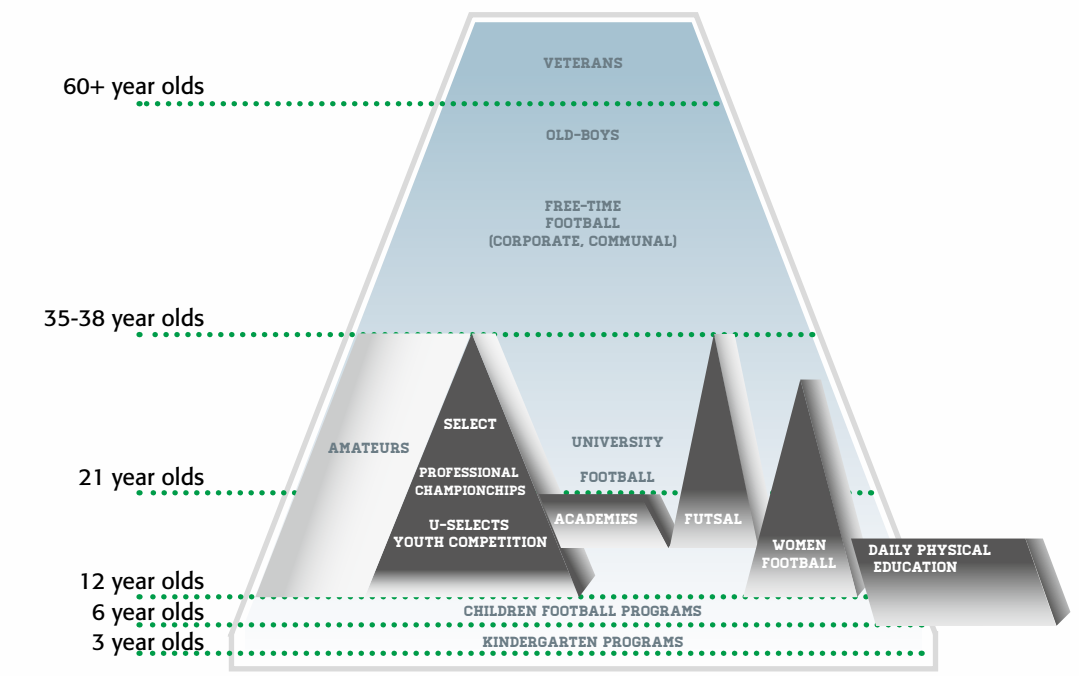




# THE STRUCTURE OF THE DETAILED STRATEGY DOCUMENT

The professional document of the strategy was finalized with the comments of social discussion. On this basis the chapters of the action plan document are listed below.

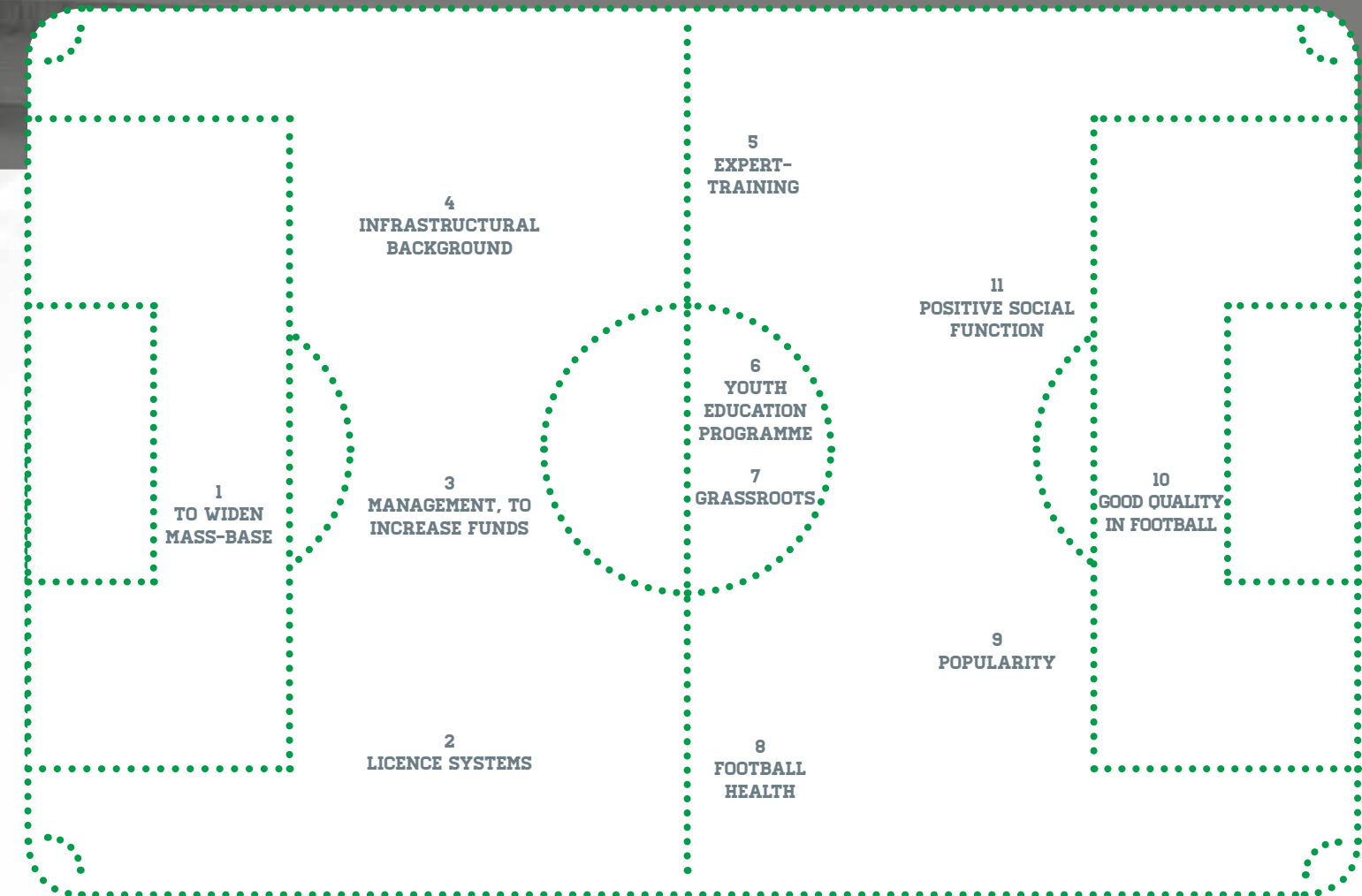
- 1 TO WIDEN MASS-BASE
- 2 JUNIOR FOOTBALL
- 3 GRASSROOTS
- 4 AMATEUR FOOTBALL
- 5 SECOND LINE EDUCATION
- 6 SUCCESSFUL SELECTS, CLUBS
- 7 COACHING
- 8 ASSISTANTS
- 9 LICENCE SYSTEMS
- 10 FOOTBALL-HEALTH
- 11 INFRASTRUCTURE
- 12 SAFETY
- 13 IN EUROPE'S CIRCULATION
- 14 ECONOMIC BACKGROUND







# THE STRUCTURE OF THE STRATEGY





The patron of the Strategy is the Board of Hungarian Football Federation (HFF):



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“Hungarian Football Federation has 110th anniversary in 2011”

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