

2025



**FOOTBALL ASSOCIATION OF
SLOVENIA**

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Contents

6	INTRODUCTION
7	STATEMENT OF THE PRESIDENT
8	VALUES AND MISSION
10	VISION
12	KEY STRATEGIC POLICIES
16	STRATEGIC OBJECTIVES
18	STRATEGIC ACTIVITIES
24	STRATEGIC PROJECTS



Introduction

Long-term trends and development scenarios for our activities indicate that the Football Association of Slovenia operates in the globally most attractive field of sports business. The assessment of external circumstances up to 2025 strengthens our belief that we will operate in an environment enabling the dynamic development of sports business models in football. Our vision up to 2025 commits us to the development of a transparently managed and socially responsible football association with a winning mindset, which will be widely recognised for its operational values and commitment to improving the quality of football. Most national teams will qualify for European or world finals at least once. Our leagues will be more attractive to partners, clubs and audiences. We will create innovative sports business models by encouraging the use of modern technologies both at the NZS and club levels. Our media centre will operate with a profit. We will increase our football revenues. An improved football infrastructure will allow all participants in the “football double pyramid” to pursue football in a high-quality and safe way. By increasing the number and quality of coaches, we will greatly improve the conditions for the development of young players. We will use the advanced digital environment to ensure broad inclusion, active participation and involvement in football. Approximately 75,000 people in Slovenia will play football in an organised way, and twice as many will be involved in the sport.

The Football Association of Slovenia’s long-term vision up to 2030 envisions football as the number 1 sport in Slovenia. Everyone who

wants to participate in football will have good conditions for doing so. The NZS strategy for the period up to 2025 was conceived in the spirit of dynamic strategic thinking or lean strategic planning as a process using business design and lean innovation techniques. Strategic thinking is the ability to continuously discover key challenges based on deep empathy and understanding of stakeholders, anticipating and developing a common vision, putting it into practice, and engaging in organisational education. We use strategic thinking to pursue speed, dynamism, flexibility, creativity, intuition, and our goals – in other words, to achieve determination as well as stability. This approach is an enhancement of conventional strategic planning. The latter is an analytical, conventional, and formal process based on data, certainty, and structure. Individual elements of strategic planning are still required in today’s climate of uncertainty and remain a part of our group’s system of strategic planning. Our strategy for the 2015–2020 period was already based on a similar approach.

Strategic thinking is not a task for core management only, but must involve the entire organisation. The basic principle of the present strategy is that people bring to reality what they themselves have created. The creation of the strategy therefore involved a large number of key leaders, experts, and stakeholders in the NZS who took part in strategy workshops. The successful implementation of the strategy requires that the NZS staff and stakeholders adopt it through effective communication and, above all, concrete action.

Football is the number 1 sport

In the previous strategic period we set ourselves ambitious objectives and carried out activities to achieve key strategic policies. We completed an evaluation of what had been achieved and found that our strategic direction is the right one.

Our key priorities in the next strategic period are focusing on the development of the game, creating good conditions for involvement in football, consolidating the importance and role of football in society, and increasing our revenues. The popularity of football is constantly growing. We are seeing progress in our relations with stakeholders, inclusion, mass participation, and in the greatly increased interest in partnerships with the NZS. In a time of social change, we have managed to maintain a sound market position and adapt to the challenging situation. All of this would not have been possible without the solid foundations built in the past and strengthened over the last four years of leadership.



The broad appeal of the sport, which makes football ever more socially influential, also increases our responsibility. It means that the NZS has a commitment to the football community and society as a whole. Our path needs to be carefully planned and clear, and we should only deviate from it where necessary. The next strategic period brings new challenges, new objectives, and new activities that we will carry out together for the benefit of football.

A handwritten signature in black ink, appearing to be 'R. Mijatović', written in a cursive style.

Radenko Mijatović,

President of the Football Association of Slovenia

Values and Mission

RESPONSIBILITY

In our work we adhere to the principle of fair play, since we have a great responsibility towards all stakeholders involved, and therefore we always carry out our tasks professionally and adopt our decisions carefully. Football is a tradition that we wish to maintain and develop, and we are aware of the important responsibilities that we have towards society, in which we conscientiously support solidarity, promoting the principle of the sporting spirit and a healthy lifestyle.

OPENNESS

Football connects us and brings us together. Through transparent operation and honest relationships we build mutual trust and create opportunities for new victories. We include various groups and individuals in our activities and enable participation in all environments. We are open to new ideas and build relations of tolerance, on the basis of which we create good cooperation and achieve successful solutions.

WINNING ATTITUDE

With our fighting spirit we are always striving for victory, pursuing our aims and objectives with perseverance and impact. We are aware that we are creating the future, in both the competitive and business and social arenas, and therefore we always strive for excellence.

RESPECT

We respect opposing opinions, different ideas and different beliefs, through which we strengthen our dignity and open our horizons to new knowledge and opportunities for connection. Respect for the rules allows us to give the interests of individuals and groups equal treatment.

PASSION

A passion for football, which manifests itself both on and off the pitch, is our motivating force. We demonstrate our commitment through professionalism in all areas and through generous and volunteer work in various environments.





VISION

2025

A transparently managed and socially responsible football association with a winning mindset, which is widely recognised for its operational values and its commitment to improving the quality of football. Most national teams have qualified for European or world finals at least once. Our leagues are attractive to partners, clubs and audiences. We have created innovative sports business models by encouraging the use of modern technologies both at the NZS and club level. Our media centre is operating with a profit. We have increased our football revenues. We have improved our football infrastructure so that it allows all participants in the “football double pyramid” to pursue football in a high-quality and safe way. By increasing the number and quality of coaches, we have greatly improved the conditions for the development of young players. We are using the advanced digital environment to ensure broad inclusion, active participation and involvement in football. Approximately 75,000 people in Slovenia play football in an organised way, and twice as many are involved in football.

2030

As the number 1 sport in Slovenia, football determines and shapes the development of sports in society. Everyone who wants to participate in football has good conditions for doing so.

Key Strategic Policies



Policy 1: Development of quality football at all levels

AIM: To provide the basic conditions for the involvement of girls and boys in football in line with their abilities, and to enable football to be played by all social groups in a safe environment and for as long as possible, with the aim of ensuring that young people lead a healthy lifestyle. The NZS will, through professional programmes, help regional football associations and clubs in their operations and organisation, and help them raise the quality of their sports programme provision. Along with attaining mass participation, to enable as many individuals (players, coaches, referees), clubs and national teams as possible to achieve top international results. To contribute to raising Slovenia's profile and reputation through football.

- ACTIVITIES:**
- We provide systematic assistance to clubs at various levels.
 - We continuously monitor the latest tactical approaches to the game and introduce them at international and club levels.
 - We ensure the quality and adequacy of club competitions and the standardisation of tactical approaches to the game across the younger age groups.
 - We encourage the inclusion and retention of children and adults in football activities.
 - We take care of the promotion, quality and development of women's football at club and international levels.

Policy 2: Consolidating the importance and reputation of football in society

AIM: To gain the reputation of a professional, inclusive, and transparent organisation that promotes the development and expansion of football in Slovenia. To have a positive impact on society and the country as a whole, and serve as a role model through our activities. To engage regularly and actively with the public and strive to understand the role of individual football stakeholders in society. To establish direct contact with every fan, player and other person involved in the sport.

- ACTIVITIES:**
- We are promoting and taking part in socially responsible projects.
 - We collaborate with state and local institutions on development issues related to football, and are actively involved in amendments to legislation in the field of sports.
 - We are proactive in the international arena, implement the UEFA principles of good governance and communicate with all stakeholders actively and transparently.
 - We fight strongly against doping, hooliganism, and racism, we uphold the principles of fair play and ensure the integrity of competitions.



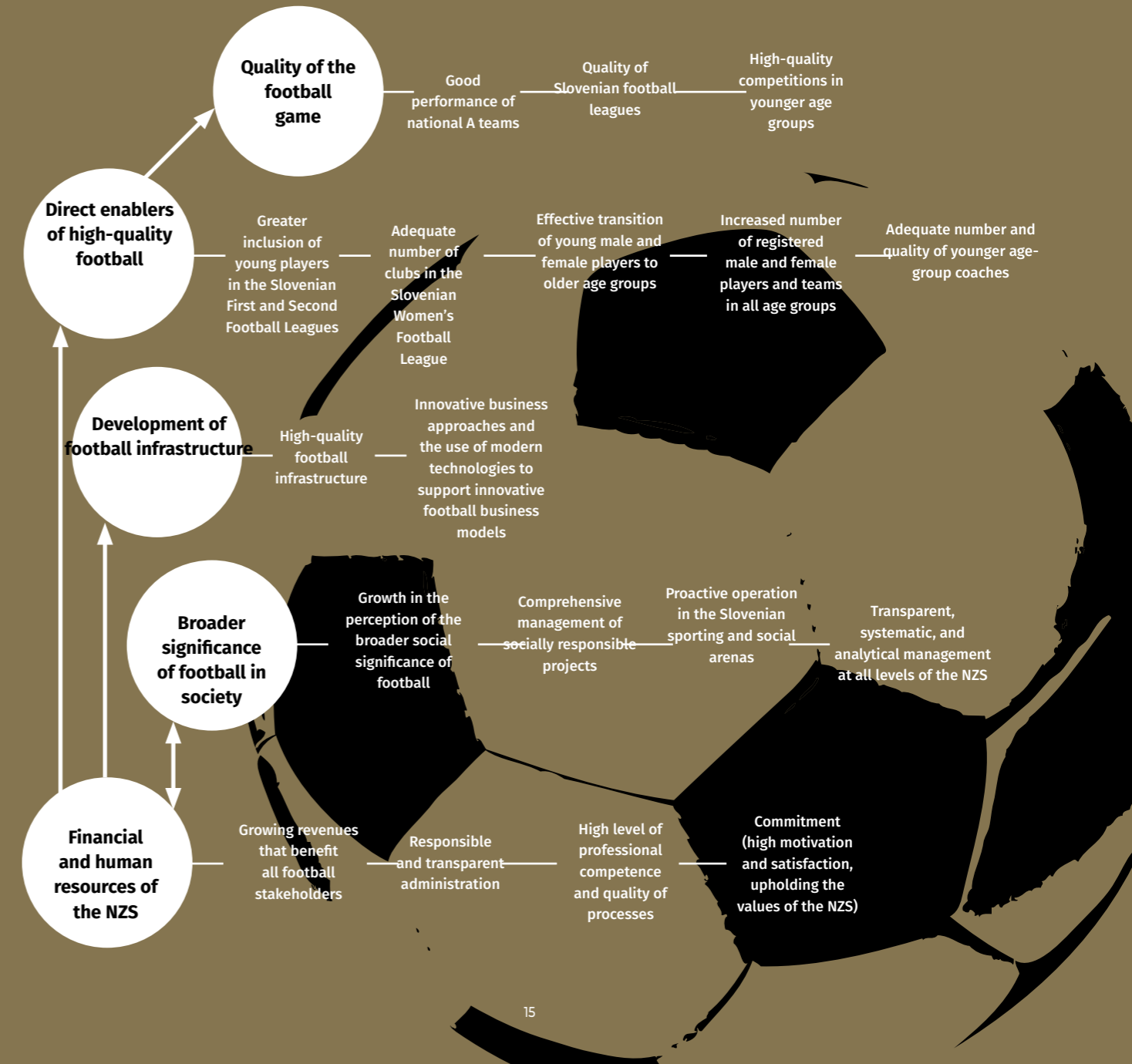
Policy 3: Balanced operations and investments in the development of football

AIM: To employ innovative solutions and modern technologies to create the conditions for maintaining high football revenues, thus ensuring the development of both elite and grassroots football. To foster improvements in football infrastructure for the playing of the game at all levels in cooperation with local communities and central government. To invest systematically in stakeholders and their operations and programmes. To secure additional funds for the best possible development of young players, with adequately rewarded and trained football coaches and instructors.

ACTIVITIES:

- We are introducing new models for the marketing of the national A team and the Slovenian First Football League as 'top products'.
- We are successfully obtaining international sources of funding.
- We are advocating for changes to the systemic framework of football co-financing at the state level.
- We are making structured investments in stakeholders and new football programmes.
- We are developing our own TV channel, or broadcasting of football content, and investing in advanced technologies.

Strategic flowchart of balanced strategic goals



Strategic objectives



Strategic objectives by key strategic policy

1. Development of quality football at all levels

- A Good performance of the men's, women's and futsal national A teams
- B Quality of Slovenian football leagues
- C Greater involvement of young Slovenian players in Slovenian First and Second Football Leagues and fewer foreign players
- D Adequate number of clubs in the Slovenian Women's Football League
- E High-quality competitions in younger age groups at the NZS level
- F Effective transition of young male and female players to older age groups
- G Increased number of registered male and female players and teams in all age groups
- H Adequate number, appropriate training, and regulated official status of younger age-group coaches

2. Consolidating the importance and reputation of football in society

- A Proactive operation in the Slovenian and international sporting and social arenas
- B Growth in the perception of the broader social significance of football
- C Transparent, systematic, and analytical management at all levels
- D Comprehensive management of socially responsible projects

3. Balanced operations and investments in the development of football

- A Growing revenues that benefit all stakeholders
- B High-quality and modern football infrastructure
- C Sufficient resources for the development of younger age-group coaches
- D Innovative business approaches and the use of advanced technologies

4. Development and contribution of specialist departments at the NZS

- A High level of professional competence and quality of processes
- B Commitment (high motivation and satisfaction, upholding the values of the NZS)
- C Responsible and transparent administration

Strategic activities



1. Development of quality football at all levels

Development of clubs

1. The NZS Coaching Supervision Department's programme – provision of expert policies in relation to the content of the football academies' youth programmes
2. Coach training programmes
3. Formulation and implementation of awareness-raising and education programmes to ensure a positive sporting environment
4. Design of a programme for ranking clubs
5. Setting-up of annual expert conferences for sporting directors
6. Analysis of the number of registered and active players at clubs in the first and second divisions of the Slovenian youth and U-17 leagues and the U-15 league
7. Preparation of criteria for the co-financing of coaches for younger age-group teams (U-9 to U-13)

Monitoring of modern tactical approaches to the game and their introduction into the expert work of all national sides

1. Systematic monitoring of modern tactical approaches to the game
2. Formulation of a standard tactical approach to the game for the younger age-group national sides
3. Formulation of a standard tactical approach to the game for the women's national sides
4. Establishment of monitoring of promising players (records and testing)

Raising the quality of club competitions (competitiveness and mass participation) at all levels

1. Analysis and potential changes to individual competition systems for all age groups
2. Introduction of recognised tactical methods/approaches to the game
3. Supplementing of licensing requirements and their harmonisation with UEFA guidelines, Slovenian legislation, and the strategic policies and objectives

Development and promotion of women's football

1. Increase in mass participation in women's football
2. Integration of new centres/clubs into competition under the auspices of the NZS
3. Licensing of Slovenian Women's Football League clubs
4. Girls' football departments
5. Organisation of clubs
6. Heads of Slovenian Women's Football League youth programmes

Increase in mass participation

1. Programmes for promoting football in kindergartens and primary schools
2. Increase in enrolment of children in club programmes
3. Recreational football for adults and children (promotion of recreational football)
4. Systematic monitoring of mass participation in non-competitive and recreational football



2. Consolidating the importance and reputation of football in society

Implementation of UEFA good governance guidelines

1. Establishment of a comprehensive strategic process
2. Structure and composition of commissions (adequacy of commissions, expertise of members, representation of both genders and younger generations)
3. Development of a code of ethics for the wider operation of the NZS

Communication of the values of the NZS for society

1. Communication of the values and the positive impact of football on society, and those of the NZS as an institution, in order to improve the understanding of its role
2. Systematic communication of NZS operations through benefits for stakeholders
3. Introduction of periodic public opinion surveys and reporting

Raising the level of communication between and with stakeholders

1. Preparation of an internal communication plan and rules for communication with stakeholders
2. Establishment of a system of downward vertical communication
3. Regular cooperation and transfer of expert knowledge from the NZS professional department to regional football associations
4. Improvement in cooperation with professional clubs

Operations in the area of public affairs

1. Establishment of strategic operations in the area on the basis of UEFA guidelines
2. Increasing the influence of NZS representatives in important sports institutions
3. Cooperation with state institutions at the level of local communities on development issues and the promotion of football

Ensuring the integrity of NZS competitions

1. Adoption of rules on ensuring the integrity of NZS competitions

Research and analysis

1. Preparation of a proposal for a research and analysis system

Football and social responsibility

1. Establishment of partnerships for implementing socially responsible projects
2. Preparation of annual work elements in the area of social responsibility



3. Balanced operations and investments in the development of football

Increase in revenues from the marketing of sponsorship and media rights

1. Preparation of a new model for marketing media and sponsorship rights for all NZS products
2. Review of the rules on media and sponsorship rights
3. Establishment of a platform for measuring the effects of sponsorship
4. Standards for organising club competition matches at the highest level (marketing, infrastructure, organisational, communication standards)
5. Comprehensive technical and communication integration of club and league digital channels

Increase in revenues from state and European football funds

1. Establishment of a system for drawing on European funds for football stakeholders
2. Candidacy and the implementation of various socially responsible Erasmus+ projects for football

Accelerated development of football infrastructure in partnership between the NZS, the state, and local communities (Ministry of Education, Science and Sport, municipalities)

1. Strategy to develop football infrastructure by 2025
2. Promoting more suitable financing models at the local level
3. Preparation of background documents for infrastructure development, broken down by local community
4. Evaluation of infrastructural conditions for NZS competitions

Modern technologies and innovation at the NZS level (development of projects/business models with partners)

1. Implementation of VAR technology in NZS competitions
2. Preparation of a business plan for the establishment of own TV/video production

Investment in stakeholder development

1. Preparation of a programme for sharing funds in accordance with the NZS strategy and available funds
2. Review of criteria for the co-financing of NZS stakeholders
3. Development of internal stakeholders in the area of management and operations

Strategic projects



Development of clubs – co-financing programme for coaches of younger age-group teams

Project implementation period: Until May 2022

Aim: Ensure well-qualified and financed coaches working with the youngest teams (U-9 to U-13)

Objective: Approved co-financing programme for coaches for the 2022–2026 period (TL 2022/23-2025/26)

Activities:

1. Categorisation of clubs
2. Development of co-financing criteria
3. Approval of the programme and criteria
4. Call for applications for co-financing



NZS Education Centre (certification of management and other functions) and digitalisation of education programmes

Project implementation period: December 2021–June 2022

Aim: Improve the quality of comprehensive management of the NZS, local football associations, clubs, and other internal stakeholders in order to achieve greater stability of management in football

Objective: Defined certification for individuals actively involved in football, establishment of a (digital) education platform and knowledge testing system, transfer of existing educational content to the digital environment

Activities:

1. Definition of the education centre concept
2. Definition and design of the content
3. Creation of the digital platform



Establishment of own digital TV/video production (“media centre”)

Project implementation period: Until June 2023

Aim: High-quality content management, streamlining of processes and cost-efficiency

Objective: Establishment of own media centre and comprehensive control over product quality

Activities:

1. Analysis of the current situation and the market
2. Preparation of a business plan
3. Project implementation



Preparation of an investment plan for the commercialisation of professional football

Project implementation period: Until June 2022

Aim: Increase in revenues and professionalisation of services, improved product quality and product management

Objective: An investment plan submitted for discussion and adoption of a decision on project implementation

Activities:

1. Preparation of a business plan
2. Decision on the activation



Implementation of VAR technology

Project implementation period: Until the start of the 2021/2022 season

Aim: Ensure the highest quality of refereeing and the integrity of competitions

Objective: Implementation of VAR technology in Slovenian First Football League matches

Activities:

1. Certification of referees and stadiums
2. Education of stakeholders
3. Technology implementation



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