

UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

MASTER THESIS

**MEASURING SOCIAL IMPACTS OF THE »NAŠ HAJDUK«
ASSOCIATION**

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LIST OF ABBREVIATIONS

BACO – Best Available Charitable Option

BSC – Balance Scorecard

COVID – Coronavirus Disease – Certificate of Vaccination Identification

CSR – Corporate Social Responsibility

EIA – Environmental Impact Assessment

EU – European Union

FIFA – Fédération Internationale de Football Association

FK – Football klub

GNK – Građanski Nogometni Klub

HNK – Hrvatski nogometni klub

HRK – Hrvatska kuna

KPI – Key Performance Indicator

LLC – Limited Liability Company

LGBTQ - lesbian, gay, bisexual, transgender and queer

NK – Nogometni klub

PSIA – Poverty and Social Impact Analysis

RQ – Research Question

S4D – Sport for Development

SEPA – Single Euro Payments Area

SRA – Social Return Assessment

SROI – Social Return on Investment

UEFA – Union of European Football Associations

UNEP – United Nations Environment Programme

UNICEF – United Nations International Children's Emergency Fund

1 INTRODUCTION

Socially responsible actions are a concept based on contributing to the community (Doane, 2005). On the one hand, through the developmental course of society in general, and on the other, through an element of the sustainability of the economic system. The concept of social responsibility is a reaction to many previous economic models of action, organizations of society and processes such as globalization, internationalization, eco-devastation and depletion of natural resources (European Commission, 2001). Corporate social responsibility (hereinafter: CSR) is an indispensable part of the equation of sustainable business at both micro and macro levels (Cresanti, 2019). The reason for this is the fact that unlimited growth and continuous development are neither possible nor sustainable if they are based on externalities or devastation of any dimension or aspect of social subsystems. The CSR concept is based on the principle that each stakeholder (for example, an organization in a subsystem) treats the stakeholders of its environment with care (Doane, 2005).

The emergence of the CSR concept in action is encountered in many subsystems of society. This is also the case in sports. Sport, conditionally speaking, as an industry, points to frequent trends of altruism, not as part of business strategies but through the contribution of stakeholders and building societies. For example, organizing charities is not done without calling on athletes for help. The ideology of CSR is that individuals and organizations contribute to the society which contributes to them.

There are many opportunities for CSR activities among the stakeholders of the company or individual subsystems and sectors. To research the issue of CSR activities, the field of sports was taken and the example of the Association Naš Hajduk (Our Hajduk), which was founded to improve the activities of the Hajduk football club. Therefore, the purpose of this thesis is to increase the contribution of the Association Naš Hajduk to the success of the Hajduk club, resulting in a positive reflection on the community. The subject of this research are the activities, processes, and actions of the Association Naš Hajduk (hereinafter the Association) as an example of the social impact of a non-profit organization. The goal of the research is to point out concrete contribution, i.e. the result of the Association's efforts and their reflection in the form of the CSR effect both on the Hajduk club and the community. In addition, there are goals to define the characteristics of the Association's model, to define the contribution of the characteristics of the model based on the CSR concept, and to indicate areas of improvement and possible deviations from the democratic model of governing the Hajduk club. Based on the research on the attitudes of members and fans as well as employees of the Association and other stakeholders in the Hajduk's local community, this thesis will define the areas in which the Association contributes the most and the ones that should be improved in terms of financial contribution to Hajduk.

To reach the goals of this thesis, two research questions were formed:

RQ1: Which CSR activities carried out by the Association Naš Hajduk generate the biggest social return?

RQ2: Which CSR activities have the greatest potential to enhance future financial support of the Association Naš Hajduk?

Different methods will be used during the preparation of the thesis, depending on whether it is a theoretical or practical part of the work. When presenting scientific achievements, the following methods will be used: the observation method, which enables the choice and selection of data sources, then the inductive method, which enables the application of conclusions that individual phenomena and other phenomena similar to them will be equal, the method of causal induction, which indicates the differences between causes and consequences, important for defining the connections of individual research variables but also the relationship between different aspects of organizing in sport and managing sports in society, the classification method that ensures the classification of phenomena and objects for their transparency, and the comparative method used to compare the collected results and the observed effects of the presented achievements in the profession in practice. In the practical part of the thesis, secondary and primary data will be used. Secondary data will be collected from official newsletters and web sources and refer to statistical data from the official statements and other data such as news and articles on sports topics related to Hajduk. The primary data that will be used in the preparation of the thesis refer to the attitudes and perceptions of employees, members and fans when it comes to Hajduk, football and managing the club. Primary data will be collected by surveying the public via the Internet and interviews. Collected primary data will be presented using descriptive statistical tools. In the practical part, after presenting the results of primary and secondary data, RQ will be answered and the results of questionnaire will be presented using descriptive statistics (graphs and tables showing mean values, mode, min, max and standard deviation). This is the basis for defining the validity of the claims and the research hypotheses. When analysing the RQ, parametric and non-parametric statistical tests will be used to answer RQ and achieve the goals of the thesis.

The thesis is structured into five chapters. The first chapter defines CSR, social impact and challenges when it comes to their measurement. The second chapter is dedicated to social change through sports, presenting examples and related challenges. The third chapter aims to define the basic concepts and terminology in sports and football, the concept of democracy as well as variations of the democratic model on which the activities of the Association are based. The fourth chapter is dedicated to the Naš Hajduk Association in more detail and provides an analysis of the results of the CSR-related research on the Association's contribution to the community and Hajduk. The thesis concludes with a review of the research results and future proposals.

2 SOCIAL IMPACT MEASUREMENT

According to the World Business Council, CSR is the commitment of organizations to contribute to sustainable economic development, working together with their employees, their families, local community and society to improve the quality of life (Willard, 2005). The social impact of all stakeholders in society exists, but the very term social impact refers to the concept of socially responsible action, which is an increasingly common part of organizational cultures. To manage social influence, it is necessary to clearly define it and measure the effects of the influence.

2.1 Defining corporate social responsibility and social impacts

Social responsibility and CSR as part of the concept of corporate sustainability (hereinafter CS) appeared as a reaction of society and the economy to previous profit-oriented strategies and actions. There is nothing unlimited or permanent, so for the survival and preservation of human species, it imposes a change in the consciousness and attitude towards the environment and towards the relationships among its individuals. Growth and development detrimental to someone or something in the environment is not possible in the long run. For an individual or an organization to get something, they need to give. The symbiotic action of all elements of society is the basis of sustainability. A wrong approach to economic systems at the macro and micro levels has led to the fact that resources are no longer suitable for use and the survival and existence of plants, animals and people is disrupted due to pollution, which is questioning the meaning, ethicality, and sustainability of previous strategies. Although social responsibility must arise from the smallest units of society, the promoters and main bearers of social responsibility are organizations and companies (Doane, 2005).

The idea of corporate social responsibility first appeared in 1899 in the work *The Gospel of Wealth* by Carnegie (ACCP, n.d.). He emphasized the need for companies to help, contribute to and improve the society and the environment in which they operate. The doctrine and principle of “humanity and guardianship” also stood out at that time. The latter refers to the liberal doctrine of Adam Smith, according to which the only obligation of the company is to make profit, while everything else will be solved thanks to the so-called “invisible hand” of the free market (Ivanović-Đukić, 2011). The main mistake of economies and societies throughout history is that profit was the goal regardless of the consequences (environmental pollution, impoverishment of underdeveloped countries). McWilliams and Siegel (2001, p. 117) provide one of the most quoted definitions of the social behaviour of corporations, stating that is “an action that appears to further some social good, beyond the interest of the corporation and that which is required by law.” Nowadays, this practice is not exclusive to corporations only (Clark & Rosenzweig, 2004).

The modern approach to CSR occurred after 1950 (Latapí Agudelo et al., 2019). The new approach encompasses and analyses key issues related to ethics, ethical behaviour and moral principles. With the increasing penetration into the practice and business of companies and organizations, more and more aspects of socially responsible actions are being considered, from product safety through the ethics of the process to the post-effects of action on society and community. To date, various bodies, associations and organizations that promote and control them have an increasing role in the development of the CSR concept. Environmental protection is becoming the norm in many industries thanks to the strengthening and development of environmental organizations which became more intensive through the 1960s (Altmann, 1994). In 1970, certain obstacles appeared in the form of pressures resulting from the economic crisis. Costs were putting more and more pressure on companies' operations due to rising inflation, unemployment and fuel prices, which reduced resources for improving employee protection and managing and protecting stakeholder interests. The crisis caused the currents of the economic system to turn to the old rigid doctrines based on the strict pursuit of profit and the isolation of the company from the social community in which it operates. The return to the CSR ideology occurred due to the social understanding of the role of companies as vital drivers of society. Companies cannot survive and have no purpose of operating as separate entities. The exclusive interests of companies in the long run harm the development of the community by reducing its well-being. The second phase of the development of the CSR concept is based on the company's experience, i.e. on the system of learning from mistakes and learning from the past. And while the second phase is based on preventive actions, the first was based on repressive actions, i.e. the company's actions after environmental pressures. The third phase of CSR development is called the fairness phase of business organizations. That term, however, did not take root in practice. At the beginning of the 1990s, there was significant interest in the field of business ethics (Omazić, 2007). Unlike the CSR of earlier periods, the fourth stage of the development of the CSR concept moves away from the business organization with a naturalistic view as the focal point through which the world should be observed. From the history of the development of the CSR concept as we know it today, it can be seen that experts highlight four stages of the development of the CSR concept. From the 1990s until today, the CSR concept has been developing by expanding the dimensions it encompasses in the economy and society. The development of the CSR concept made it difficult to form a single definition of it (Omazić, 2007).

Unanimity among scholars when it comes to defining social impact makes it even more difficult to study it. Variations derive from different academic fields, from different definitions of words 'impact', 'output', 'effect' and 'outcome', and can sometimes be interchangeably used with terms like 'social value creation' and 'social return' (Maas & Liket, 2011). The development of the CSR concept was accompanied by the development of different definitions of this concept, which reflect its scope and understanding of society when it comes to social responsibility. An overview of the key stages and the emergence of definitions by different experts is given in *Table 1*.

Table 1: Definitions of social impact

Term, Author	Definition
Social impact (Latané, 1981, p. 343)	By social impact, Latané means “any of the great variety of changes in physiological states and subjective feelings, motives and emotions, cognitions and beliefs, values and behaviour, that occur in an individual, human or animal, as a result of the real, implied, or imagined presence or actions of other individuals.”
Social Impact (Freudenburg, 1986, p. 452)	“Social impact refers to impacts (or effects, or consequences) that are likely to be experienced by an equally broad range of social groups as a result of some course of action.”
Social impact (Burdge & Vanclay, 1996, p.59)	Burdge & Vanclay describe social impacts as “all social and cultural consequences to human populations of any public or private actions that alter the ways in which people live, work, play, relate to one another, organize to meet their needs and generally act as a member of society. “
Social Value (Emerson et al., 2001)	“Social value is created when resources, inputs, processes or policies are combined to generate improvements in the lives of individuals or society as a whole.”
Social Impact (Gentile, 2000)	Social impacts are the “wider societal concerns that reflect and respect the complex interdependency between two realities” - business practice and societal concerns.
Impact (Clark et al., 2004, p.7)	“By impact we mean the portion of the total outcome that happened as a result of the activity of the venture, above and beyond what would have happened anyway.”
Social Impact (IAIA, n.d.)	“...intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions.”

Source: Adapted from Maas & Liket (2011, p.5).

As pointed out earlier, CSR occurs as part of changes in society on the global level. Economic systems and societies “reject” existing policies, practices, frameworks, and concepts and adapt them to new opportunities and needs. In many areas, unfortunately, the change in consciousness is happening too late (in the environmental segment). The importance of this aspect of responsible action is an indicator of the need for such concept. To this end, many laws, regulations, and rules that have subdued industries to protect the environment have been introduced. Acting in a system that harms us has the most expensive price. The development will be absent, and society will decline due to the strengthening of

the consequences of non-compliance with the principles of the environment, nature, and man. Profit then has no purpose and meaning because certain damages are irreparable.

Crises in economic systems occur because the human aspect of economic activity is lacking. Corruption erodes the society that lacks ethics and regulations. Failures occur not only in the domain of ethics but also in law. These are all obstacles that hinder the development of the CSR concept of action at all levels and in all spheres of society. They need to be removed by raising awareness of the importance of CSR and its contribution to social progress. On the other hand, the factors that encourage the development of CSR are synergistic effects and positive by-products of all activities that have incorporated CSR concept. These factors need to be nurtured. Also, the development of the CSR concept is a reaction to the negative consequences of various modern processes and approaches to development that are part of globalization, urbanization, internationalization, and capitalism. These processes need to be adapted and imbued with CSR principles to serve sustainable action in the future.

Observed at the level of society and its needs, many organizations, bearers of social life, act in order to contribute to the community and its development. These organizations include various associations that care for the poor, disadvantaged, socially vulnerable, young people, etc. There are many institutions in society that contribute and can contribute to these ascetics of society by promoting and living the values that every healthy society needs for sustainable development (Clark & Rosenzweig, 2004). Examples of these organizations are UNICEF, Greenpeace, United Nations Environment Programme (UNEP), and Advance Practice Nursing.

Precisely so, various organizations and stakeholders in sports have a strong influence and contribution to society through the promotion of sports as a way of life and the driver of certain economic activities with the need to preserve their humane aspect (individual world most famous footballers, FIFA). The goals and mission of each such organization are the development and promotion of sports, the development and preservation of awareness of the role of sports, the education of young people through sports, the promotion at the macro and micro level and the development of economic activities related to sports. Through their activities in many areas of social life, they contribute to society and benefit from it. Young people are directed towards a healthy and active life, and socializing is increased, creating a healthier society as sport contributes to the prevention of many diseases (obesity, diabetes, vascular diseases, etc.) and reduces the rate of adolescent crime, opiate use, etc. All this influences and steers economic development in the long run, creating a competitive society and perspectives for sustainable action and the development of a tailor-made environment.

Socially responsible action is the task of every individual, and it is up to the various bearers of social processes to connect the contribution of individuals through their mission and to increase the synergistic effects of joint action. Thus, it can be stated that socially responsible actions are the aspiration to contribute to the society in which we operate by achieving our own goals. The effect resulting from the process of socially responsible action always

benefits all stakeholders, so the change in the awareness of the role of such action is crucial for the future development and integration of this concept into society.

2.2 Social impact measurement – methods and indicators

To measure social impact, activities must be defined through (Omazić, 2007):

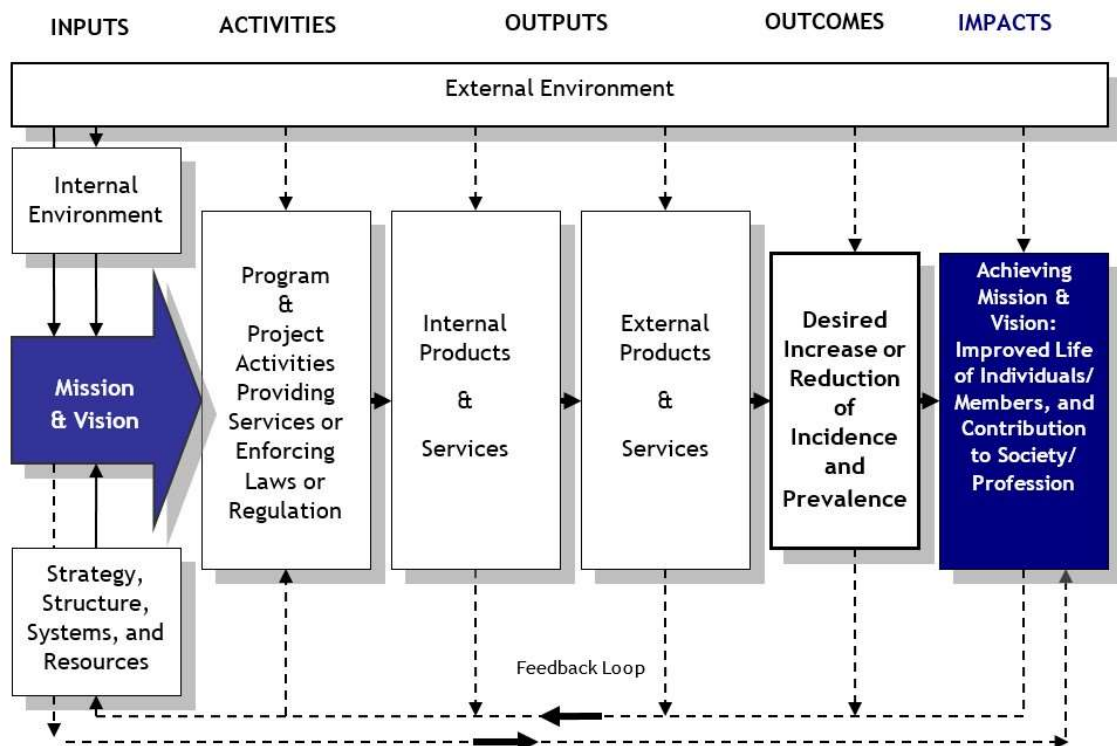
- clear definition of aspects of CSR activities of the organization,
- defining the process of action,
- measuring performance through the achievement of organization goals and feedback,
- development of continuity of monitoring the effects of CSR activities,
- linking the effects of the CSR concept and changes in the environment.

Defining aspects of CSR in the organization implies a contribution to society through the organization's value system and it is the basis for defining CSR activities through all its processes and actions.

After defining CSR activities and processes, tools for real measures can be shaped and used in rating the strategy of organizations that promote CSR. Main indicators for measuring effects can be grouped into several dimensions (Epstein & Rejc Buhovac, 2009): inputs, processes, outputs, outcomes and impacts.

These dimensions explain the whole model of the concept as shown in *Figure 1* below.

Figure 1: The programme logic model



Source: Epstein & Rejc Buhovac (2009)

Inputs present all that an organization gives through processes to deliver service or product to the public. To provide high-quality service to the public and consequently a positive effect on society, non-profit organizations as a resource use different inputs, such as human resources, the system of values, knowledge and cooperation with different governmental and non-governmental organizations. An example is promoting sports and supporting young people to be in sports rather than do drugs or live unhealthily. Therefore, outputs are services that provide inputs (Epstein & Rejc Buhovac, 2009).

Outcomes are the results of outputs and represent the use of outputs. Outcomes are the wider effects of outputs and represent the effect on society rather than only on the members of the organization and direct users of services. The examples of these terms and distinctions are the clearest in non-profit organizations (Epstein & Rejc Buhovac, 2009).

The impact can be measured mostly through observation and the effect reflects through time. Benefits for society in the long run must be monitored through these measures and tools in order to deepen contribution and feel the synergy of CSR and society changing the behaviour of each individual. Each responsible organization that lives according to CSR principles integrates the CSR concept into its values and ensures the logistics to track all its effects (Maas & Liket, 2011).

The development of continuous monitoring of the impact of CSR activities is based on clear indicators as well as a model and monitoring system. Continuity enables monitoring changes in the environment and adapting to them. Continuity makes it possible to clearly link the causes and consequences of CSR activities. A clear impact on the environment and society, in general, enables insight into the realization and contribution of CSR principles to development and sustainability.

2.3 Key challenges in social impact measurement

The measurement of social impact is even more difficult as a unique measurement system has not been developed, but many different ones have. The definition is not the sole problem regarding the non-existence of a single measurement system; it is also due to its qualitative nature, its spill-over to other dimensions (like economic or environmental), long- and short-term effects it has and the lack of consensus over benchmarking. Methods developed also differ because of the distinction in how revenue is generated: Social Return on Investment (SROI) is an example of not-for-profit methods, while some are tailored for for-profit companies (Social Return Assessment (SRA), Best Available Charitable Option (BACO), Balance Scorecard (BSC)). Nevertheless, this does not give exclusivity to a method regardless of it is going to be used solely by profit or not-for-profit companies. SROI is an example of a method tailored for not-for-profits but used quite frequently by profit corporations (Maas & Liket, 2011). Maas and Liket are closing their theses concluding that

the challenges in measuring social impact “mostly stem from the absence of a categorization system for these methods” (p. 18). In *Table 2* only a few methods are listed since it is not meant to be exhaustive but to give an overview of their versatility. What differentiates them is the purpose, time frame and length, orientation, and approach (Maas & Liket, 2011). Which method can be used is a very individual question and no method can fit all requirements, and that is the reason for the vast number of methods and toolkits developed.

Table 2: Overview of social impact measurement methods

AtKisson Compass	developed by AtKisson Inc. in 1997
Part of the AtKisson Accelerator suite of sustainability tools, the compass with the four directional points/dimensions of sustainability (N - nature, E - economy, S - society, W - well-being) is used both in management and education for framing, defining, assessing, and measuring progress towards sustainability while also integrating with the United Nations Sustainable Development Goals (SDGs) (AtKisson Group, n.d.). Although low cost, Clark et al. argue that, this method does not explicitly attempt to access impact.	
Balanced Scorecard (BSC)	introduced by Kaplan and Norton in 1992
Strategic planning and management tool that was the first measurement system to go beyond financial metrics and to incorporate intangible resources as well as “to get a more ‘balanced’ view of performance” through its four perspectives: financial (performance/resources), customers/stakeholders, internal process and its capacity/learning and growth (Balanced Scorecard, n.d.). Originally meant for for-profit companies but later adapted for not-for-profit and government agencies (Clark & Rosenzweig, 2004). Some of the potential risks listed by Clark and Rosenzweig (2004) can happen already at the beginning of the measuring process (selection of inputs, outputs and outcomes). Furthermore, there can be a weak correlation between outcomes and impacts, misinterpretation of results but those are the most common risks with almost every method. (Balanced Scorecard, n.d.)	
Best Available Charitable Option (BACO)	developed by Acumen Fund in 2004
This comparative methodology aims to inform decision-makers whether one social investment will outperform its alternative. In their concept paper, Acumen Fund Metrics Team (2007) states that this “tool helps inform investors where their philanthropic capital will be most effective – answering the question “For each dollar invested, how much social output will this generate over the life of the investment relative to the best available charitable option?” (Akumen Fund Metrics, 2007)	

To be continued

Table 3: Overview of social impact measurement methods (cont.)

Ongoing Assessment of Social Impacts (OASIS)	developed in 1999 by Roberts Enterprise Development Fund REDF
OASIS was developed by a non-profit itself for its (and its non-profit portfolio agencies) internal use to evaluate social outputs and outcomes (Clark & Rosenzweig, 2004). This seven-step approach (Grieco, 2015) can have moderate to high costs, but on the other hand, its outcome measurement strategy can have high social science credibility (Clark & Rosenzweig, 2004).	
Participatory Impact Assessment	first developed in 2008 by the Feinstein International Center
Used to measure the impact of humanitarian assistance and development projects on people's lives. As described in their Guide for Practitioners, "the approach acknowledges local people, or project clients as experts by emphasizing the involvement of project participants and community members in assessing project impact – and by recognizing that 'local people are capable of identifying and measuring their own indicators of change'" (Catley et al., 2008, p. 9).	
Poverty and Social Impact Analysis (PSIA)	developed by the World Bank in 2000
PSIA is an analytical approach which can use both qualitative and quantitative methods to "assess the distributional and social impacts of policy reforms on different groups, with emphasis on the poor and vulnerable" (World Bank, 2015). Clark and Rosenzweig (2004) rate its social science credibility as "generally high," although they fear it can have poor impact measurement if a research design is weak, poor social accounting framework and omit some important intangible impacts/costs.	
Public Value Scorecard (PVSc)	developed by Moore in 2003
Prof. Moore recognized some shortcomings in Kaplan's Balanced Scoreboard if used in Non-Profit Management: the ultimate goals of the non-profit sector should be social/non-financial, not financial; defining customers can be difficult – customers are not only the one paying for services but the ones benefiting as well; non-profits can be competitive but should also co-operate if they want to achieve large-scale results (Moore, 2003).	
Social Impact Assessment (SIA)	Social impact assessment appeared at the same time as environmental impact assessment (EIA) - in the 1970s – and was usually part of EIA

To be continued

Table 4: Overview of social impact measurement methods (cont.)

Nowadays described by the International Association for Impact Assessment as “the process of identifying and managing the social issues of project development, and includes the effective engagement of affected communities in participatory processes of identification, assessment and management of social impacts. Although SIA is still used as an impact prediction mechanism and decision-making tool in regulatory processes to consider the social impacts in advance of a permitting or licensing decision, equally important is the role of SIA in contributing to the ongoing management of social issues throughout the whole project development cycle, from conception to post-closure” (Vanclay et al., 2015).	
Social return on investment (SROI)	developed by REDF in the 1990s
The SROI method combines cost-benefit with financial analysis (Maas & Liket, 2011) and can be used either to evaluate or forecast social benefits (The SROI Network, 2012). Although it produces quantifiable results it can be time-consuming and costly (Watson & Withley, 2017), but of higher credibility than most other approaches while having similar risks as PSIA (Clark & Rosenzweig, 2004).	
Theory of Change (ToC)	Aspen Institute / Huey-Tsyh Chen, Peter Rossi, Michael Quinn Patton, Hélène Clark and Carol Weiss in the 1990s
According to Clark and Rosenzweig., the more appropriate name would be Theories of Change as at least two methods with similar names exist. One was developed by The Bridgespan Group and it helps align processes with goals; while the other one, developed by Carol Weiss and other academics helps in determining the logical connection between problems, actions and outcomes. Without using other methods, the measurement of impact is not possible with this method (Clark & Rosenzweig, 2004) but can be a roadmap for the evaluation of long-term goals, usually visualizing the “underlying logic, assumptions, influences, causal linkages and expected outcomes of a development program” (Jackson, 2013).	

Source: Own work

The relationship of organizations, such as associations that manage sports clubs, in their relationship with players must strive to achieve the goals of club management in a fair way and ensure a management model that guarantees the protection and fair treatment of players. In addition, it is necessary to develop a plan for the development and promotion of sports and activities that promote sports in the community, as well as programs that will ensure greater participation in sports and the promotion of sports as a way of life. The association's

attitude towards the community is manifested through the education of young people, the promotion of a healthy lifestyle and adherence to the concept of giving to society.

3 BEST PRACTICES OF SOCIALLY RESPONSIBLE ACTIONS IN SPORTS

As already mentioned, CSR is part of the mission of every non-profit organization because its purpose is to deliver benefits to society without charging. Despite that CSR is part of the existence of non-profit organizations, differences among those organizations exist. That depends on the focus of their actions, the synergy that their actions bring to society and their involvement in other dimensions of the CSR concept that are not directly connected to their main field of interest and activities. The focus of this thesis is on the sport dimension and non-profit organizations in the sports sector.

CSR concerning sports has started to be analysed recently and the need for analysis emerged “as the role of sport in society has become more prominent and as sports organizations have become increasingly influential members of the global community” (Tacon et al., 2017). They are further stating that the concerns of transparency and accountability spilt over from the corporate world to sport.

There are five different CSR behaviours through sport (Walters, 2009):

1. Charities founded by athletes such as Lance Armstrong’s foundation to fight cancer;
2. “Community-oriented activities” mainly visible through football in the UK aiming to improve social inclusion and education (i.e. Football in the Community, Playing for Success and Positive Futures);
3. Initiatives implemented through “league-wide programs to address social concerns” like in the NFL, NHL, NBA and many others;
4. CSR initiatives carried out by governing bodies like FIFA’s Football for Peace and Win in Africa with Africa “that aim to highlight the social impact that football can have on peace promotion, health, antidiscrimination and social integration”;
5. Contribution made through sports events – even though this could have been debated throughout history (examples of Olympic games during the World Wars) the latest positive example happened recently during the Union of European Football Associations (UEFA’s) Euro 2020 where LGBTQ colours were added to its logo.

The above-mentioned aspects of CSR in sports are not the only ones, but they certainly roughly represent the most common aspects of the implementation of organizations’ CSR activities in sports.

Support for his argument that there is a close integration between sports and CSR can be found in seven features where sports are used as a vehicle for deploying CSR (Smith & Westerbeek, 2007, pp. 8-9):

- The popularity and global reach of sport can ensure that sport CSR has mass media distribution and communication power,
- Sport CSR has youth appeal. Children are more likely to engage in a CSR program if it is attached to a sport organization or a sport personality,
- Sport CSR can be used to deliver positive health impacts through programs and initiatives designed around physical exercise,
- Sport CSR will invariably involve group participation and therefore aid social interaction,
- Sport CSR can lead to improved cultural understanding and integration,
- Particular sport activities may lead to enhanced environmental and sustainability awareness,
- Participating in sport CSR activities can provide immediate gratification benefits.

It is important to note that, as Tacon et al. argue, these benefits are not automatic; or as Patriksson (1995, p. 128) puts it: “Sport, like most activities, is not a priori good or bad, but has the potential of producing both positive and negative outcomes. Questions like ‘what conditions are necessary for sport to have beneficial outcomes?’ must be asked more often.”

It is difficult to single out concrete examples of CSR practices in sports outside the strictly professional sport dimension because there is a lack of such activities and support from entrepreneurship, regulatory bodies, as well as sports associations and organizations. An example of good governance in sports in recent years is the establishment of Naš Hajduk Association with the aim to ensure transparent management of the Hajduk club, which is in the interest of players, clubs, fans and society. The Association’s success in this is still a target of supporters and occasional expressions of dissatisfaction. Thus, improvements are needed, especially in terms of management and decision-making in the Association.

3.1 Fédération Internationale de Football Association

One of the best CSR practices known in sports comes from Federation Internationale de Football Association, more commonly known as FIFA. In 2004, three students from three different continents published a paper calling on FIFA to make changes in the field of social responsibility. After the restructuring in 2005, FIFA embraced those recommendations – it established its CSR Department (now known as the Sustainability Department) and started a project later named Football for Hope (Soccerex, 2018). Today, FIFA is working with different stakeholders (from governments, via agencies and non-profits to its former players) “to promote a fairer, more equal society through football” and it has numerous programs creating a positive impact in society; some of which are encompassed by FIFA Foundation which was created in 2018 as an independent entity whose main aim is to improve lives through football. “Central to the FIFA Foundation’s activities are tackling social issues affecting young people, empowering women and girls to play football and realise their full potential, repairing damaged or destroyed sports infrastructure, supporting education

through football and using some of the beautiful game's most celebrated icons to reach out to millions of people globally with positive messages for a more inclusive world" (FIFA, 2021) Foundation has established the following programs to support this claim:

- Foundation Community Programme
- Recovery Programme
- FIFA Legends Programme
- Football for Schools Programme
- Campus Programme
- Refugee Programme
- Employee Volunteer Programme

Over the past decade, it has committed to tackling the issues related to environmental protection and being the first sport federation to join the UN Sport for Climate Action Framework in 2016. Through the set of initiatives named The FIFA World Cup Qatar 2022 Sustainability Strategy it has pledged, together with Qatar as the host country of the World Cup 2022, to deliver a fully carbon-neutral tournament (FIFA, n.d.b). It is also stated on their official website that it "will harness the unique power of football to create a sense of reconnection in society, to promote and support mental health awareness, to empower and inspire people to use football for healthy minds and bodies and most importantly, to instil a sense of healing and unity through the beautiful game" in the post-Corona Virus (COVID) era (FIFA, n.d.a).

3.2 Barça Foundation and United Nations International Children's Emergency Fund - UNICEF

Another example of good practice comes from Football Club Barcelona (Barça). The alliance between the UN's Children's Funds (UNICEF) and one of the top football clubs in the world, FC Barcelona, dates back to 2006. The collaboration included UNICEF's logo on Barça's jerseys, an annual donation of 1.5 million euros to UNICEF and adherence to United Nations Millennium Development Goals. Today, the two actors are supporting projects for accessing education and promoting sports to fight inequalities. One of the most important projects of the Barça Foundation with UNICEF is their research work on the impact of sport for development (S4D) on the lives of younger generations that stemmed from the need for evidence to support S4D practice. The evidence was gathered in, as they call it – "the first comprehensive global research" *Getting into the Game: Understanding the evidence for child-focused sport for development*. One of the main takeaways from this report is that S4D initiatives can increase student engagement in education, including those most at risk of leaving school and that sport can be a positive factor in children's lives (UNICEF, 2019).

3.3 GoSport

In addition, an example of the CSR concept in sports outside of professional sports is the project of the Croatian Institute for CSR, which was founded in 2015 and its list of projects included a project to promote good governance in sports through social responsibility. This move is a true example of the need for broad support for the promotion of sport and the CSR concept in sports. The project is known as GoSport and its goals are:

- strengthening the capacity and awareness of sports organizations in the implementation of the principles of good governance and social responsibility of professional and semi-professional sports teams and clubs;
- improving knowledge of how sports organizations interpret, manage and prioritize social responsibility, especially in terms of combating violence, racism and discrimination, and promoting social inclusion;
- improving knowledge about the impact of organizational management on social responsibility and how social responsibility is communicated within organizations;
- providing tools to sports organizations and professionals to understand the relationship between organizations, organizational participants and society and the integration of socially responsible practices in the management of organizations;
- promoting the principles of participation and involvement in sports through social responsibility (GoSport, n.d.)

From the goals and tasks of the CSR Institute, it is clear that the goals are long-term and aim to maintain a model of governance in sports that further strives to incorporate sports into all spheres of society, placing sport at the centre and contributing to society. Through the cooperation of organizations and communities, sport must provide a set of tools for CSR action, which was highlighted earlier as a key aspect of the CSR concept in sport. Without the awareness of society about CSR activities and support to sports for the development of the network of CSR activities, it is not possible to talk about a society with responsible actions and a society tailored to man's needs.

The activities of the Institute that contribute the most to raising awareness of the role and contribution of sport and the importance of CSR activities through sports are studies that explore and examine the impact of CSR activities within sports organizations, public awareness campaigns, digitalization of processes for greater transparency of sports and sports organizations, and setting up international cooperation through conferences with the participants from Italy, Greece, Cyprus, Bulgaria and Croatia.

International cooperation and raising awareness at such a level will ensure the exchange of ideas and experiences, attract new sponsors, and develop contacts and cooperation at the technological level, which will further contribute to strengthening the CSR concept in sports. Such project, along with strengthening specific activities and implementing plans to achieve goals, will contribute to for-profit and non-profit organizations, federations and national

sports leagues, public bodies at a local and regional level, unions representing professionals and volunteers in sports and all other organizations in sports, social inclusion and human rights. Such cooperation will contribute to a simpler expansion of CSR activities in society and to other sectors.

3.4 Key challenges of sports-related social impact

Sport is not a cure-all for development problems. It is a mirror of society and it is just as complex and contradictory. Sports can also have negative side effects like violence, corruption, discrimination, hooliganism, nationalism, doping and fraud. To enable sport to unleash all of its potential, the emphasis must be placed on effective monitoring and guiding of sports activities (ISTSU, 2012). Socially responsible action in sports requires the support of institutions in the sports sector, and regulations to define the scope and cooperation of other organizations and companies that will contribute to the promotion and popularization of sports. The most effective activities are amateur tournaments and youth gatherings, as well as the encouragement of sports activities (Lee et al., 2013).

The lack of support from partners leads to the inability to hold activities that will promote sport among young people and that will encourage them to play sports. This requires raising awareness of the social and educational importance and role of sport. The promotion and sponsorship of sports enables children who are not able to attend sports to play sports. Furthermore, the promotion of sports in the view of rehabilitation is a key aspect of the operation of sports in society (ISTSU, 2012).

The philanthropic aspect of the activities of organizations, athletes and companies in sports is a prerequisite for strengthening sports in the rehabilitation segment and contributing to society by providing the 'weakest' with the best of sports. Organizing and/or co-financing such activities is the biggest and most direct contribution of sport to the community. In this way, marginalized individuals and groups of society are actively involved in society and sports, and they are enabled to live normal life (Lee et al., 2013).

Football clubs also organize meet-ups of athletes and young people at amateur matches, organize auctions of athletes to raise funds for certain actions and assistance, and co-finance investments in the development of sports for young people. In Croatia, such activities are modest, especially in certain sports, and mostly everything depends on and relies on company donations. The strategy for the development of sport and its presence in the education of young people is insufficiently developed, and there is no strategic framework to support the development of sport in the amateur segment. Greater efforts are needed from the competent institution by the Government and sports stakeholders in order to develop a sense of the importance of sport and to form a plan and program for the promotion of sport and bringing it closer to young people. Awareness-raising needs to be carried out in a such way that young people are introduced to sport and its benefits from an early age. Adults need

to be encouraged to lead a healthy lifestyle and sports education for children needs to be ensured (Lee et al., 2013).

To better understand all aspects of non-profit organizations and CSR in sports development of sports through history and model of club management in sports will be explained.

4 HISTORICAL DEVELOPMENT OF FOOTBALL

Football can be considered as part of the economic and social system. It creates and connects many dimensions of society and the economy. The social dimension, within which sport exists, is characterized by the economic dimension with its laws and crises. The prosperity of a society, observed at the national level, determines the development of sport as poorer societies invest less in sport. The latter affects the deterioration in the quality of sports, including football, which is one of the most popular sports in the world. Crises of the economic system, as a subsystem of society, affect sports precisely due to the decline in investment on the one hand, but also because of the economic dimension of sport on the other, which generates income reduction and the crisis in the sports segment. The income decrease in sports is manifested through reduced sponsorship agreements with state-owned companies but also reduced interest and opportunities for citizens to spend in this segment (match tickets, equipment, enrolling children in sports activities, spending on souvenirs, etc.). It can be concluded that all that is important in understanding the role of sport in society that will be discussed from a practical perspective later.

In the past, there have been various games that can be considered a forerunner of football and that resembled football. They even date to the prehistoric era. Nevertheless, the history of modern football begins its story in the mid-19th century when the first football teams appeared at English colleges (Jajčević, 2010). The first modern football club was founded on October 24, 1857. in England and was named Sheffield F.C. (Sheffield FC, 2020).

At that time, clubs were founded by former students, driven by sports enthusiasm, who played ball sports in high schools and were amateur football clubs. The first gathering of football clubs of England was carried out in London by eleven clubs at a meeting of the Football Association which was the first official football body in history (Macfarlane, 2022).

4.1 Post-war development of football

The development of football and clubs continued throughout the second half of the 19th and the beginning of the twentieth century, but it was interrupted due to the First World War, when sports and sports activities, were discontinued. After the First World War, some new states emerged, while others disappeared. The war also strengthened radical movements, such as nationalism and communism. After the First World War, the first private professional club in Italy, known as Juventus, was founded. In 1923, the owner of the FIAT factory,

Edoardo Agnelli, took over the club, built a club stadium, and brought the club exceptional popularity (Juventus, n.d.).

When it comes to Croatia, it should be noted that the clubs back then played in the Championship of the Kingdom of Yugoslavia, which was founded in 1923, and the first year was played by the so-called cup system. Cup system competitions were held until 1927. Out of 17 football championships that took place between the two wars, Croatian clubs won ten of them. Clubs, both Croatian ones and those from around the world, were still unfamiliar with players' professional contracts as we know them today. Players were only honoured for their performances, depending on the club and the state.

Soon the clubs became more organized compared to the situation before the First World War. Thus, most clubs were building their own stadiums, which was a significant step forward, but at that time the management structure of a club did not exist in today's sense. However, it should be noted that clubs had bodies similar to today's boards of directors, chaired by a president. Clubs were mostly organized in a social-democratic way, with equal rights within the board. In addition, clubs were still tied to a city, region or company, whose employees played for the club. Some time later, the first clubs which were given a springboard by private individuals appeared, such as Juventus. In addition, there were state clubs such as the Russian club Dynamo Moscow, which at that time was managed by the Minister of the Interior and was a typical example of a state-owned club.

At the beginning of the Second World War, sports activities stopped again, and many footballers went to the battlefields, so most clubs adjourned their teams. After the Second World War, new clubs emerged. Along with FC Partizan, two more of the so-called *Big-four* – NK Dinamo and FK Crvena Zvezda – were founded. Thus, until World War II, clubs were not organized in the full sense of the word. Only after this epoch new models such as the socios model of club management arose.

4.2 Sports association as an example of the organization of a football club

The Law on Sports/Sports Act (Article 14, paragraph 1) defines a sports association as an association established for the purpose of performing sports activities prescribed by this Act. According to the Sports Act, sports activities of participation in sport competitions can be performed by natural persons who perform independent activities of participation in sports competitions and legal entities that are particularly registered for this, and those can be sports associations for competitions and sport joint stock companies.

A sports association established with the aim of performing a sport activity of participation in a sport competition must contain the word sport club in the name or the name of the sport in which it performs its activity in front of the word club (Domijan, 2018). "As stated in the law, sports associations are mostly amateur status teams, which do not meet the legal requirements to become professional clubs" (Domijan, 2018). In this case, those are smaller

clubs, founded by sport fans, who through associations run clubs that compete in lower ranks, and represent their smaller towns or cities in lower leagues. Although the Sports Act imposes the transformation of professional football clubs from associations to companies, half of the Croatian first-league clubs are still citizens' associations. Clubs which run as associations are: NK Lokomotiva, NK Slaven Belupo, NK Varaždin, HNK Gorica and GNK Dinamo Zagreb.

In addition to the above-described clubs, clubs can also be arranged as sports joint stock companies, state-owned clubs and privately-owned clubs.

4.3 Socios of football club management models

The management models of sports societies and/or organizations also include the *socios* model of club management. In this model term socios presents the involvement and participation of society in sports. It is based on the *one member-one vote* principle, which means that every adult member of a football club has the right to vote if he pays an annual membership fee. The latter is valid regardless of whether the club is organised as an association or a joint stock company owned by its members or if the statute determines the membership model (Perasović, 2015).

Members have different options for electing the president, members of the supervisory and management board, etc. Furthermore, members also have the right to be elected to the supervisory or management board of the club, and for the position of a club president. Membership provides various benefits, depending on the club, its size and financial power. In these models, the emphasis is on the mission of creating and maintaining the connection with the community, i.e. the society in which the club exists and the club itself. Member participation ensures transparency and projection of community aspirations. It is important to point out that, if the club is poorly run, members can put pressure on the governing body of the club, and depending on the club, they can convene a general meeting by collecting a certain percentage of signatures, at which no-confidence of the leadership can be voted. It is also crucial to emphasise that this management model ensures the transparency of earnings and that it remains with the club and invests in its further development (Perasović, 2015).

Another thing to be noted is that the described model increasingly appears as a response and resistance of society to the pursuit of commercialization of football, and the response to the increasing privatization of clubs in the world. The idea is to give football and sports back to those to whom it belongs – the fans. That is why there are situations where fans establish clubs as a reaction to the privatization of their clubs. An example of this is the United of Manchester in England, and NK Varteks in Croatia (Perasović, 2015).

This model exists in clubs across Europe, and the countries where clubs are most often run on this principle are Germany, Portugal, Spain and England. The socios model has also appeared in Croatia in the last decade. The first club that accepted and introduced the public

to this management model is HNK Hajduk Split. After Hajduk, some other clubs opted for such management model. However, this model is still much less developed in Croatia compared to Western European countries.

4.4 Socios of football club management model in Croatia

Many football clubs in Croatia are run and operate as associations and are managed by the same socios model, namely: HNK Hajduk Split, NK Orijent Rijeka, NK Varteks Varaždin, NK Zagreb 041 and many others.

Clubs based on this model are mostly associations, while in fact, only Hajduk is a sports joint stock company, whose majority is owned by the City of Split. Despite the majority owner, members can influence the policy of the club, because the City gave the right to vote to a group of fans organized in the Association Naš Hajduk with the aim that the Association democratically manages the football club. Hajduk fans, members of the club, have the right to elect the club's supervisory board, to be elected, and many other rights prescribed by the statute (Domijan, 2018).

The community from the ideological aspect and values shared between the club and the fans is what differentiates socios clubs from those that are not managed by this model. Despite the abovementioned examples, it can be concluded that this model has not yet come to life in its full sense in Croatia compared to the countries where the concept of the model is being more consistently applied. The reason for this lies in the fact that the public does not trust the current policy models in the management of Hajduk and there is a lack of media support in raising awareness about the model. As a crucial problem, an insufficiently organized legal system stands out. As such, despite the model's ideology, it enables the development of anomalies within it in the event of divergences from the ideology within the model's structure and the relationship between the stakeholders of the club, association and community. That is why Naš Hajduk Association has been formed. It will be presented in more detail in the next chapter.

5 NAŠ HAJDUK

Croatian football club HNK Hajduk, the largest sports association in Split according to the number of members, was established in 1911. In 2008, after accumulating financial struggles for years, HNK Hajduk Split was on the brink of bankruptcy while being unsuccessfully transformed from an association into a joint-stock company. In that situation, where no political option saw benefits from being related to the club, the Torcida fan club launched the project and the non-profit association called Naš Hajduk was established. Torcida is the name of the Hajduk supporters' group founded in 1950 making it the oldest football fan association in Europe (Torcida, n.d.) Their very first goal for Naš Hajduk was the selection of a supervisory board by its members, without politics being involved as it had always been

the case before. Acquisition of majority ownership was their second and long-term goal and, as it is stated on their website, “the only guarantee of continued implementation of such management model that enables members to engage and complete independence from political processes” (Torcida, n.d.). Today, Torcida is Naš Hajduk’s major shareholder (Ivkošić & Ceronja, 2009, p. 131) with 65.92 per cent of ownership.

In subsequent years, Naš Hajduk launched a variety of initiatives and activities – the *Dišpet* (Rebel) city tour, *Ili jesmo ili nismo* (Either we are or we are not) initiative, theme park *Za sva vremena* (For all times) (Naš Hajduk, n.d. a). *Za sva vremena* is the main stage for shares purchase and the election process for the Supervisory Board of the HNK Hajduk Split. It is based on continuous donations from fans. The Rebel Tour is a unique walking tour that gives an insight into the HNK Hajduk Split history, its fans and Split as a city. The theme park is going to be devoted to donors and located within Hajduk’s stadium area, making it *greener*. *Ili jesmo ili nismo* is a donation project that has started the process of repayment of the acquired 24.5 per cent of the shares.

5.1 The history of Naš Hajduk Association

The development of sports in Croatia, and thus football, was influenced by many factors such as the war, the crisis, the consequences of the transition and even the rapid capitalist momentum. All this has contributed to the deformation of the framework and model of action within sports and sports organizations, which has led not only to the long-term devastation of sport, diminishing its value and role in society, but also to the depredation of sports through money laundering and manipulation of player transfers, the devastation of the prize fund and bribery of players. Ultimately, this has led to the disorder of relations, the reduction in quality of conditions and sports in general, and the complete devastation and disorder of financial organization in many segments of sports, especially football, which was the most developed. Many sports do not provide any conditions for young talents and even current players, which affects their ability to achieve results. Hajduk club itself is part of that story (Franičević, 2002; Tomić-Koludrović & Petrić, 2007; Županov, 2002). The schism of society and the destruction of several dimensions of sport (its role in society, contribution to communities and economic aspects) also led to the formation of violence and the emergence of a deviation in the relationship between fans as support for sports (especially football) and their relationship with society. Fans no longer care about sports properly, they do not see the direction and they are frustrated that sport is becoming a slave of capitalization, enrichment and plunder of certain organizations and powerful individuals (Lalić & Biti, 2008, pp. 249-250).

Thus, it is evident from the above-mentioned aspects that sport, especially football, is part of society with which it communicates certain values, from the role of sport in the youth and society, through youth development, employment, developing the spirit of competition to forming of professional athletes who win competitions. Football is also part of the economic

system because it contributes to the operation of numerous industries and acts, one might say, as a unique aspect of the sports industry (Vrcan, 2003, p. 12). It has therefore changed drastically with the changes and development of society. The strong interplay between society and football is evident from all of this. However, the strengthening links between the economy and politics within clubs lead to the distancing of the fans from management, which is a consequence of the division of sports' basic role in society and profit-seeking. This started the movement known as Against Modern Football. The cause of such trends is the political industrialization of sports, which has led to a decrease in the influence and role of play, competition, winning spirit, etc. in relation to profit and above all political relations, currying favour and trading sports for political purposes (Lalić, 2011, p. 197).

Many fans are therefore less and less supportive of football, especially at the highest level (national) because it represents the most prominent intrusion of political and economic aspects in the very core and purpose of the sport. Primarily for that aspect of society, play is neither the purpose nor the contribution of sport. The primary goal is profit and political trade. This is exactly what happened to Hajduk as an example of the devastation of sports by wrong ideologies and goals of politicizing sports at a level below the state level. Therefore, Naš Hajduk Association is part of the movement Against Modern Football. The idea behind its establishment is to encourage the active participation of fans, i.e., members with the aim of approaching and developing the right relationship between the club and the fans and the re-contribution of sports society, which is the basic ideology of sports in general. Whether and how much it succeeds in that will be further elaborated later in the thesis through the presentation of the organization model of the Association Naš Hajduk.

The main task of the Association should be to prevent excessive commercialization of sports, i.e., football and Hajduk, and save the role of sports and the importance of Hajduk for the local community. In addition, the goal of the Association is to unravel, rehabilitate and regulate the root causes of the devastation of the club, especially in the segment of financing, relations with players and the organization of the club. The first moves were made when Torcida openly clashed with the club's management in 2004. These are the processes and events that prompted the formation of the Association. At the press conference, the then secretary of Torcida, Pavo Grubišić Čabo, pointed out with a hammer his dissatisfaction with the processes in the club. The president of Torcida, and later the first president of Naš Hajduk Association, Žan Ojdanić, stood out with his appearances and contribution to a firmer step in the fight for change. The first petition launched in the wave of these changes and resignations was the one for the impeachment of the then-president Branko Grgić, which was signed by 30,000 people (Kovačić, 2016). It should be noted that the association Naš Hajduk is not the first form of a battle for the connection and contribution of the HNK Hajduk fans. The forerunner of that was the project *Hajduk-dite puka* (Hajduk – the child of the common people), the idea of which was to create a club whose owners will be fans.

Despite initial efforts, the club's results were deteriorating, and due to major financial problems, the club was reformed from an organizational point of view into a sports joint

stock company in 2008. The move settled most of the debts and saved the club from bankruptcy, which many advocated, and the fans prevented it from happening by organizing protests. With the payment of HRK 80 million by several large investors and about 6,000 smaller ones, Hajduk was privatized. In anticipation of the recapitalization and takeover of majority ownership by the City of Split, the then-mayor of the City of Split was appointed as the President of the Supervisory Board, and the former lawyer of the club was appointed President of the Management Board. Despite all the changes and efforts, the money was spent even before the City was registered as the major shareholder (56.10 per cent of shares) (Naš Hajduk 2014, p. 4). Only four years after its privatization, the club was again in debt as much as HRK 100 million. This prompted the fans to team up and try to save the club again. At that time the fans organized the action Kodeks in order to prevent non-qualified candidates from entering the Supervisory Board and the Management of the club, and enable the election of the most qualified candidates.

Kodeks was adopted in 2010 and represents a documented confirmation of democracy, namely its participatory interventions in the fight for club management. It represents a clear standard, enabling more effective elections while at the same time deepening democracy. It should be highlighted that Kodeks is characterized by numerous factors of democracy such as independence, transparency, and the prevention of conflicts of interest. After all described events, the city offered the fans to elect representatives to the Supervisory Board of the club, which they refused and organized the first democratic elections in 2011.

To successfully conduct the elections, the association Naš Hajduk was founded. Therefore, the idea and goal of founding the Association was the successful implementation of democratic elections for the Supervisory Board of Hajduk.

5.2 Tasks, purpose, and key programmes of Naš Hajduk Association

As a non-profit organization, Naš Hajduk is based primarily on volunteering with more than 37,000 members in 2018 (Naš Hajduk, n.d. b). Every member has a right to vote in the elections for the Supervisory Board organized by the Association, participate in the Assembly of the Association, participate in *Čakule* (Chats) organized by the Association, get insight into *Čakule* reports and participate in various events organized by Naš Hajduk. It counted 37,000 members and 68 partner corporations that support the Association (Naš Hajduk, 2019b). *Čakule* is one of the most important programs that allows participation and insight to the members. Other crucial projects are *Za sva vrmena*, *Dišpet* and *Ili jesmo ili nismo*.

Through their membership fees members support it financially, while their moral participation is expressed through their involvement and right to vote when it comes to shaping strategies and activities of the HNK Hajduk. This has provided the impetus for change in the way sport clubs are being managed in Dalmatia and wider (Naš Hajduk, 2022).

The establishment of the Association was aimed at saving Hajduk from bankruptcy. This has been achieved and the situation has certainly improved since the founding of the Association. This research seeks to explore the characteristics and effectiveness of the Association's model and the possible divergence from the goals and purposes of the Association. This will be done by analysing the Association's management model while researching public perceptions and attitudes. It will point out the consequences of divergences and reduced trust in the Association since its inception, aiming to provide better guidance for redesigning the hybrid model as a new modern approach to the formation of management model.

The activities and goals of the Association are defined in the statute. The area of activity of the Association is democratic political culture and other activities in sports (Naš Hajduk, 2014, p. 3). Prominent goals include:

- conducting elections for the Supervisory Board of the club,
- gathering and informing members to acquire an ownership share in the club and
- promoting the reputation and name of the club.

The key activities of the Association are:

- organization of elections for the Supervisory Board,
- cooperation with a number of actors to achieve benefits for HNK Hajduk.

The association is the result of many years of efforts and commitment of the fans to actively contribute to the management of the club. The association allows them to do so because they have the right to elect representatives and other democratic mechanisms such as direct actions, deliberations, or monetary participation.

5.3 Evaluation of the Hajduk club management model

The management model of the Association is based on the socios model and the German model according to the principle of 50 per cent plus one. Hajduk's management is a combined model defined as such by several legal regulations and other factors (HNK Hajduk Split, 2014b).

Association combines two models. The first is the German model. According to this model, all Bundesliga clubs are organized as associations of citizens according to which most of the capital is owned by private investors. However, club members can still influence the work of the club and the right to elect management structures in a democratic way (one member – one vote) (HNK Hajduk Split, 2014b). It should be noted that despite this, most clubs are not majority privately owned. The example of this are the two largest clubs: Bayern Munich and Borussia Dortmund.

The second one, which is a role model of the hybrid model according to which the Association operates, is the model applied by Spain and Portugal, hence the name *socios*. According to this model, members have the right to vote in the election of a club president. At the same time, they can be elected to the club assembly in several ways (Naš Hajduk, 2014b). The examples of this model are all clubs in the league, but Barcelona stands out as the club with the most developed mechanisms of democratic process. Like Barcelona are Benfica and the other larger Portuguese clubs.

Although the most common and prevailing in the largest clubs, the presented models do not guarantee the only correct way of managing the club. Hajduk has a special membership model because it had to be subordinated to the Commercial Companies Code as the City of Split still owns the shares. This model is characterized by the fact that it does not directly elect the management of the club but the Supervisory Board through the shares of the City of Split. Thereafter the City Council of Split confirms the elected supervisors.

Furthermore, the Hajduk management model is characterized by an additional degree compared to the *socios* model. In comparison to the first elections, the situation has somewhat changed because the Association is among the top shareholders with a share of 30.49 per cent, along with the City of Split, the largest shareholder. It is important to point out that the City of Split has allowed the Association to conduct democratic elections in which they elect members of the Supervisory Board of the club.

From the latter, in the formation of the management model of Hajduk, it was not possible to apply any “pure” model due to various contextual and legal reasons. An example of the management model of the HNK Hajduk is therefore, one could say, a hybrid model of club management that has adapted to the specifics of the situation, i.e., actors such as the City of Split, other shareholders, and the members of the Association.

The most important aspects of democratic action and model are the elections themselves, which are introduced by the establishment of the Association. So far, elections for the Supervisory Board have been held four times in 2011, 2015, 2019 and 2023. The attitude of the actors, organizers and the public is that the process was both transparent and at a high organizational level.

The features of deliberation in the model of the Association are manifested through *Ćakule*, which is not in the full sense an argumentative discussion, but still gives a form of participation to members. At *Ćakule*, the representatives of the Association answer the questions, although argumentative discussions are not necessary, nor is the contribution of conversations with members and their impact on the representatives of the Association guaranteed. Nevertheless, meetings and conversations at least contribute to transparency and to some extent provide insight into the work of the Association.

More about the comparison of presented models and the model of the Association will be described later. Participation forms include certain activities of the Association that do not

have a direct impact on the club but contribute to the development of relations with it as well as to the community, taking part in humanitarian actions and sporting events such as the project *Za sva vremena*. It is one of the most important CSR programmes along with the project *Ili jesmo ili nismo*.

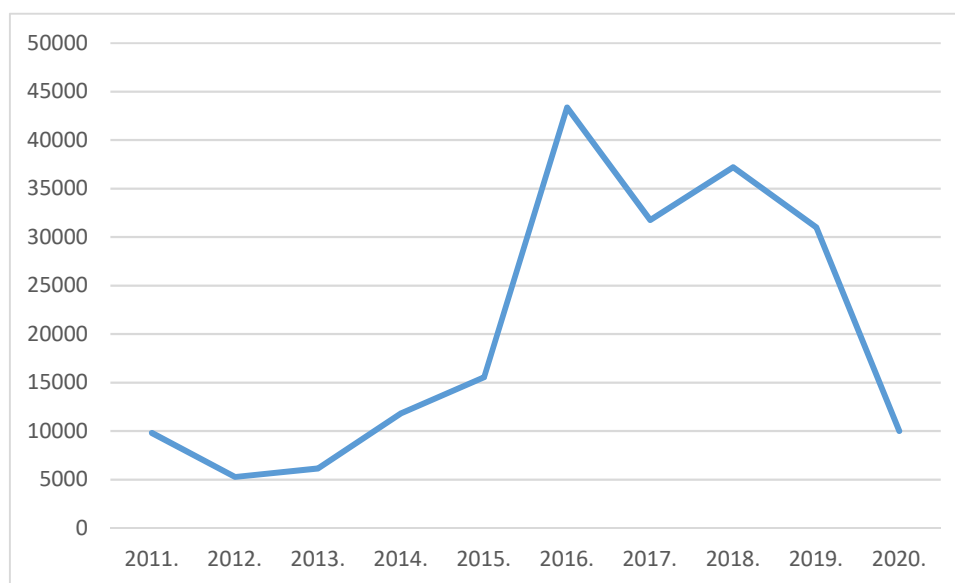
Improvements in management, that do not directly represent a democratic or any model but have contributed to the management of the club, are club finances, actions, and activities. The main feature of the model applied by the Association is an element of the deliberative model of democracy and it is realized through the so-called *Ćakule* with fans, which has been held several times since its founding. *Ćakule* are mostly held with the President of the Management Board and members of the Supervisory Board, but also with the coach of the first team, the sports director and the head of the Academy. The idea of *Ćakule* is that the content remains among the members because some delicate data of the HNK Hajduk are also presented.

From the basic features of the democratic model and the form of deepening democracy, the Association manages the club according to the model based on democracy. It enables the features of the deliberative model through the mentioned activities and the participation of members through the form of membership. The interest of the members confirms the trust in the work of the Association as well as the number and amount of donations given by the members. The trend in the number of members is shown in *Figure 2*.

However, trust in certain actions has been undermined and dissatisfaction exists among members. What exactly is the cause of this will be investigated later. However, it is noteworthy that the model finds its foundations in democracy and that it satisfies some basic features, but also that additional work is needed on transparency, especially in the activities of the Association, resource management and greater participation of fans. Changes, satisfaction, and needs must be monitored through interaction and regular surveys. Backing for the stated criticism and statement of the appearance of mistrust, i.e., dissatisfaction with the work of the Association since its establishment can be read from the trend in the number of members and the amount of income from membership fees and donations.

The number of new members is certainly not easy to maintain in a constantly upward trend, but also the emergence of a downward trend since 2015 to 2020 can be seen in *Figure 2*. The causes are certain mistakes in the activities and performances of the Association, and still, poor club results meaning that the contribution remains only at the level of the election of members and that greater commitment of the Association is needed from the aspect of CSR activities. In the first years, the number of members grew rapidly, which is part of the changes, commitment to the club and hope for a quick solution. Over the years, the number of members has decreased, which is a consequence of the turbulence that was described earlier, but also the maturity of the project, the effects of which are long-term and require the same support from members.

Figure 2. Movement of the number of members of the Association Naš Hajduk between 2011 and 2020



Source: Own work.

Analysis of the number of members and subscribers indicates stagnation and small changes in the number of subscribers, so for the future funding model it is necessary to work on sources of membership fees that can be extended to the global level and local ones related to Hajduk Split, so there are limitations in expectations because it is a smaller area and there is a limited number of subscribers. Furthermore, it is necessary to define the model in the long run, not only in terms of sources but also their sustainability, dynamics and the impact on the club management due to the turn to stock financing as well as how to preserve the club and the idea that it belongs to the fans and community.

In conclusion, the idea of founding the Association is commendable and has contributed to saving Hajduk, but for long-term sustainability, it is necessary to preserve the basic ideology of the Association and its mission and deepen its activities and contribution through CSR activities, transparent and strong action and representation of the club, participation of fans and members, and funding the club in order to protect it, its brand and tradition, and relationships with the local community in the interest of sports and players. The existing model is hybrid and has its advantages and disadvantages. There will always be shortcomings because sustainability requires adaptation to the circumstances while preserving the basic guiding principle of the mission. This requires vital investment in staff, development and relations, and openness in redesigning the model in accordance with changes in the club's needs, opportunities, etc. More about areas of improvement and the emergence of dissatisfaction and its causes will be discussed in the continuation of the thesis.

5.4 Current approaches to measuring social impacts of Naš Hajduk

The model, regardless of its democratic characteristics, should be in the function of achieving the goals and the mission of the Association. Also, it is desirable that the model is fundamentally flexible, developed and tailored to the needs of the club and society that protects its interests.

Furthermore, as far as the activities of the Association are concerned, its concrete contribution, in addition to contributing to the transparency and financial organization of the club, requires its greater involvement in sport and community activities. Reconnecting Hajduk with society and the fans is necessary. Sport and community are the basis of this cooperation and the contribution to the fight against vandalism, abuse, and distancing from the sport values.

There are not many projects in this segment because the existing ones are mainly of a financial nature. Nevertheless, they are a good basis for elaborating activities and actions that could become the backbone of the Association's CSR activities. The first project is known as Ili jesmo ili nismo and it started in October 2016. Although the goal of the Association was to resolve the issue of bankruptcy of the club, through action and changes in the Statute, the goal also became the acquisition of ownership over the club. This process has faced a lot of criticism from both public and fan members. This is because there is a risk and reasonable suspicion of the re-emergence of previous, old problems of the club due to the acquisition of majority ownership which is not regulated and does not guarantee fans' participation.

The operation of the Association is not possible if it does not induce the public and its members' confidence, thus every move and project should first be clearly presented to the public, transparently worked off and maintain the presented project goals. The project Ili jesmo ili nismo started the purchase of shares, i.e., the repayment of 24.53 per cent of shares worth HRK 35 million from the company Tommy d.o.o.

In just two days, more than HRK 4 million was raised for this project to repay the first instalment of shares. As a sign of gratitude to the donors, the Association, in agreement with Hajduk, provided accommodation for the donors on the third edition of the jersey, who had donations of HRK 1911 and/or more.

In addition, donors were able to participate in the selection of jersey designs, so they chose black among the three options offered, which was the official version of the jersey for the 2017/2018 season. With this move, Hajduk entered the club of special jerseys in the development of relations with donors and joined the clubs whose members-donors have their names written on the jersey of their club.

It is evident from this action that it has the potential of a marketing tool that should be used to develop relations with the local community and future CSR actions. The idea of the

Association, in addition to saving the club, is to keep it popular, so managing and nurturing the relationship with fans and the local community should be one of the priorities of the Association.

The importance of the development of relations and CSR activities is evident in the second round of share repurchases launched under the project *Za sva vrimena*. This project, unlike the first one, is of long-term nature and potential to become part of the Hajduk brand and the relationship with the fans, so this opportunity should be used in the future. This action will be accompanied by thanking the donors with the book *Bili dres u boji*. In a special form of gratitude, the emphasis is put on highlighting the names of donors in the theme park dedicated to them, where they will be written for all times (*za sva vrimena*) next to their beloved club, right next to the main entrance. As a symbol of love, the theme park will be adorned with the names of over 5000 members who will donate a total of HRK 7500 or more in both actions.

It is interesting to emphasize a more attractive event and a commendable project known as *Dišpet*. It is the name for a walking tour that was designed as a tourist project by the expert team of the Association linked with the Tourist Board of the City of Split for sightseeing *with the heart*. The idea is extremely creative and ensures the Association's contribution to the local community by enriching the tourist offer of the city, strengthening the Hajduk brand and activating a number of collaborations at a local level. In the *Dišpet* tour, tourists see the emotionally coloured history of the city, Hajduk, and its fans through key locations important for the millennial historical course of the city and the century-old history of Hajduk. The tour is led exclusively by licensed tourist guides who are also part of the fan population and all those events in recent years. The latter is of special importance because it enables the education, professional development, and education of the fan subculture, which unfortunately enjoys the perception of delinquents and hooligans who do not care about sports. This is exactly what needs to change in the public perception so that the community gains confidence in the Association and its future representatives and influential stakeholders, i.e., members and fans, and ultimately in the football institutions that will cooperate with the Association. The entire income from the tourist package project goes to the *Za sva vrimena* project for the purchase of Hajduk shares. The described project and innovative product of the Association is a real example of a CSR activity and potentially an innovative solution for additional financial sources for Hajduk.

It is important to point out that the Association did not stop there and in addition to the described ones, it launched some other projects such as the project *Suradnjom i volonterstvom do društvenog razvoja* (Cooperation and volunteering for social development). The project was developed within the European Social Fund and the program to "support to the development of partnerships between civil society organizations and higher education institutions for the implementation of the program," and the value of this project is HRK 1,199,667.90 (Naš Hajduk, 2017).

In the project, the Association cooperates with the City of Split, the Faculty of Economics and the Faculty of Kinesiology, both part of the University of Split, the Department of Sociology from the University of Zadar, the Split University Sports Federation and the Football Plus Association. The idea of the project was presented in a short film, in which six professors, 40 students and numerous representatives of civil society organizations collaborate. Also, 52 volunteers will work over 4000 hours through this project which shares the love for Hajduk. The described project is an excellent way of raising general awareness and the importance of participatory democracy and ensuring it to the public and members themselves. In the long run, it contributes to the quality of life of the community by offering the involvement of educational institutions that will contribute to education and the strengthening of democratic culture. Within this project, a small project known as *Živimo Hajduk* (We live Hajduk) was launched in cooperation with the Faculty of Kinesiology to increase the physical activity of the citizens of Split. The plan is to organize the so-called Hajduk games, i.e., competitions in various sports. Furthermore, the mentoring program in tourism is an opportunity for employment and development in cooperation with the Faculty of Economics, which aims to increase youth employment and economic development in the Split. In addition to the described projects, new ones are planned to strengthen the tourist offer through the cooperation of the Poljud Museum and the City of Split, connecting sports and culture.

The abovementioned projects address the perspective and positive guidelines of the plan and direction of the Association's activities, which indicate the Association's aspiration to contribute to the local community through a series of CSR activities along with the realization of its own profitable activities and new financial resources. However, to realize all these activities and projects, it is necessary to ensure quality human resources and logistics platform of the Association because it acts as an extended arm of the club contributing to processes that are crucial to Hajduk and not directly related to professional sports, while at the same time contributing in the form of strengthening the Hajduk brand and positioning it in public perception, communication with the public, strengthening the relationship between fans and the club, contributing to the community and the prosperity of its life.

Despite numerous successful projects and promising ideas and plans for the upcoming periods, there is some dissatisfaction among members, so it is necessary to reposition the Association, build new public relations and strengthen the role in rebranding Hajduk, strengthening the club, and then describe CSR activities with long-term strategies and ensuring a logistic system that will enable measuring and tracking CSR effects and contributions. Otherwise, the projects become purely commercial, CSR effect loses its force when stakeholders isolate their own goals and benefits and are drawn into the Association's system of corruption, subservience, profit priority, neglect of the Association's mission and role to act for Hajduk. To examine the level of dissatisfaction and its causes, the results of research on changes in the public opinion of ordinary members of the community as well as

fans and fans who are at the same time members of the Association and direct stakeholders of the Association, i.e., its employees, will be presented below. Once the causes and levels of dissatisfaction are established in the form of guidelines, proposals will be formed to improve the current situation and the impact of the Association on the well-being of the community and the Hajduk club.

5.5 Proposal of a new social impact measurement methodology

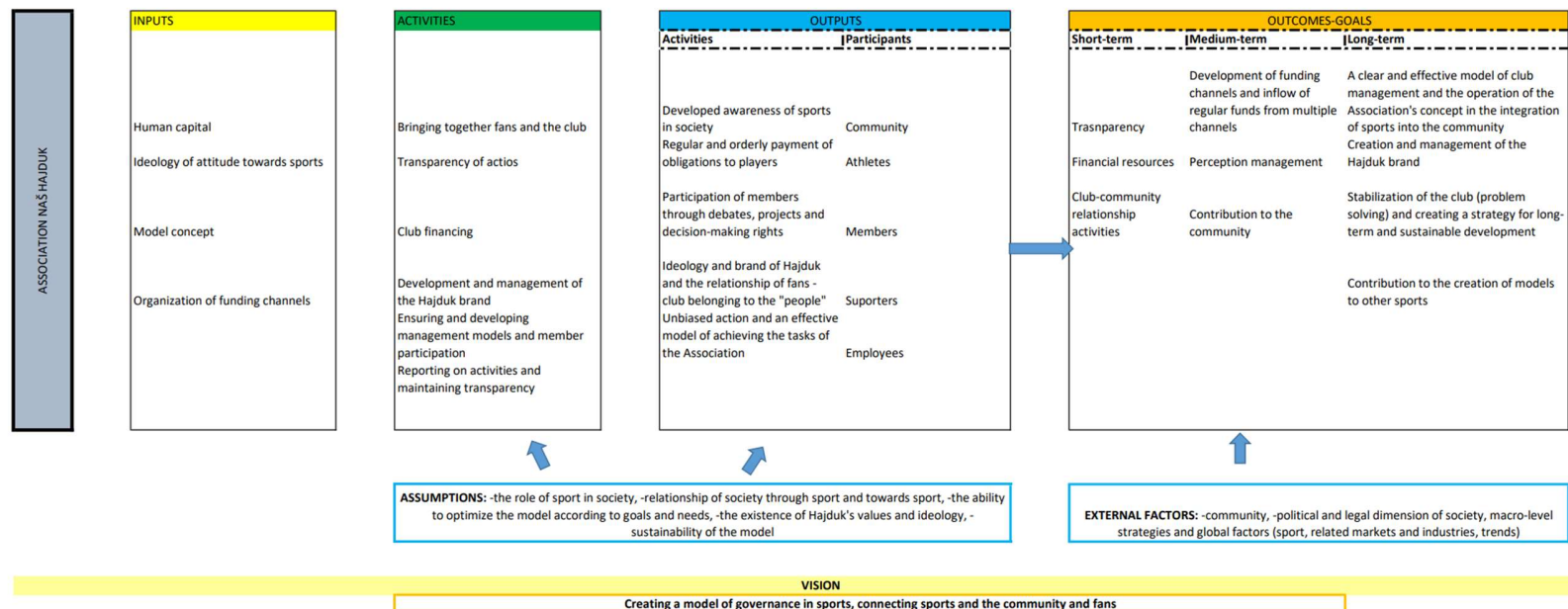
For a better understanding of the Association, its logic model is presented in *Figure 3*. The inputs include ideology of sport, budget, knowledge, organizational skills, network, innovations etc. Activities drive towards outputs. Outputs are directly related to the goals and mission of the organization. The output consists of a concrete model of club management, securing financial sources and attracting members, as well as developing relations with fans to preserve the name and meaning of Hajduk for the local community. The results of the Association's activities are the stabilization of Hajduk, transparent operation, and the return of the sport to the community. Outcomes reflect through three time dimensions: short, mid, and long-term. In the short-term outcomes that appear are transparency, financial means, club- community relations activities and changes in the status of sports especially football. Medium-term outcomes refer to the contribution to the community and managing perception as well as ensuring financial channels and returning trust in sport organizations. The long-term outcomes refer to the secondary goals of the Association, and above all to the stabilization of the Hajduk processes from sports to financial activities. In the long run, it brings so many social impacts changing society in several dimensions and bringing direct and indirect benefits.

Because there is no formal system for monitoring CSR performance, it is necessary to clearly define CSR activities of the Association, and then determine the indicators that will be monitored to define the contribution of CSR activities to the Association's mission. To do this, it is necessary to establish a precise reporting system and connect it with periodic surveys of the perceptions and trust of the public and members.

The monitoring and measurement of CSR performance should be redone in accordance with goals and needs, monitored to adjust strategies in a timely manner and identify the causes of noticeable changes in perceptions and trust, i.e., public satisfaction as well as contributions to the local community. The main determinants of the contribution to CSR activities are the level of participation in the Association, the number of members and total membership fees collected, ticket sales, souvenir sales, the number of participants in programs and social activities, and the views of the public and participants about them.

Measuring CSR activities is complex and sometimes difficult task, but the standardization of activities and defining the value of monitoring indicators in the form of a scale of satisfaction and trust is the starting point for designing a logistic system for monitoring CSR activities and their impact on the community.

Figure 3. Existing logic model of Naš Hajduk Association



Source: Own work.

5.5.1 Program logic model and causal linkage map for Naš Hajduk

As described earlier in the logic model, measurement and monitoring of CSR activities and achievement of goals should be implemented. This would affect the dimensions of the logic model in such way that inputs should be increased, especially in terms of human resources and investments in the Association's infrastructure and information system. Activities would be expanded within the reporting segment, which would contribute to the transparency of operations. This would result in higher quality public information and new ideas and programs.

5.5.2 Proposed KPIs for measuring social impacts of Naš Hajduk

As it was pointed out earlier, the monitoring of CSR activities is dynamic and should be changed in accordance with the goals and needs of the Association. To begin with, after the implementation of the system for managing CSR activities and their monitoring, it is necessary to focus the indicators on a simple evaluation and an exact statement of the activities and their effect. In the future, the indicators will be increased and adjusted in accordance with changes in the needs of society, the goals of the Association and trends in CSR activities. Increasing the indicators will require the development of the logistics system, and as a specific contribution to the CSR activities, cooperation with other similar associations and organizations with the aim of general promotion of sports, i.e., contribution to the promotion of sports in society, can be highlighted.

The key indicators for measuring the Association's CSR activities are: allocations for raising awareness of sports, motivation of the Association's employees, cooperation with the community in the form of the number of projects, attracting funds from the EU funds for the promotion and improvement of the quality of sports and Hajduk's services, reactions to promotional campaigns about sports and the Hajduk brand, rate of youth involvement in sports, activity and involvement of the public in events related to the promotion of healthy life, satisfaction of the public and members with the work of the Association, and trends in the number of members.

Monitoring the effects of CSR activities and the continuity of monitoring is the basis for the quality CSR management of the Association's activities and the achievement of mission goals directed towards Hajduk. Regardless of the lack of a logistics management system for CSR activities that will ensure a strategic approach, below are presented the results of a research on clearer guidelines for the design of indicators of CSR activities, for the improvement of the determinants of the action strategy in general, and the model of the organization of work and activities of the Association.

5.5.3 Case study data and methodology

To get insight into the status and contribution as well as perception and trust of the public and fans in the Association Naš Hajduk a questionnaire was made. The main goal of it was to answer research questions (RQ):

RQ1: Which CSR activities carried out by the Association Naš Hajduk generate the biggest social return?

RQ2: Which CSR activities have the greatest potential to enhance future financial support of the Association?

Respondents were asked general questions such as age, gender and affiliation to the Association and specific closed questions related to attitudes, perceptions and views on the work and contribution of the Association in various spheres of social responsibility but also in management and contribution to the management model of Hajduk. These questions were expressed as statements evaluated by the Likert scale on a scale from 1 to 5, where 1 indicated complete disagreement with the statement and 5 complete agreement with the statement.

The nominal definition of the sample is, therefore, that the respondent is familiar with the concept and activities of Naš Hajduk Association, regardless of whether he or she is a fan, employee, member or just a fellow citizen who is familiar with the existence and activities of the Association but is not considered a member of any category. The geographical definition of the sample is the area of Split and Split-Dalmatia County, while the time determinant is a time interval of two months, from 1 October 2020 to 1 December 2020. Questionnaire was sent out via e-mails and social media networks using Google Forms.

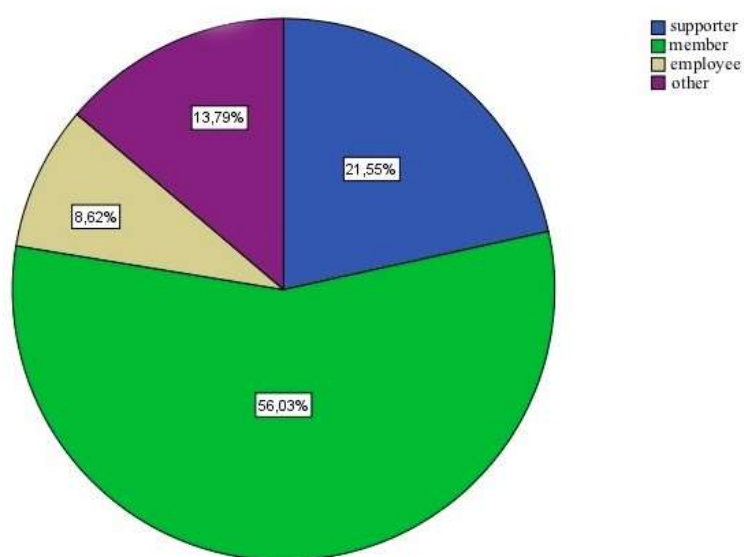
The collected answers were coded and processed in the SPSS package, and the results of the conducted research are presented below.

5.5.4 Empirical results

Five hundred and eighty respondents participated in the research on the socially responsible activities of the Naš Hajduk Association, which is a representative sample from the aspect of the statistical size of the aggregate. Taking into account the number of members of the Association which is 4,088, the sample is considered large and representative given that it involved as many as 9.17 per cent of members and employees representing individuals involved in the work and projects of the Association. The gender structure of respondents shows that a significantly higher share of men can be observed, which is to be expected given the subject matter. Nevertheless, as many as 76 female respondents participated in the study.

When it comes to the age of the respondents, a wide age range from 19 to 45 was observed. Research pointed out that the largest number of respondents in the sample is aged 31 to 35, as much as 35 per cent, and then aged 26 to 30 with a share of 34 per cent. The share of as many as 22 per cent of respondents aged 36 to 40 is also solid. Given the relatively wide age range from 18 to 45 years, the sample is considered the ideal basis for insight into the general perception and attitudes of society and members about the work and activities of the Association Naš Hajduk (hereinafter the Association).

Figure 4. Structure of respondents by their status in the Association



Source: Own work.

As pointed out earlier, the sample consisted of four categories of respondents, from members and employees to non-member fans and others who are not primarily considered as “fierce” fans. Such structure (*Figure 4*) provides insight into the attitudes and perceptions of all stakeholders of Hajduk and the Association. The surveyed sample consists of mostly members, 56 per cent, as stakeholders who are interested in the work of the Association, but also the activities and results of Hajduk. Members are followed by fans with a share of 21.55 per cent as active stakeholders interested in sports, especially Hajduk and events around it. Then there is a category “other” with a share of 13.79 per cent, which represents the general public with a more or less direct interest in the Association and sports, but certainly representing society’s view of the problems in the Association. In the last category, there are employees of the Association with a share of 8.62 per cent who represent the direct stakeholders of the Association and the

bearers of its activities and processes who are in charge of achieving the goals of its operation. Such diverse and mixed structure provides insight into the attitudes of all categories of stakeholders of the Association, both internal and external. This is the basis for forming a realistic picture of the state and success of the Association in the implementation of the model of action and the achievement of goals.

Table 5, the mean values of socially responsible activities of the Association, shows that the respondents, on average, regardless of the category of the environment to which they belong, believe that the Association is moderately successful in performing its duties with an average level of agreement with the statement of 2.97 and the most common of 3. Minimum and maximum levels indicate that in almost all categories of socially responsible action (CSR), the Association had levels of agreement from 1 to 5, except when it comes to the fair and correct attitude of the Association towards fans where the lowest level of agreement with the statement is 2.

With the statement that the Association operates in the spirit of the CSR concept, the respondents agree mediocrely, i.e., they do not have a strong position on the issue with an average score of 3.08. This might be an indicator of dissatisfaction of some category among stakeholders on this issue or insufficient transparency of the Association's activities or a small number of actions and activities of the Association in this segment. The latter is evident from the level of agreement with the statement that the CSR of the Association is visible from the contribution to the sport of the community which is somewhat lower and amounts to 2.98. The highest average score has a level of agreement with the statement regarding the fair attitude of the Association towards fans, which is 3.11.

The idea and concept of the Association to some extent met the expectations of fans and gained many members, but judging by the average values of the level of agreement with the CSR activities of the Association, it is clear that dissatisfaction exists and that improvements are needed in the Association's operating model and upgrades in accordance with changes and expectations: primarily of members, Hajduk itself, and stakeholders of the community in which it operates with an emphasis on the mission and the need to promote sports, preserve and improve Hajduk's operations and results.

The presented results and their causes are also evident in the level of agreement with the claims regarding the activities of the Association. Lower average ratings of an agreement are in terms of the activities of the Association's Management Board in accordance with its mission, which is shown in *Table 5*. In addition, such attitudes were caused by the "SMS affair" which created public distrust (Vulas, 2018). However, respondents have slightly better attitudes when it comes to the Association's financing model because they believe that financing by a future share model is a relatively good choice. The average level of agreement with this statement is 3.7 with the

most common level of 4. As for the model, it is necessary to preserve the initial founding ideology of the Association and the goals of Hajduk, enabling those who care about the club to contribute to financing and investment opportunities, but also to protect the club from the majority influence of certain interest groups through the statute and share placement model. In accordance with the existing model of funding sources, the position on the implementation of sufficient activities of the Association regarding the existing funding model of the Association is more modest because the average level of agreement is only 2.97. Respondents are aware that donations, which are a form of funding of the Association, should not be one of the basic sources for stable funding of the club in the future. Donations have a significant share in the funding source structure, mostly coming from local companies, and unfortunately from one dominant retail chain. Donations are certainly a desirable source of funding, but they must not be the basis of the funding model.

Finally, the indicator of attitudes, i.e. agreement of respondents with the statement on the transparency of the Association's activities indicates that agreement with the same is only 2.59 and the most common level is 2, which supports the previous attitudes of respondents and dissatisfaction with the work of the Association. First, the association should work on informing the public and more transparent activities, as well as on concrete activities of the CSR concept and the management of Hajduk. After that, they should review the goals and bring new ones that are concrete and in the spirit of CSR and the needs of the community and Hajduk. This is necessary because the respondents do not think that the model of the Association's operation and management is democratic at all with an average level of agreement of 2.54. The general opinion is that the members do not have significant influence on the activities of the Association with the level of agreement with the statement that it exists of only 2.44 and most often of 2. This is an indicator of the insufficiently developed concept of the Association's activities in the service of the club and the fans who would keep the interest of the club and promote the sport. Respondents also believe that the Association should contribute more significantly to the promotion of sports and guiding young communities through its activities. Respondents on average agree with this statement at a high score of 4.34.

Although the observed attitude of the respondents was that the Association could work better, it is clear that they also believe that the management of Hajduk has been more transparent since the establishment of the Association, with which none of the respondents expressed complete disagreement. Despite that, and due to the previous views, they believe that more effort is needed for Hajduk to become better and stronger, especially through reorganization, clear goals, fair operation and financing, and investment in the quality of infrastructure and staff. Only such improved model could, according to public opinion, be applied to other sports. Otherwise, the respondents believe that the Association through its activities does not represent the views of society nor its members.

The observed results of the respondents' attitudes indicate that the success of the Association in achieving the mission of the presented model is insufficient and that there is a difference of opinion. Change is not possible without greater investment in reorganization. This is an indicator of insufficient democracy in the designed model, i.e., the backdown under the conflicts of private and individual goals against the goals of the club and the community. For a fully democratic governance and model, it is necessary to control the activities of the Association by an independent body. This is necessary because the free democratic model in a capitalist system cannot function without control mechanisms, constant reorganizations and the formation of a model tailored to society and a man.

After the presentation of the research results, the relationship between the analysed variables was examined using a correlation test. The test results, in *Table 6*, indicate that there is a statistically significant relationship between the status of respondents in the Association (member, employee, fan, other) and variables of attitudes about the work of the Association and its contribution to sports, Hajduk and the community. This means that with the strengthening of the relations with the Association (for example, that one of the fans becomes a member or an employee, i.e. someone with the right to participate in decision-making), more positive attitudes about the contribution and work of the Association can be expected. This is anticipated because in the sample, according to the attitudes, the employees stand out in comparison with the members of the Association. Employees have distinctly more positive attitudes; the same applies when comparing members to fans. Except for two variables, positive and weaker strength relationship was observed. The latter is the result of the share of the Association's employees in the sample. A negative correlation was observed between respondents' attitudes and the variable of the need for the Association to make a greater contribution to the education of young people, directing them through sports and sport promotion, and the variable of the need for a greater general CSR contribution of the Association. Such results are not surprising because the employees believe that the Association, and they as the bearers of its activities, achieve the goals in these claims much better than the fans and other citizens and members of the Association. Divergence of perceptions is a consequence of bias with the change of status in the Association and the emergence of "short-sightedness" due to the strengthening of private goals, evaluations and views on their own contribution to the Association.

The observed correlations are significant within an empirical level of significance of 0 per cent. It is crucial, therefore, that based on this test it can be pointed out that the influence of status affects attitudes and perceptions about the work of the Association. That is why there is a need for public evaluation of the work of the Association as well as supervision by an independent external body or organization.

To examine the relationship of attitudes regarding status, it is necessary to observe the trend of perceptions of respondents concerning their status (125 of them) in the Association. *Table 5*,

below, shows that employees have a higher average level of agreement with statements about the contribution and work of the Association compared to the members, fans and other members of society, which is most visible when it comes to the fair and decent attitude of the Association towards fans, as well as that the business of the Association is sufficiently transparent and other views on the attitude of the Association towards fans and CSR.

Furthermore, *Table 6* shows that in terms of the presented levels of agreement with the statements, employees do not stand out in terms of attitudes in relation to other categories of respondents. It is interesting to point out that employees have less trust than members when it comes to the possibility of applying the conceptual model of the Association to other sports. On the other hand, employees agree much more with the statement that the Association should act more in the spirit of CSR. It is interesting to point out that members believe more in the more transparent activities of Hajduk since the founding of the Association in relation to employees. The results are expected, although, in some elements, they may indicate the appearance of “yielding” to the success of the formed model, which only employees have insight into, but also that members who are also fans were much more familiar with Hajduk’s activities and were more disappointed. Therefore, measures adopted by the Association are perceived better among them than among employees when it comes to transparency precisely because they have more detailed information about the state of play and possibilities of manipulating data crucial for the assessment of the performance and management of Hajduk. It is, hence, necessary to investigate this issue in more detail with the exact contribution of the Association regarding the pressing issue of the Hajduk club since its establishment, which is finances. This will be discussed in more detail below.

To get a more accurate picture, it is necessary to work further on building the image of the Association, which the public began to lose confidence in due to insufficient activities in the field of CSR activities, but also in improving the results and stable financing of Hajduk. Despite the idea of a democratic model of the Association, it is necessary to ensure a flexible model of the Association in accordance with the goals of Hajduk and sport. A clear funding model and transparent asset management are key to building and maintaining trust in the Association. Trust, development and maintaining good public relations, especially for members, is the basis for future funding and activities of the Association. The trust of the public, and thus of investors, is necessary to attract sources of funding in the future.

When it comes to the level of democracy in the operational model of the Association, employees and members are more prone to this statement than non-member fans and other stakeholders, as shown in *Table 7*. This is not the case when it comes to the attitude that the activities of the Association are influenced by members, not to the same extent stated by the employees and by the members themselves. Equal positions are shared by all categories of respondents when it comes to the commitment of the sports Association.

Table 5: Mean values of attitudes about socially responsible activities, funding, influence on transparency and achievement of objectives of the Association

Statement	Mean	Statement	Mean
Naš Hajduk Association is successful in performing its duties (Table 2 in Appendices)	2.97	The activities of the Association are transparent (Table 4 in Appendices)	2.59
Naš Hajduk Association is characterized by socially responsible activities (Table 2 in Appendices)	3.08	Management of the Association and influence on Hajduk are characterized by democracy (Table 4 in Appendices)	2.54
The social responsibility of the Association is most visible through its contribution to community sports (Table 2 in Appendices)	2.98	Members have an impact on the activities of the Association and its programs (Table 4 in Appendices)	2.44
The attitude of the Association towards the fans is fair and correct (Table 2 in Appendices)	3.11	The Association should be more committed to sports and activities that will contribute to the education and guidance of young people (Table 4 in Appendices)	4.34
The management of the Association works in the interests and in accordance with the mission of the Association (Table 3 in Appendices)	2.9	The achievements and activities of the Association's Management Board represent the views of the public and Hajduk fans in general (Table 5 in Appendices)	3.48
The Association does not carry out enough activities in terms of organization and arrangement of funding (Table 3 in Appendices)	2.97	The operating model of the Association should be applied to other sports (Table 5 in Appendices)	2.65
A key source of funding for the Association in the future should be equity financing (Table 3 in Appendices)	3.7	CSR activities of the Association should be greater in the form of youth awareness, the role of sports, the importance of youth participation through membership, etc. (Table 5 in Appendices)	4.04

To be continued

Table 5: Mean values of attitudes about socially responsible activities, funding, influence on transparency and achievement of objectives of the Association (cont.)

Statement	Mean	Statement	Mean
The funding of the Association through donations is symbolic compared to other sources (Table 3 in Appendices)	1.85	Hajduk will achieve better results in the future with the contribution of the Association's work (Table 5 in Appendices)	2.71
		The management of Hajduk is significantly more transparent since the establishment of the Association (Table 5 in Appendices)	3.15

Source: Own work.

Table 6: Correlation of selected variables and the status of respondents in the Association

Correlating variable status of the respondents according to the Association	Naš Hajduk Association is successful in performing its duties	Naš Hajduk Association is characterized by socially responsible activities	The social responsibility of the Association is most visible through its contribution to community sports	The operating model of the Association should be applied to other sports	The management of Hajduk is significantly more transparent since the establishment of the Association
Correlation Coefficient	.534**	.388**	.430**	.583**	.315**
Sig. (2-tailed)	0	0	0	0	0

To be continued

Table 6: Correlation of selected variables and the status of respondents in the Association (cont.)

Correlating variable- status of the respondents according to the Association	The attitude of the Association towards the fans is fair and correct	The activities of the Association are transparent	Management of the Association and influence on Hajduk are characterized by democracy	CSR activities of the Association should be greater in the form of youth awareness, the role of sports, the importance of youth participation through membership, etc.	
Correlation Coefficient	.618**	.502**	.512**	-.263**	
Sig. (2-tailed)	0	0	0	0	
Correlating variable- status of the respondents according to the Association	Members have an impact on the activities of the Association and its programs	The Association should be more committed to sports and activities that will contribute to the education and guidance of young people	Members of the Association represent the views of the public and Hajduk fans in general	Hajduk will achieve better results in the future with the contribution of the Association's work	
Correlation Coefficient	.449**	-.371**	.375**	.463**	
Sig. (2-tailed)	0	0	0	0	

Source: Own work.

Table 7: Mean values of respondents' attitudes towards the status in the Association

Status and relationship toward Naš Hajduk Association		Naš Hajduk Association is characterized by socially responsible activities	The social responsibility of the Association is most visible through its contribution to community sports	The attitude of the Association towards the fans is fair and correct	The management of the Association works in the interests and in accordance with the mission of the Association	The activities of the Association are transparent
Supporter	Mean	2.92	2.72	2.48	2.64	2.24
	Std. Deviation	0.485	0.779	0.576	0.689	0.712
Member	Mean	2.72	2.71	2.94	2.62	2.31
	Std. Deviation	0.833	0.891	0.63	0.739	0.462
Employee	Mean	3.3	3.3	3.4	2.5	2.6
	Std. Deviation	0.789	0.647	0.808	0.678	0.495
Total	Mean	2.83	2.77	2.87	2.61	2.32
	Std. Deviation	0.776	0.859	0.689	0.72	0.546

Source: Own work.

Table 8: Mean values of respondents' attitudes towards status in Associations

Status and relationship toward Naš Hajduk Association	The management of Hajduk is significantly more transparent since the establishment of the Association	Hajduk will achieve better results in the future with the contribution of the Association's work	CSR activities of the Association should be greater in the form of youth awareness, the role of sports, the importance of youth participation through membership, etc.	Members of the Association represent the views of the public and Hajduk fans in general	The operating model of the Association should be applied to other sports
Supporter	2.72	1.96	4.64	1.84	1.56
Member	3.15	2.8	3.8	4.22	2.72
Employee	2	2.1	4.6	1.6	1.8
Total	2.93	2.52	4.09	3.36	2.34

Source: Own work.

Table 9: Attitudes of respondents to the work of the Association according to the status in the Association

Status and relationship toward Naš Hajduk Association	Management of the Association and influence on Hajduk are characterized by democracy	Members have an impact on the activities of the Association and its programs	The Association should be more committed to sports and activities that will contribute to the education and guidance of young people
Supporter	Mean Std. Deviation	1.96 0.665	2.24 0.817
Member	Mean Std. Deviation	2.57 0.496	2.05 0.754
Employee	Mean Std. Deviation	2.4 0.495	2.9 0.707
Total	Mean Std. Deviation	2.4 0.601	2.18 0.806
			4.52 0.502 4.51 0.586 4.4 0.495 4.5 0.557

Source: Own work.

After presenting the results of the research, it can be concluded that the activities directly related to the Hajduk club provide the greatest social contribution, as this is the primary activity and the purpose of establishing the Association. The goal was to get Hajduk out of trouble and create a clear, effective, and efficient club management model. Therefore, these activities have the highest social return. They include activities such as developing relations with fans and strengthening the participation model of the Association's members, rebranding and protecting the Hajduk brand, and promoting football and the role of sports in society in general. It is precisely in these activities that the answer to the first research question is found. These activities have a direct impact on sport and Hajduk but also an indirect and synergistic impact on the local community.

In addition to the stated goals, resolving the financial status and position of the Hajduk club was another goal of establishing the Association. The model of debt recovery, stabilization of the club and the participative model of fan members in the management and election of members of the Association's bodies ensures the model of management and financing of the club. The basis of the model is to strengthen additional and alternative sources of financing through investments to enhance the financial position of the club and through sports (transfers).

Activities to achieve the goals of such model, as well as efforts to enhance the membership system, donations, Hajduk branding, the club development and inflows from the main activities, are those activities that will strengthen and develop the financial potential of the Association itself and the club. These activities are the answer to the second research question.

5.6 Findings of other research

To further investigate the support for the observed perceptions, it was investigated to what extent the research findings of the University of Zadar coincide with the results of the survey conducted to prepare this thesis. The research of the University of Zadar was conducted on a sample of 2,034 respondents in 2019. This research is dominated by male respondents (with a share of 90.5 per cent). The main objective of the report was to provide an answer to whether this form of the formal organization of fans' ideas, movements and subculture is profitable, that is whether *hajduk democracy* pays off when compared to some standard measures used in sociological and political analyses of the democratic and civic potential of society. Through surveying the respondents, this research was focused more on the characteristics of the respondents (gender, age, attitude towards the Union, belonging to certain parties, political and religious orientation, etc.) than on certain aspects of profitability. The research was focused on the opinion of respondents on the acceptability of the club management model developed by the Association. Two attitudes of respondents stood out, i.e. those who accept the socios model and those who are in favour of recapitalization or privatization. The contact points between this research and the conducted own research are in the emphasis on the role of the club's management model and also in the analysis of individual attitudes regarding the Association's transparency and communication with the public. One of the questions was the satisfaction and attitude towards the activity and work of the Association, which also represents the point of contact of these researches.

As already pointed out, one of the most important issues in this research (*Appendix 6*) is the evaluation of the work of the Association Naš Hajduk in two periods, from 2011 to 2015 and from 2015 to 2018, as two key periods for the club itself. From the evaluations of the respondents, it is evident that the attitude of the respondents about the evaluation of the work of the Association in these two observed periods has not changed significantly. There is a significant increase in the rating *insufficient* and it is twofold. The latter indicates the appearance of dissatisfaction with the Association's actions over the passage of time. The reasons for this are certain events that led to the dismissal of the President of the HNK Hajduk, incidents linked with the attacks on the fans of the first team, etc. Such results indicate a decrease in the effectiveness of the Association over time.

The abovementioned research went a bit further in terms of the positions of the respondents' attitudes from the aspect of the necessary characteristics and the structure of the management

staff of the Hajduk club. It should be noted that the Association has no significant influence on this issue, but it is interesting to point out the opinion of the public and fans on this topic, given that in the future a certain contribution could be made in terms of operational contribution to the club's selection model.

Table in the *Appendix 7* shows that as many as 65 per cent of respondents do not fully agree with the statement about the necessity of one owner. The public attitude regarding one owner, most likely from the private sector, should not be neglected given the fact that other clubs around the world that operate as companies and are driven by profit for employees, owners and other stakeholders, i.e. "customers" (audience and the public) achieve better results and greater profits. However, the ownership is dominated by one investor. The described concept of behaviour and relations in such an orderly structure is related to the need to meet certain goals that condition survival and action. This reduces the interference of private interests and individual benefits, although it does not completely exclude them, and also the occurrence of trade-in results and corruption in various aspects of the club's activities. To avoid risks that are in that case not excluded (and are certainly present in the existing ownership structure and management model), the latter model, i.e. the legal form of the club should be taken into account because, in the case of equity financing, Hajduk will in principle operate and be organized and managed as one of the world-class clubs.

It is interesting to point out that the respondents do not think that the coaches of the first-league and second-league teams should be Hajduk's veteran players, which is atypical for the subculture of the test area and in the case of Hajduk fans. The same is true for the attitude that the leadership of the club (presidents and management) does not have to be composed of members of the local geographical area.

A slighter divergence from the observed degree of agreement was observed regarding the position on predefined benefits for the club's veterans, apropos Hajduk's attitude towards the national team. The observed divergence is not significant. The latter attitude indicates an open-minded view and attitude of the respondents, which is the basis for redefining the model, the reform of practices and policies in the club management, and a prerequisite for the improvement of the Hajduk club in all aspects of operations.

Furthermore, an interesting detail is the exclusive disagreement of the respondents that the goal justifies the means in terms of achieving results and trophies.

The presented results of my research and the analysis of the results of the University of Zadar research from 2019 indicate a change in society and community awareness and maturity for accepting new practices and reform models in the management of Hajduk as well as awareness of the need for change. Furthermore, it is necessary to further work on reducing stereotypes in the public perception of fans and on the role of education in the contribution to the Association and sports through the promotion of the CSR workshops of the Association and fans (Torcida). It is the fans who have some useful ideas for arranging

certain aspects of the club's activities and the activities of the Association for the Promotion of Sports.

5.7 Results of the analysis of the Association's business report

Finally, the most important factor – the financing of the club – was analysed to define the exact performance and contribution of the Association to achieving the goals and tasks considering Hajduk. This relationship is evident from the balance sheets of the Association and Hajduk. Based on the balance sheets and reports on the business results, it is evident that the Association forwards the membership fee income to Hajduk, which in turn registers them as a liability. The latter is no secret, but it should not be arranged so nor aimed at acquiring ownership ultimately. Liabilities burden the club's cash flow and leave no room for reinvestment of certain incomes and inflows to raise quality. It is important and interesting to point out that all financial statements in official form have been removed from the Association's website and that they are only available in a brief description on the website. This further reduces the transparency of the Association's activities and increases public distrust. In addition, reports on the Association's website for 2019 are not available in any form nor there is a clarification for this.

After reading the explanations of the financial statements from the pages of the Association, an overview of the items of the profit and loss account and the balance sheet of the Association was made (*Table 8*). It indicates that the income from membership fees is given as a loan to Hajduk. However, for the last two years, Hajduk has not repaid the loan. These funds will be used for recapitalization, which means that the Association will become the club's majority owner over time. In addition, the Association charges Hajduk an interest rate of 4 per cent per annum on the loan, but not in the form of interest but manipulative costs. From such relationship, it is not possible to clearly see the Association's commitment to solving the problem of the club's indebtedness and financing model. The practical debtor-creditor relationship is regulated by the Agreement between the club and the Association from 2015. Although Hajduk has been operating with a positive trend since 2016, there are still insufficient investments in infrastructure, equipment, and conditions for players in order to achieve better results. Furthermore, the very idea of the Association's operation should not be based on a debtor-creditor relationship with the right of ownership in shares, but to cover its own activities from the collected membership fees.

Besides this relationship, there is a decline in membership fees for the Association, which indicates an increase in the dissatisfaction among members and potential members, and the inability to rely on this source of funding. Furthermore, the structure of the Association's revenues indicates that over 50 per cent of the Association's revenues are donations.

Table 6: Balance sheet and profit and loss account items of the Association in the period from 2016 to 2020 (in HRK).

Year	2016	2017	2018	2019	2020
Revenue from membership fees	3.489.430	2.993.450	3.057.610	2.523.639	2.390.090
Revenue from Ili jesmo ili nismo campaign	4.305.249	1.999.945	4.532.005	3.601.280	3.859.440
Revenue from Za sva vrimena project		1.495.696	2.455.401	434.230	157.884
Total donations	4.305.249	6.489.091	6.987.406	4.035.510	4.017.324
Loans HNK Hajduk	2.899.172	4.954.266	7.028.218	8.434.624	9.371.635

Source: Adapted from NHK Hajduk Split (2019a).

The data in *Figure 5* indicates a significant contribution of donations to revenues, which originate in over 90 per cent from one donor, i.e., the company Tommy d.o.o. (LLC) when it comes to donations from legal entities. Tommy d.o.o. sold its shares to the Association (25 per cent of shares), which made the Association, along with the City of Split (56 per cent of shares), the leading shareholder. Taking into account that the structure of revenues is almost entirely dominated by membership fees and donations along with a smaller share of revenues from Fan Shop and the fact that the Hajduk brand is not protected or regulated, the shortcomings of the existing financing model are evident.

Figure 5. Items of liabilities from the notes to the reports of HNK Hajduk 2017-2018

	DRUŠTVO		GRUPA	
	31.12.2017.	31.12.2018.	31.12.2017.	31.12.2018.
Obveze za tuđa sredstva - Udruga Naš Hajduk	4.960.625	7.082.878	4.960.825	7.082.878
Ukupno	4.960.625	7.082.878	4.960.825	7.082.878

Source: HNK Hajduk Split (2019b).

Namely, a larger amount of membership fees should belong to the club, and not fully represent the funds of the Association. The strategic plan should regulate investment to increase quality, whereas results and achievements should be monitored from year to year and from season to season. Furthermore, for sustainable management, the Association must contribute to Hajduk by participating in research, model analysis and selection of strategies and personnel to achieve better results. It is clear that the Association is not responsible for the results of the club, but also that the relationship between the Association and Hajduk must not remain at the level of almost pure debtor-creditor model as it is now. The

Association collects membership fees and fully charges Hajduk while at the same time being financed through them. Membership fees should belong to the club with a certain commission for collecting them. Only the model of partnership and democratic governance represents a new concept that is promising because Hajduk has been devastated for many years and still suffers from quasi-democratic models which, although they contributed to resolving the club's bankruptcy crisis, do not represent a modern sustainable model of financing and governing Hajduk. Based on the research results and the analysed condition and relationship of key subjects that define the main items of the Association's reports, proposals for improvement of social impacts can be highlighted, namely:

- supplementing the existing financing model,
- the creation of new sources of financing,
- the branding of Hajduk and use of the brand in achieving goals in the sports and social activities segment,
- the development of innovations in the participation of members and their contribution to sport and the community through sport,
- investing in the availability and approach of sports to the children and youth in the local community through the cooperation and contribution of the Hajduk club, which should preferably be linked to new sources of funding (cooperation, sponsorships, new sources of donations, etc.).

6 CONCLUSION

The research results indicated the validity of the claims of research questions aimed to determine CSR activities that generate the greatest return, i.e., impact on society as well as those that will provide the greatest support to the sources of funding of the club and the Association. The research questions are:

RQ1: Which CSR activities carried out by the Association Naš Hajduk generate the biggest social return?

RQ2: Which CSR activities have the greatest potential to enhance future financial support of the Association?

The greatest social return was identified in the domain of restoring trust in the Hajduk football club and in terms of presenting and repositioning the Hajduk brand and stabilizing the club's finances. The CSR activities with the greatest potential for financial support for the Association and the club are those that will attract new donations and investments through the capital market. To achieve this, it is necessary to additionally work on the strategy for attracting members and the interest of the public and fans in general. To attract funds from investors, it is necessary to develop a strategy of cooperation between the

Association and the club and the Association and other sport organizations as well as its own services related to the Hajduk brand with the aim of forming new sources of financing.

The results of the research indicated that funding should not be based exclusively on donations and on membership fees, but that the relationship between Hajduk and the Association regarding the issue of rights and obligations based on membership fees and donations should be investigated and redefined. Consequently, the CSR activities that have the greatest potential for the development of funding sources are those exclusively related to football and Hajduk as a tradition and to the relationship between Hajduk and Torcida. The CSR activities that guarantee the greatest return in terms of benefits for society are those in the segment of raising the quality of sports, participation, activation of youth from the community and the promotion of the tradition of football and Hajduk.

The research results and exact analysis of the relations between the Association and Hajduk indicated that the existing model and financing program urgently needs to be reorganized because as such it burdens the club that has not yet recovered from earlier practices prior to the Association's establishment. Financing Hajduk by the lending model is by no means sustainable even in the spirit of the mission with which the Association was founded. Such relations are also made possible by changes in regulations, which indicate targeted actions to destroy the purpose of the Association and ensure "legal" takeover and re-devastation of the club. Before the reforms, it is necessary to clearly perform the cost-benefit analysis of the effects of the financing model in force and decide on reforming the relationship and the way the club is financed. Furthermore, it is necessary to define the long-term model and structure of financing and sources of funding. Then it is necessary to develop a range of CSR aspects of the Association's activities with the Hajduk brand, which will further contribute to strengthening the potential of the club's financial resources. The most important CSR activities of the Association are connecting fans and the public, restoring trust in Hajduk as well as the belief in future results and the very ideology of sports that Hajduk lost, the promotion of the new Hajduk brand built around the values of sport, quality, results, sportsmanship and its role in the community.

The newly formed model and strategic activities need to be monitored and adjusted in accordance with the goals, needs and opportunities in the environment. This requires not only transparency, but also a set of indicators for measuring all activities through continuous monitoring of results, investments, trends, public attitudes, and the position and value of the Hajduk brand as a guide to future strategies. Therefore, it is necessary that the model of action for the Association implies a mechanism of control and success measurement. Without it, the idea of action creates misconceptions, difference of opinion and opens up space for divergences from the basic goals and purposes of the Association. This requires good marketing, tools and continuity of research on changes in the sports industry and logistics platform.

Measuring social contribution must be long-term and the model must ensure sustainability. The realization of these preconditions lies in the regulation, transparency and flexibility of the Association's activities in accordance with the trends and needs of the Hajduk club.

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APPENDICES

Appendix 1: Povzetek (Summary in Slovene language)

Družbeno odgovorno delovanje je del koncepta trajnostne družbe in osnova obvladovanja vseh družbenih procesov. Rast in razvoj namreč nista mogoča na račun posameznih delov in virov družbe, skupnosti in ekosistema. Vsi elementi so med seboj povezani in odvisni. V športu kot eni od dimenzij družbe ima družbeno odgovorno delovanje pomembne sinergijske učinke na skupnost. Klubi promovirajo šport in zdrav način življenja, s čimer zmanjšujejo pritisk na zdravstvo, krepijo zdrave navade in prispevajo k izobraževanju otrok in mladine.

Hajduk je nogometni klub, ki je v Dalmaciji kot kult in ima velik vpliv na mlade. Vodenje kluba Hajduk ni bilo transparentno, zaradi česar je klub zašel v težave. Tak klub ne bi mogel plačevati igralcev in s tem pozitivno vplivati na družbo. Izostala je tudi športna promocija. Da bi klub Hajduk rešili pred propadom, je bilo ustanovljeno Društvo nas Hajduk, katerega cilj je zagotoviti stabilnost delovanja kluba in transparentno delovanje. Za doseganje teh ciljev je model delovanja društva demokratičen, vključenost navijačev in drugih deležnikov pa visoka, dosežena pa je s članstvom. Takšen obisk povečuje zaupanje v klub.

Ključne besede: šport, nogomet, Hajduk, Društvo Naš Hajduk, družbeno odgovorno delovanje

Appendix 2: Mean values of attitudes about socially responsible activities of the Association

		Naš Hajduk Association is successful in performing its duties	Naš Hajduk Association is characterized by socially responsible activities	The social responsibility of the Association is most visible through its contribution to community sports	The attitude of the Association towards the fans is fair and correct
N	Valid	580	580	580	580
	Missing	0	0	0	0
Mean		2.97	3.08	2.98	3.11
Median		3.00	3.00	3.00	3.00
Std. Deviation		1.225	.967	.974	.899
Minimum		1	1	1	2
Maximum		5	5	5	5

Source: Own work.

Appendix 3: Mean values of respondents' agreement with statements about the association's funding

	The management of the Association works in the interests and in accordance with the mission of the Association	The association does not carry out enough activities in terms of organization and arrangement of funding	A key source of funding for the Association in the future should be equity financing	The funding of the Association through donations is symbolic compared to other sources
N Valid	580	580	580	580
Missing	0	0	0	0
Mean	2.90	2.97	3.70	1.85
Median	3.00	3.00	4.00	2.00
Std. Deviation	.995	.737	.802	.735
Minimum	1	2	2	1
Maximum	5	5	5	4

Source: Own work.

Appendix 4: Mean values of respondents' agreement with the statements about the activities of the Association and the influence of members on its operation and transparency

		The activities of the Association are transparent	Management of the Association and influence on Hajduk are characterized by democracy	Members have an impact on the activities of the Association and its programs	The association should be more committed to sports and activities that will contribute to the education and guidance of young people
N	Valid	580	580	580	580
	Missing	0	0	0	0
Mean		2.59	2.54	2.44	4.34
Median		2.00	3.00	2.00	4.00
Std. Deviation		.891	.688	1.020	.671
Minimum		1	1	1	3
Maximum		5	4	5	5

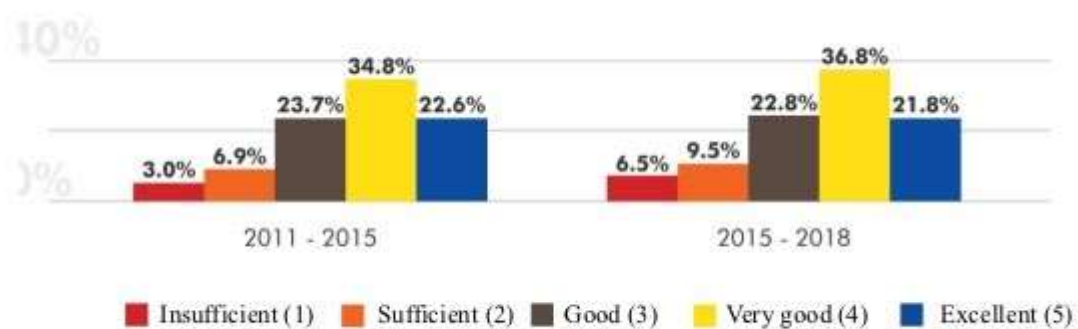
Source: Own work.

Appendix 5: Mean values of respondents' agreement with the statements about the management of the club by the Association and the achievement of objectives

		The achievements and activities of the Association's Management Board represent the views of the public and Hajduk fans in general	The operating model of the Association should be applied to other sports	CSR activities of the Association should be greater in the form of youth awareness, the role of sports, the importance of youth participation through membership, etc.	Hajduk will achieve better results in the future with the contribution of the Association's work	The management of Hajduk is significantly more transparent since the establishment of the Association
N	Valid	580	580	580	580	580
	Missing	0	0	0	0	0
Mean		3.48	2.65	4.04	2.71	3.15
Median		4.00	3.00	4.00	3.00	3.00
Std. Deviation		1.304	1.132	.825	.901	.977
Minimum		1	1	2	1	2
Maximum		5	5	5	5	5

Source: Own work.

Appendix 6: Evaluation of the work of the Association



Research of the University of Zadar on the work of Naš Hajduk Association, 2019.

Source: Krolo (2019).

Appendix 7: Attitudes of respondents about the possibilities of forming the management structure of Hajduk as well as the structure of its stakeholders.

Statement	Completely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Completely agree
HNK Hajduk, like any other football club, needs one owner to restore order and achieve the desired sports results.	65%	8.9%	8%	9.9%	8.1%
Coaches of the first and second teams, as well as the head of the academy, must be declared Hajduk supporters.	55.7%	12.9%	13.5%	11%	6.8%
The core of the club's management (president of the board and sports director) must be local people (Split and surroundings).	55.7%	14.2%	10.7%	12.4%	6.1%
Hajduk's priority is the result and winning the trophy, regardless of how that goal should be achieved	53.2%	14.7%	10.6%	11.8%	9.7%

To be continued

Appendix 7: Attitudes of respondents about the possibilities of forming the management structure of Hajduk as well as the structure of its stakeholders. (cont.)

HNK Hajduk must be open to the hospitality of the Croatian national football team regardless of conflicts and disagreements with the Croatian Football Association.	44.4%	14%	12.4%	12%	17.2%
HNK Hajduk must have a place in the administrative and supervisory part of its work for veterans of the club.	42.8%	13.7%	16.2%	16.3%	11%

Research of the University of Zadar on the work of Naš Hajduk Association, 2019.

Source: Krolo (2019).