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In partnership with



WE CARE ABOUT FOOTBALL

# MIP

Executive Master  
for International Players  
– second edition –



New challenges can be daunting. After so many years excelling in one profession, it is not easy to turn the page and try something else. However, turning the page does not mean turning your back on football. It is clear to me that the skills you learned during your illustrious careers can be honed and tuned in order for you to work in the game you love.

That is where the UEFA Executive Master for International Players (UEFA MIP) comes in. Along with our academic and football partners, we have created a programme that aims to give former elite players the necessary resources to stay in the sport after they have decided to hang up their boots.

The core element of the UEFA MIP is the belief that football always comes first. During my years in football, I have seen many instances where the experience acquired by top players at the peaks of their club and international football careers have made valuable contributions to the development of our beautiful game. I would like this trend to continue and even grow stronger.

So what exactly can you expect from the programme? It aims to provide you with the necessary skills to advance yourselves as decision-makers and leaders within the framework of football administration and management. The interactive and dynamic course sets out to help you achieve your professional goals and empower you to make positive contributions to the shaping of football's future.

UEFA knows that your experience and your expertise cannot go to waste and that is why we encourage you to play an influential role in the world of football. As you take this step towards a new chapter in your life, we will be there to support you and make sure that together we ensure the game keeps the core values that have made it the most popular sport in the world.

A handwritten signature in black ink, which appears to read 'A. Čeferin'. The signature is fluid and cursive.

**Aleksander Čeferin**  
UEFA President

# A programme designed for former international players

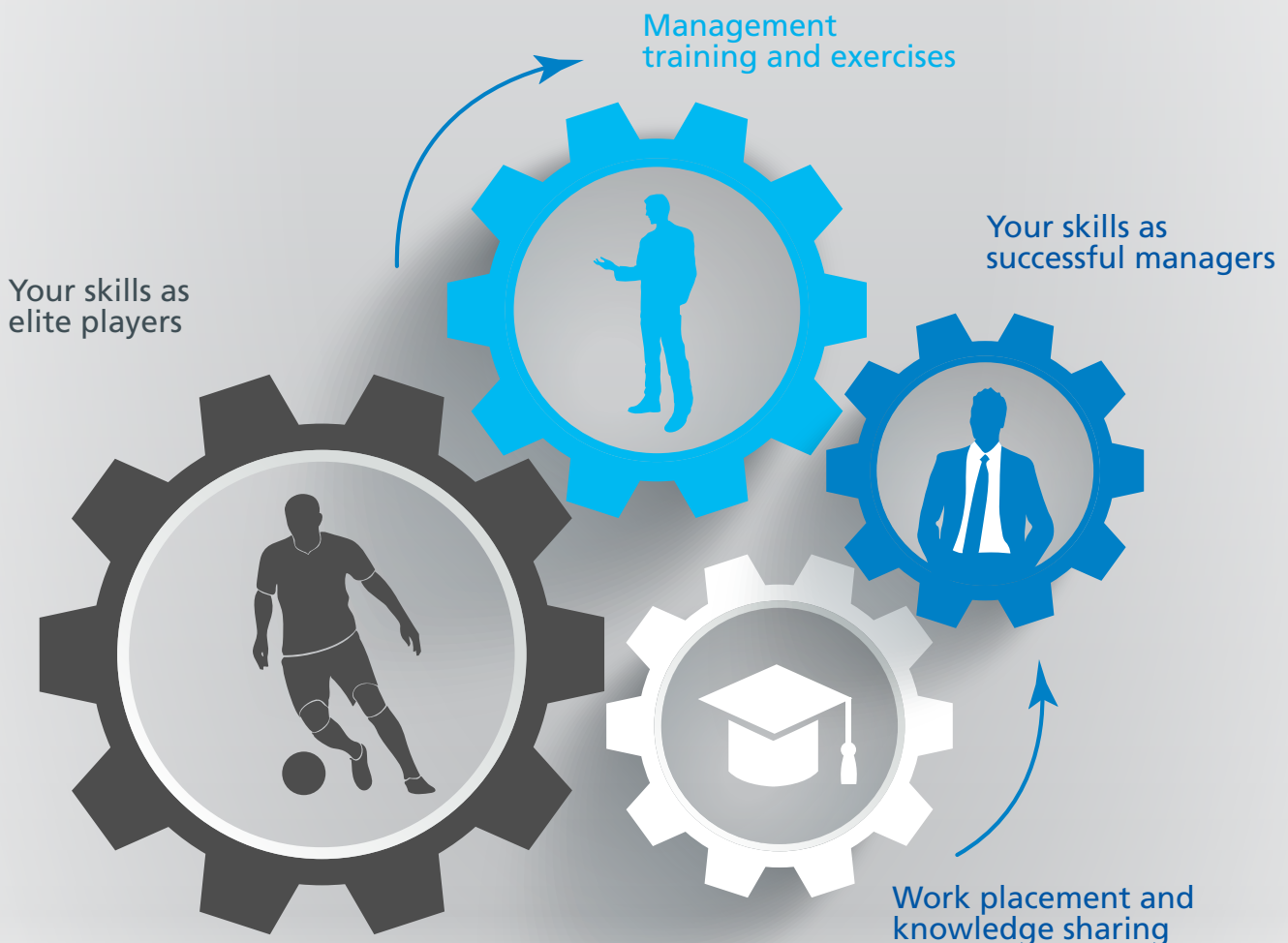
Former internationals who have played at the highest level have a lot to offer in the administration and management of football.

The UEFA MIP is a **unique programme** that has been **tailor-made to meet the needs of players** accustomed to winning trophies on the field, giving them a toolkit with which to lay the foundations for success off the field.

Players often show leadership, change the course of a match and shape their club or team's environment, but these qualities do not necessarily transfer by themselves

into elite management skills away from the field of play. The UEFA MIP takes the abilities of elite players and moulds them into those of **successful managers**.

The UEFA MIP ensures that footballers hear the half-time rather than the final whistle at the end of their professional playing days, giving them the **tools for match-winning performances** in football administration and management as part of a second career.





# A second elite career


Making the transition from top player to top leader

The UEFA MIP equips high-profile international players to transfer their playing strengths into effective management skills.

**Leadership**, discipline and a commitment to high-level performance are the hallmarks of trophy winners – applying those traits to the organisation of football is among the primary aims of the course.

Key roles in all areas of football thrive on **vision, planning, analysis and observation** – the UEFA MIP helps former players to apply these skills in an administrative context, producing **role models for success** across multiple spheres of football management.

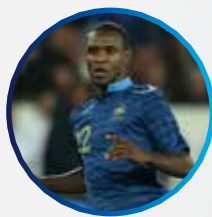
From this point of view, the programme is designed to bridge the gap between the 'technical skills' gained by experienced players and the 'administrative knowledge' necessary to occupy senior positions within football organisations. The UEFA MIP considers the main challenges top executives face today and explores their environment to ensure a smooth, **successful transition from top player to top leader**.



“Get ready to enter  
a new playing field”

# Testimonials

What they think about the UEFA MIP



**Éric Abidal**

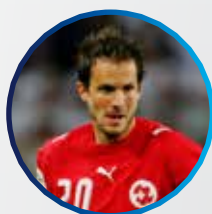
**President, Éric Abidal Foundation, and consultant, beIN SPORTS**

"I decided to join this programme because I knew it would enable me to prepare for my future career. Before, I was always afraid that people saw me only as an elite player. The UEFA MIP has helped me to become more confident, to increase my professional knowledge and to gain more credibility as a future manager."

**Bianca Rech**

**Team management sports – women's football department,  
FC Bayern München**

"The UEFA MIP is something unique. It is not about getting knowledge from a usual university, it is much more! The team spirit we live every day with the fellow participants is very inspirational. We love football, we are teammates and you can feel it in every session. During this programme, I have been through a real personal and professional developing path. I have realised how much my skills that I gained as a professional player are important and how I have managed to transform them into managerial skills."



**Patrick Müller**

**Football education assistant, UEFA**

"This master has given me a clear understanding of the economic and institutional framework of European professional sport. All the knowledge that I gained during the UEFA MIP makes me more confident. Moreover, the outstanding level of speakers and the strong team spirit that we built with the other participants meant I enjoyed every session a lot."

**Nuno Gomes**

**International advisor to the president, SL Benfica**

"Being part of the UEFA MIP is an amazing adventure. I needed to meet more people who were having the same experience as me: once you were an elite player, but what happens next? I realised during different group projects that I and the other participants, who come from different cultures and have different views on football, could come up with amazing ideas together that inspired me for my future projects. The UEFA MIP was a great opportunity to increase our knowledge, thanks to the enriching presentations by outstanding lecturers."



**Jessica Landström**

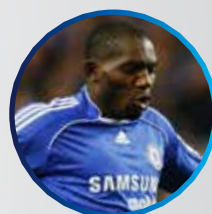
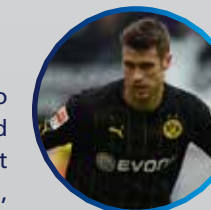
**Master's student in production engineering and management,  
KTH royal institute of technology**

"The UEFA MIP was a great opportunity to combine my experience from my career as a professional athlete with my academic skills and ambitions. During the sessions I was able to expand my professional network and my understanding of management and get to know my fellow UEFA MIP students, which was very enriching. In addition, I had many opportunities to improve my presentation and teamwork skills through the assignments."

**Sebastian Kehl**

**Executive committee member, German players' union**

"When I stopped my career as a professional player, I was looking for new challenges! The goal was to find my new professional path. I knew that I had a lot of experience as a leader in a team, but I wanted to increase my skills, my knowledge and continue to develop! Therefore, the UEFA MIP was the right solution for me to start! This programme is tailor-made for former players with a lot of active learning, practical exercises and real-life situations."



**Geremie Njitap**

**Executive committee member, Cameroonian Football  
Association, and president, Cameroonian players' union**

"The UEFA MIP is all about confidence, achievements and leadership! Not only did it confirm my decision to pursue a career in football management, it also provided me with the tools I need to work at the highest level of football administration. One crucial thing I learned was the importance of working with competent people in each area, and applying this today in my work has provided me with great results and more importantly a lot of self-confidence."



# Career opportunities

## A new course leading to new opportunities

The world of football has changed a lot over the years; the UEFA MIP gives you the tools to change with it and develop the next stage of your life in football. You will find yourself equipped to engage with a number of sectors of the football family.

- The course is characterised by **interactive teaching** that is tailored to meet your needs.
- We do not tell you what to do; we give you the tools **to do it yourself** in a professional environment.
- **Knowledge-sharing** with your peers is both facilitated and encouraged.

The UEFA MIP will help you reach decision-making positions in a wide variety of organisations, including:

**National associations**

**Clubs**

**Leagues**

**Players' unions**

**International federations**

**Charities and foundations**

**Media**

**Sponsors**

# Programme overview

## An international programme for international participants

The UEFA MIP is tailored to match each participant's interests and profile. It comprises **seven week-long sessions** (sessions start on Monday lunchtime and finish on Friday lunchtime), each of which deals with a different aspect of football administration and management. Delivered in English, the sessions are held over a period of 20 months in major European cities (Amsterdam, Barcelona, London, Dortmund's region and Paris), all home to leading clubs and organisations in football. Exceptionally, the first session takes place at UEFA headquarters in Nyon, Switzerland, while the final session takes place in New York, where participants will learn about the American model of sport. For those who do not already work in a sports organisation, the course also includes a **three-month work placement** offering practical experience.

Successful participants are awarded an executive master's degree by the University of Limoges (60 ECTS credits).

The course speakers, whether academics or practitioners, are among the most influential international experts in their fields. Their rich and diverse sessions focus on football and other sports organisations, stadiums, football events, and the challenges faced by senior managers today, in particular in terms of marketing, communication, strategy and human resources. Evidence of similar challenges in other industries and how these are dealt with is also provided throughout the programme.

NEW YORK  
FEBRUARY 2019

LONDON  
MARCH 2018

AMSTERDAM  
OCTOBER 2018

DORTMUND  
DECEMBER 2018

PARIS  
JANUARY 2018

BARCELONA  
MAY 2018

UEFA HQ, NYON  
NOVEMBER 2017

**Induction day** (12 October 2017, UEFA HQ, Nyon, Switzerland)



**Framework of professional sport** (13-17 November 2017, UEFA HQ, Nyon, Switzerland)



**Role and skills of the manager** (29 January – 2 February 2018, Paris, France)



**Format and regulation of competitions** (26-30 March 2018, London, UK)



**The manager in action** (28 May – 1 June 2018, Barcelona, Spain)



**Strategic marketing** (8-12 October 2018, Amsterdam, Netherlands)



**Stadiums and operations management** (3-7 December 2018, Dortmund's region, Germany)



**North American leagues and clubs** (25 February – 1 March, 2019, New York, USA)



**Final examination** (UEFA Champions League final – June 2019, TBC)

**Graduation ceremony** (14 November 2019, UEFA HQ, Nyon, Switzerland)

# Session overviews

Let's talk about football!

## Induction day

12 October 2017, UEFA HQ, Nyon, Switzerland

Shortlisted applicants will be invited to UEFA HQ for an interview before the UEFA MIP team makes its final decision on admission. During the day the UEFA MIP team will present the programme's philosophy and explain its main objectives. You will be invited to introduce yourself and your aspirations for the future.

## Session 1

13-17 November 2017

UEFA HQ, Nyon, Switzerland

### Framework of professional sport

Professional sport as an industry, like any other, is subject to certain rules and has certain specificities. Whatever the organisation you work for, you must have a perfect understanding of the specificities of the sports industry. This, as well as the knowledge and legitimacy gained during your career as a player, will enable you to be a more effective manager. This session aims to help you identify which skills you possess that can be used as a top manager.

### Main objectives:

- Present the general institutional, legal and economic framework of the European professional sports system and its major challenges.
- Present concrete examples of management careers for former international players.
- Highlight the key skills that managers require and that are gained by professional players during their sporting careers.
- Introduce features of team sports economics and present the economic development of professional sport in Europe.



## Session 2

29 January – 2 February 2018

Paris, France

### Role and skills of the manager

Some of the skills you acquired in your career as an elite athlete are directly transferable to the role of a top manager; others need complementing. Your role as a manager is then to apply these skills to a clearly defined, coherent project plan that takes into account the history, culture and values of the organisation you work for.

During this session you will learn from the experiences of several managers from sporting and business backgrounds. With the help of various activities, you will also be invited to reflect on what kind of manager you would like to become.

### Main objectives:

- Identify different management styles.
- Highlight the key skills of successful managers in sport and other industries.
- Highlight the importance of having a clear vision, a defined strategy and a managerial project.
- Introduce features of strategic management.
- Introduce features of project management and provide concrete and simple project management tools.





## Session 3

26-30 March 2018  
London, UK

### Format and regulation of competitions

The sports system involves a very large number of stakeholders whose constraints can be hard to reconcile (sporting v business concerns, sporting v national and European legal frameworks, etc.). It is the combination of these different elements that makes sport a complex system that needs special rules, at the heart of which must remain the preservation of the spirit of sporting competition itself. This session addresses the challenges inherent in finding the best format for sports competitions.

### Main objectives:

- Explain the key principles informing successful club and national competition design, using illustrative case studies.
- Illustrate the importance of effective regulation and governance systems in competitions' success.
- Illustrate the governance and regulatory environment of the football player labour market.
- Explain the context of the recent development of women's football and illustrate the critical success factors in developing elite women's football leagues, using illustrative case studies.



## Session 4

28 May – 1 June 2018  
Barcelona, Spain

### The manager in action

Now more than ever, managers are expected to demonstrate new leadership styles, different approaches to motivation, negotiation techniques and management skills. This session will also address communication, including corporate communication, crisis management and dealing with the media. The general objective of the session is to understand the importance of the staff within a sports organisation and the role of the manager as the leader of a professional group. You will be provided with a manager's toolbox to run everyday projects efficiently and deal with unfortunate events successfully.

### Main objectives:

- Work on negotiation, motivation, decision-making and communication skills.
- Explain how to create coherent projects and how to manage them.
- Illustrate the critical success factors in conducting efficient meetings in the context of sports organisations.
- Illustrate the critical success factors in efficient networking.
- Explain and illustrate how the world of communications has changed and how this has had an impact on football stakeholders, including players.
- Provide training on communication, involving real-life crisis management cases.



## Session 5

8-12 October 2018

Amsterdam, Netherlands

### Strategic marketing

The modern demands on sports organisations are such that the organisations must develop effective financial models based on solid strategic marketing programmes. Strategic marketing enables organisations to develop and capitalise on their assets, i.e. the sport, the brand, the matches and the various associated rights.

During this session, you will learn from the experiences of several high-profile speakers with sporting and marketing backgrounds. Through various activities, you will also be invited to reflect on various elements of strategic marketing and to put together a marketing plan for a football match.

### Main objectives:

- Demonstrate the various elements of strategic marketing, and how research can help in the decision-making and monitoring process.
- Explain the importance of branding in football and get you to think like brands.
- Highlight the importance of data and introduce the various elements of fan engagement.
- Introduce the concept of sponsorship from both a rights holder's perspective and a sponsor's perspective.
- Explain and illustrate how the world of broadcasting and media rights is evolving.
- Illustrate how marketing can help increase participation at grassroots level.



## Session 6

3-7 December 2018

Dortmund's region, Germany

### Stadiums and operations management

Stadiums are a major concern for sports organisations (both clubs and national associations) that wish to manage their futures: they are an important asset, they generate revenue and they help to establish a special bond with the local community and fans. This session will give you an overall understanding of the issues relating to stadium management (ownership, the role of each stakeholder, various roles in running a stadium and different business models) and will also give you an insight into operations management notably through witnessing the inner workings of a UEFA club competition's match.

### Main objectives:

- Introduce stadium policies in different countries, economic issues and the role of stakeholders.
- Show the impact that the overall organisation of sport can have on stadiums through a national association's development policy.
- Show how a stadium owned by public authorities or a national association is run.
- Demonstrate the role and importance of a stadium for the development of a club.
- Present stadiums as profit centres and provide examples of different business models.
- Analyse the operations roles of managers in stadiums.
- Understand and experience the operational management of a high-profile club competition.



## Session 7

25 February – 1 March 2019

New York, USA

### North American leagues and clubs

The organisation of professional sport in North America and Europe is completely different. By learning about another sports model with its own history and culture, you will carry out an in-depth analysis of the specificities of the major North American professional sport leagues and clubs. This session will enable you to broaden your own managerial horizons and acquire new tools for success.

### Main objectives:

- Complement the European perspective with a very different but prosperous model.
- Explain the economic and regulatory structure used to achieve competitive balance and financial stability.
- Explain the regulation of players' salaries and the use of a franchise system with a geographic monopoly.
- Introduce Major League Soccer and illustrate the strategy of a football club within this league.
- Present collective bargaining agreements as a key element of regulation and exemptions from competition law.
- Highlight the collective sale of media rights as a redistributive tool and the collective sale and redistribution of league merchandising revenues.



## Final examination

UEFA Champions League final – June 1029, TBC

Each participant will be invited to present their final report orally, in front of the UEFA MIP examination board, one or two days before the UEFA Champions League final. This is your opportunity to defend your project or the topic of your report and present the challenges and strategies involved.

## Graduation ceremony

14 November 2019, UEFA HQ, Nyon, Switzerland

Following this oral exam, a graduation ceremony will be organised. This ceremony will mark the end of your UEFA MIP journey and the **start of a new chapter in your career.**





# Assessment

## Individual monitoring and tailored assignments to help you succeed

The assessment process has been specially designed to help and support each participant in his or her study journey. Moreover, a monitoring system has been developed to meet the specific needs of each participant and put them in the best position to succeed in the UEFA MIP.



### Mentoring

You will be assigned a mentor who will support you throughout the whole programme.

Mentors can answer questions arising from the different sessions or assignments, help you to build your professional project, advise on internships, provide suggested readings, challenge assumptions and recommendations where necessary, and give you the tools to find a managerial issue to be addressed in the UEFA MIP report.



### Continuous assessment and collective work

Assessment is tailor-made according to your background. It is mostly based on your involvement and oral participation during the sessions, your ability to transfer the skills needed to be a manager from your former role, your contribution to the dynamics of the group during the case studies and group exercises, and your ability to develop a professional project. In addition, through different exercises, you can experience real-life situations and learn how to work within a team to find solutions together and share knowledge and skills. The following exercises are usually used during the UEFA MIP:

- Case studies & workshops

Participants are divided into groups and receive a case study on a real-life issue from the sporting world encountered during the session. You suggest solutions and give a presentation to the other groups. This exercise will help you improve your communication skills and will give you more confidence when speaking in front of a large audience. It will also enable you all to gain first-class knowledge on key issues, to work as a team and to improve your persuasion skills and ability to compromise.

- Simulation

This exercise will enable you to simulate normal operations and incidents during real-life situations, such as the activities and roles involved in organising a UEFA Champions League match or running a project within one



organisation over several months. It will give you an insight into the decision-making and communication process, testing your ability as managers to successfully implement activities and projects and manage incidents when they occur.

- Shadowing

Participants will be divided into small groups and will shadow the different venue staff involved in a UEFA club competition's game. You will benefit from the knowledge and expertise of UEFA experts. This complements classroom learning, as you will get to experience first-hand what it takes to be a leader, thereby furthering your own managerial skills.

### E-learning

Participants have access to an e-learning platform to deepen their knowledge and go into further detail on some issues tackled during sessions.

The UEFA MIP uses top-class content that UEFA and academic partners have already developed for programmes such as the UEFA Certificate in Football Management. This educational tool is optional and used at the participants' discretion.



### Individual work

You must do individual work in addition to the group work and continuous assessment. The UEFA MIP mentors provide continuous assistance throughout this work, especially for the UEFA MIP report.

- Professional project presentation

During the induction day, applicants present the professional project that they would like to pursue. With the support of the UEFA MIP team and mentors, who provide advice and tools, you will be required to present your professional project again during session 2. This will enable the UEFA MIP team and your mentor to get more information on your future career plan and to give you tailor-made guidance throughout the programme. It will also help the UEFA MIP team to assess your strengths and weaknesses and the skills you would particularly need to improve during the programme.



- UEFA MIP report

The UEFA MIP report is neither a university thesis nor a master's dissertation. It is part of your professional career plan. You must write a report tackling a specific managerial issue that is relevant to a sports organisation and/or the sports industry as a whole. This report must be defended orally at the end of the programme, before the UEFA MIP examination board. The aim of this work is to help you increase the value of your experience by applying your knowledge and practical experience to concrete issues encountered by managers and organisations in the sports industry. It will also enable you to define your professional goals and outline your contributions to sports management with reference to a specific issue.



### Three-month work placement

You are required to gain practical experience in a sports organisation. If you are not yet working for such an organisation, you must therefore undertake a work placement lasting at least three months. The objective of the work placement is to finalise your individual career plan and help you to find the perfect job for you. The UEFA MIP team can provide assistance in finding placements, which can be highly flexible and completed in stages or over three consecutive months.



# Academic partners

## They know about football

The UEFA MIP is delivered by two **world-class academic institutions**: the Centre de Droit et d'Economie du Sport (CDES) at the University of Limoges, France, and the Birkbeck Sport Business Centre, Birkbeck, University of London.

CDES has extensive experience in **retraining professional players** through its general manager's diploma, which has been running since 1999 and has an excellent reputation. Alumni include Zinédine Zidane, Laurent Blanc, Olivier Dacourt and Dominique Rocheteau.

Birkbeck, University of London, meanwhile, has **considerable experience** in researching the organisation, governance and **business management of football organisations**, and in delivering postgraduate sport management programmes. It collaborates closely with UEFA and has developed the FIFPro Professional Education Programme together with FIFPro, the world players' union.

Both CDES and Birkbeck are also academic partners of the Executive Master in European Sport Governance (MESGO), a world-class training programme for decision-makers in sport, developed in close cooperation with UEFA and other leading sports organisations.

By building on experience and successful long-term cooperation, and by bringing together the best teaching staff and speakers, the UEFA MIP is set to become the **ultimate academic programme in sports management for former international professional athletes**.

### THE BIRKBECK SPORT BUSINESS CENTRE

Birkbeck, University of London (UK)

[bbk.ac.uk](http://bbk.ac.uk)

[sportbusinesscentre.com](http://sportbusinesscentre.com)



### CENTRE DE DROIT ET D'ECONOMIE DU SPORT

University of Limoges (France)

[cdes.fr](http://cdes.fr)





# Application process

Welcome on board!

## WHO CAN APPLY?

To be eligible for this executive master's programme, applicants must meet the following criteria:

- have been an international player (senior national team, or long career with a European top-division club with at least one appearance in a European club competition), or be an ex-professional who already holds a position of seniority in a sport organisation;
- be educated to degree level or have equivalent relevant experience;
- have a command of English at the level necessary to study at the master's level.

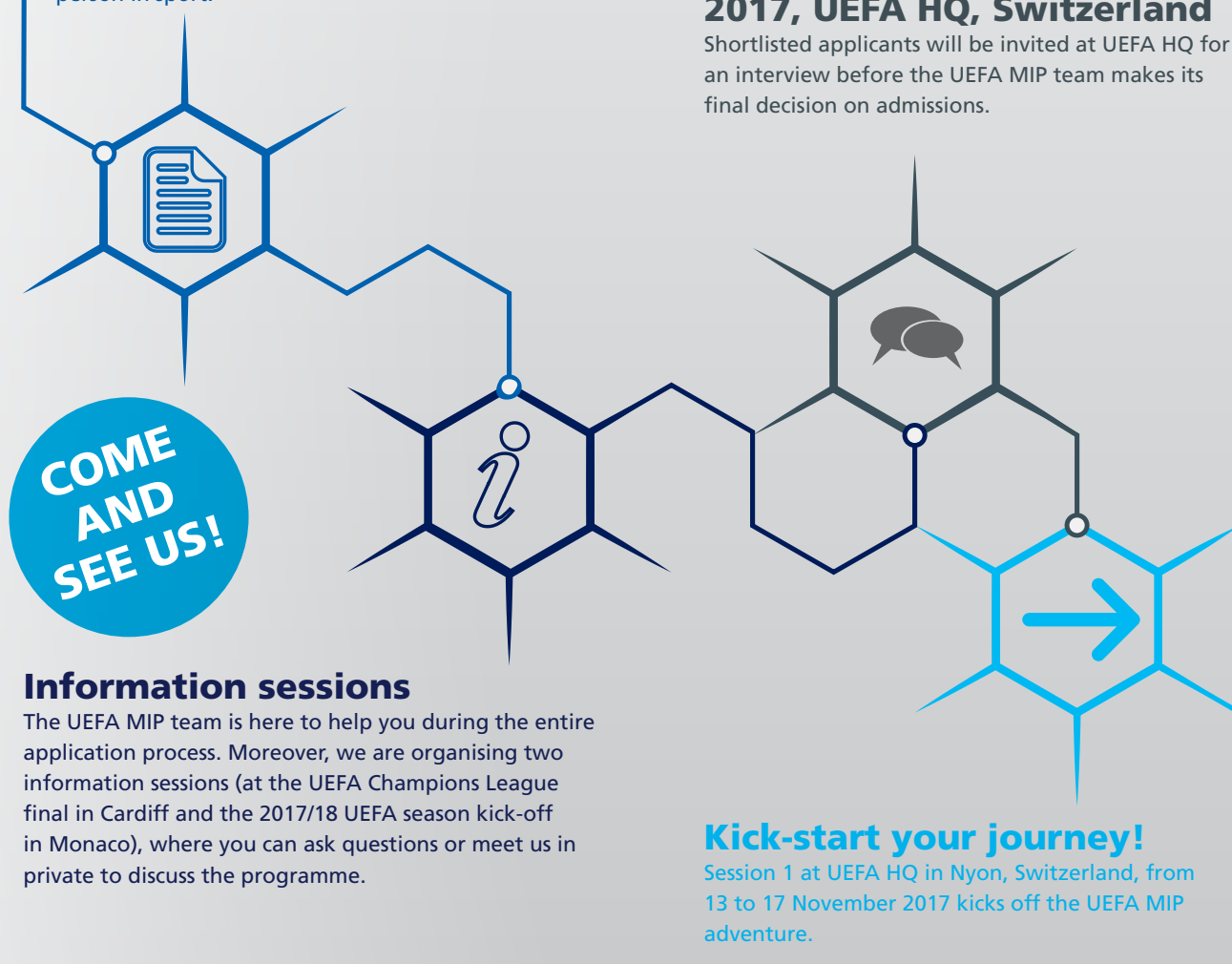
The UEFA MIP programme welcomes applications from former elite female players, athletes and referees who have competed at the highest level in sports other than football.

## Applications: 3 April to 10 September 2017

You must preregister online and then send an application form, together with CV, cover letter (key targets and aspirations) and letter of recommendation from an employer, national association, former club or person in sport.

## Interviews and final selection during the induction day: 12 October 2017, UEFA HQ, Switzerland

Shortlisted applicants will be invited at UEFA HQ for an interview before the UEFA MIP team makes its final decision on admissions.



## Information sessions

The UEFA MIP team is here to help you during the entire application process. Moreover, we are organising two information sessions (at the UEFA Champions League final in Cardiff and the 2017/18 UEFA season kick-off in Monaco), where you can ask questions or meet us in private to discuss the programme.

## Kick-start your journey!

Session 1 at UEFA HQ in Nyon, Switzerland, from 13 to 17 November 2017 kicks off the UEFA MIP adventure.

## COURSE FEE

- The UEFA MIP costs €27,000 (including all course materials and lunches).
- Please note that this fee does not include travel and accommodation.
- UEFA encourages applications from men and women from all leagues and countries in Europe, and can provide scholarships where necessary. Please contact UEFA for more details about the financial support available.

# Contact us

[info@uefamip.com](mailto:info@uefamip.com)

## **UEFA**

Jean-Baptiste Alliot  
+41 79 829 26 69

## **CDES**

Viktoria Rosta  
+33 6 49 17 35 09

[uefamip.com](http://uefamip.com)

