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In partnership with



WE CARE ABOUT FOOTBALL

# MIP

## Executive Master for International Players



# From top player to top leader

What next? This is a crucial question all footballers must ask themselves at some stage. Ideally, after hanging up their boots, ex-players are able to find another career which, apart from providing them with gainful employment, can offer a degree of self-fulfilment. Staying in the game by working in football administration or management should be an option to consider and I believe that with the right training, elite players can use the experience and knowledge they acquired on the field to work off it, with a view to safeguarding and improving the future of the sport.

In the past, I have said that I strongly believe it is important – fundamental even – to have football people in administrative roles to make sure that the essence of our sport is protected. And I meant it. That is why UEFA is embarking on this programme aimed at helping footballers who have reached the highest levels on the field to make the transition into another sector of the game. The UEFA Executive Master for International Players aims to equip players with the tools they need to pursue careers in other football roles.

The core element of the programme is the belief that football comes first. As I have found during my own career, the experience acquired at the peaks of club and national team football can be used to make valuable contributions to the development of our beautiful game and make sure that it keeps the core values which have made it the most popular sport in the world.

This course will give you the tools you need to work at the highest levels of football administration and management and to become qualified decision-makers and leaders. UEFA and its academic partners are here to offer you all the support you need during your training and transition, and we hope that this course will be a valuable and enjoyable experience, opening doors to a new career in the game you love.

A handwritten signature in white ink, which appears to be 'M. Platini'.

**Michel Platini**  
UEFA President

# A programme designed for former international players

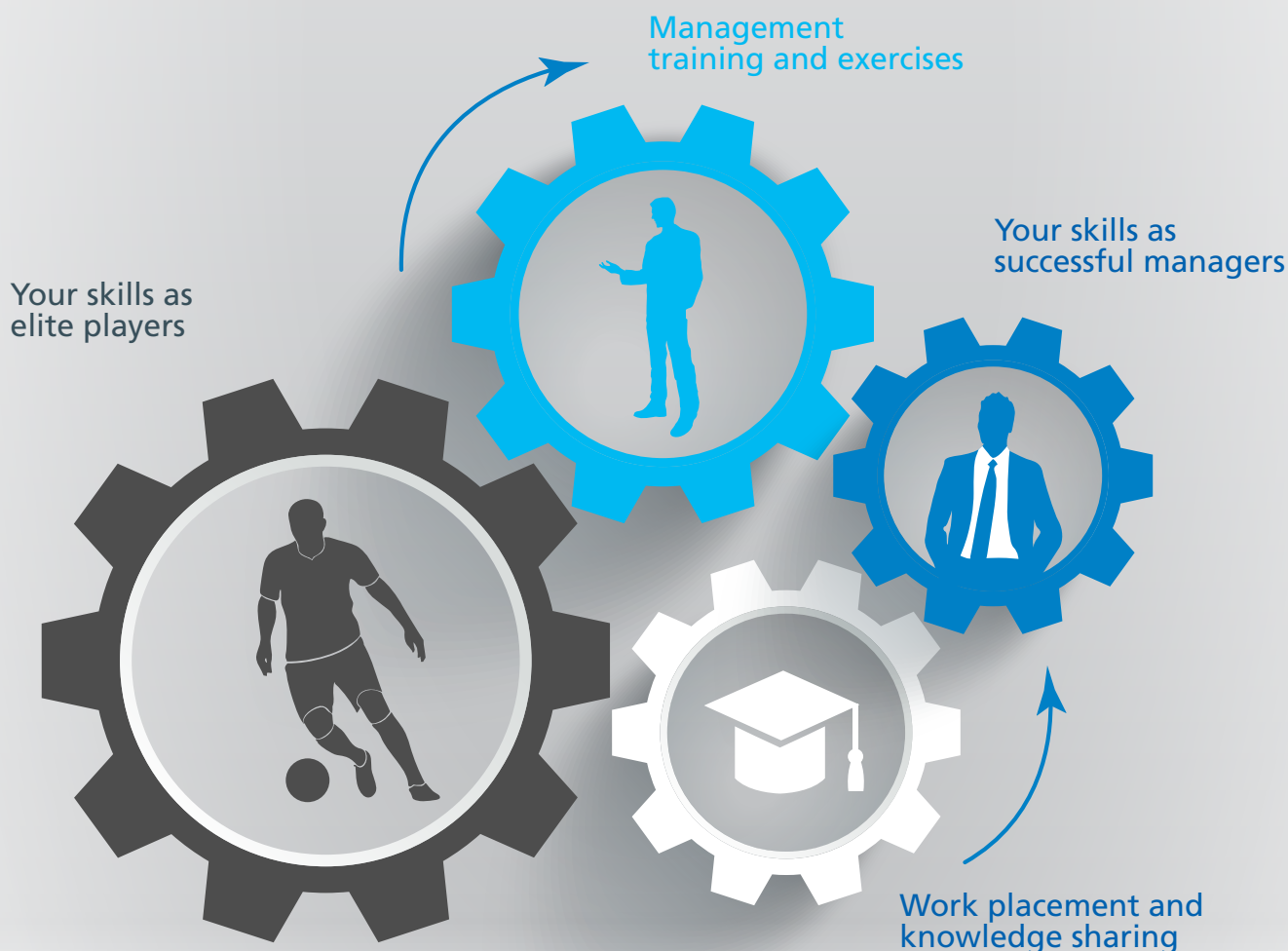
Former internationals who have played at the highest level have a lot to offer in the administration and management of football.

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

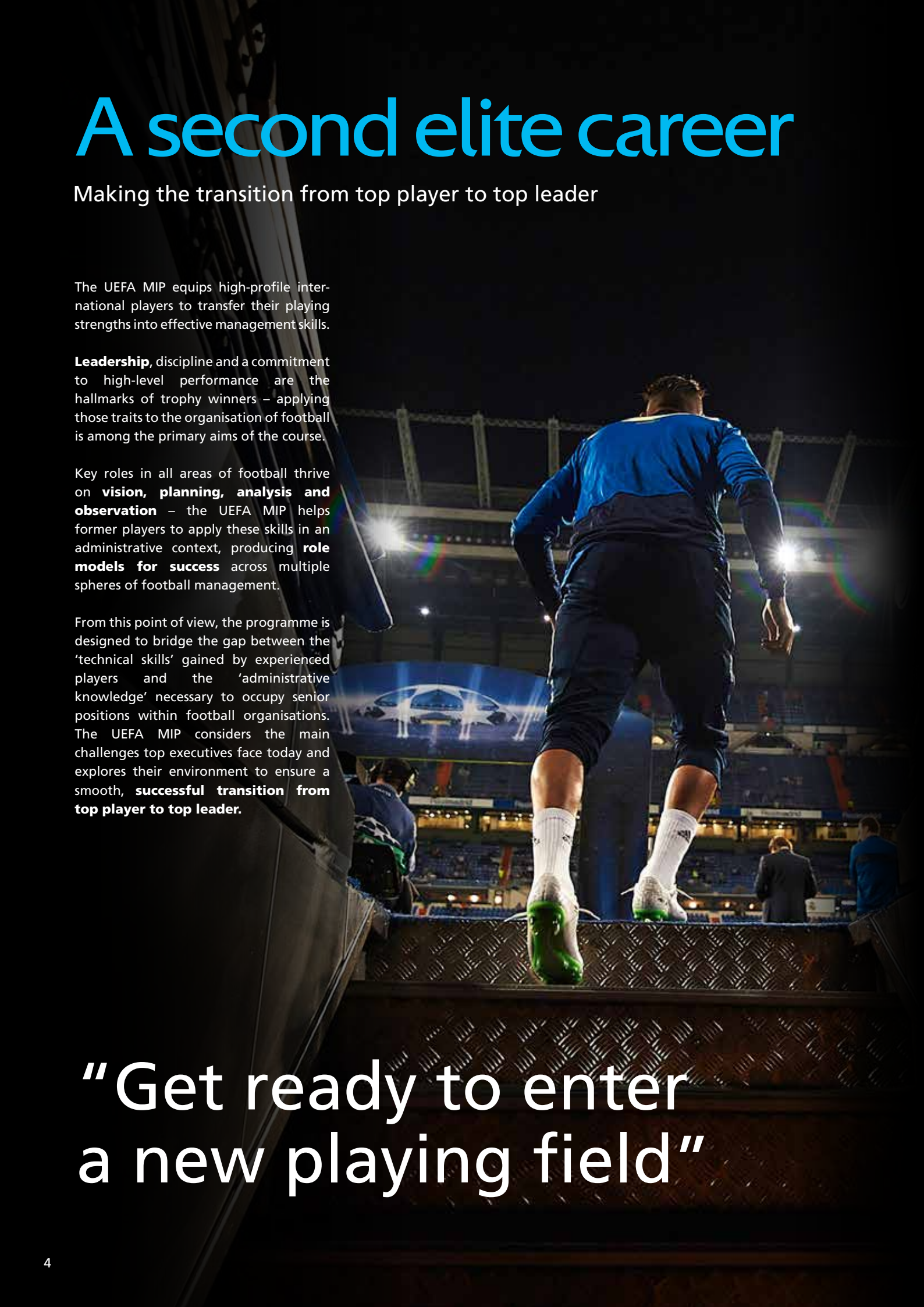
Making the transition from top player to top leader

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

## The importance of taking the next step



Edwin van der Sar

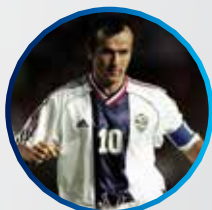
### **ECA Executive Board Member, European Club Association & AFC Ajax**

"As a player, you learn a lot of things during your career, which can be eventually transferred into the football administration. One of them, of great importance, is the team spirit, which stands for solidarity, responsibility and leadership. This new education programme – UEFA MIP – makes use of this responsibility. It offers former top players a chance to develop a leading role in a new team once they hang up their boots. Education and exchange of information are two key resources that can provide club managers with certain ideas, concepts and answers to their questions. I am convinced that players can make a difference by being involved in football administration and shape a better football also off the pitch"

Bobby Barnes

### **President, FIFPro Division Europe**

"Football is constantly evolving and is, as such, a permanent challenge. Given the complexity of the issues at stake, I truly believe that all members of the football family must cooperate and understand their respective positions. As a former player and president of FIFPro Division Europe, I have come to realise how important it is to have a clear and robust understanding of the environment we are operating in. By welcoming participants from different organisations, this programme will foster collaboration in the daily work of all sorts of football stakeholders."



Dejan Savićević

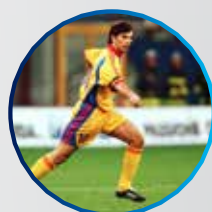
### **President, Football Association of Montenegro**

"I believe that for us, football players who had good careers and who played in great clubs, it is much easier to make a plan, programme and priorities for a football organisation, since we have been in football since our early days and that has been our great advantage compared with those who engage in football for the first time after obtaining a university or master's degree."

Steffi Jones

### **Director of women's football, German Football Association**

"Winning international competitions and laying the foundations for hosting them are two different things. UEFA is actively encouraging players to plan ahead for their second careers so that football can mould that vast experience on the field for the benefit of the sport's future. You need the basis of a good team whether you are playing or working in the management of football, but alongside team spirit, you need the skills to succeed."



Ioan Lupescu

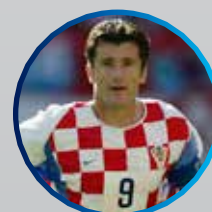
### **Chief technical officer, UEFA**

"Whether playing in a FIFA World Cup quarter-final or working at a high level in football administration, the impact you can make on football is significant. However, the skills that you need to excel in both spheres are not always the same; only a love of the sport on the field unites them. Developing the tools to succeed in football management can always be beneficial for a second career and also richly rewarding in giving something back to the sport."

Davor Šuker

### **President, Croatian Football Federation**

"You need, at least, a basic knowledge of finances and accounting, marketing, strategic management and human resources management. But, since you have so many different stakeholders who are deeply involved with your organisation, there are many additional skills needed to successfully deal with all of them. You need certain political skills and strong interpersonal skills, including communication, delegation and motivation. There are also certain football-specific skills and knowledge which I am lucky to have, having played at a high level in my career. Providing us with an overview of the important managerial skills specific to football is very important."



# 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 or Madrid, London, Munich 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 2017

LONDON  
MARCH 2016

AMSTERDAM  
OCTOBER 2016

PARIS  
JANUARY 2016

MUNICH  
MAY 2016

BARCELONA  
DECEMBER 2016

UEFA HQ, NYON  
NOVEMBER 2015



**Framework of professional sport** (16–20 November 2015 – UEFA HQ, Nyon, Switzerland)



**Role and skills of the manager** (25–29 January 2016 – Paris, France)



**Format and regulation of competitions** (21–24 March 2016 – London, UK)



**Stadiums** (23–26 May 2016 – Munich, Germany)



**Strategic marketing** (3–7 October 2016 – Amsterdam, Netherlands)



**The manager in action** (5–9 December 2016 – Madrid or Barcelona, Spain)



**North American leagues and clubs** (27 February–3 March 2017 – New York, USA)

# Session overviews

Let's talk about football!

## Session 1

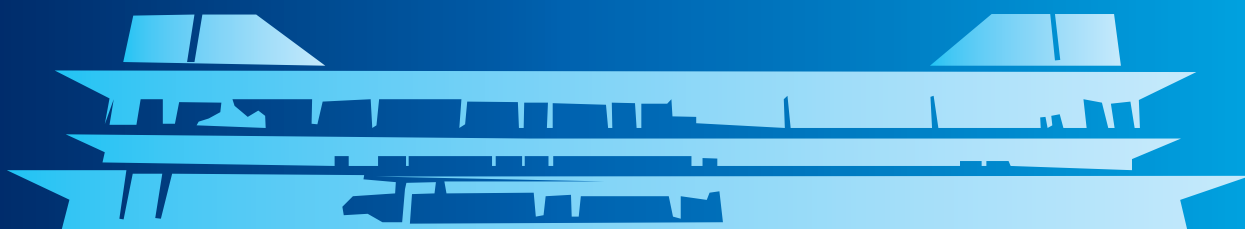
16–20 November 2015  
UEFA HQ, Nyon, Switzerland

### Framework of professional sport

Professional sport as an industry is subject to certain rules like any other, but it also has certain specificities. Whatever the environment in which you plan to work, you must have a perfect understanding of its framework. Only then will you be able to apply your experience and legitimacy as a former player.

### 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 key assets acquired by professional players during their sporting careers and how these overlap with managerial skills



## Session 2

25–29 January 2016  
Paris, France

### Role and skills of the manager

Some of the skills acquired through 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 concerned.

### Main objectives:

- Present the role of the manager and his or her key skills
- Highlight the importance of having a clear vision, a defined strategy and a managerial project
- Provide concrete and simple tools for project management





## Session 3

21–24 March 2016

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 complexity and diversity of the sports system and its stakeholder environment, particularly in the context of football, and how this influences the design, governance, and regulation of competitions
- Demonstrate why regulation is necessary and explain the various forms it can take
- Explain the main regulatory tools used in football



## Session 4

23–26 May 2016

Munich, Germany

### Stadiums

Stadiums are a major concern for sports organisations (clubs and national associations) wishing to manage their future: they represent an important asset, they generate resources and they help to establish special ties with the local area and with fans.

### Main objectives:

- Analyse the link between a club and its environment
- Demonstrate the importance of the stadium in a club's development plan
- Present how national associations can deal with stadiums
- Present stadiums as profit centres
- Provide concrete tools with which to develop a stadium business model



## Session 5

3–7 October 2016  
Amsterdam, Netherlands

### Strategic marketing

The modern demands on sports organisations are such that they 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. Considering participants' backgrounds, specific modules will also be dedicated to communication training, including corporate communication, media training, social media and players as brands.

### Main objectives:

- Introduce the concept of strategic marketing and the complete marketing mix
- Explain brand strategy
- Analyse how to optimise commercial rights revenues
- Explain the media and digital media environment
- Communication training
- Assess how research can help in the decision making and measurement process



## Session 6

5–9 December 2016  
Madrid or Barcelona, Spain

### The manager in action

The skills acquired by elite athletes are particularly transferable to the field of human resources, where leadership is paramount, as is the ability to fix objectives and evaluate them accordingly. Managers must be able to develop a long-term vision, have a good understanding of their organisation's environment and be able to undertake detailed risk assessments. This session also gives participants an opportunity to witness the inner workings of a UEFA club competition match.

### Main objectives:

- Highlight the main challenges in corporate development strategy
- Present the importance of human resources
- Explain the complexity of organisational structures and the need for grid analysis
- Analyse and explain how to address the main risks facing sports organisations
- Understand and experience the operational management of a high-profile club competition



## Session 7

27 February–3 March 2017

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 can broaden your own managerial horizons and acquire new tools for success.

### Main objectives:

- Complement the European perspective with a very different but prosperous model
- Demonstrate the relevance of both the European and the North American models (specificities, regulation, key role of strategy, stadiums, etc.)
- Illustrate the need to have a regulated model
- Present examples of former players in North American leagues and clubs



## Final examination and graduation ceremony

UEFA Champions League final – June 2017 (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. 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.**



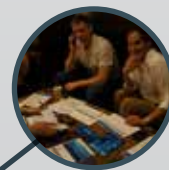
# Assessment

## 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 academic 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

Each participant is assigned a mentor who supports them throughout the programme. Mentors can answer questions arising from the different sessions or assignments and help address issues as and when they arise. It enables the UEFA MIP to meet the specific needs of each participant and put them in the best position to make the most of the course.



### Continuous assessment and group work

Assessments are tailor-made according to the participants' backgrounds. Oral participation, group work and individual case studies are required, with assignments mostly based around practical exercises and real life situations.





**E-learning – optional**

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.



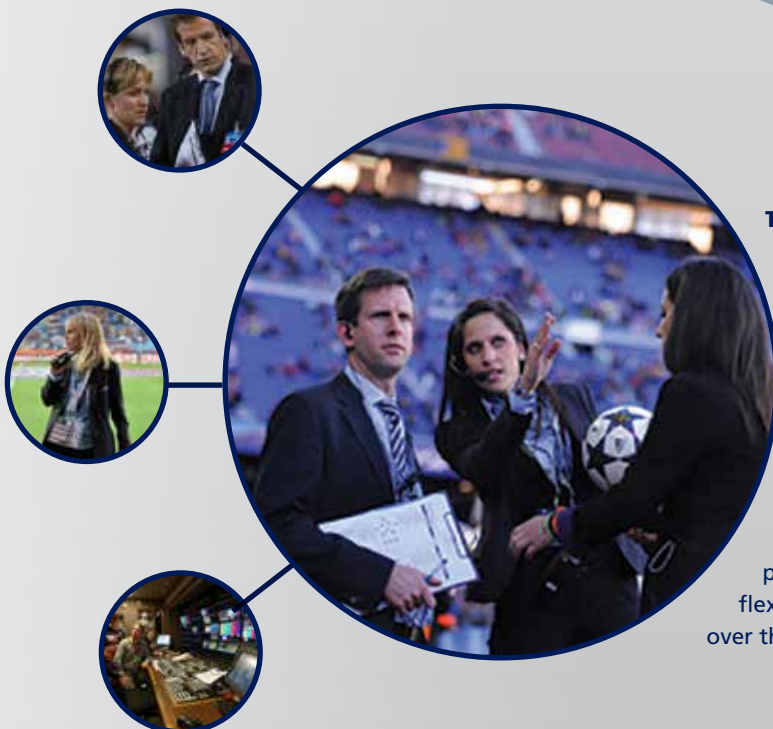
**Individual work**

Based on their expectations of the course and ambitions for the future, each participant must write a final report tackling a specific issue, project and/or strategy and defend this report orally at the end of the programme, before the UEFA MIP examination board. The main objective of this assessment is to help each participant define a potential project and strategies for implementing it. The UEFA MIP mentors provide continuous assistance throughout this report process.



**Three-month work placement**

Participants are required to gain practical experience in a football or other sports organisation. Those not yet working for such an organisation must therefore undertake a work placement lasting at least three months. The UEFA MIP team can provide assistance in finding such 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 Zinedine 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 UEFA 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 and athletes who have competed at the highest level in sports other than football.

## Applications: 8 April to 11 September 2015

You must 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: 1/2 October 2015 at UEFA HQ

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 Berlin and the 2015/16 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 16 to 20 November 2015 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, FIFPro and the ECA encourage 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

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