



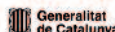
Understanding the forthcoming
key challenges, the dynamics
and development of European
Sport Governance

mesgo
EXECUTIVE MASTER IN
EUROPEAN SPORT GOVERNANCE

SECOND EDITION

Applications:
January 1st-April
15th, 2012

Commencing:
September 2012



SciencesPo.



	2015	2014	2013
Revenue	21,200	20,700	18,800
Operating Profit	1,100	1,000	900
Profit After Tax	800	750	700
Dividends	400	350	300
Share Buyback	1,000	1,000	1,000
Free Cash Flow	1,200	1,100	1,000
Operating Assets	1,200	1,100	1,000
Operating Liabilities	1,200	1,100	1,000
Operating Equity	1,200	1,100	1,000
Operating Income	1,100	1,000	900
Operating Margin	5.2%	4.8%	4.8%
Operating Leverage	1.0	1.0	1.0
Operating Assets	1,200	1,100	1,000
Operating Liabilities	1,200	1,100	1,000
Operating Equity	1,200	1,100	1,000
Operating Income	1,100	1,000	900
Operating Margin	5.2%	4.8%	4.8%
Operating Leverage	1.0	1.0	1.0



World-class training for decision-makers in sport

The Executive Master in European Sport Governance (MESGO) is a unique platform for training, social and professional contact, knowledge sharing and personal development for sports organisations' elected representatives and managerial staff. Pioneered by five internationally renowned universities and research centres, it naturally has UEFA's full support.

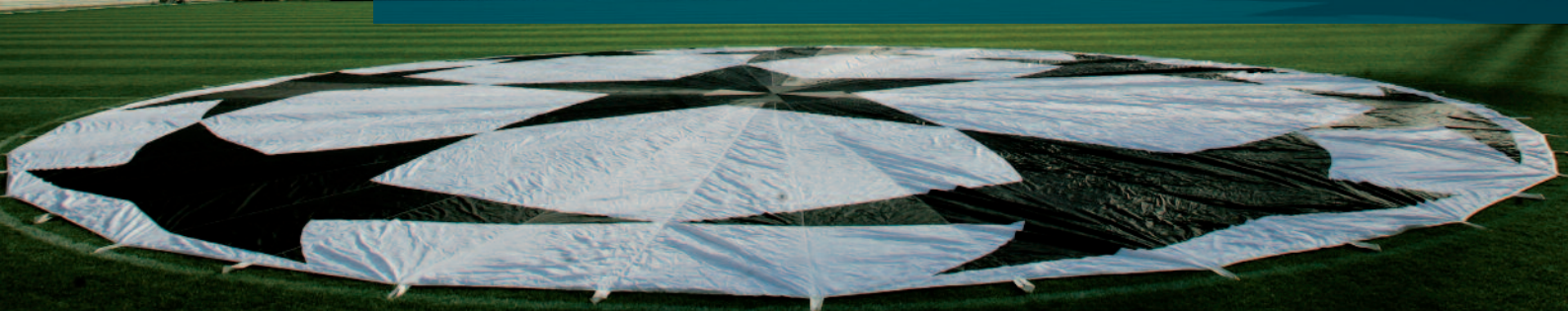
The MESGO is designed to stimulate the analytical reflexes of decision-makers in sport; it invites them to analyse the governance of European sport at its most complex and explore the diversity of international practices. The strength of the MESGO lies in its consideration of European sport from multiple angles. It incorporates economics, politics and law, draws comparisons between different sports and uses carefully selected examples from other sectors to help participants develop appropriate responses to the important challenges they face.

With the MESGO, decision-makers in sport finally have a programme destined to meet their needs and expectations.

Gianni Infantino
UEFA General Secretary



PROGRAMME WELCOME



→ CONTEXT AND OBJECTIVES

The professional sport industry has undergone a dramatic revolution within Europe in recent years. The commercial development of the most popular competitions, the establishment and ongoing development of European political and economic institutions, in addition to societal problems to which sport is not immune, have prompted an increasing number of stakeholder organisations to take an interest in European sport, calling into question its traditional mode of governance. If they are to rise to the numerous challenges facing European sport, the continent's sports governing bodies have to take concerted action with their main stakeholders and political institutions to put in place appropriate and effective regulatory measures.

→ UNIQUE CHARACTERISTICS

- Emphasis on the European dimension
- Multidisciplinary approach
- In-depth analysis of legal, political and economic issues (e.g. competition law, litigation prevention, risk management, regulation and media policy)
- Focus on the current and future key challenges faced by sports organisations (specificity of sport, competitive balance, exploitation of commercial rights, social dialogue, violence, doping, social responsibility, etc.)
- International networking opportunities
- Interactivity and a practice-oriented pedagogy

→ WHO IS THE MESGO FOR?

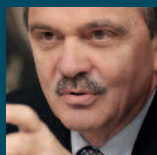
This programme is designed for experienced managers and executives working in:

- International, European and national federations
- Clubs, leagues and trade unions
- European institutions and governments
- Partners of sports organisations (media, sponsors, etc.)

Class of 20 participants maximum

PROGRAMME

SESSIONS 1 & 2



"The International Ice Hockey Federation supports MESGO because we have experienced first-hand the professional approach of the team of lecturers as well as the valuable content of the various themes and presentations, which the IIHF will use for its own good-governance discussions."

René Fasel
IIHF President



"With the increasing political, economic and legal intervention in the running of professional sport in Europe, managers working within this environment are constantly being faced with a myriad of challenges. The MESGO programme has therefore been tailored in a way to develop an in depth understanding of these issues and provide creative ways of how sport managers can adapt their strategies to cope effectively with these ongoing demands."

Michael Wiederer
EHF Secretary General

→ SESSION 1

17 - 21
September 2012

PARIS
FRANCE

Context of International Sport

Develop understanding of the institutional and economic operating environment of European and international sport, and define the concept of governance in the sporting context, the concepts of the specificity of sport and the European Model of Sport, by assessing:

- European sport's stakeholder universe
- the impact of globalisation on the organisation of sport in Europe
- the impact of de-regulated markets on competitive balance in European sports
- the recent history of state intervention in European sport, notably by the European Union (EU), and its consequences
- the role of European political institutions e.g. the European Union and the Council of Europe, in influencing the operating environment of European sports bodies
- the role of international sporting federations, including the Olympic movement, and of international regulatory bodies e.g. the World Anti-Doping Agency (WADA)

→ SESSION 2

12 - 16
November 2012

LAUSANNE/GENEVA
SWITZERLAND

Sports Organisations

Explain the core mission and objectives of sports governing bodies and elaborate the various structural forms, management decision-making processes and commercial revenue generating activities through which sport governing bodies operationalise their mission and objectives, by assessing:

- the historical development and organisation of major European sports governing bodies such as UEFA, and of the Olympic movement
- the organisational structure of event organisers, professional leagues, and professional player representative organisations
- the organisational development of peer non-sports, non-governmental bodies such as the Red Cross and the United Nations
- the internal governance and administrative structures of sports governing bodies
- the organisation of solidarity mechanisms to the "grassroots" in the sporting pyramid
- the commercial revenue generation activities of sports governing bodies



→ **SESSION 3**

Governance

Illustrate the key strategic governance challenges for, and policy responses available to, sports organisations in the era of global "credit crunch", and in the context of sports "special" economic framework, by assessing:

- governance frameworks in non-sporting contexts e.g. financial services
- sport as a joint product; the need for competitive balance and financial stability; sports governing bodies' role in achieving these objectives through co-ordination, redistribution, and solidarity mechanisms
- contrasting systems of sport governance e.g. football, handball, rugby union, basketball, volleyball
- sports organisation ownership structures e.g. members' associations, private companies
- the role of club licensing systems
- regulation of sports labour markets - transfer markets, player agents, home-grown player requirements, salary management systems, ensuring balance between the requirements of clubs and national teams

14 - 18
January 2013

LONDON
UNITED KINGDOM



"The MESGO programme fills a gap in the market. It is a unique programme targeted at top sport managers with the aim of helping them, by providing the opportunity to exchange ideas and come to more informed decisions. In fact MESGO has been designed in a way that optimises the level of interaction between the students, who will be experts themselves, and their expert presenters."

Nar Zanolin
FIBA Europe General
Secretary

→ **SESSION 4**

Legal Framework

Explain the wider legal context in which sports governing bodies operate, and outline the range of legal mechanisms at their disposal, by assessing:

- the heterogeneous nature of the legal challenges facing sports governing bodies e.g. commercial, labour, disciplinary, doping, and the challenges this poses
- the influence of European Union and other global legal jurisdictions on the regulatory role of sports governing bodies, and the recent history of legal interventions in the sport environment e.g. Bosman etc.
- the organisation and management of the internal legal department of a sports governing body
- the management of legal disputes through traditional court-based dispute mechanism systems
- the management of legal disputes through alternative mechanisms for dispute resolution such as collective bargaining and mediation
- the role of the Court of Arbitration for Sport (CAS)

4 - 8
March 2013

BRUSSELS
BELGIUM



"The FIRA-AER is delighted to express its support for the collaboration of the five prestigious universities delivering the Executive Master in European Sport Governance. We are confident that this unique academic programme benefits the whole of the European sport movement in its professional endeavours now and those of the future."

Jean-Claude Baqué
FIRA-AER President

→ SESSION 5

22 - 26
April 2013

PARIS
FRANCE

Marketing Challenges

Analyse the need for a genuine marketing approach of sports properties and develop the valuable commercial property rights sport generates, by assessing:

- the need for real marketing of sport and sports properties and the different steps to take
- the definition of a sports brand and how the brand should work across the different touch points
- the definition, packaging and approach to market for commercial rights:
 - media rights in an era of convergence
 - sponsorship rights and the trends towards integration and customisation
 - licensing rights and how to target different target groups
 - ticketing and hospitality
- how to marry the ever and rapidly changing social media landscape with sports and the sport's commercial rights concepts
- the athlete's perspective and how to integrate it in the marketing mix
- the use of research in the decision making process

→ SESSION 6

17 - 21
June 2013

BARCELONA
SPAIN

Sports Events

Explain the critical elements in successful sports events organisation, by assessing:

- the range of sports event types - league organisation ("closed" versus "open"), the Olympic movement associative model, two-three week tournaments, one-off "match" events, tour events
- risk assessment and management - the threat of breakaway competitions, economic risk (sponsor, competitor defection), security risk (terrorism, spectator violence, racism), insurance risks (player injury) and issues of civil and criminal liability
- devising master and contingency plans, implementation of an integrated risk management and assessment programme, human resource strategies, event and facility security and safety strategy implementation
- technological/media challenges - maintaining media integrity, environmental (ecological) challenges - managing a "green" event
- crisis management and communication strategies
- strategies implemented by public authorities to host sports events
- relations and responsibility issues between public authorities, local organising committees, national federations and the owners of the events
- business models related to the construction and exploitation of events facilities

→ SESSION 7

Ethics

Explain the range of ethical challenges facing sports organisations, and outline key mechanisms for addressing them, by assessing:

- the theoretical foundation of ethics in sport - "Fairness, Integrity, Respect, Equity" - practical guidelines for guiding management decision-making
- regulatory mechanisms for addressing economic corruption e.g. combating event "fixing" in sport, drawing on lessons from other industries
- anti-doping policy - the history of the international regulatory response, the establishment and practice of the World Anti-Doping Agency (WADA)
- anti-discrimination policies to address racism, discrimination on the basis of gender, sexual orientation, and disability
- Corporate Social Responsibility (CSR) in sport - its importance and why sports organisations are particularly well-suited as vehicles for effective CSR
- sustainable educational programmes - their importance but also making a critical assessment of the effectiveness of these programmes

The North American Model

Analyse the organisation of professional sports in North America, by assessing:

- the economic and regulatory structure to achieve competitive balance and financial stability in the four major North American professional sport leagues, the NFL (American Football), NBA (Basketball), MLB (Major League Baseball) and NHL (Ice Hockey); and the challenges faced by an "evolving" professional elite sport - the case of Major League Soccer (MLS)
- player salary regulation e.g. wage caps, luxury tax; and player recruitment regulation e.g. player draft system
- collective selling of media rights as a redistributive tool
- collective selling and redistribution of league merchandising revenues
- franchising with geographic monopoly
- collective bargaining as a key element of the regulation and the exemption of competitive law
- the organisation of American college sports, and its relationship with professional sports organisations e.g. player development role

The Future of Sport Governance

Drawing on material from the previous eight sessions the final session will conclude at UEFA headquarters by offering an overview of the key challenges facing sports governing bodies in Europe with a direct focus on developing strategies and tactics that will assist managers to:

- manage the international environment of their organisation
- define and implement the organisational mission
- organise an effective governance structure for both grassroots and professional sport
- define and exercise effective legal controls
- deal with illegal challenges to the integrity of sporting competitions and wider ethical challenges
- draw on the experience of the major North American sports
- develop successful strategies for the future development of European sports governing bodies

23 - 27
September 2013

MAINZ/FRANKFURT
GERMANY

18 - 22
November 2013

NEW YORK
UNITED STATES

27 - 31
January 2014

NYON
SWITZERLAND



"The Executive Master in European Sport Governance (MESGO) is a unique course in which the key stakeholders in European sport come together to analyse the characteristics of its specific model, consider the main challenges it faces and reflect on regulatory measures that could be put in place to ensure its future prosperity."

Andre Meyer
CEV President



→ **THE BIRKBECK SPORT BUSINESS CENTRE**
Birkbeck, University of London (United Kingdom)



Founded in 1823 and a college of the University of London, Birkbeck is a world-class research and teaching institution, a vibrant centre of academic excellence and London's only specialist provider of evening higher education. The Sport Business Centre brings together experts in sport management to deliver high quality research, teaching and consultancy to organisations involved in the business of sport. It offers a portfolio of postgraduate sport management programmes based around its flagship MSc Sport Management & the Business of Football.

Historically, the Research Centre has had particular research strength in the area of the corporate governance of the sport industry with a particular focus on the football sector.

<http://www.bbk.ac.uk/>

<http://www.sportbusinesscentre.com/>

Sean Hamil, Lecturer in Management, School of Business, Economics & Informatics, Birkbeck College, University of London (United Kingdom).

MSc Industrial Relations & Personnel Management, London School of Economics; BA Economics & Politics, Trinity College Dublin; Director, Birkbeck Sport Business Centre.

ACADEMIC PARTNERS



→ **CENTRE DE DROIT ET D'ECONOMIE DU SPORT**
University of Limoges (France)



Created in 1978, the CDDES draws on a transversal and interdisciplinary logic, combining the academic disciplines of law and economics as they impact on sports industries. Whilst staying attached to its roots and its academic calling, it has since developed many commercial research and consultancy activities (studies and audits in the fields of sports law,



economics and management - e.g. study on player's agents for the European Union), training courses and conferences (a Master's Degree, specialising in "The Law, Economics and Management of Sport"; a Master's Degree in becoming the general manager of a professional sport's club; a Master's Degree in becoming the Stadium Manager of a professional sport's club) and publications (Jurisport - Sports Law and Economics Review).

<http://www.cdes.fr>

<http://www.unilim.fr/>

Jean-Pierre Karaquillo, Professor of Law, Founder of the Centre de Droit et d'Économie du Sport; PhD in Private Law; Court of Arbitration of Sport (CAS) Arbitrator and Mediator, Solicitor.

Didier Primault, Executive Director of the Centre de Droit et d'Économie du Sport; Economist; Board member of the International Association of Sports Economists (IASSE); Bachelor in Economics (Rennes University, 1987) and Master's Degree in the Law, Economics and Management of Sport (University of Limoges, 1988); Former Director of the French basket-ball players union (1989-1997) and General Secretary of the European basket-ball players union (1989-1997).

→ JOHANNES GUTENBERG UNIVERSITY MAINZ (Germany)



Founded in 1477, Mainz University is one of the oldest and biggest German universities and combines stimulating academic diversity with excellent research structures. As an active member of the international academic community, the Johannes Gutenberg University is also proud of its ties to the local community: the Rhine-Main area ranks among the economically most powerful regions in Germany. Mainz University actively co-operates with the local businesses and industries, but also the leading German sports organisations, and participates in the political and cultural life of the region.

The Institute of Sport Science covers the full spectrum of sport subjects, including sport economy, sport media and sport management. Research in this field is focused on mega sports events, in particular Olympic research.

<http://www.sport.uni-mainz.de>

Holger Preuss, Professor in Sport Economics and Sport Sociology, Institute of Sport Science, Johannes Gutenberg University Mainz; Professor in Event Management, Molde University College, Norway; International Visiting Scholar at the State University of New York, Cortland; Visiting Professor at the University of East London (UEL).

→ INSTITUT NACIONAL D'EDUCACIÓ FÍSICA DE CATALUNYA – UNIVERSITAT DE LLEIDA (Spain)



The mission of INEFC is the training, specialisation and development of graduates in Physical Education and Sport, as well as scientific research and the publication of its projects and studies. The INEFC actively participates in the project of a single Europe and prepares its students to face the new challenges that the twenty-first century poses for physical activity and sports professionals.



INEFC is affiliated with the University of Lleida (UdL). The University of Lleida, with an academic community of over 9600 students and 750 teachers, offers quality in education and services with a clear focus on excellence. The UdL has been positively assessed within the framework of the European Universities Assessment Programme launched by the European Universities Assembly (EUA).

<http://www.inefc.cat>

Andreu Camps i Povill, Director of INEFC, Institut Nacional d'Educació Física de Catalunya - Universitat de Lleida (Spain); PhD in Law, University of Barcelona; BSc in Physical Education and Sport, INEFC University of Barcelona; DESS in Law and Economics of Sport, University of Limoges; Lecturer in Sport Law, INEFC-University of Lleida; Director of the Master's Programme in Sport Law, University of Lleida; and Mediator of the Court of Arbitration for Sport (CAS).

Francesc Solanellas Donato, international Sport Management consultant and lecturer; PhD in Education Sciences, INEFC-University of Barcelona; MBA Goizueta Business School-Emory University; MBA ESADE Business School; Management Development Programme (PDD) and Strategic Implementation Course, IESE Business School-University of Navarra; Chief Executive Officer of FC Barcelona for Basketball, Handball and other sports (2005-10) and Babolat Spain and in charge of South of Europe (2000-05); serves as a consultant in different national and international companies.

→ SCIENCES PO PARIS (France)



Founded in 1872, Sciences Po was originally a private school established to analyse the contemporary world and prepare young people to enter public administration in France.

Today, Sciences Po functions as an international top-level research university in the social sciences, offering a wide and varied curriculum in the social sciences, drawing on academics and experts in such fields as political science, international relations, sociology, law and economics. Over the last 30 years, Sciences Po has developed a strong curriculum in executive education in similar fields to those covered in initial training at the institute. The programmes are aimed at executives and management personnel from both the public and the private sector.

<http://www.sciences-po.fr/spf>

Hervé Crès, Professor of Economics, Deputy Director of Sciences Po, Dean of Studies; Ph.D. in Applied Mathematics, Université de Paris I; Postgraduate Diploma in Stochastic Processes, Université de Paris VI; Postgraduate Diploma in Applied Mathematics, Université de Paris I, Institut d'Etudes Politiques de Paris (1990) and Ecole Normale Supérieure (Ulm), Mathematics (1987).

SPEAKERS



Wladimir Andreff

Professor Emeritus at the University of Paris 1, Panthéon-Sorbonne, Honorary President of the International Association of Sport Economists (IASE), Honorary President of the European Sports Economics Association (ESEA)

The MESGO takes its specificities from a detailed analysis of the different issues addressed during the course. The combination of theoretical analysis and a professional approach gives rise to burning discussions which may engender new ideas. The MESGO stands as a unique initiative in the academic world due to the fact that, through the course, tight bonds can be formed between the major actors in sport and, focusing on my domain, the principal specialists in sports economics.



Manel Arroyo

Managing Director, Dorna Sports SL

MESGO is the perfect platform for a comprehensive understanding of the landscape the sports industry currently finds itself in. The numerous challenges that professionals in the sporting world face can only be overcome by having a detailed and exhaustive knowledge of the industry sector, something that only the MESGO sessions offer. It's a unique course directed at top managers and which helps promote an exchange of ideas with different cultures to expand the participants' knowledge.



Massimo Coccia

Attorney at Law (Coccia De Angelis & Associati), Arbitrator at the Court of Arbitration for Sports (CAS), Professor of International Law (Tuscia University, Viterbo)

The unique feature of MESGO is that the people attending it are usually very knowledgeable about sports issues and even hold significant positions within important sports organisations. This situation brings about lively discussions, where issues are explored in depth and it is possible to get at the heart of the subject matter. This is particularly beneficial with respect to legal issues, where often there are more questions than answers and more doubts than certainties. The effort is a cooperative one in which the teacher and MESGO participants work together to thoroughly understand complex issues.



Guy-Laurent Epstein

Marketing Director, UEFA Events SA

The Marketing Challenges session was designed to fuel the debate about different existing and future marketing approaches in the world of sport. This session covers a wide range of topics, from marketing to brand building, from broadcasting to licensing, from social media to sponsorship. The participants are able to question and exchange their own views with world-leading sports marketers, resulting in a wide range of new marketing perspectives for the good of sport.



Richard W. Pound

Lawyer and Chartered Accountant, Stikeman Elliott LLP, former IOC Vice-President, founding President of WADA

Leadership requires the ability to identify the difference between where your organisation is now and where it should be, the skill to devise the strategies to get there, and the ability to motivate everyone in the organisation to commit to and achieve common goals. MESGO provides a unique environment to learn from and interact with leaders who have encountered the same challenges which you will face in your careers.



Horst Lichtner
General Secretary, International Ice Hockey Federation

The MESGO offered me a variety of new perspectives and contacts which will help me to better coordinate my future work on an international scale. The various themed sessions offered me deep insights into areas which I am normally not confronted with in my day-to-day work. It forced me to think outside the box and also created new ideas for my day-to-day business.



Igor Klimper
General Secretary of Football Federation of Macedonia

At the beginning of the course, I personally recognised it as a great challenge. At the end I definitely saw that it was a great opportunity to learn, to share, to believe; an endless opportunity to acquire knowledge and experience and to deliver on this. It was great to see what others think about issues affecting the sports business and to hear their ideas on how to face the challenges through a process of problem-based learning. The mixed, multinational groups of sports professionals coming from different sports fields more or less loaded with the same or similar issues were the basic ingredients for a comprehensive and productive learning and knowledge-sharing process.



Torbjörn Johansson
CEO, Golf Club Management Association of Sweden

When you go to a week of MESGO sessions, you know from the start that it will be worth it even just to meet with the other students, people from other cultures but with the same interest in knowledge and desire for development as you. Then take all the discussions, all the lecturers, all the new places we got to see, all the preparations, with documents being read, and the group work between sessions and you get a world-class programme for executives of European sports. The most difficult thing is the Master's thesis. But at the same time you get what almost no other education has given me – a real test of your dedication to taking it the extra mile.



Fabrice Jouhaud
Chief Editor, L'Equipe

The MESGO programme is not only a course where you learn a lot about organisations, laws, conflicts of interests, opportunities and threats: it is a long-term endeavour during which you can share problematic issues and learn more about solutions. Always practical, never boring, MESGO gives you more than just tools: it offers you a wide perspective on the modern sports landscape.



Pedro Velazquez
Deputy Head of Unit, Sport Unit, European Commission

I appreciated the diversity of the MESGO lecturers, who come from different backgrounds and positions, be it in top positions at sports governing bodies or as politicians, academics or researchers. Despite this diversity, they most often showed high pedagogic and communication skills and competency in the face of a heterogeneous and exigent audience with many different cultural and linguistic backgrounds.



Yannick Souvré
Managing Director, FIBA Europe Properties

What MESGO brings to participants is obviously much more than studying. Having people coming from different sports, different countries and different backgrounds produces rich debates and probably makes us more open-minded. I am more than pleased with MESGO and I would recommend it to anyone who cares about European sports, and sport in general.

PARTICIPANTS

TESTIMONIALS

mesgo

EXECUTIVE MASTER IN
EUROPEAN SPORT GOVERNANCE

www.mesgo.org

2ND EDITION

→ ORGANISATION

- Programme organisation **adapted to a professional schedule**
- **Nine sessions of one week each duration**, to be completed during a period of 18 months
- **European-wide programme:** courses in Paris, Brussels, London, Barcelona, Mainz/Frankfurt and Switzerland
- **One session on the North-American model of sport in New York**
- **Programme delivered exclusively in English**
- **Subscription fees:** €16 000 including delivery of academic learning material, lunches and transfers within the cities. Please note that the price does not include travelling and accommodation expenses
- **Assessment:** continuous assessment based on case-studies analysis (40%) and final assessment (60%) after the writing and presentation of a professional dissertation
- **Master awarded by Sciences Po Paris (60 ECTS credits)**

→ APPLICATION

To be eligible for the Executive master's programme, applicants should meet the following requirements:

- Have a minimum of five years experience at a managerial level
- Be educated to a degree level
- Be fluent in English

→ HOW TO APPLY?

- Complete an application form at www.mesgo.org
- Selection after interview

COMMENCING
SEPTEMBER 2012

→ How to contact us:

info@mesgo.org
+33 (0)1 45 49 63 22

Sophie Mièvre
MESGO Coordinator

Prune Rocipon
MESGO Manager

Application process: January 1st to April 15th 2012

With the support of:

