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

THIRD EDITION

Applications:
1 January - 15 April 2014

Commencing:
September 2014
Unique, world-class training for decision-makers in sport, developed in close cooperation with leading sports organisations

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
The International Ice Hockey Federation supports the MESGO because we have experienced first-hand the professional approach of the team of lecturers as well as the valuable content of the various sessions 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 for sport managers to adapt their strategies to cope effectively with these ongoing demands.

Michael Wiederer
EHF Secretary General

The MESGO is a window of opportunity for modern sports management executives to get in-depth and first-hand experience of the inner workings of professional sport. Its strength lies in its diversity; people from different sports come together to learn through sharing and analysing their experiences while getting an insight into different approaches by different sports, in different situations and looking at a variety of aspects. Educating our people about how to respond to the challenges of modern sport is a must and European sport stands to benefit from the MESGO programme.

Kamil Novak
FIBA Europe Secretary General

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

The 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.

André Meyer
CEV President
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, match-fixing, doping, social responsibility, etc.)
• International networking opportunities
• Interactivity and practice-oriented teaching

STRUCTURE OF A MESGO SESSION
Each of the nine MESGO sessions starts at 14.00 on a Monday and ends at 14.00 on a Friday. They are held at partner universities and at the headquarters of sports organisations and each comprise a mix of:
• academic contributions;
• first-hand accounts from experienced practitioners working in the sports sector;
• lectures providing perspectives from other industries;
• discussions and debates;
• case studies;
• practical exercises and role plays;
• social activities.

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;
• partner organisations of sports bodies (media, sponsors, etc.).

No more than 20 participants per course
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 Sport Business 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/

CENTRE DE DROIT ET D’ÉCONOMIE DU SPORT
University of Limoges (France)

Created in 1978, the CDES draws on a transversal and interdisciplinary logic, combining the academic disciplines of law and economics as they impact on sports industries. While 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), training courses and conferences, master’s degrees (law, economics and management of sport; professional sports club management, stadium management) and publications (Jurisport, a sports law and economics review).

http://www.cdes.fr

JOHANNES GUTENBERG UNIVERSITY MAINZ (Germany)

Founded in 1477, JGU 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, JGU is also proud of its ties to the local community: the Rhine-Main area ranks among the most economically powerful regions in Germany. JGU actively cooperates with local businesses and industries, as well as 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 mainly focused on mega sports events, in particular Olympic research. Other activities of interest recently include an analysis of the sport-related consumption of German private households as well as the assessment of the primary economic impacts of football clubs.

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

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

The mission of the 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 21st century poses for physical activity and sports professionals. The INEFC is affiliated with the University of Lleida, which – with an academic community of over 9600 students and 750 teachers – offers quality in education and services with a clear focus on excellence and has been positively assessed within the framework of the European Universities Assessment Programme launched by the European Universities Assembly (EUA).

http://www.inefc.cat

SCIENCES PO PARIS (France)

Founded in 1871, 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, 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 40 years, Sciences Po has developed a strong curriculum in executive education in similar fields to those covered in initial training. The programmes are aimed at executives and senior managers from both the public and the private sector.

http://www.sciencespo.fr/formation-continue/en
Context of International Sport

Develop an understanding of the institutional and economic operating environment of European and international sport, and define the concepts of governance in the sporting context, 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 international sporting federations, including the Olympic movement, and of international regulatory bodies e.g. the World Anti-Doping Agency (WADA).

Governance of Sports Organisations

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

• the historical development and organisation of major European sports governing bodies, and of the Olympic movement;
• the internal governance and administrative structures of sports governing bodies (stakeholder representation, electoral systems, etc.);
• the organisational structure of event organisers, professional leagues and organisations representing professional players;
• the organisation of solidarity mechanisms supporting the “grassroots” of the sporting pyramid;
• the commercial revenue-generating activities of sports governing bodies;
• the parallel organisational development of non-sports-related non-governmental bodies such as the Red Cross and the United Nations.
Competition Design and Regulation

Illustrate the range of contrasting regulatory systems employed by different sports to organise successful sporting competitions, outlining their respective strengths and weaknesses in the context of sports’ “special” economic framework by assessing:

- the role of sports governing bodies/competition organisers in the achievement of competitive balance/uncertainty of outcome in competitions and the maintenance of financial stability through coordination, redistribution and regulatory mechanisms;
- the specific role of licensing/financial fair play systems in ensuring economic stability in a professional sport;
- the importance of the effective regulation of sports labour markets for the maintenance of healthy sporting competition and the sporting pyramid system;
- the implications of different club ownership structures with regard to organisational behaviour, i.e. privately owned clubs (Chelsea FC) v listed companies (AS Roma) v cooperatively owned clubs (FC Barcelona).

Legal Frameworks

Explain the wider legal context in which sports governing bodies operate, particularly as regards the European Union, and outline the range of legal mechanisms at their disposal in their governance and regulatory roles by assessing:

- the varied nature of the legal challenges facing sports governing bodies, including commercial, labour-related and disciplinary disputes;
- the varied nature of international sports law;
- the organisation and management of the in-house legal department of a sports governing body;
- the internal and external management of legal disputes with a specific focus on alternative dispute resolution mechanisms;
- the role of the Court of Arbitration for Sport (CAS);
- the influence of the 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 (Bosman case, etc.);
- the role of lobbying at national and European level.
Strategic Marketing

Analyse the importance of a strategic marketing approach to sports properties to create value in the short and long term by assessing:

- the need for strategic marketing of sport and sports properties with a look at the different steps involved;
- the definition of a sports brand and how the brand should work across different touch points;
- the definition and packaging of commercial rights and how they are brought to market, in terms of;
  - media rights in an era of convergence,
  - sponsorship rights and latest trends,
  - merchandising and licensing,
  - ticketing and hospitality,
- how to marry the rapidly changing digital marketing landscape with sports promotion and the concept of commercial rights;
- the use of research and customer insights as the basis for strategic marketing.

Sports Events

Explain the critical elements in successful sports event organisation by assessing:

- the range of sports event types: league organisation ("closed" v "open"), the Olympic movement’s associative model, two to three-week tournaments, one-off "match" events, tour events;
- risk assessment and management: the threat of breakaway competitions, economic risks (sponsor, competitor defection), security risks (terrorism, spectator violence, racism), insurance risks (player injuries) and issues of civil and criminal liability;
- master and contingency plans, integrated risk management and assessment programmes, human resource strategies, and event and facility security and safety strategies;
- technological/media challenges: media integrity and 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 events;
- business models related to the construction and exploitation of event facilities.

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 as practical guidelines for 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, including the history of the international regulatory response and the establishment and practices of the World Anti-Doping Agency (WADA);
- anti-discrimination policies used to address racism and discrimination on the basis of gender, sexual orientation and disability;
- the ethical responsibility and challenges of the media;
- corporate social responsibility (CSR) in sport (its importance and why sports organisations are particularly well-suited as vehicles for effective CSR);
- sustainable education programmes (their importance but also their effectiveness or lack thereof);
- sport, sports events and sustainability.
The North American Model

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

- the economic and regulatory structure used 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 of and exemptions from competition 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 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 an 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.

The session will end with a specific two-day case study regarding the future of sport.

VIVAS & GRADUATION CEREMONY

The viva (oral defence of professional thesis) is the final examination undergone by participants who have been successful in their class participation and continuous assessments. The vivas will be followed by a graduation ceremony at which the participants can celebrate their achievements. Beyond that, the participants are invited to keep in touch with each other by joining the MESGO alumni community.
Sunil Gulati
President, United States Soccer Federation; FIFA Executive Committee member; Senior Lecturer at Columbia University

One of the nine weeks of the MESGO is held in New York City, and the participants spend valuable time with the various major league sports. This high-level interaction between senior sports practitioners from both sides of the Atlantic provides a fascinating and unique opportunity to compare the European and North American sports models, where both sides still have so much to learn from each other. The MESGO week in the USA also reflects the truly international, indeed global, nature of modern professional sport.

Jean-Loup Chappelet
Professor in Sport Management and Public Administration, Swiss Graduate School of Public Administration, University of Lausanne

I have taught on the MESGO since its first edition and find it very stimulating. The participants have a lot of experiences which foster meaningful discussions. I bring my own experience of more than 40 years' studying the Olympic system, and in Europe!

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.

Riel Miller
Head of Foresight, Bureau of Strategic Planning, UNESCO

Asking people to think about the future forces them to make explicit the models that underpin their imagination. My experience with MESGO participants is that they are able to do this with considerable depth and are ready to question the models they use to anticipate the future of sport. This provides for a rich learning experience.

Howard Stupp
Director of Legal Affairs, International Olympic Committee

It was a pleasure to deliver a speech on the MESGO programme. It was interesting meeting with the experienced participants and sharing knowledge and experience with them. I am hopeful that, with the experience these participants gain through the MESGO programme, they will continue to carry out constructive work in sport and its international governance.

Alex Horne
General Secretary, English Football Association (the FA)

The MESGO programme provides a great opportunity for participants to expand their horizons, to learn from peers across other sports and to discuss important issues that are central to effectively operating a modern sports organisation.
Ekaterina Fedyshina  
Deputy Chief Executive Officer, Football Union of Russia  
I decided to join the MESGO programme because of the changes currently occurring in the Russian federation’s top management. Regarding the 2018 FIFA World Cup, the objectives are to present a new image of Russia and for people all around the world to discover another side to the country. The MESGO gave me a clear understanding of the things at stake in our restructuring and taught me how to work efficiently through my association. I like the sessions very much and the speaker’s level of excellence. The learning is directly applicable to my work and the group of participants is very interesting, with very different profiles but the same interests.

Emilio Garcia  
Head of Disciplinary and Integrity, Legal Affairs, UEFA  
The MESGO is a fantastic tool for a lawyer working in sport. Sometimes you are too focused on your specific field while, nowadays, you need a wide understanding about the whole phenomenon of sport. The MESGO sessions offer you a wonderful possibility to improve your knowledge in different topics, all of them crucial to your future development. The same goes for the contacts you create during the MESGO. You start the programme with your classmates and, after 18 months, you have a strong and real network of friends around the world. The MESGO is a great opportunity for everyone working in sport.

Fabrice Jouhaud  
Chief Editor, L’Équipe  
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, the MESGO gives you more than just tools; it offers you a wide perspective on the modern sports landscape.

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.

David Rouger  
Head of Marketing, Communication and Events, European Swimming League  
I joined the MESGO programme as I needed a change in my career and new challenges. The MESGO programme offered me wide perspectives on the fast developing sports landscape and enabled me to meet top sports experts from all over the world. I not only met them but had the opportunity to debate with them extensively. The MESGO programme also provides you with a unique chance to study and work with sports specialists from all over the planet. It is undoubtedly true that I gained experience that will help me improve my working habits but I also now have privileged contacts with top sports specialists that have become friends. The MESGO is rewarding on both professional and personal levels and, last but not least, it is fun!

Soren Simonsen  
Head of Development Department, Danish Handball Association  
Attending the MESGO has been a true eye-opener in terms of good governance in European and North American sport. It has also given me a fantastic network of fellow participants and academic partners throughout Europe. The level of speakers on the MESGO is outstanding, and the balance between academic lectures and good examples from real life really is perfect. Finally, I would say that the places where the sessions are held, with lots of visits to top sports venues and sports organisations, is the final argument for choosing the MESGO. It’s a first-class programme.
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Application process: 1 January to 15 April 2014

www.mesgo.org