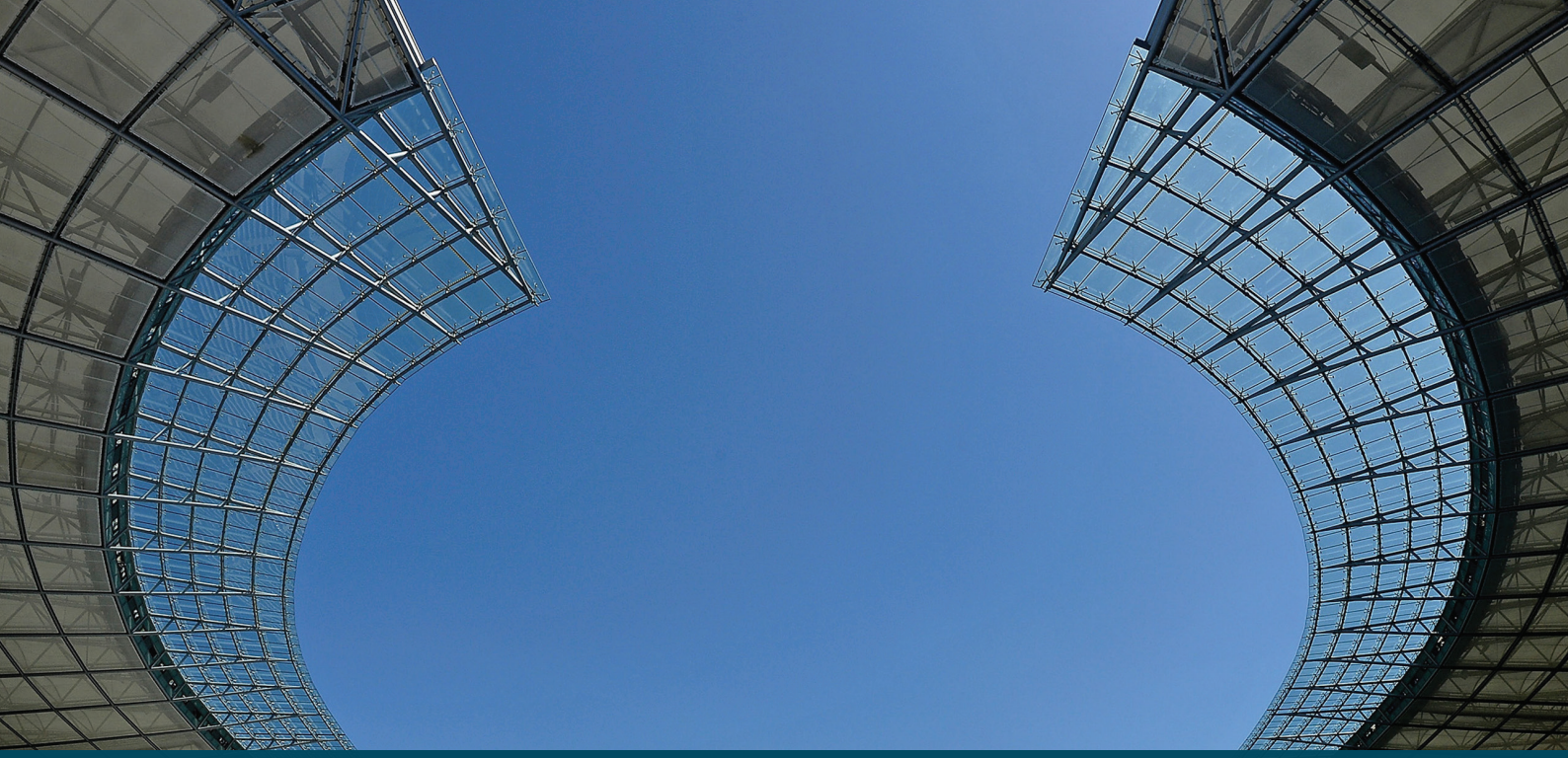


Anticipate the forthcoming key challenges, exploit the dynamics and positively impact the development of sport governance

mesgo

EXECUTIVE MASTER IN SPORT GOVERNANCE

5TH EDITION – STARTING SEPTEMBER 2018

Birkbeck UNIVERSITY OF LONDON

CDES Centre de Droit et d'Économie du Sport Université de Limoges

INEFC Generalitat de Catalunya

JOHANNES GUTENBERG UNIVERSITÄT MAINZ

UNIL | Université de Lausanne HEC Lausanne

PROGRAMME WELCOME

The future of sport requires leaders and decision-makers steeped in the principles of good governance and transparency.

But who will these people be? The Executive Master in Sport Governance (MESGO) has already proved to be a crucial catalyst for key decision-makers in the sporting world. It is a source of learning, yes, but also a vehicle for information-sharing, training and personal development. Through a combination of expertise and knowledge exchange, and underpinned by key principles, MESGO has already proven successful in supporting the further development of European and world sport organisations.

So, would you like to be part of a programme that has been at the forefront of taking sport governance forward, defining its future in an open, ambitious and transparent way? One that has enjoyed great success among leading sports executives? One that meets your needs and expectations? MESGO offers an invaluable step to help you rise to the constantly evolving challenges provided by sport and ensuring its good governance.

MESGO's diverse range of topics are completely in tune with the concerns of sports federations and their partners. I also value the fact that MESGO is being delivered in cooperation with other team sports, as there is much that we can learn from our counterparts.

We at UEFA have given our full support to the programme in the knowledge that it is benefitting not only football, but also sport as a whole. In addition, MESGO provides a perfect example of cooperation between sport and the academic community, with respected universities and research institutions lending their vast expertise in helping to create the foundations and content of the programme.

The impact of MESGO has been immense. Important new benchmarks have been set, careers have been accelerated, and the programme will continue to fulfil an essential role in giving senior managers the tools and competences to develop and further improve sport governance – enhancing sport's overall well-being, unity and credibility at the same time.

This is your chance to be part of it!

Aleksander Čeferin
UEFA President

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

The European Handball Federation is excited to see the successful continuation of the Executive Master in Sport Governance (MESGO) programme having entered its fourth cycle. The MESGO continues to attract top level sport executives and managers proving the value of the well-rounded educational programme that offers a balanced mix of academic and applied content in the areas of media, management, law, and finance. In addition to core areas, the MESGO also responds to relevant societal issues that impact sport. For those with the clear objective of furthering their international sports management career, this comprehensive programme is indispensable. We continue to be a proud partner.

Michael Wiederer
EHF President

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 Executive Director for Europe

The MESGO is a unique course in which the key stakeholders in 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.

Aleksandar Boričić
CEV President

mesgo
EXECUTIVE MASTER IN SPORT GOVERNANCE

PROGRAMME OVERVIEW

CONTEXT

The professional sport industry has undergone a **major revolution** in recent years. The commercial development of the most popular competitions has prompted an **increasing number of stakeholder organisations** to take an interest in sport, calling into question its traditional mode of governance.

Today, with a **growing political, economic, societal and ecological impact in the world**, sport industry leaders have **to take concerted and sustainable decisions** and collaborate with their main stakeholders to find solutions to the rising challenges and **develop a sustainable mode of governance.**

Global collaboration, anticipation and ethics will be the key to sustainable sport governance and to keep the sport passion alive.

UNIQUENESS OF THE PROGRAMME

- Emphasis on the international dimension of sport;
- 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, governance structure, etc.);
- Visits of major sports cities with lectures at the heart of sports organisations by their leaders and top managers.

STRUCTURE OF THE MESGO SESSIONS

Each of the nine MESGO sessions starts at 13.00 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 comprises a mix of:

- Academic contributions;
- First-hand accounts from experienced practitioners working in the sport sector;
- Lectures providing perspectives from other industries;
- Discussions and debates;
- Case studies, practical exercises and role playing exercises;
- Networking and social activities.

LEARNING OBJECTIVES

Anticipate the forthcoming key challenges

"Play to win"

Identify new global trends, analyse rising constraints and apply innovative methods to best overcome them.

Positively impact the development of sport governance

"Leave your mark"

Realign core values and integrate ethics at all levels of business, improve management operations and leave a lasting mark in your industry.

Exploit the dynamics

"Do it with passion or not at all"

Accompany the sports evolution, exploit the boiling energy and passion within the sports industry and adopt a solution-driven attitude.

Didier Primault
General Manager, CDES - Limoges
MESGO Session Director

The MESGO is a unique and ambitious training programme that has rapidly become a reference. It is the result of collective work and collaboration among academic partners who are recognised for their expertise in the sports sector on the one hand, and team sports partners representing major international sports organisations on the other. We are united by a common philosophy and altogether we share the ambition of helping to improve sport governance.

Loïc Alves
Legal Counsel, European Handball Association
MESGO IV Participant

One of MESGO's valuable specificity relates to the fact that as a participant one learns as much in the classroom as he does outside. Every fellow participant could be a speaker and thus everyone brings along a special expertise and vision. Besides, having the opportunity through all sessions to spend such a significant amount of time with high profile leaders also allows to reflect on oneself's daily tasks but also his/her own organisation and keep in mind that in sport, every piece of the puzzle is connected. Eventually, even better than a professional network, MESGO brings you a network of friends.

Ekaterina Fedyshina
Deputy Chief Executive Officer, Football Union of Russia
MESGO II Participant

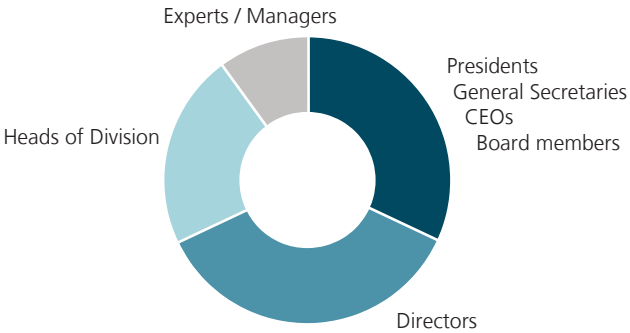
I decided to join the MESGO programme because of the changes currently occurring in the Russian federation's top management. Regarding the 2018 FIFA World Cup, the objectives are to present a new image of Russia and for people all around the world to discover another side of the country. The MESGO gave me a clear understanding of the things at stake in our restructuring and taught me how to work efficiently through my association. I enjoyed the sessions very much and the speakers' 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.

TARGET PUBLIC

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

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

THE PARTICIPANTS



Seniority

35+
Nationalities represented since its first edition

25
participants (maximum) will compose the MESGO V class

SESSION 1

24-28
SEPTEMBER 2018
PARIS
// FRANCE

Context of International Sport

Develop an understanding of the institutional and economic operating environment of international sport, and define the concepts of governance in the sporting context, the specificity of sport and the international model of sport by assessing:

- International sport's stakeholder universe;
- The impact of globalisation on the organisation of sport;
- 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).

Kenny Jean-Marie
Founder and President, KJM CONSEIL
Former advisor to the French Prime Minister on youth, sport and associations
MESGO III Participant

This first MESGO experience was a true dive into the purpose of this master's programme. It gave us an overview of the institutional framework around sport – which is quite a complex one! The week was a tremendous opportunity to meet people from very different organisations. From the very beginning we all understood that we would have to "think out of the box" and build a strong team spirit: exciting!

PROGRAMME IN DETAIL

SESSION 2

26-30
NOVEMBER 2018
LAUSANNE, NYON
// SWITZERLAND

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 development and organisation of major international sports governing bodies and of the Olympic movement;
- The internal governance and administrative structures of sports governing bodies;
- 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.

Prof. Jean-Philippe Bonardi
Professor, Faculty of Business & Economics - HEC Lausanne
University of Lausanne - UNIL
MESGO Session Director

The MESGO is the perfect place to share ideas and best practices as participants have rich experiences which foster meaningful discussions. Governance is more than ever a central piece in every strategic reasoning. Using cutting-edge strategic thinking, participants can go beyond their limits and discuss governance as a transversal topic in the sport sector.

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).

SESSION 3

28 January - 1 February 2019

Rome // Italy

Sean Hamil
Director, Birkbeck Sport Business Centre - London
MESGO Session Director

A major responsibility of every organisation in the sport system is to play its part in the effective design and implementation of successful competitions. A key objective of the MESGO curriculum is to expose programme participants to the absolute best practice in competition organisation, with speakers and case studies from the world's most successful tournaments and leagues. MESGO is about learning from the best in competition design.

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 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;
- The role of lobbying at national and international levels.

SESSION 4

11-15 March 2019

Brussels // Belgium

Balázs Nemcsik
Secretary General, Hungarian Water Polo Federation
MESGO III Participant

The session on the legal frameworks of European sport proved to be one of the most important during my MESGO studies. Noted experts introduced us to the depths of EU law, explaining how this complex legal environment has an impact on sports organisations. Learning about the most prominent CAS [Court of Arbitration for Sport] cases and comparing existing European legal mechanisms with those applied in our own federation was extremely useful. Altogether, the week in Brussels was a valuable milestone for all.

SESSION 5

29 April -
3 May 2019

London
// United Kingdom

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.

Elkhan Mammadov
General Secretary, Association of Football Federations of Azerbaijan
MESGO III Participant

In MESGO, the session related to marketing issues is of particular benefit, since not only does it tackle sponsorship, but you also learn about a wide variety of other commercial activities. In addition, you learn about key elements of a successful strategy, such as branding, fan engagement, digital marketing, marketing research and customer relationship management, to name just a few. In that sense, the MESGO course is unique in helping each participant to achieve their organisational objectives and deliver significant business outcomes.

SESSION 6

17-21
June 2019

Barcelona
// Spain

Sports Events

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

- The range of sports event types;
- Risk assessment and management;
- The human resource strategies, event and facility security, safety strategies;
- The technological/media challenges: media integrity and environmental/ecological challenges;
- Crisis management and communication strategies;
- The strategies implemented by public authorities to host sports events;
- The relations and responsibility issues between public authorities, local organising committees, national federations and the owners of events;
- The business models related to the construction and exploitation of event facilities.

Prof. Francesc Solanellas
Professor in Sports Management, Institut Nacional d'Educació Física de Catalunya (INEFC) - Barcelona
MESGO Session Director

Sports events are at the heart of sports organisations' activities, but well-planned, successful events are a major challenge. All sorts of risks must be anticipated and complex issues dealt with. Based on strong academic testimonies and the experience of leading specialists in the sports industry, the MESGO programme addresses these challenges and tries to provide solutions and best practices in various fields, including bidding processes, legal issues, knowledge transfer, operations and risk management. This is why the MESGO programme is so unique: it gives participants a toolkit with which to lay the foundations for successful event organisation.

Ethics

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

- The theoretical foundation of ethics and corporate social responsibility (CSR) in sport (fairness, integrity, respect, equity as practical guidelines for management decision-making);
- Regulatory mechanisms for addressing economic corruption;
- 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;
- Sustainable education programmes (their importance but also their effectiveness or lack thereof);
- Sport, sports events, sustainability and legacy.

SESSION 7

23-27
September 2019
Mainz, Frankfurt
// Germany

Claudia Bokel
Former member of the International Olympic Committee (IOC)
Former Executive Board and chair of the IOC Athletes' Commission
MESGO Speaker

MESGO is a very valuable programme for professionals at top levels within sports organisations. I particularly appreciate that MESGO focuses not only on the governance of sports organisations, but also on athletes' views, since we often forget that sport above all is performed by them. Tackling good governance nowadays entails the need to address the athletes as well as all the ethical challenges related to their performance, which MESGO does. I have always appreciated having the chance to give lectures for MESGO alongside so many high-level speakers.

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 (Baseball) and NHL (Ice Hockey) – and the challenges faced by an "evolving" professional elite sport (the case of MLS (Soccer));
- Player salary regulation (e.g. wage caps, luxury tax) and player recruitment regulation (e.g. player draft system);
- The collective selling of media rights as a redistributive tool;
- The collective selling and redistribution of league merchandising revenues;
- The use of a franchise system with geographic monopoly;
- The use of a collective bargaining agreement 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).

SESSION 8

2-6
December 2019
New York
// United States

Sunil Gulati
President, United States Soccer Federation; Member of the FIFA Council;
Senior Lecturer at Columbia University
MESGO Speaker

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.

SESSION 9

9-13
March 2020
Beijing
// China

The Future of Sport Governance

Drawing on the material of the eight previous sessions and based on the analysis of the development of sport in Asia over the last ten years, the ninth and final session will conclude the MESGO programme by offering an overview of the key challenges that sports governing bodies may face in the future. Asia is indeed of particular interest, considering the various challenges the continent has taken up (demographic, economic, political, etc.). Learning from the Asian experience, this session aims to anticipate the main challenges ahead for sport and society by providing managers with tools to face the future, by assessing:

- The international environment of their organisations;
- The definition and implementation of an organisational mission;
- The organisation of an effective governance structure for both grassroots and professional sport;
- The challenges to the integrity of sporting competitions and wider ethical challenges;
- The development of successful strategies for the future of European sports governing bodies.

Horst Lichtner
General Secretary, International Ice Hockey Federation
MESGO I Participant

The MESGO offered me a variety of new perspectives and contacts which helps me to better coordinate my 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.

16-17
April 2020
Nyon
// Switzerland

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.

Prof. Holger Preuss
Professor, Institute of Sport Science, Johannes Gutenberg University - Mainz
MESGO Session Director

MESGO is a challenging executive master's programme. It has a perfect mix of academics, who expect work based on sound theory and evidence, and many high-level practitioners, who provide experience and real-life examples and involve the participants in discussions. As a result, MESGO is not about the routine application of common-sense governance knowledge – it is about enabling the current and future leaders of sports organisations to make shrewd decisions driven by critical analysis.

THE BIRKBECK SPORT BUSINESS CENTRE

Birkbeck, University of London (United Kingdom)

Founded in 1823 as 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 - CDES

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, executive master for former international players) and publications (Jurisport, a sports law and economics review).

http://www.cdes.fr

HEC LAUSANNE

University of Lausanne (Switzerland)

Founded in 1911, HEC Lausanne, the Faculty of Business and Economics of the University of Lausanne (UNIL) trains capable, responsible economic leaders and entrepreneurs and generates ideas which mark their time. HEC Lausanne is regarded as a high quality academic institution, offering high-grade management and economic education and conducting prolific and visible research across various fields of business studies. Located on the shores of Lake Geneva, our school is at the centre of an exceptional cultural network and at the heart of a vibrant business community made up of multinationals and SMEs.

http://www.hec.unil.ch

INSTITUT NACIONAL D'EDUCACIÓ FÍSICA DE CATALUNYA

University of 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 9,600 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

INSTITUT FÜR SPORTWISSENSCHAFT

Johannes Gutenberg University of 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

ACADEMIC PARTNERS

mesgo

EXECUTIVE MASTER IN SPORT GOVERNANCE

ORGANISATION

- Programme organisation adapted to a professional schedule
- 9 sessions of one week each + viva and graduation ceremony, to be completed during a period of 19 months
- Worldwide programme: 7 sessions in Europe, 1 session in New York and 1 session in Beijing
- Programme delivered exclusively in English
- Enrolment fee: €17,900 (including academic learning material, lunches and transfers within the cities visited). Please note that this fee does not include travel and accommodation expenses
- Assessment: continuous assessment based on case study analyses, group exercises, attendance and participation (60%), and a professional written thesis to be defended during a final oral presentation (40%)

APPLICATION

To be eligible for this Executive Master's programme, applicants must meet the following requirements:

- Minimum of five years' experience in a relevant field and at managerial level
- Graduated to Bachelor's degree
- Fluent in English

HOW TO APPLY?

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

5TH EDITION

STARTING SEPTEMBER 2018

HOW TO CONTACT US:

info@mesgo.org
+33 (0)5 55 45 77 67

Application process: 1 September 2017 to 31 March 2018

www.mesgo.org

With the support of:

UEFA · FIBA We Are Basketball · EHF European Handball Federation · IIHF International Ice Hockey Federation · CEV

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