

9TH
EDITION

2026 • 2028

mesgo

THE EXECUTIVE MASTER IN
GLOBAL SPORT GOVERNANCE



Sport & Institutional Partners
Academic Partners



5

PROGRAMME WELCOME

International sport and institutional partners

More than ever before, sports organisations need leaders and decision-makers who understand the global challenges influencing the future of sport and who are quick to take decisions within an ethical framework.

In my role as UEFA's president, it is important for me to understand the dynamics of a fast-moving environment and to take decisions that will have a positive impact on UEFA's future and foster the growth and protection of European football. This cannot be achieved in isolation: I rely on other leaders who grasp the challenges facing us and have a full understanding of good governance and transparency.

The Executive Master in Global Sport Governance (MESGO) was developed to provide sports industry leaders with the tools to anticipate forthcoming challenges, to exploit the dynamics of the environment and to accelerate the development of sound sport governance. Over the past decade, MESGO has proved to be a transformative pathway for sports decision-makers and has had a positive impact on the development of many sports organisations worldwide.

Cooperation between academic institutions, public authorities and sport's governing bodies is a key feature of the MESGO programme. Based as it is on practice as well as theory, the programme involves many high-level practitioners, who provide personal expertise and real-life examples from a range of stakeholder organisations. Furthermore, with industry leaders both speaking and taking part in the programme, MESGO provides participants with a unique network to help them to grow their organisations and nurture their own leadership skills.

We at UEFA have given our full support to the programme in the knowledge that it benefits not only football, but the sporting world as a whole. We can be proud of MESGO's impact. Important new benchmarks have been set, careers have been accelerated, and the programme will continue to play an essential role in giving senior managers the tools and skills to improve sport governance – enhancing sport's overall well-being, unity and credibility at the same time.

Now is your chance to be part of it!

www.uefa.com



A. Čeferin
Aleksander Čeferin
UEFA President



Luc Tardif
IIHF President



The IIHF is grateful to MESGO for its ambitious and comprehensive approach to sport governance education, which has inspired organisations around the world to take impactful actions to improve their governance policies. To be a part of this network and to witness its grow over the years is a testament to their success. There is much to be learned within this programme, and we encourage all interested sports leaders to get involved.

www.iihf.com



Michael Wiederer
EHF President



As MESGO enters a new cycle, the European Handball Federation is proud to have supported several candidates through this integral academic step in modern sports management. It is not only the programme's core theoretical and practical elements – finance, law, media and management – that attract high-level sport administrators and managers to MESGO, it is also the certainty that it is an exemplary education that will boost participants' future career prospects. As we continue to support the candidates' success, the European Handball Federation remains a proud partner of the MESGO programme.

www.eurohandball.com



Andreas Zagklis
FIBA Secretary General

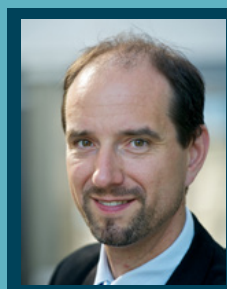


FIBA

We Are Basketball

MESGO is an opportunity for modern sports executives to gain in-depth first-hand experience of the inner workings of professional sports management. Its strength lies in its diversity: people working in different sports come together to learn through sharing and analysing their various experiences. This gives them all an insight into different approaches by different sports in different situations. Educating our people about how to respond to the challenges of modern sport is essential and sport stands to benefit from the MESGO programme.

www.fiba.basketball



Stanislas Frossard
Head of the Sport Division,
Council of Europe



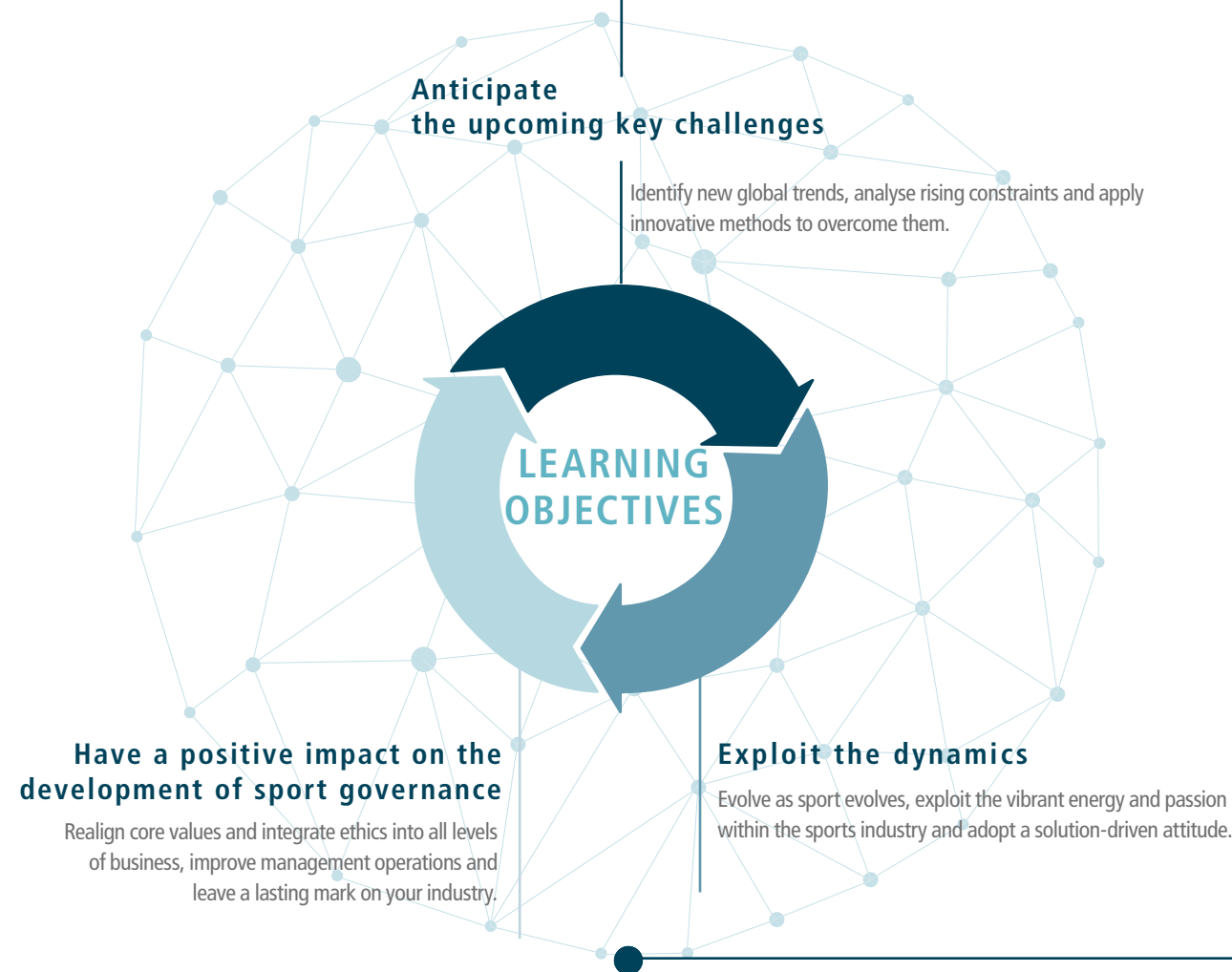
Sport governance has become a topical issue for both the world of sport and for public authorities. A thorough understanding of the issues concerning compliance with international and European law is critical for sports leaders, in particular when it comes to human rights and EU law. Similarly, governments that offer the most support to sports activities, should be aware of today's challenges in its global development. EPAS therefore welcomes MESGO's efforts to promote knowledge on such matters and to build bridges linking the perceptions of state sports authorities with those of sports organisations.

www.coe.int/epas

PROGRAMME OVERVIEW

- Access a unique network
- Identify the new global trends
- Take your career to the next level

The 3 Reasons Why



WHO ARE THE PARTICIPANTS?

30 participants will attend MESGO 9

45+ nationalities represented since MESGO first launched

CONTEXT

The professional sports industry has undergone a **major evolution** in recent years. The commercial development of the most popular competitions has prompted an **increasing number of stakeholder organisations** to call into question the traditional models of governance.

With the industry's **growing political, economic, societal and ecological impact in the world**, sport leaders need **to take concerted decisions**, collaborating with their main stakeholders to find solutions to the rising challenges, and **develop a sustainable governance model**.

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

WHAT IS MESGO?

MESGO is a unique, ambitious training programme for sports industry leaders. It is characterised by:

- its global perspective and strong alliance between sports experts and academia;
- its multidisciplinary approach and in-depth analysis of legal, political and economic issues;
- its focus on the key current and future challenges faced by sports organisations;
- its strong network of like-minded sports experts;
- lectures at the heart of sports organisations. Each session day is delivered at a different sporting venue or the HQ of a sports organisation.

HOW IS MESGO ORGANISED?

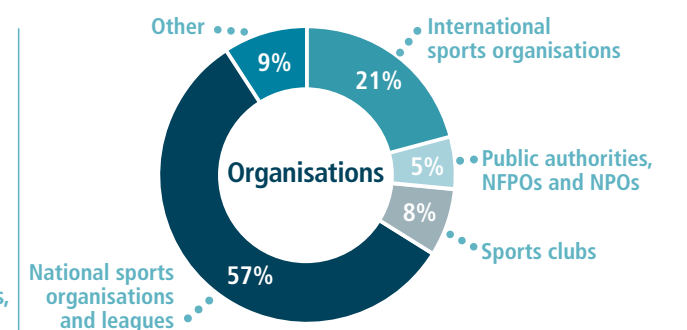
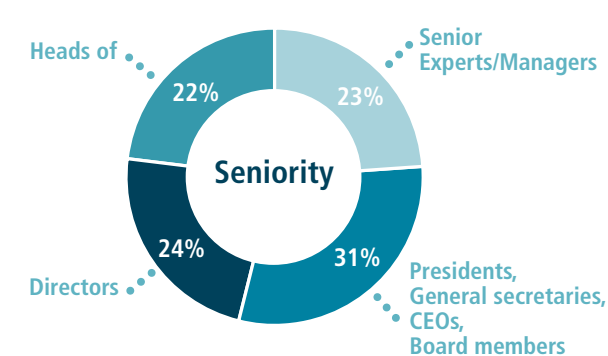
The programme is tailored to the schedule of working professionals. It comprises:

- 9 one-week sessions, plus a final oral presentation and graduation ceremony, to be completed within 24 months;
- a worldwide programme: with six of the nine sessions in Europe, two in North America and one in Asia;
- continuous assessment based on case-study analyses, attendance and participation, and a final written report which will constitute your MESGO thesis.

WHO IS MESGO DESIGNED FOR?

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

- national and international sports federations;
- clubs, leagues and trade unions;
- public authorities, not-for-profit organisations (NFPOs) and non-profit organisations (NPOs);
- partner organisations of sports bodies: media organisations, sponsors, etc.



9 Worldwide sessions

PROGRAMME IN DETAIL



5 - 9 October 2026
Lausanne // Switzerland

Governance and the international organisation of sport

The purpose of this introductory session is to develop an understanding of the institutional and economic environment in which international sport operates and to define governance concepts in the context of sport specifically, including the European model of sport. This session seeks to explain the fundamental mission and objectives of sport's governing bodies, in a world that is facing structural changes.

During this session, you will broaden your knowledge of:

- the impact of major issues such as sustainability or geopolitics on the organisation of sport;
- the stakeholder universe in a global sports context;
- the role of international and national federations/associations;
- governance structures, boards and the performance of sports organisations;
- indicators for better governance.

23-27 November 2026
Paris // France

Competition design and financial regulation

In this session, the focus moves to illustrating the range of contrasting competition designs and regulatory systems employed by different sports for successful competitions, outlining their respective strengths and weaknesses in the context of sport's particular economic framework.

During this session, you will broaden your knowledge of:

- the importance of achieving competitive balance in successful competitions, and the policy mechanisms available to achieve it;
- the specific role of licensing and financial sustainability systems in achieving economic stability in a professional sports system;
- the regulation of sports labour markets, including an assessment of key policy measures, such as the role of the transfer market and salary management systems;
- the role of the solidarity payment function in supporting grassroots sport, and the relationship between professional club, and national team, competitions;
- the nature and function of different ownership and investment models in professional sports teams and competition organisation.

25-29 January 2027
Brussels // Belgium

The legal and regulatory framework of international sport

This session aims to describe the very broad legal context in which sport's governing bodies operate, raise awareness of the range of legal issues they face and present the legal mechanisms available to sport's governing bodies in their governance and regulatory roles.

During this session, you will broaden your knowledge of:

- the external management of legal disputes, i.e. the different sources of international sports law and the role of the Court of Arbitration for Sport;
- the internal settlement of legal disputes, i.e. the management of a legal department and the disciplinary powers of sport's governing bodies;
- the legal and political framework European sport, i.e. EU law and its application to sport, with a particular focus on the so called "European Sport Mode";
- the critical importance of legal risk management and the different practical ways to achieve it;
- the key role of advocacy at the EU level in influencing and shaping EU sports policy and governance.

2026

2027

29 March - 2 April 2027
New York // United States

The North American model

The purpose of this session is to gain a better understanding of how sport is organised in North America. The idea is to analyse professional sports in North America and understand the context in which major leagues emerged and developed, their principles, their regulatory tools and their relationship with their environment (national and international).

During this session, you will broaden your knowledge of:

- the economic and regulatory structure used to achieve competitive balance and financial stability in the five major North American professional sports leagues;
- labour market regulation: Talent stock regulation (e.g. wage caps) and flow regulation (e.g. the player draft system);
- the revenue-sharing system;
- the use of a collective bargaining agreement as a key element of regulation;
- the tools used to promote gender equality and to fight against discrimination.

14-18 June 2027
London // United Kingdom

Revenue generation and economic models

The aim of this session is to develop a comprehensive understanding of and approach to revenue generation and economic models in sports organisations. This session provides a balance of foundational principles, innovative strategies, and practical applications, aimed at optimising financial performance and sustainability for sports organisations.

During this session, you will broaden your knowledge of:

- the fundamentals of revenue generation, including diverse income streams and economic models in the sport industry;
- the importance of a strong brand in developing commercial opportunities;
- how the broadcasting landscape is evolving and its impact on the economic models of sports organisation;
- the impact of digital transformation on revenue generation, including the monetisation of digital content and fan engagement platforms;
- how economic models can be used strategically by sports organisations.

6-10 September 2027
Mainz and Frankfurt // Germany

Sustainability, Ethics and Integrity

The main objective of this session is to demonstrate the importance of sustainability, ethics and integrity in sports and for sports institutions. First, this session encourages critical thinking and value-driven decision making. Next, it will help to precisely understand the range of ethical and integrity challenges in sport and outline key mechanisms for addressing these. Then, the session addresses how sustainable development of sport can be promoted as well as how sport can promote sustainable development in society.

During this session, you will broaden your knowledge of:

- the theoretical foundation of ethics and integrity in sport, i.e. fairness, respect and equity as practical guidelines for management decision-making;
- sport and sustainable development;
- contemporary integrity issues in sport, such as corruption, match-fixing, doping, abuse, and regulatory mechanisms for addressing them;
- discrimination in sport on the basis of ethnicity, gender, disability, sexual orientation, etc., and policies used to address it;
- the social responsibility of sport and sports organisations (in relation to human rights, violence, etc.).



10-14 January 2028
Dubai and Abu Dhabi // UAE

Events, Participation and Sports development

This session explores how sports events and participation strategies can drive sustainable development in sport. Set in the UAE – a region rapidly emerging as a global sports hub – it offers a unique opportunity to study local dynamics while comparing international approaches to event hosting, grassroots engagement, and legacy planning.

During this session, you will broaden your knowledge of:

- Governance models and operational planning for sports events;
- The evolution of bidding processes and legacy strategies;
- The roles of public and private sectors in promoting participation;
- How innovation in events can be used to attract new audiences;
- Strategies employed by federations to grow grassroots sport;
- Best practices in risk management and crisis communication.

24-28 April 2028
Silicon Valley // United States

Leadership and innovation

The goal of this session is to raise awareness of the need to take innovation into consideration and demonstrate that innovation is not only about using technologies or digital transformation, but must be a general process that structures the management of the organisation and its strategic development, and links it with the skill set needed by those in leadership positions in the sports industry.

During this session, you will broaden your knowledge of:

- technologies and the way they will affect sport activities and sport governance;
- the innovation mindset led by start-ups active in the sports industry;
- disruption and change management;
- innovation management and leadership;
- ethics and innovation.

28 August - 1 September 2028
Singapore

What future?

This session is designed to provide a comprehensive overview of the key challenges that sports governing bodies are likely to encounter in the future. It will examine, from a global perspective, the major mega — and meta — trends shaping the landscape, as well as the disruptions that are already emerging today. These shifts are not only relevant to the sports industry but also to society at large. The session will equip executives with valuable tools and strategies to anticipate, manage, and effectively navigate the evolving future of both sport and society.

During this session, you will broaden your knowledge of:

- the major challenges shaping the future of sport, including technological, societal, and environmental disruptions;
- advanced methods and foresight tools to anticipate and navigate emerging challenges in the sports industry;
- the mega-trends influencing the future of sport and their implications for governance, policy, and strategic decision-making;
- integrity threats in sporting competitions, including ethical dilemmas, financial misconduct, and technological manipulation;
- the development of resilient and forward-looking strategies to ensure the sustainability and competitiveness of sports organisations in an era of rapid change.

VIVA VOCE & GRADUATION CEREMONY

Mid-October 2028 • Nyon // Switzerland

The viva voce (the oral defence of a thesis) is the final examination undergone by participants who have been successful in their class participation and continuous assessments. Following the viva voce, a graduation ceremony will be held at UEFA HQ in Nyon, marking the end of the MESGO journey. After their graduation, participants automatically join the MESGO alumni, a unique network of over 120 sports industry leaders.

PARTICIPANTS FEEDBACK



Razvan BURLEANU
President
Romanian Football Federation
FIFA Council member

MESGO is the best educational programme to accelerate sports leadership development. I would say it could be truly transformative for any participant working in the global sport economy. For me, it was a unique opportunity to connect people, build bridges across sport, integrate insights and knowledge from different fields and broaden horizons to better understand how to navigate through the challenges and opportunities, especially in an environment that has changed a lot in recent years. I would highly recommend the programme to anyone who cares about the future of sport and society.

Join an exclusive alumni community



Lorin PARYS
Chief Executive Officer
Pro League
Belgium



Emilio GARCIA SILVERO
Chief Legal and Compliance Officer
FIFA
USA



Claire BLOOMFIELD
Head of Women's Football
European Club Association
Switzerland



Łukasz WACHOWSKI
General Secretary
Polish Football Association
Poland



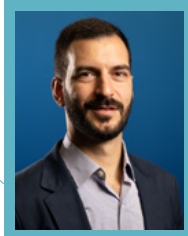
Alex PHILIPPS
Secretary General
FIFPRO
Netherlands



Jonathan HALL
General Counsel and
Company Secretary
International Cricket Council
United Arab Emirates



Jean-Marie KENNY
President and Founder
KJM Consulting
France

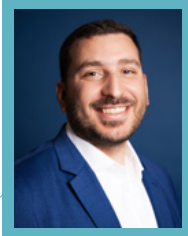


Pedro DANIEL
Executive Director - Sports Industry Leader
Ernst & Young
Brazil

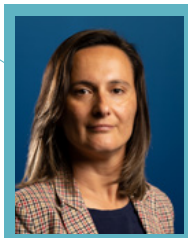


Ambrose TASHOBYA
Chairman
National Council of Sports
Uganda
Vice Chairman
FIBA 3X3 Committee
Switzerland

I wasn't sure what to expect when I started MESGO, but I was enthusiastic to meet and share experiences with a diverse group of professionals well-positioned in the sports sector. I have a great deal of admiration for my classmates and gratitude to our lecturers for what we have achieved so far. There is an open interaction between the lecturers, within a learning environment that is more practical than theoretical, and us. This MESGO journey continues to open my eyes to the need to be a more effective leader. This course gives you the ability to evaluate the traditional ways and norms of sport against the projected future of sport, forcing you to reflect on fundamental questions.



Maan ALKARNOUS
Director of Strategy and Projects
Saudi Olympic and
Paralympic Committee
Saudi Arabia



Elvira DUSHKU
Secretary General
Kosovo Basketball Federation
Kosovo



Ashley EHLERT
Deputy General Secretary / Legal Director
International Ice Hockey Federation
Switzerland

As someone who greatly values continuing education as a means of ensuring top performance, I welcomed the opportunity to expand my knowledge of global sports governance through the Mesgo Program. I began the program with high expectations, and I have not been disappointed so far. Mesgo brings together the best academics and practitioners from around the world, providing intriguing and thought-provoking lectures in unique, highly motivational environments. I have seriously enjoyed my experience at Mesgo and highly recommend the program to anyone wishing to use education to stay at the top of their game.



Julie Mønsted KARNBAK
Chief Operating Officer
Danish Football Association
Denmark

Working in football every day, I thought I had a good understanding of the industry. Yet MESGO has been a true eye-opener — especially as I do not come from a professional sports background but have always been passionate about it. Meeting outstanding professionals from across the sports sector has been both inspiring and challenging, pushing me to see things from new perspectives. In a world where sport unites and inspires nations, MESGO feels more relevant than ever. The network you gain is simply priceless.



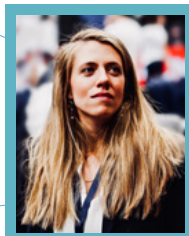
Andrew MERCER
General Counsel and Director
of Legal Affairs
Asian Football Confederation
Malaysia



Anthony ERVIN
Ambassador
World Aquatics
Switzerland



Julien ZYLBERSTEIN
Executive Director of Strategic
and Stakeholder Affairs
UEFA
Switzerland



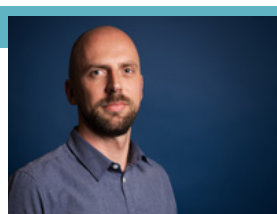
Lisa WIDERER
Senior Director Events
European Handball Federation
Austria



Jürgen EISSMANN
Managing Director
German Football Association
Germany



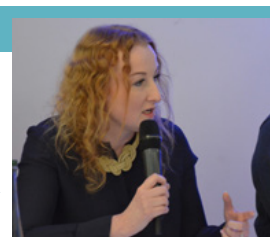
Fiona MAY
Advisory Board member
Puma North America
USA



Richard CACIOPPO
Head of Competitions and Venues
National Rugby League
France

MESGO provided an exceptional opportunity to transcend professional routines and gain comprehensive insights into global sports management. The program's strategic curriculum, featuring expert speakers and a diverse, high-caliber cohort, challenged established perspectives and delivered transformative learning experiences. Despite extensive industry expertise, I discovered profound new approaches to governance, competitive strategy, and organizational innovation. MESGO is more than an academic program—it's a catalyst for professional development, offering sophisticated networking and empowering participants to drive meaningful strategic change in sports.

Katarzyna BINIASZCZYK
Parliamentary Advisor,
European Parliament



MESGO is a high-level programme in global sport governance with many world-class academics and speakers. It gives an invaluable opportunity to travel to different countries and venues, learn from exceptional experts and collaborate with other participants from various federations, sports organisations, private companies and public institutions. Although I finished the programme over two years ago, the contacts and working relationships I forged during the programme continue to help me in my daily work on the development of European sport policy in the European Parliament. I was delighted to be selected as a MESGO V participant and now I have the privilege of sharing my knowledge and experience with new MESGO participants as a speaker. It is a must for anyone wanting to work in the sport sector or expand their knowledge and network.

Meet all the others

on
www.mesgo.org/participants/

APPLICATION PROCESS

WHO CAN APPLY?

To be eligible for this executive master's programme, applicants must:

- have a minimum of five years' experience at managerial level in a relevant field;
- have a university degree;
- be fluent in English.

APPLICATIONS

Applications must be submitted by 31 March 2026.

You must preregister online and then send an application form, together with CV, cover letter and two letters of recommendation (from two different organisations).

INTERVIEWS AND FINAL SELECTION

The MESGO Scientific Committee will shortlist candidates to be invited for phone interviews. Each candidate will receive a final decision within a few weeks after the interview.

TUITION FEES

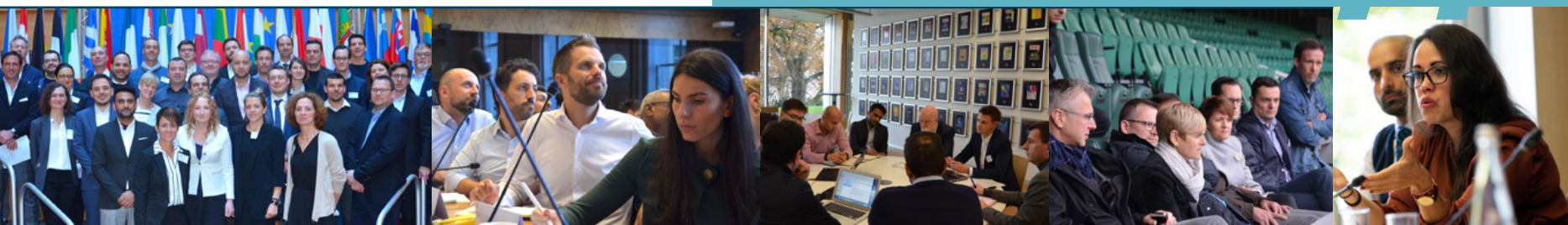
MESGO costs €21.900, including academic learning materials, lunches and transfers within the cities visited. Please note that the tuition fees do not include travel and accommodation expenses.

CONTACT

Apply online at www.mesgo.org

An acknowledgment of receipt will be sent to you within 48 hours.

The complete application package must be e-mailed to: info@mesgo.org



6 renowned Academic Institutions

ACADEMIC TEAM

Managed by



Nathalie Alaphilippe
Lawyer and MESGO Director,
CDES
Limoges (France)

CDES

THE CENTRE FOR LAW AND ECONOMICS OF SPORT University of Limoges (France)

Established in 1978, CDES adopts a cross-disciplinary approach, combining the academic fields of law and economics with a focus on their impact on the sports industry. While remaining true to its origins and academic mission, it has developed numerous commercial research and consultancy activities, including studies and audits in sports law, economics and management. It delivers training courses, conferences and master's degree programmes in law, economics, sports club management, and stadium management. It also offers an Executive Master's Programme (MIP) in collaboration with UEFA for former international football players. CDES publishes Jurisport, a sports law and economics journal.

CDES is the founder and coordinator of the MESGO diploma, which is delivered by the University of Limoges in France.



www.cdes.fr



UEFA ACADEMY

THE UNION OF EUROPEAN FOOTBALL ASSOCIATIONS

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy seeks to inspire the education of individuals and organisations to continuously elevate the game of football. Since we, at the UEFA Academy, believe that real progress can only come from lifelong learning, we make sure that all football professionals can find a suitable way to develop at any stage of their careers.

This is achieved by:

- Anticipating and addressing learning needs in the European football sector
- Working in close cooperation with leading professional and academic experts;
- Constantly assessing and adapting our activities through innovation in the learning formats, methodologies and content;
- Offering expertise in football executive education to support individuals and organisations in their development plans

www.UFAAcademy.com

Managed by



Joël PINSON
UEFA Academy Programme
and Management Expert,
UEFA
Nyon (Switzerland)

Managed by



Sean Hamil
Director,
Birkbeck Sport Business Centre
London (UK)

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.



www.bbk.ac.uk
www.sportbusinesscentre.com



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.

www.uni-mainz.de

Managed by



Holger Preuss
Professor, Institute of Sport Science,
Johannes Gutenberg University
Mainz (Germany)

Managed by



Jean-Philippe Bonardi
Professor,
Faculty of Business & Economics
HEC Lausanne (Switzerland)

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.



www.hec.unil.ch



INEFC

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).

www.inefc.cat

Managed by



Francesc Solanellas
Professor,
Institut Nacional d'Educació
Física de Catalunya (INEFC)
Barcelona (Spain)

Contact us

Dorota Luczak
MESGO Manager / CDES

+33 7 69 17 00 22

info@mesgo.org

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ACADEMY

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