# From players to leaders




UEFA ACADEMY

# MIP

## Executive master for international players

CDES CENTRE DE DROIT ET D'ÉCONOMIE DU SPORT

Université de Limoges

Birkbeck UNIVERSITY OF LONDON

EFC EUROPEAN FOOTBALL CLUBS

FIFPRO EUROPE

# Making the transition from top player to top leader



New challenges can be daunting. After so many years excelling in one profession, it is not easy to start a new chapter. However, turning the page does not mean turning your back on football. It is exciting to realise that the skills you gained during an illustrious career can be applied to other aspects of the sport you love.

This is where the UEFA Executive Master for International Players (UEFA MIP) comes in. Together with our academic and football partners, we have created a programme to give former elite players the resources to keep working in the sport they have so much passion for, even once they have decided to hang up their boots.

At the heart of the UEFA MIP is the belief that the game always comes first. Throughout my years in football, I have seen many instances where, at the peak of their international and club careers, players are able to make valuable contributions to developing our beautiful game. I would like this trend to continue to grow even stronger.

What exactly can you expect from the programme? The answer is that it will provide you with the skills you need as a future leader in football administration and management. This interactive, dynamic course sets out to help you achieve your professional goals and empower you to make positive contributions to shaping football's future.

UEFA is adamant that your experience and expertise must not go to waste, and that is why we encourage you to play an influential role in our sport. As you embark on this new chapter in your life, we will be there to support you and, together, we will ensure that the game nurtures the core values that have made it the most popular sport in the world.

**Aleksander Čeferin**
**UEFA President**




" Designed for former international players "
Designed for former international players

# Meet our participants

Since
**2015**
High-achieving former internationals from all around the world

**170**
Course participants

**60**
Nationalities

**23** FIFA World Cups & FIFA Confederations Cups

**34** Confederation Championships

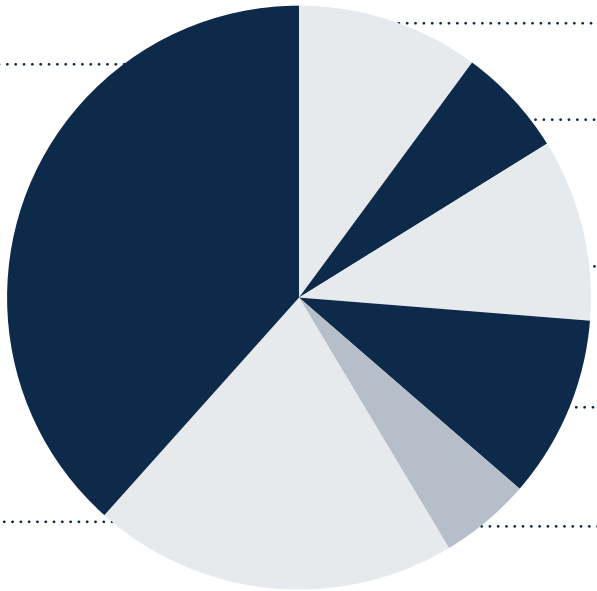
**70**
UEFA Champions League, UEFA Europa League, UEFA Women's Champions League, UEFA Super Cup, FIFA Club World Cup, CONCACAF Champions League

**905** National league and cup titles

**9,382** National team caps

# Where are they now ?

Our graduates are now working as decision-makers, including:



**39%**
Sporting and technical directors

**20%**
Presidents, vice-presidents and general secretaries of federations and clubs

**10%**
Coaches

**6%**
Company owners

**10%**
Other

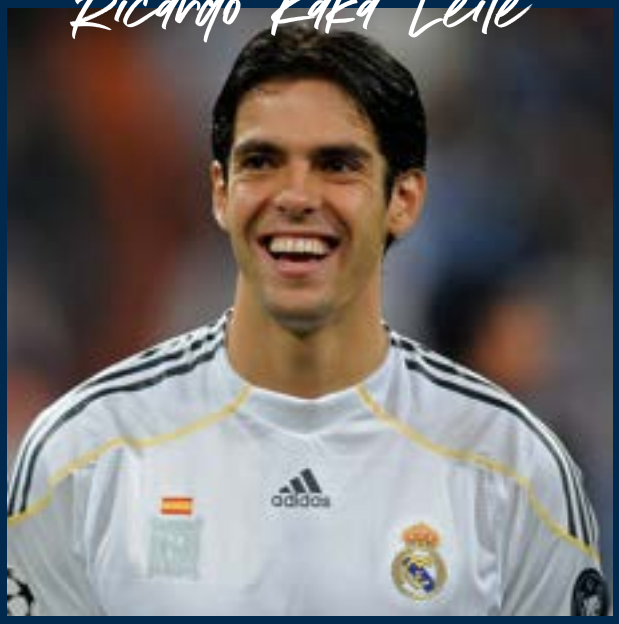
**10%**
TV pundits

**5%**
Scouts

# Testimonials

## WHAT OUR ALUMNI THINK ABOUT THE UEFA MIP

Ricardo Kaká Leite



### Ricardo Kaká Leite
**UEFA MIP 3**

"The UEFA MIP is a great opportunity to gain a broader view of the football industry by examining a range of topics with the assistance of qualified professionals who fully understand the issues in the sport we love so much. Spending time with a group of people with different perspectives and viewpoints is a unique experience that made me think about breaking paradigms and challenge myself to always seek improvement. What makes the UEFA MIP exceptional is the quality of the people we come into contact with in different cities and countries, and everyone has the same passion for football."

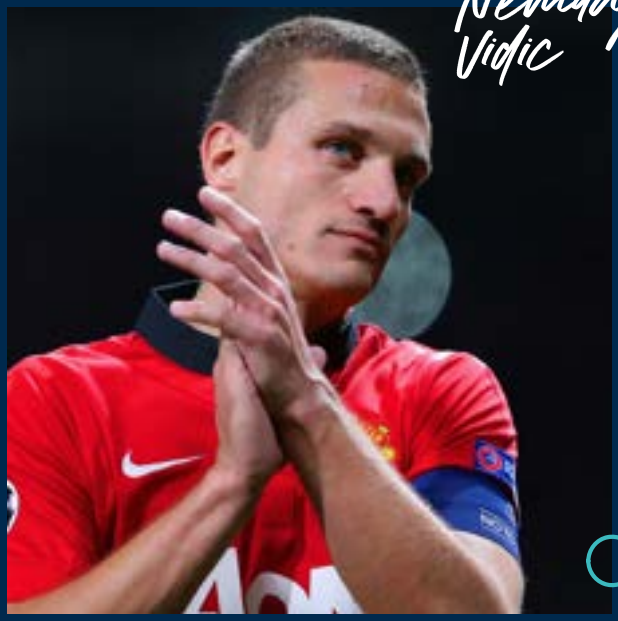
Bianca Rech



### Bianca Rech
**UEFA MIP 1**

Director, women's football, FC Bayern München

"The UEFA MIP is something unique. It's not about gaining knowledge from an ordinary university, it is a whole lot more! The team spirit we experience every day with fellow participants is truly inspirational. We love football, we are teammates and you can feel that in every session. During this programme, I really developed personally and professionally. I was able to realise the importance of the skills that I had gained as a professional player and could turn them into managerial skills."




## Nemanja Vidić
**UEFA MIP 4**

"I would highly recommend the UEFA MIP, especially for the excellent quality of the speakers – lecturers from various universities and professionals working in football and different businesses. This programme offers the unique opportunity to meet people from the same environment who are facing similar issues at the end of their playing careers. It's great to spend time with them and build a network together. The prestige and credibility of this master's degree is guaranteed by the partnership between UEFA, the University of Limoges and Birkbeck College of London."

## Luis García
**UEFA MIP 2**

Chief executive officer, Johor Darul Ta'zim FC

"When I retired from football, I wasn't sure what to do, and coaching didn't seem to be the right choice for me. I looked for an education programme that could help me learn more about the business side of the world I already knew. From the first day, every moment of the sessions was beneficial. I met really inspiring people and shared a worthwhile experience with my fellow participants."







## Veronica Boquete
**UEFA MIP 4**

Professional player, Como 1907

"I would recommend the UEFA MIP because it gives you knowledge that you can't get on the pitch. Our careers as football players teach us so many things about football and sport in general, but there is another world behind the scenes and if we want to improve, we have to know about it and learn from the best. I loved the whole experience! It's a combination of academic study and research while at the same time having fun with your new team, your classmates. Every session is held in a different country, with different subjects presented by the best speakers in their field. A perfect mixture of theory and real-life practice. This kind of education is impossible to get at any other university. On top of all that, you build a huge network and strong relationships; you have the experience of a lifetime."

International



Players

# WHAT OUR ALUMNI THINK ABOUT THE UEFA MIP

## Geremi Njitap
**UEFA MIP 1**

President, FIFPro Africa

"The UEFA MIP is all about confidence, achievements and leadership! Not only did it confirm my decision to pursue a career in football management, but it also provided me with the tools I need to work at the highest level of football administration. One crucial thing I learned was the importance of working with competent people in each area. Applying this today in my work has provided me with great results and more importantly a lot of self-confidence."

## Sebastian Kehl
**UEFA MIP 1**

Former sporting director, Borussia Dortmund

"When I stopped my career as a professional player, I was looking for new challenges. The goal was to find my new professional path. I knew that I had a lot of experience as a leader in a team, but I wanted to increase my skills and knowledge and continue to develop. So the UEFA MIP was the right solution for me! This programme is tailor-made for former players, with a lot of active learning, practical exercises and real-life situations."

## Youri Djorkaeff
**UEFA MIP 2**

Senior football advisor, FIFA

"I always knew that I wanted to work in football, even when I stopped my career as a professional player. Football administration was something that I've had a great interest in for quite some time, so the UEFA MIP was the perfect solution for me to get to know the football industry better, including how clubs and national associations work. What I appreciated most was the quality of speakers, the networking and the friendship of the other participants. It was a great opportunity to work on the qualities and skills that I knew I had in me but which would never have come to the surface without the UEFA MIP. The programme also provided us with a safe environment where we could learn and express ourselves freely without being judged constantly, as often happened during our careers as professional players."

## Maxwell Scherrer
**UEFA MIP 2**

Technical director, Tactica

"The UEFA MIP was a great opportunity for me to gain a better understanding of the football world and prepare for the future. This programme opened my eyes to topics that are a long way from the pitch, such as marketing, broadcasting and finance. It also gave me an overview of the regulations and the sports administration ecosystem."

## Simon Rolfes
**UEFA MIP 1**

Managing director sports, Bayer 04 Leverkusen

"This course offers an ideal transition from an active playing career to the next level in professional football. The UEFA MIP covers the entire spectrum of modern football management. You dive straight in to the inner workings of the business off the pitch. The UEFA MIP has top-class speakers from clubs, companies and universities, and impresses with its exceptional diversity. The programme offers an excellent connection between theory and practice. World-class footballers come together for the UEFA MIP, and all want to continue at the top level in their future professional careers. The networking possibilities are outstanding. Through the UEFA MIP programme, I have made countless contacts that are now invaluable to me in my role at Bayer 04 Leverkusen."

## Jason Roberts
**UEFA MIP 1**

Chief football development officer, CONCACAF

"I would recommend the UEFA MIP because it gives you access to an extremely high level of education, offers amazing insight into the internal mechanisms of football and provides you with an incredible network of individuals who are experiencing a similar transition from the pitch to the business side of our sport. My experience was that I was challenged by the robust educational requirements and assessments; this motivated me to plan my journey into football administration. I left the course with lifelong friends who continue to play an active role in my personal growth. What is unique about the UEFA MIP course is that you connect with colleagues who share a range of emotions towards education, employment and career ambitions."

## Therese SJÖGRAN
**UEFA MIP 4**

Director of football, Manchester City Women's

"During the UEFA MIP, I got to meet so many different people from various sectors with in the game. I will always cherish this network which taught me a lot and still is, especially regarding the way how a professional work environnement should be organised within a successful club. I also got a lot of inspiration in my mission of developing women's football."

# Former participants

Former international players who have competed at the highest level on the pitch have a lot to offer to football administration. Players who show leadership, discipline, commitment and vision on the field can shape the mood of the rest of their team. The UEFA MIP moulds these qualities into the skills of a successful manager.

**Designed for former international players**

This programme combines the technical skills gained by experienced players with the knowledge required to occupy senior positions in football organisations.

The UEFA MIP considers participants' situations at the end of their sporting careers and addresses the main challenges that top executives currently face. This approach facilitates smooth, successful transitions from top player to top leader.

X ALUMNI



Nigel De Jong



Lise Klaveness



Gökhan Inler



Sami Khedira



Gaizka Mendieta



Kim Kallström



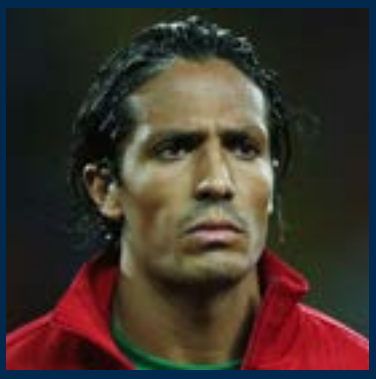
Raí Oliveira



Hamit Altintop



Kolo Touré



Bruno Alves



Sara Gama



Andreï Archavine



Julio Cesar



Éric Abidal



Nuno Gomes



Diana Matheson



Juninho Pernambucano



Didier Drogba

And all the others on:
WWW.UEFAMIP.COM

# Speakers



**Giorgio Marchetti**
Deputy General Secretary, UEFA



**Paul Mitchell**
Former sporting director, Newcastle United FC



**Nadine Kessler**
Women's football director, UEFA



**André Villas Boas**
President, FC Porto



**Ferran Soriano**
Chief executive officer, Manchester City FC



**Pablo Longoria**
Football director, Club Atlético River Plate



**Simon Rolfes**
Managing director sports, Bayer 04 Leverkusen



**Lise Klaveness**
President, Norwegian Football Federation



**Fabio Capello**
Professional coach



**Philippe Moggio**
General secretary, Concacaf



**Claire Bloofield**
Chief of football affaires & governance, World Sevens Football



**Luis Campos**
Sporting director, Paris Saint-Germain FC



**Damien Comolli**
Former chief executive officer, Juventus FC



**Mark Tatum**
Deputy commissioner, NBA



**Tony Estanguet**
Former president, Paris 2024 organising committee



**Christophe De Kepper**
Director general, International Olympic Committee



**Edwin van der Sar**
Chief executive officer, AFC Ajax



**Samir Xaud**
President, Brazilian Football Confederation

*Previous speakers include*



# Programme overview

**An international programme for international participants.**

The UEFA MIP is tailored to match each participant's interests and profile. It comprises eight week-long sessions, each of which deals with a different aspect of football administration and management. Delivered in English, the sessions are held over a period of 20 months.

Those who do not work in a sports organisation undertake a three-month work placement during the course to gain practical experience.

Successful participants are awarded an executive master's degree by the University of Limoges, France.

This entitles the holder to

**60 ECTS**.

# 8 sessions over 24 months

*1. Switzerland*
**Session 1: Professional football landscape**
(11-15 October 2027, UEFA HQ, Nyon)

*2. France*
**Session 2: Management and leadership**
(13-17 December 2027, Paris)

*3. Portugal*
**Session 3: Competitions and leagues**
(7-11 February 2027, Lisbon)

*4. Germany*
**Session 4: Sporting and technical management**
(8-12 May 2028, Frankfurt)

*5. Spain*
**Session 5: Managers in action**
(25-29 September 2028, Madrid)

*6. England*
**Session 6: Commercial and strategic marketing**
(4-8 December 2028, London)

*7. United States of America*
**Session 7: North American leagues and clubs**
(26 February-2 March 2029, Miami)

*8. Brazil*
**Session 8: Football's global challenges**
(11-15 June 2029, Rio)




## Final examination & Graduation ceremony

(TBC, October 2029, UEFA HQ, Nyon, Switzerland)

* Dates and locations subject to change


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8




# Session 1

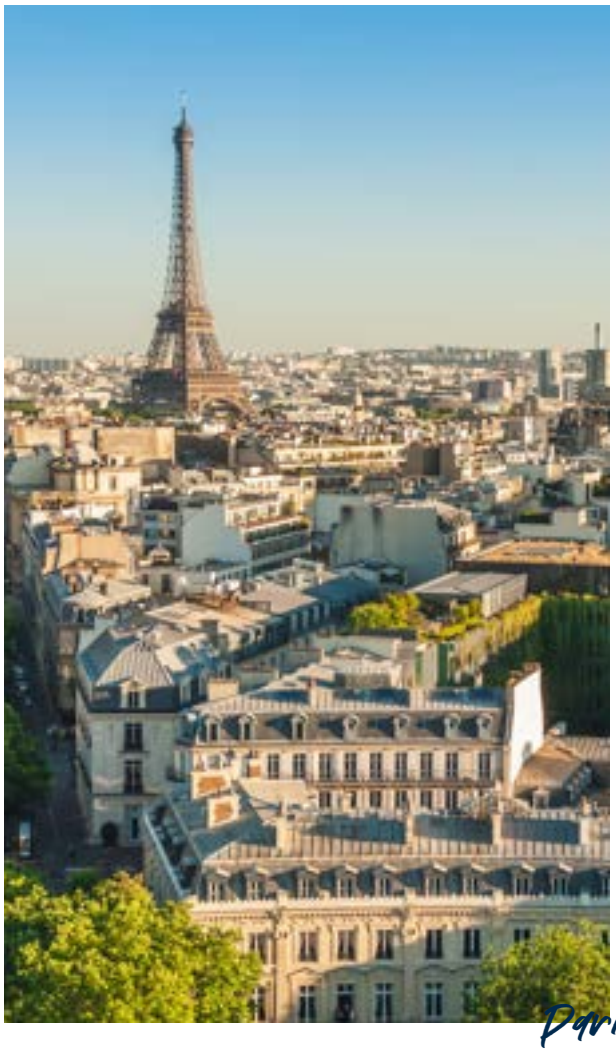
## Professional football landscape

11-15 October 2027, UEFA HQ, Nyon

As a former international player, you have a clear vision about how football works, on and around the pitch. But you probably need to strengthen your knowledge about what goes on behind the scenes. This first session provides a presentation of the sports sector in general and the professional football landscape in particular. Who are the different stakeholders in the sector? What are the specific features of sports economics and the football industry compared to general economic sectors? Through academic and professional presentations, workshops and debates, you will be afforded a comprehensive insight into the features and complexity of the football ecosystem. This first session will also help you identify how to appreciate and use your legitimacy and skills in order to become a top manager.

**Learning objectives:**

- Draw up an overview of the stakeholders in the sports sector and professional football
- Introduce the general institutional, legal and economic frameworks of the European professional sports system
- Underline the characteristics and specific features of the economics of team sports
- Highlight key skills that can be mobilised to transition from a top player to a top leader




# Session 2

## Strategic management and leadership

13-17 December 2027, Paris

Some of the skills that you have acquired in your playing career are directly transferable, while others will need supplementing. Your task is to apply these skills to a clearly defined, coherent project that takes into account the history, culture and values of the organisation for which you work. During this session you will learn from several managers with sports and business backgrounds. Various activities will also help you reflect on what kind of leader you would like to become.

**Learning objectives:**

- Understand the role of the manager and their key skills
- Learn about the importance of a clearly defined strategy for a sporting organisation and how to implement it
- Study simple, practical tools for defining projects
- Discover your leadership style

Lisbon



# Session 3

## Competition design and financial sustainability

7-11 February 2028, Lisbon

The essence of sport is competition. The objective of sporting tournaments, leagues and competitions is to determine the champion team or individual. This session addresses the challenges of finding the most effective way to organise football competitions in all their variety and complexity. The debate around how the UEFA Champions League competition should be structured in the 2024-2027 cycle illustrates this point very clearly. Explanations are given of the theoretical principles underlying effective competition design, such as the need to maintain competitive balance, financial stability and the integrity of competitions. The practical application of these principles is illustrated with the use of multiple case studies of real-world football competitions.

**Learning objectives:**

- Understand the key principles informing the successful design of club and national team competitions
- Understand the key regulatory tools available to competition organisers, e.g. salary caps, luxury tax, financial fair play systems, etc.
- Learn the key operating principles of labour markets in football related to the retain and transfer systems, and the role of clubs, agents and regulators such as FIFA in this system
- Explore the specific dynamics of women's football competitions as a critical growth sector in the football ecosystem



Frankfurt

# Session 4

## Sporting and technical management

8-12 May 2028, Frankfurt

Sporting and technical management have become a key issue for football organisations (clubs but also national associations). As it drives both sporting success and financial development, sports talent management is from a critical importance. Talent identification, player development and valuation are a major part of clubs' strategie. Specific attention will be paid to scouting strateties and to the role and skills of club's sporting and technical directors.

**Learning objectives:**

Present the general business model of professional football clubs and identify the key pillars

- Identify the different stakeholders involved in sports talent management
- Understand the basic principles of scouting and recruitment
- Highlight the role and importance of the sporting or technical director in a club




# Session 5

## Managers in action

25-29 September 2028, Madrid

This session will help participants understand the different kinds of organisations that exist in football administration today. Based on this information, they should then be able to analyse decision making processes. The main content of this session concerns relationships between people. Participants will be introduced to a variety of important topics in order to help them become great managers: there is a clear definition of the objectives, including the importance of selecting and motivating an effective team. Additionally, participants will practice the skills required for successful negotiation and communication.

**Learning objectives:**

- Examine the administrative organisation of clubs and federations
- Understand the decision-making processes in sports organisations
- Outline basic financial concepts
- Explain the roles and skills of different stakeholders in a football organisation




# Session 6

## Commercial and strategic marketing

4-8 December 2028, London

The goal of marketing is to identify and satisfy consumer needs through delivering compelling products and services in a unique and profitable way. In sports, we market to fans and commercial partners alike; this requires a broad set of strategic skills in order to succeed in a highly competitive, rapidly evolving marketplace. We compete with other sports as well as with other forms of entertainment.

**Learning objectives:**

- Build a strong brand strategy to guide the offering, communications, pricing and distribution
- Develop a marketing plan based on consumer insights, competitive analysis, understanding the market, segmentation and targeting
- Understand how to build a strong proposition in key revenue-driving verticals: broadcast rights, sponsorship and licensing, digital fan engagement and direct-to-consumer
- Develop cut-through communications to promote your brand and offering while building and protecting your property's reputation

Miami



# Session 7

## North American leagues and clubs

26 February-2 March 2029, Miami

This session covers an alternative sports model that has its own history and culture. The study of this model will allow you to broaden your managerial horizons and acquire new tools for success. It also encourages creative thinking about the key factors in the success of a league or club, including the implementation of regulatory tools. Although the consumption of American culture and sport is significantly different to European consumption, this session will help you identify some very practical tools that could be implemented in European football in order to increase its economic and social value.

**Learning objectives:**

- Offer a non-European perspective from outside Europe, with the illustration of a very different but very prosperous model
- Demonstrate that both the European and North American models are tailored to their history and environment
- Illustrate the need for sports models to be regulated
- Describe the policies implemented to promote gender equality and fight discrimination



Rio

# Session 8

## Football's global challenges

11-15 June 2029, Rio

Football is multifaceted: it is simultaneously a game, a sport, an economic sector and a highly globalised industry. After a strong focus on the European context and the North American model of sport, this final session visits South America to offer a comprehensive insight into the globalised nature of football and its challenges. Based on a series of presentations and interactive workshops, this final session will give participants the opportunity to apply what they have learned throughout the programme.

**Learning objectives:**

- Understand the global nature of the football industry and its current and future challenges
- Learn more about the South American football market and its connections to Europe
- Study different organisational models
- Apply the programme's key learning points

# Final examination & graduation ceremony

Final examination & Graduation Ceremony

**UEFA HQ, Nyon**
TBC, October 2029

# Assessment

**Continuous assessment**

Active participation, case studies, group work and assignments will be assessed throughout the various sessions.

**UEFA MIP report**

During the programme, participants will be required to produce a managerial analysis of a football-related issue using the knowledge they have acquired. Participants will have to present and defend their UEFA MIP report during a viva voce.

**Internship and discovery of the professional environment**

Participants who are not already working in a sports organisation will have to do a 12-weeks work placement in order to discover football organisations off the pitch.
Based on that or on their professional commitments, they will have to produce a job analysis.

**Supervisoring**

You will be assigned a supervisor who will support you throughout the programme.
Your supervisor can answer questions on the sessions and assignments,
help you build a professional project, advise on work placements and suggest reading.





# Application process

## 1. WHO CAN APPLY?

To be eligible for this executive master's programme, you must meet all the following criteria:

- You must have been an international player, i.e. you must have played for a senior national team or had a long career with a top-division European club, playing at least once in a UEFA club competition.
- You must have a university degree or have equivalent, relevant professional experience.
- Your command of English must be sufficient to allow you to study at master's level.

## 2. HOW TO APPLY?

Apply online at the latest by 31 May 2027 at **www.uefamip.com**

You will need to send:

- Your CV
- Copies of your diplomas (if any)
- A covering letter outlining your key aims and aspirations
- A letter of recommendation

Shortlisted participants will be invited to an online interview with the UEFA MIP team.

## 3. HOW MUCH DOES IT COST?

**Course fee: €28,500**
Includes all course materials and lunches.
Please note that this fee does not include travel and accommodation.
UEFA has a limited number of scholarships to support participants who cannot pay all the costs of the UEFA MIP.
For further information, please contact UEFA directly at **academy@uefa.ch**

# Academic partners

*Academic partners*

The UEFA MIP is the ultimate academic programme in sports management for former international professional footballers. The programme has been constructed on the building blocks of experience and successful long-term cooperation and brings together the best teaching staff and speakers. The UEFA MIP is delivered by UEFA Academy and two academic institutions: the Centre for Sports Law and Economics (CDES) at the University of Limoges in France and the Birkbeck Sport Business Centre at the University of London.

## CDES

Founded in 1978, CDES operates with an interdisciplinary logic, combining the academic disciplines of law and economics as they apply to the sports industries. While remaining faithful to its roots and academic calling, CDES has developed many commercial research and consultancy activities (studies and audits in the fields of sports law, economics and management) as well as 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).

www.cdes.fr

www.unilim.fr

CDES
CENTRE DE DROIT ET D'ÉCONOMIE DU SPORT

## BIRKBECK

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

Birkbeck
UNIVERSITY OF LONDON

## UEFA ACADEMY

Building on the professional excellence of UEFA throughout its history and the learning initiatives created within UEFA over the last decade, UEFA Academy seeks to inspire the education of individuals and organisations in order to continuously elevate the sport of football.

UEFA Academy anticipates and addresses learning needs in the European football sector and offers expertise in the education of football executives to support individuals and organisations in their development plans. Working in close cooperation with leading professional and academic experts, UEFA Academy is committed to constantly improving and adapting its activities and programmes through innovation in its learning formats, methodologies and content.

www.uefaacademy.com

UEFA
ACADEMY



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