



# UEFA Strategic Foresight in Sport



A man with a beard, wearing a dark suit, is shown in profile, pointing towards a whiteboard. The whiteboard is covered with various colored sticky notes (pink, orange, yellow) and has a diagram or flowchart drawn on it. The background is a blurred office setting with warm lighting. A dark green rounded rectangle is overlaid on the bottom left of the image, containing white text.

A cutting-edge experience  
empowering decision-makers  
to turn future challenges into  
present-day opportunities

# Foreword

In today's unpredictable, complex and fast-changing world, sports leaders are facing unprecedented challenges. While it is more important than ever to have a clear vision that is grounded in core values and principles, decision-makers must also demonstrate resilience, adaptability and the ability to navigate uncertainty.

Developed by the UEFA Academy, the UEFA Strategic Foresight in Sport is a bold initiative designed to equip sports leaders with precisely these skills and this mindset.

Disrupting our own traditional approach, this compact course is a fully immersive experience that invites participants to envision new futures for their organisations,

processes and teams. While it explores the future, the programme remains firmly anchored in the present. Every conversation you will have, technique you will learn and skill you will develop has one single purpose: to strengthen your leadership and strategic thinking, ensuring your teams and organisations are ready for a future that you will contribute to shape.

**Theodore Theodoridis**  
UEFA General Secretary



# Programme overview

## TYPE OF LEARNING

◀ E-learning

Face-to face ▶

## PROGRAMME DURATION

◀ One day

Two years ▶

## SKILLS TRAINED

◀ Soft skills

Hard skills ▶



### WHO

Industry leaders in sport (not restricted to football) and related sectors, senior strategy managers



### WHEN

Every year  
Second intake: 11–15 January 2027



### HOW LONG

One full week (on-site from Monday lunchtime to Friday evening; participants are encouraged to travel on Sunday/Saturday)



### WHERE

Premium executive retreat in the Swiss Alps



### PRICE

€5,900 (including accommodation in private room, all meals and drinks)



### NUMBER OF PARTICIPANTS

24 maximum



### CERTIFICATION

Certificate of completion delivered by the UEFA Academy



### LANGUAGE

English

# UEFA Strategic Foresight in Sport (UEFA SFS)

The UEFA Strategic Foresight in Sport is a compact course designed for decision-makers in sport who want to strengthen their strategic thinking and leadership in a rapidly changing world.

This fully immersive programme equips participants with a foresight mindset and the tools and skills needed to explore plausible futures, anticipate change and drive meaningful transformation within their organisations, for immediate impact.

## Why Futures Thinking?

Futures thinking or foresight is the discipline of systematically exploring possible futures to inform decisions made today. In an era defined by rapid change, complexity and uncertainty, foresight is no longer a luxury, it is a strategic necessity. Unlike traditional planning, which often relies on linear projections, foresight embraces the volatility of our world and equips leaders with tools to navigate it. It enables us to explore a range of possible futures – not to predict what will happen,

but to imagine what could happen. This exploration fosters a deeper understanding of emerging trends, risks and opportunities within the sports sector. Most importantly, foresight empowers leaders with a sense of agency: the ability to shape the future rather than merely respond to it.

## Programme outcomes

- Develop a sound expertise in foresight and be equipped with a toolkit to expand your strategic thinking and planning.
- Elevate leadership capabilities to effectively lead teams and organisations in a complex, non-linear, changing world.
- Cultivate a mindset that embraces uncertainty and see our rapidly changing world as an ocean of opportunities.
- Practice how to transform your teams and organisation to become more resilient and future-ready.
- Build a network of like-minded senior professionals with whom you will develop individual and collective agency to shape the future of sport.

## “ Testimonials



Futures thinking isn't about predictions or wild scenarios; it's about learning to see the world not just as it is today but as it could be tomorrow. The UEFA Strategic Foresight in Sport will help you shift from certainty to possibility and meet change not with resistance, but with curiosity. This fully immersive programme will enable you to build the mindset needed to navigate uncertainty and act with clarity, no matter what the future holds.

**Jörgen van der Sloot, Head of Futures at Minkowski - Programme Director**



In a complex and fast-changing environment, stepping back to think systematically about the future is invaluable. The programme provided me with practical tools and a structured way to challenge assumptions and make more informed strategic choices. Just as importantly, it created a space for meaningful exchange with peers facing similar governance and leadership challenges across sport.

**Damiano Zamana, Deputy CEO & Operations Director, FIM**



In my role at Concacaf, I constantly need to balance diverse contexts, interests and time horizons, often under pressure to show results quickly. The programme offered a rare opportunity to step back from the daily urgency and take a more long-term view, without losing sight of today's realities. The methods and discussions sharpened my ability to plan more strategically and crystalize priorities to make leadership choices across a complex ecosystem, while remaining agile to uncertain conditions.

**Philippe Moggio, General Secretary, Concacaf**



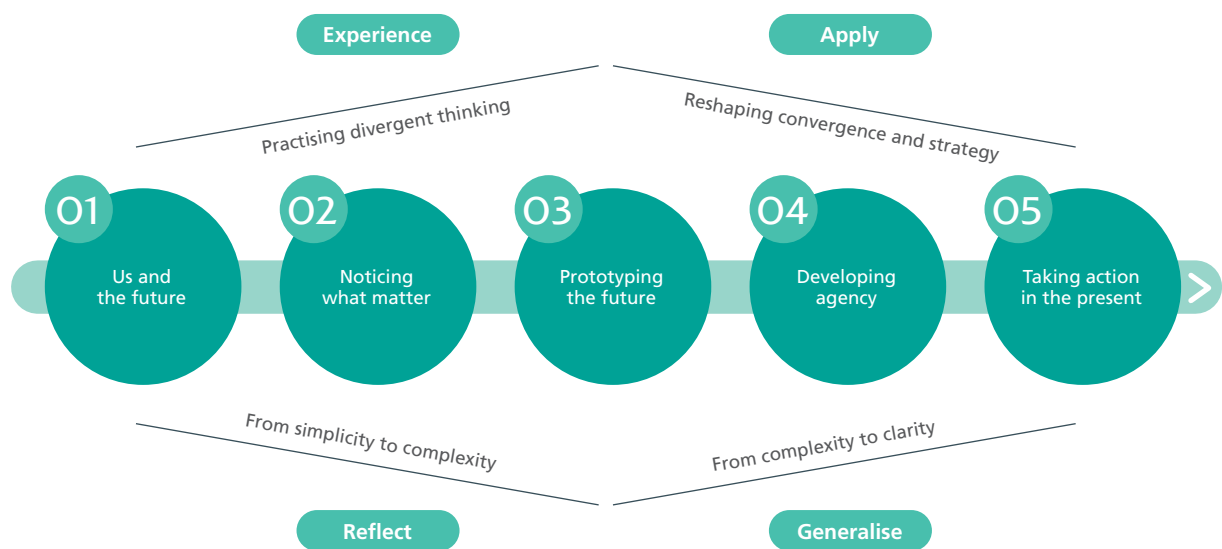
# Programme overview

The UEFA Strategic Foresight in Sport is a compact course in futures thinking for immediate strategic impact. This radical, immersive experience invites you to set aside traditional thinking and explore new ways of seeing the world and the sports sector. It is both highly strategic and deeply practical. You will have the opportunity to reflect on the future of your own organisation and revisit its strategy with the goal of transforming it today into a future-ready entity.

Through a series of collective and individual explorations, you will expand the boundaries of your strategic and creative thinking and unlock

a new dimension of your leadership. The programme will equip you with a practical foresight toolkit full of exercises and methods you can use with your teams and partners to spark meaningful conversations about the evolution of your organisation, activities and processes.

Grounded in the present, the UEFA Strategic Foresight in Sport invites you to consider different possible futures for your sport and your organisation, and to reflect on what they mean for your current initiatives and plans, leading to immediate actions that have a lasting impact.



## A unique location

The programme takes place in an exceptional location. Nestled in a secluded hamlet in the Swiss Alps, the venue is more than just a backdrop; it is an integral part of your immersive learning experience. Just steps away from the training rooms, your luxury accommodation – which includes a private, fully equipped room and meals crafted exclusively from locally sourced ingredients – is included in the programme fee.

Designed to host high-level executive seminars, the venue offers all the comfort and facilities needed for focused, high-impact learning. Taking full advantage of this inspiring environment, numerous activities will be woven into the programme, enriching your experience and reinforcing key learning moments in a truly memorable way.

## About the UEFA Academy

Building on the professional excellence UEFA has built up throughout its history and the learning initiatives developed over the last decade, the UEFA Academy inspires the education of individuals and organisations to continuously elevate the game. We offer a broad range of learning initiatives in various sectors, such as management, research, law, communications and medicine. Consult our catalogue of courses on [UEFAacademy.com](https://uefaacademy.com).

## Application process

Eligible candidates must apply online by filling in the application form available at [UEFAacademy.com](https://uefaacademy.com) before 28 September 2026. Full attendance is required to qualify for the certificate of completion. Should you have any questions about the application process, please contact [academy@uefa.ch](mailto:academy@uefa.ch).

We welcome participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to our community. If you have any uncertainties about meeting specific programme criteria, we encourage you to reach out to us.

## LIFT certification

The UEFA Academy was awarded the LIFT (Learning Impact for Today and Tomorrow) by EFMD for the period 2024 to 2027. This certification recognises the impact of the UEFA Academy programmes on its participants, their organisations and society at large.



## Be part of the UEFA Academy Alumni Association

After graduation, your journey continues. Join a global network of 4,000+ football professionals, take part in exclusive events, and stay connected through dedicated platforms and expert-led sessions.





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