



Managed by



In partnership with



UEFA EXECUTIVE MASTER FOR INTERNATIONAL PLAYERS

# Who's who 2017 - 2019

WE CARE ABOUT FOOTBALL



New challenges can be daunting. After so many years excelling in one profession, it is not easy to turn the page and try something else. However, turning the page does not mean turning your back on football. It is clear to me that the skills you learned during your illustrious careers can be honed and tuned in order for you to work in the game you love.

That is where the UEFA Executive Master for International Players (UEFA MIP) comes in. Along with our academic and football partners, we have created a programme that aims to give former elite players the necessary resources to stay in the sport after they have decided to hang up their boots.

The core element of the UEFA MIP is the belief that football always comes first. During my years in football, I have seen many instances where the experience acquired by top players at the peaks of their club and international football careers have made valuable contributions to the development of our beautiful game. I would like this trend to continue and even grow stronger.

So what exactly can you expect from the programme? It aims to provide you with the necessary skills to advance yourselves as decision-makers and leaders within the framework of football administration and management. The interactive and dynamic course sets out to help you achieve your professional goals and empower you to make positive contributions to the shaping of football's future.

UEFA knows that your experience and your expertise cannot go to waste and that is why we encourage you to play an influential role in the world of football. As you take this step towards a new chapter in your life, we will be there to support you and make sure that together we ensure the game keeps the core values that have made it the most popular sport in the world.

A handwritten signature in black ink, which appears to read 'A. Čeferin'. The signature is fluid and stylized.

**Aleksander Čeferin**  
UEFA President

# Programme overview

## An international programme for international participants

The UEFA MIP is tailored to match each participant's interests and profile. It comprises **seven week-long sessions** (sessions start on Monday lunchtime and finish on Friday lunchtime), 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 in major European cities (Amsterdam, Barcelona, London, Dortmund's region and Paris), all home to leading clubs and organisations in football. Exceptionally, the first session takes place at UEFA headquarters in Nyon, Switzerland, while the final session takes place in New York, where participants will learn about the American model of sport. For those who do not already work in a sports organisation, the course also includes a **three-month work placement** offering practical experience.

Successful participants are awarded an executive master's degree by the University of Limoges (60 ECTS credits).

The course speakers, whether academics or practitioners, are among the most influential international experts in their fields. Their rich and diverse sessions focus on football and other sports organisations, stadiums, football events, and the challenges faced by senior managers today, in particular in terms of marketing, communication, strategy and human resources. Evidence of similar challenges in other industries and how these are dealt with is also provided throughout the programme.



NEW YORK  
APRIL 2019

LONDON  
MARCH 2018

AMSTERDAM  
OCTOBER 2018

DORTMUND  
DECEMBER 2018

PARIS  
JANUARY 2018

BARCELONA  
MAY 2018

UEFA HQ, NYON  
NOVEMBER 2017

**Induction day** (12 October 2017, UEFA HQ, Nyon, Switzerland)



**Framework of professional sport** (13-16 November 2017, UEFA HQ, Nyon, Switzerland)



**Role and skills of the manager** (29 January – 2 February 2018, Paris, France)



**Format and regulation of competitions** (26-29 March 2018, London, UK)



**The manager in action** (28 May – 1 June 2018, Barcelona, Spain)



**Strategic marketing** (8-12 October 2018, Amsterdam, Netherlands)



**Stadiums and operations management** (3-7 December 2018, Dortmund's region, Germany)



**North American leagues and clubs** (1-5 April 2019, New York, USA)



**Final examination** (UEFA Champions League final – 29-30 May 2019, Madrid)

**Graduation ceremony** (14 November 2019, UEFA HQ, Nyon, Switzerland)



# Participant backgrounds

High-achieving former internationals from Europe and beyond



**26** COURSE PARTICIPANTS



**20** NATIONALITIES



**6** FIFA WORLD CUP & FIFA CONFEDERATIONS CUP



**9** CONFEDERATION CHAMPIONSHIPS



**2** OLYMPIC GAMES



**13** UEFA CHAMPIONS LEAGUE, EUROPA LEAGUE, SUPER CUP & FIFA CLUB WORLD CUP



**150** NATIONAL LEAGUE & CUP TITLES



**1,440** NATIONAL TEAM CAPS

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## IN DETAILS:

- FIFA World Cups: 3
- FIFA Confederation Cups: 3
- UEFA European Championships: 5
- Africa Cup of Nations: 3
- Copa America: 1
- Olympic Games: 2
- UEFA Champions League: 2
- UEFA Europa League: 7
- UEFA Super Cup: 2
- FIFA Club World Cup: 2
- National League & Cup Titles: 150





## WHERE THEY ARE NOW...



- NATIONAL ASSOCIATIONS
- CLUBS
- PLAYERS' UNIONS

- INTERNATIONAL FEDERATIONS
- FOUNDATIONS
- MEDIA

## Eniola ALUKO

Born in 1987



### Work history

- Founder, Crescenda Sport – A sports careers consultancy business dedicated to developing successful future careers in the Sports industry for university students and postgraduates;
- Associate consultant, Slaughter & May international law firm;
- Trainee solicitor, Onside Law;
- Trainee solicitor, Lee & Thompson Media & Entertainment law firm;
- Litigation paralegal, SC Andrew LLP;
- In-house legal & business affairs department, The Football Association.

### Football career

- Played for Birmingham City Ladies, Charlton Athletic Ladies, Chelsea Ladies, Saint Louis Athletica, Atlanta Beat, Sky Blue FC;
- 102 caps for the English national team;
- FA Cup winner, 2012 and 2015; bronze medallist FIFA World Cup, 2015; FA Women's Super League winner, 2016; played in the Olympic Games, 2012; two-time London player of the year.

### Languages

- English

### Education

- Legal practice course, College of Law, Moorgate, London;
- Bachelor in law.

### Other activities

- Mahler Cup for Character Award;
- Meeting Her Majesty, the queen upon receiving an Outstanding Achievement in Sport Award.

## Dmitri BULYKIN

Born in 1979



### Work experience

- Football analyst, Match TV;
- Ambassador, FIFA World Cup 2018;
- President's advisor, FC Lokomotiv Moscow.

### Football career

- Played for FC Lokomotiv Moscow, FC Dynamo Moscow, FC Bayer Leverkusen, FC Anderlecht, FC Ajax, FC Twente, FC Volga NN;
- 15 caps for the Russian national team;
- Two-time Russian Cup winner, 1999 and 2000; Two-time Russian Premier League runner-up, 1999 and 2000; Belgian Supercup winner, 2010; Belgian Cup runner-up, 2010; Dutch national champion, 2012.

### Languages

- Russian
- English
- German

### Education

- Physical education, Russian State University



## Ioannis AMANATIDIS

Born in 1981



### Work history

- Head coach, Iraklis II Football club

### Football career

- Played for Eintracht Frankfurt, 1. FC Kaiserslautern, VFB Stuttgart, SPVGG Greuther Fuerth;
- 30 caps for the Greek national team;
- Played in UEFA EURO, 2008; played in FIFA Confederations Cup, 2005.

### Languages

- German
- English
- Greek

### Education

- UEFA PRO Licence;
- UEFA A Licence, Hellenic Football Federation;
- Business school, Germany.

## Goran BUNJEVČEVIĆ

Born in 1973



### Work history

- Sporting director, Football Association of Serbia;
- General director, FK Zemun;
- Sporting director, FK Crvena Zvezda.

### Football career

- Played for Rad Belgrade, Red Star Belgrade, Tottenham Hotspur, ADO Den Haag;
- 16 caps for the Serbian national team.

### Languages

- Serbian
- English

### Education

- Sports management, Alfa university;
- UEFA A Licence;
- UEFA B Licence.



## Constantinos CHARALAMBIDES

Born in 1981



### Work history

- Founder and president, Goal in Life Foundation: the missions of this charity organisation is to provide financial support to vulnerable groups, fundraising for specific causes and initiatives, and visiting schools and hospitals as a form of civic engagement.

### Football career

- Played for APOEL Nicosia, Panathinaikos FC, PAOK, Carl Zeiss Jena, AEK Larnaca;
- 94 caps for the Cypriot national team;
- National champion, 2002, 2004, 2009, 2011, 2013, 2014, 2015 and 2016; Cup winner, 1999, 2008, 2015 and 2015 ; Super Cup winner, 2002, 2004, 2008, 2009, 2011 and 2013.

### Languages

- Greek
- English

### Education

- Bachelor in Sports Management, FIFPro Online Academy, University College of Northern Denmark;
- Marketing studies, Business Administration, University of Cyprus;
- UEFA A Licence.

## Paul ELLIOTT

Born in 1964



### Work history

- Corporate Social Responsible and Anti-discrimination committee member, UEFA;
- International Diversity Ambassador, UEFA;
- Anti-Racism Ambassador, FIFPro;
- Ambassador in Black and Minority Ethnic (B.M.E.) Communities, FA;
- Chairman of Inclusivity/Diversity Board, FA England 2018 World Cup Bid;

- Community Fund Member, Premier League and PFA;
- Community Fund Board Member, FA;
- Ambassador in respect of 'Kick Racism Out of Football', PFA (England & Scotland);
- Board Member of Diversity & Inclusion Board, Local Organising Committee of Olympic Games (LOCOG);
- Equalities and Human Rights Commission (E.H.R.C.) Special Advisor.

### Football career

- Played for Chelsea FC, Glasgow Celtic FC, Pisa Sporting Club, Aston Villa FC, Luton Town FC;
- Captain of England youth, U21 and B team.

### Languages

- English
- Italian

## Youri DJORKAEFF

Born in 1968



### Work history

- Founder, Youri Djorkaeff Foundation: the mission of YDF is to provide services and programmes to the children of New York City through soccer for social change and improvement in the areas of athletics, mental and physical health and education;
- International relations, French Professional Football League;
- Partnership, Inter Milan campus in the United States of America;
- Ambassador, Inter Milan;
- Ambassador, Paris Saint-Germain FC.

### Football career

- Played for New York Red Bulls, Blackburn Rovers, Bolton Wanderers, 1. FC Kaiserslautern, Inter Milan, Paris Saint-Germain FC, AS Monaco, RC Strasbourg, FC Grenoble;
- 88 caps for the French national team;
- FIFA World Cup winner, 1998; FIFA Confederations Cup winner, 2001; UEFA EURO winner, 2000; UEFA Europa League winner, 1998; UEFA Cup Winner's Cup winner, 1996; French Cup winner, 1991; Trophée des champions winner, 1995.

### Languages

- French
- English
- Italian

## Gareth FARELLY

Born in 1975



### Work history

- Match delegate, Premier League;
- Second year trainee solicitor, Peters & Peters Solicitors LLP;
- Member of the FA Judicial Panel & Chairman's Panel, FA;
- Football Consultant, St Kevin's Boys Football Club;
- Paralegal within Sports and Litigation Department, Cassell Moore, Edward Pavilion, Albert Dock;
- Player and agency management, Boss UK Sports Agency, Edward Pavilion, Albert Dock;
- Chairman, National Licensed Trade Association;
- Player/manager, Bohemians FC.

### Football career

- Played for Morecambe FC, Cork City FC, Blackpool FC, Bohemians FC, Bolton Wanderers FC, Everton FC, Aston Villa FC;
- 6 caps for the Irish national team;
- FAI Cup winner, 2007; League Cup runner-up, 2004; Play-off final winner, 1999-2000.

### Languages

- English

### Education

- UEFA A and B Licence;
- Legal Practice Course, BPP Law School, Liverpool;
- Bachelor in law, Edge Hill University, Ormskirk, Lancashire.

## Luis Javier GARCIA SANZ

Born in 1978



### Work history

- Ambassador, UEFA;
- Ambassador, Liverpool FC;
- Ambassador, FC Barcelona;
- Consultant, Bein Sports, Sky Sports, Tv3 Ireland, Astro, Optus, ADSportChanel.

### Football career

- Played for Central Coast Mariners, Atlético de Kolkata, Pumas UNAM, Puebla FC, Panathinaikos FC, Real Racing Club de Santander, Club Atlético de Madrid, Liverpool FC, FC Barcelona, Real Valladolid Espana, CD Tenerife, CD Toledo;
- 25 caps for the Spanish national team;
- UEFA Champions League winner, 2005; UEFA Champions League runner-up, 2007; UEFA Super Cup winner, 2005; UEFA Intertoto Cup winner, 2007; FA Cup winner, 2006; FA Community Shield winner, 2006; Indian Super League winner, 2014; part of the UEFA Team of the Year, 2005.

### Languages

- Spanish
- English
- Catalan

## Tamás HAJNAL

Born in 1981



### Work history

- Active player

### Football career

- Played for Ferencváros TC, FC Ingolstadt 04, VfB Stuttgart, Borussia Dortmund, Karlsruher SC, 1. FC Kaiserslautern, VV. Sint Truiden, FC Schalke 04;
- 59 caps for the Hungarian national team;

- Two-time German Cup winner, 2001 and 2002; German Supercup winner, 2008; German champion, 2011; Hungarian champion, 2016; three-time Hungarian cup winner; two-time Hungarian Footballer of the Year 2007 and 2008; named in the Bundesliga all-star team, 2008; two-time golden Ball player in Hungary, 2007 and 2008.

### Languages

- Hungarian
- English
- German

### Education

- UEFA A licence.



## Kaspars GORKSS

Born in 1981



### Work history

- Shareholder, Domaine Allegria;
- Owner, bar XIII;
- Member of Statutes audit committee, Latvian Football Federation;
- Owner, restaurant Koya.

### Football career

- Played for Riga FC, FK Liepaja, Dukla Prague, Ergotelis FC, Colchester United, Wolverhampton Wanderers, Reading FC, Queens Park Rangers, Blackpool FC, FK Ventspils, Assyriska Foreningen, Osters IF, Auda Riga;
- 86 caps for the Latvian national team;
- Latvian Higher League winner, 2006; League One play-off final winner, 2007; two-time Football League Championship winner, 2011 and 2012; Latvian Footballer of the Year, 2009 and 2010.

### Languages

- Latvian
- English
- Russian
- German
- Swedish

### Education

- Law studies, Latvian University.

## Michael JOHNSON

Born in 1973



### Work history

- Consultant, PFA, Premier League, FA, LMA;
- U21 assistant manager, Cardiff City;
- Academy coach, Birmingham City;
- Youth team manager, Notts County;
- Reporter, Sky Sports Gillette Football Show;
- Scout, Norwich City FC;
- Studio Guest, BBC Midlands Late Kick-Off;
- Inclusion Advisory board, FA;
- Advisory board, League Managers Association.

### Football career

- Played for Notts County FC, Derby County FC, Birmingham City FC, Sheffield Wednesday;
- 12 caps for the Jamaican national team;
- Two promotions to Premier League; League Cup final runner-up.

### Languages

- English
- Spanish

### Education

- Master's degree, sporting director;
- Corporate Governance, accredited course funded by PFA and FA;
- LMA diploma in football management;
- FA coach educator;
- UEFA Pro, UEFA A and B Licences;
- FA Youth Module 1, 2 & 3;
- FA Coach education course.

## Annike KRAHN

Born in 1985



### Work history

- Event manager, German Football Museum;
- Intern focusing on sports and media, 7DC Internet and Communications Agency;
- Member of the local organising committee FIFA Women's World Cup 2011, City of Bochum;
- Intern, VfL Bochum 1848.

### Football career

- Played for Bayer Leverkusen, Paris Saint-Germain, FCR Duisburg;
- 137 caps for the German national team;
- FIFA Women's World Cup winner, 2007; Olympic Games winner, 2016; Olympic Games bronze medallist, 2008; two-time UEFA Women's Euro winner, 2009 and 2013; UEFA Women's Cup winner, 2009; two-time German Cup winner, 2009 and 2010.

### Languages

- German
- English
- French

### Education

- Master in sport sciences, Ruhr University Bochum.

## Patrick MBOMA

Born in 1970



### Work history

- Sports analyst, Orange Sport, Canal+, RMC, BFMTV;
- Shareholder, International Sport Insurance.

### Football career

- Played for Vissel Kobe, Tokyo Verdy, AL-Itthiad Tripoly, Sunderland, Parma AC, Cagliari Calcio, Gamba Osaka, Paris Saint-Germain, FC Metz, Berrichonne Chateauroux;
- 53 caps for the Cameroonian national team;
- Two-time Africa Cup of Nations winner, 2000 and 2002; Olympic Games winner, 2000; Best African Player of the Year, 2000; French Cup winner, 1995; Two-time French League Cup winner, 1995 and 1996.

### Languages

- French
- English
- Italian
- Spanish

### Education

- Educated to bacalaureate level.

## Maxwell SCHERRER ANDRADE

Born in 1981



### Work history

- Technical coordinator, Paris Saint-Germain FC

### Football career

- Played for Paris Saint-Germain FC, FC Barcelona, FC Internazionale Milano, AFC Ajax, Cruzeiro Esporte Clube;
- 10 caps for the Brazilian national team;
- UEFA Champions League winner, 2011; UEFA Super Cup winner, 2009; two-time FIFA Club World Cup winner, 2009 and 2011; four-time French league winner, 2013, 2014, 2015 and 2016; three-time French cup winner, 2015, 2016 and 2017; four-time French League Cup winner, 2014, 2015, 2016 and 2017; three-time Trophée des champions winner, 2013, 2015 and 2016; two-time Spanish League Cup winner, 2010 and 2011; two-time Spanish Super Cup winner, 2009 and 2010; Copa del Rey winner, 2012; Italian Super Cup winner, 2008; three-time Italian League Cup winner; Dutch Cup winner, 2002; two-time Dutch national champion, 2002 and 2004; Brazilian Cup winner, 2000.

### Languages

- Portuguese
- English
- French

## Gaizka MENDIETA

Born in 1974



### Work history

- Football analyst;
- Ambassador, La Liga;
- Ambassador, FC Barcelona;
- Investor - Iberica Restaurants, StreetXo and InPaella;
- Board member, World Cup Legends;
- DJ.

### Football career

- Played for Valencia FC, FC Barcelona, Lazio SS, Middlesbrough FC;
- 40 caps for the Spanish national team;
- Two-time UEFA Champions League runner-up, 2000 and 2001; UEFA Intertoto Cup winner, 1998; played in FIFA World Cup, 2002; played in UEFA EURO 2000; played in the Olympic Games, 1996; Copa del Rey winner, 1999; Spanish Super Cup winner, 1999; English Football League Cup winner, 2004.

### Languages

- Spanish
- English
- Italian



## Lise Overgaard MUNK

Born in 1989



### Work history

- Active player;
- Manager assistant, KB Tennis klub;
- Intern, conception and implementation of a new football camp, Fortuna Hjørring.

### Football career

- Played for 1. FFC Frankfurt, 1. FC Köln, Brøndby IF, Fortuna Hjørring;
- 39 caps for the Danish national team;
- Two-time Danish Cup winner, 2009 and 2010; German Cup winner, 2014.

### Languages

- Danish
- English
- German

### Education

- Bachelor in sports management, University College of Northern Denmark;
- Degree of service management, University College of Northern Denmark;
- Business School, Frederikshavn.

## Stiliyan PETROV

Born in 1979



### Work history

- Founder, Stiliyan Petrov Foundation: its aim is to help address the issues involved when people are diagnosed with acute leukaemia;
- Assistant coach, Aston Villa FC.

### Football career

- Played for Aston Villa FC, Celtic FC, PFC CSKA Sofia, FC Montana;
- 105 caps for the Bulgarian national team;
- Four-time Scottish Premier League winner; three-time Scottish cup winner; three-time Scottish League Cup winner; Bulgarian national champion, 1997; two-time Bulgarian Cup winner, 1997 and 1999.

### Languages

- Bulgarian
- English

### Education

- UEFA A Licence.

## Dimitris PAPADOPOULOS

Born in 1981



### Football career

- Played for Panaitolikos, Atromitos, Asteras Tripolis, PAOK, Celta Vigo, Dinamo Zagreb, Lecce, Panathinaikos Athens, Burnley, Akrotiris Athens;
- 22 caps for the Greek national team;
- UEFA EURO winner, 2004 Greek national champion, 2004; Greek Cup winner, 2004; Croatian First League winner, 2010.

### Languages

- Greek
- Russian
- English
- Spanish
- Italian

## Doug REED

Born in 1986



### Work history

- TV co-commentator and studio analyst, Eurosport and Ten Monkeys;
- Tournament director, USA futsal;
- Technical commissioner, Premier Futsal;
- Performance analyst, Manchester City Academy.

### Futsal career

- Played for Futsal Dinamo, Lanzarote Tias Yaiza, AEL Limassol, MNK Uspinjaca, MNK Smederevo, Manchester Futsal Club;
- 74 caps for the English national team;
- Two-time national champion; three-time FA Futsal Cup winner.

### Languages

- English
- Spanish

### Education

- UEFA B licence in futsal;
- Bachelor in accounting, University of Manchester;
- National Diploma in Sport, Solihull College;
- Level 1 Diploma in Creative Media Production, Solihull College.

### Other activities

- Blogger, DougReedFutsal.com;
- Co-founder, Futsal Insights.



## Deividas SEMBERAS

Born in 1978



### Work history

- President, Lithuanian Football Clubs Association A League

### Football career

- Played for Zalgiris FC, Alania Vladikavkaz, CSKA Moscow, Dinamo Moscow;
- 82 caps for the Lithuanian national team;
- UEFA Europa League winner, 2005; three-time Lithuanian Cup winner, 1997, 2014 and 2015; two-time Lithuanian League winner, 2014 and 2015; three-time Russian League winner, 2003, 2005 and 2006; six-time Russian Cup winner, 2002, 2005, 2006, 2008, 2009 and 2011; four-time Russian Super Cup winner, 2004, 2006, 2007 and 2009; two-time Baltic Cup winner, 1997 and 1998; Lithuanian Footballer of the Year, 2005.

### Languages

- Lithuanian
- Russian
- English

### Education

- Bachelor in physical education, Russian State University of Physical Education.

## Kumar THAPA

Born in 1976



### Work history

- Head coach, Nepal women's Football Team;
- Lawyer, Nepalese Armed Police Force.

### Football career

- Played for The Armed Police Force club, Manang Marsyangdi Club;
- 34 caps for the Nepalese national team;
- Three-time Nepalese league winner.

### Languages

- Nepali
- English
- Hindi

### Education

- Bachelor in law, Tribhuvan University;
- A licence, AFC.



## Gilberto SILVA

Born in 1976



### Work history

- Sports director, Panathinaikos FC;
- Commentator at 2014 FIFA World Cup, ESPN.

### Football career

- Played for Clube Atletico Mineiro, Gremio FC, Panathinaikos FC, Arsenal FC, America FC;
- 93 caps for the Brazilian national team;
- FIFA World Cup winner, 2002; two-time FIFA Confederations Cup winner, 2005 and 2009; UEFA Champions League runner-up, 2006; FA Premier League winner, 2004; two-time FA Cup winner, 2003 and 2005; two-time FA Community Shield winner, 2002 and 2004; Copa America winner, 2007; Greek Cup winner, 2010; Greek Super League winner, 2010.

### Languages

- Portuguese
- English
- Spanish

### Education

- Technical management of football, University of Football, Brazil;
- Public presentation course, Brazil;
- Career coaching course, Brazil.

### Others

- Lecture, Colegio Magnum;
- Lecture, Feira do Empreendedor Sebrae;
- Social services.

## Kolo Abib TOURE

Born in 1981



### Work history

- Assistant coach, Celtic FC;
- Premier vice-president, Ivorian Federation of Professional Players;
- Third assistant coach, National team of Ivory Coast.

### Football career

- Played for Celtic FC, Liverpool FC, Manchester City FC, Arsenal FC, ASEC Mimosas;
- 120 caps for the Ivorian national team;
- Africa Cup of Nations winner, 2015; UEFA Champions League runner-up, 2006; UEFA Europa League runner-up, 2015; Scottish premiership winner, 2017; Scottish League Cup winner, 2017; Scottish Cup winner, 2017; two-time Premier League winner, 2004 and 2012; two-time FA Cup winner, 2003 and 2005; two-time FA Community Shield winner, 2002 and 2004.

### Languages

- French
- English

### Education

- UEFA B Licence.

## Hugo VIANA

Born in 1983



### Work history

- Sporting director, Belenenses SAD

### Football career

- Played for Al Wasl FC, Al Ahli FC, SC Braga, Valencia FC, Osasuna FC, SC Portugal, Newcastle United FC;
- 29 caps for the Portuguese national team;
- Two-time UEFA Europa League runner-up, 2005 and 2011; Portuguese Cup winner, 2002; Portuguese League winner, 2002; Portuguese League Cup winner, 2013; Arabian Gulf League winner, 2014; Arabian Gulf Cup winner, 2014; Arabian Gulf Super Cup winner, 2014.

### Languages

- Portuguese
- English
- Spanish

## Zisis VRYZAS

Born in 1973



### Work history

- Sport director, Hellenic Football Federation;
- Member of Executive Committee, Hellenic Football Federation;
- General secretary, Veroia FC;
- President and chief executive officer, PAOK FC;
- Vice-president, PAOK FC;
- Assistant coach, Greek national team;
- Technical director, PAOK FC.

### Football career

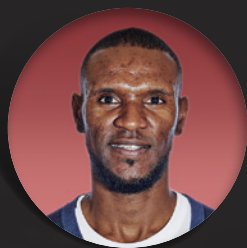
- Played for PAOK FC, Xanthi FC, Torino FC, Celta de Vigo FC, Fiorentina FC, Perugia FC;
- 69 caps for the Greek national team;
- UEFA EURO 2004 winner; UEFA Intertoto Cup winner, 2003.

### Languages

- Greek
- English
- Italian
- Spanish



## Participants of the UEFA MIP first edition (2015 - 2017)



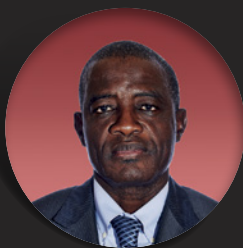
**Eric ABIDAL**  
France



**Kike BONED**  
Spain



**Keld BORDINGGAARD**  
Denmark



**Balima BOUREIMA**  
Burkina Faso



**Bruno CHEYROU**  
France



**Nikos DABIZAS**  
Greece



**Nuno GOMES**  
Portugal



**Pierre ISSA**  
South Africa



**Christian KAREMBEU**  
France



**Sebastian KEHL**  
Germany



**Jessica LANDSTRÖM**  
Sweden



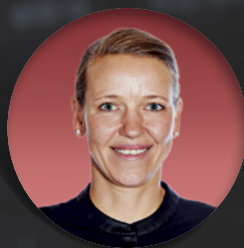
**Mbo MPENZA**  
Belgium



**Patrick MÜLLER**  
Switzerland



**Geremie NJITAP**  
Cameroon



**Viola ODEBRECHT**  
Germany



**Raí OLIVEIRA**  
Brazil



**Juninho PERNAMBUCANO**  
Brazil



**Bianca RECH**  
Germany



**Jason ROBERTS**  
Grenada



**Simon ROLFES**  
Germany



**Dan ROMANN**  
Israel



**Roberto ROSETTI**  
Italy



**Hannu TIHINEN**  
Finland



**Māris VERPAKOVSKIS**  
Latvia



# Session overviews

Let's talk about football!

## Induction day

12 October 2017, UEFA HQ, Nyon, Switzerland

Shortlisted applicants will be invited to UEFA HQ for an interview before the UEFA MIP team makes its final decision on admission. During the day the UEFA MIP team will present the programme's philosophy and explain its main objectives. You will be invited to introduce yourself and your aspirations for the future.

## Session 1

13-16 November 2017

UEFA HQ, Nyon, Switzerland

### Framework of professional sport

Professional sport as an industry, like any other, is subject to certain rules and has certain specificities. Whatever the organisation you work for, you must have a perfect understanding of the specificities of the sports industry. This, as well as the knowledge and legitimacy gained during your career as a player, will enable you to be a more effective manager. This session aims to help you identify which skills you possess that can be used as a top manager.

### Main objectives

- Present the general institutional, legal and economic framework of the European professional sports system and its major challenges.
- Present concrete examples of management careers for former international players.
- Highlight the key skills that managers require and that are gained by professional players during their sporting careers.
- Introduce features of team sports economics and present the economic development of professional sport in Europe.



## Session 2

29 January – 2 February 2018

Paris, France

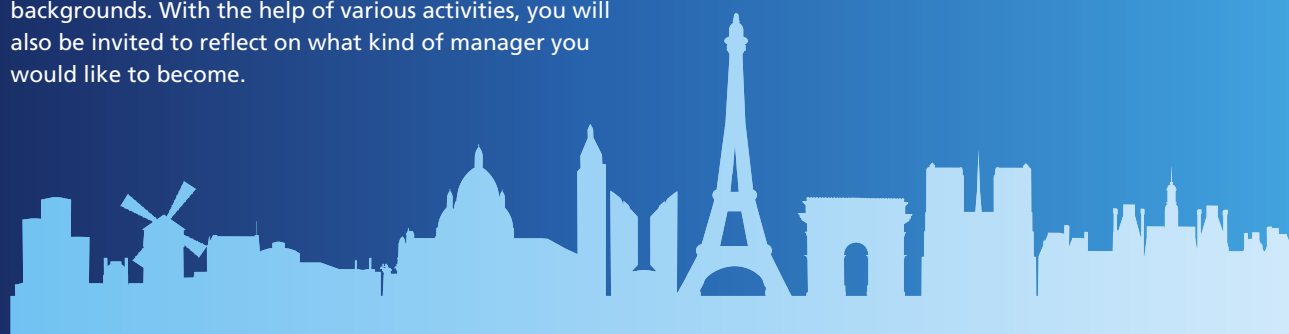
### Role and skills of the manager

Some of the skills you acquired in your career as an elite athlete are directly transferable to the role of a top manager; others need complementing. Your role as a manager is then to apply these skills to a clearly defined, coherent project plan that takes into account the history, culture and values of the organisation you work for.

During this session you will learn from the experiences of several managers from sporting and business backgrounds. With the help of various activities, you will also be invited to reflect on what kind of manager you would like to become.

### Main objectives

- Identify different management styles.
- Highlight the key skills of successful managers in sport and other industries.
- Highlight the importance of having a clear vision, a defined strategy and a managerial project.
- Introduce features of strategic management.
- Introduce features of project management and provide concrete and simple project management tools.



## Session 3

26-29 March 2018  
London, UK

### Format and regulation of competitions

The sports system involves a very large number of stakeholders whose constraints can be hard to reconcile (sporting v business concerns, sporting v national and European legal frameworks, etc.). It is the combination of these different elements that makes sport a complex system that needs special rules, at the heart of which must remain the preservation of the spirit of sporting competition itself. This session addresses the challenges inherent in finding the best format for sports competitions.

### Main objectives

- Explain the key principles informing successful club and national competition design, using illustrative case studies.
- Illustrate the importance of effective regulation and governance systems in competitions' success.
- Illustrate the governance and regulatory environment of the football player labour market.
- Explain the context of the recent development of women's football and illustrate the critical success factors in developing elite women's football leagues, using illustrative case studies.



## Session 4

28 May – 1 June 2018  
Barcelona, Spain

### The manager in action

Now more than ever, managers are expected to demonstrate new leadership styles, different approaches to motivation, negotiation techniques and management skills. This session will also address communication, including corporate communication, crisis management and dealing with the media. The general objective of the session is to understand the importance of the staff within a sports organisation and the role of the manager as the leader of a professional group. You will be provided with a manager's toolbox to run everyday projects efficiently and deal with unfortunate events successfully.

### Main objectives

- Work on negotiation, motivation, decision-making and communication skills.
- Explain how to create coherent projects and how to manage them.
- Illustrate the critical success factors in conducting efficient meetings in the context of sports organisations.
- Illustrate the critical success factors in efficient networking.
- Explain and illustrate how the world of communications has changed and how this has had an impact on football stakeholders, including players.
- Provide training on communication, involving real-life crisis management cases.



## Session 5

8-12 October 2018

Amsterdam, Netherlands

### Strategic marketing

The modern demands on sports organisations are such that the organisations must develop effective financial models based on solid strategic marketing programmes. Strategic marketing enables organisations to develop and capitalise on their assets, i.e. the sport, the brand, the matches and the various associated rights.

During this session, you will learn from the experiences of several high-profile speakers with sporting and marketing backgrounds. Through various activities, you will also be invited to reflect on various elements of strategic marketing and to put together a marketing plan for a football match.

### Main objectives

- Demonstrate the various elements of strategic marketing, and how research can help in the decision-making and monitoring process.
- Explain the importance of branding in football and get you to think like brands.
- Highlight the importance of data and introduce the various elements of fan engagement.
- Introduce the concept of sponsorship from both a rights holder's perspective and a sponsor's perspective.
- Explain and illustrate how the world of broadcasting and media rights is evolving.
- Illustrate how marketing can help increase participation at grassroots level.



## Session 6

3-7 December 2018

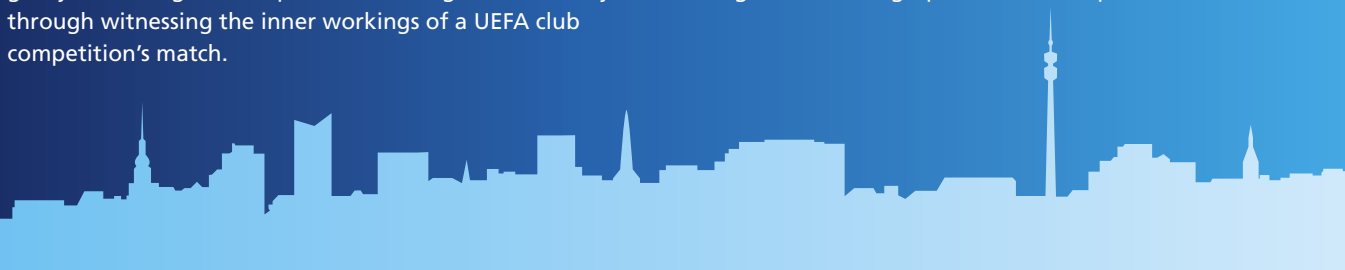
Dortmund's region, Germany

### Stadiums and operations management

Stadiums are a major concern for sports organisations (both clubs and national associations) that wish to manage their futures: they are an important asset, they generate revenue and they help to establish a special bond with the local community and fans. This session will give you an overall understanding of the issues relating to stadium management (ownership, the role of each stakeholder, various roles in running a stadium and different business models) and will also give you an insight into operations management notably through witnessing the inner workings of a UEFA club competition's match.

### Main objectives

- Introduce stadium policies in different countries, economic issues and the role of stakeholders.
- Show the impact that the overall organisation of sport can have on stadiums through a national association's development policy.
- Show how a stadium owned by public authorities or a national association is run.
- Demonstrate the role and importance of a stadium for the development of a club.
- Present stadiums as profit centres and provide examples of different business models.
- Analyse the operations roles of managers in stadiums.
- Understand and experience the operational management of a high-profile club competition.





## Session 7

1-5 April 2019  
New York, USA

### North American leagues and clubs

The organisation of professional sport in North America and Europe is completely different. By learning about another sports model with its own history and culture, you will carry out an in-depth analysis of the specificities of the major North American professional sport leagues and clubs. This session will enable you to broaden your own managerial horizons and acquire new tools for success.

### Main objectives

- Complement the European perspective with a very different but prosperous model.
- Explain the economic and regulatory structure used to achieve competitive balance and financial stability.
- Explain the regulation of players' salaries and the use of a franchise system with a geographic monopoly.
- Introduce Major League Soccer and illustrate the strategy of a football club within this league.
- Present collective bargaining agreements as a key element of regulation and exemptions from competition law.
- Highlight the collective sale of media rights as a redistributive tool and the collective sale and redistribution of league merchandising revenues.



## Final examination

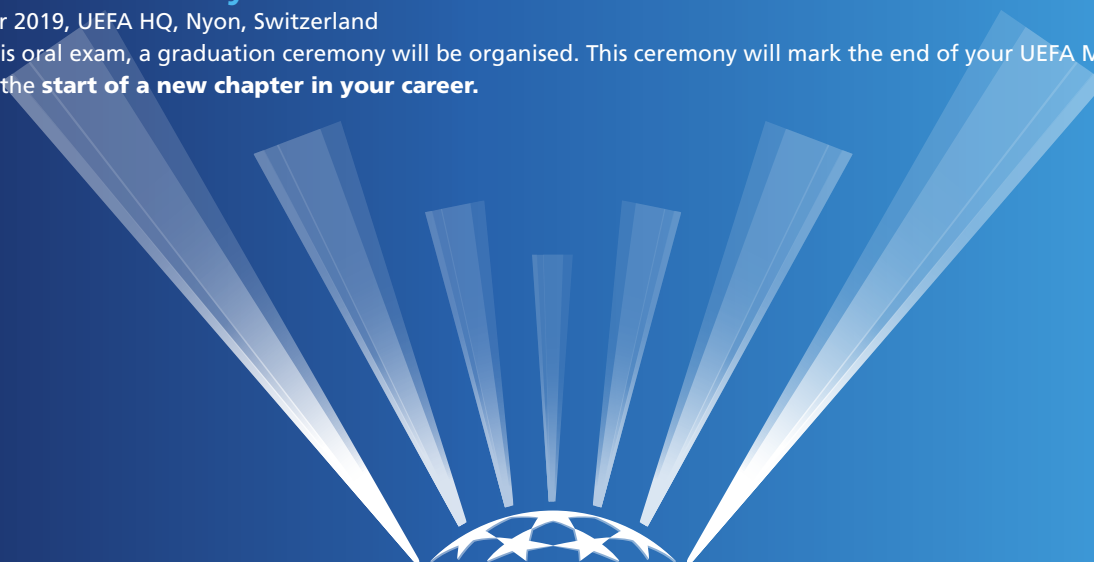
UEFA Champions League final – 29-30 May 2019, Madrid

Each participant will be invited to present their final report orally, in front of the UEFA MIP examination board, one or two days before the UEFA Champions League final. This is your opportunity to defend your project or the topic of your report and present the challenges and strategies involved.

## Graduation ceremony

14 November 2019, UEFA HQ, Nyon, Switzerland

Following this oral exam, a graduation ceremony will be organised. This ceremony will mark the end of your UEFA MIP journey and the **start of a new chapter in your career.**



# Contact us

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