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In partnership with



UEFA EXECUTIVE MASTER FOR INTERNATIONAL PLAYERS

# Who's who 2019-2021

ACADEMY



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 shaping 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.

**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**, 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 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.

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.



**Induction day** (8 October 2019, UEFA HQ, Nyon, Switzerland)

-  **Framework of professional sport** (4-7 November 2019, UEFA HQ, Nyon, Switzerland)
-  **Role and skills of the manager** (3-7 February 2020, Paris, France)
-  **Format and regulation of competitions** (6-9 April 2020, Amsterdam, Netherlands)
-  **The manager in action** (1-5 June 2020, Barcelona, Spain)
-  **Strategic marketing** (21-25 September 2020, London, UK)
-  **Stadiums and operations management** (7-11 December 2020, Dortmund region, Germany)
-  **North American leagues and clubs** (15-19 March 2021, New York, USA)

**Final examination** (UEFA competition – May-June 2021, TBC)

**Graduation ceremony** (28 October 2021, UEFA HQ, Nyon, Switzerland)

# Participants' backgrounds

High-achieving former internationals from Europe and beyond



**30** COURSE PARTICIPANTS



**25** NATIONALITIES



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



**3** CONFEDERATION CHAMPIONSHIPS



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



**147** NATIONAL LEAGUE & CUP TITLES



**1,940** NATIONAL TEAM CAPS

## IN DETAIL

- FIFA World Cup: 1
- FIFA Confederation Cups: 5
- Gold Cup: 2
- Copa America: 1
- UEFA Champions League: 5
- CONCACAF Champions League: 1
- UEFA Europa League: 1
- UEFA Super Cup: 2
- FIFA Club World Cup: 3
- National League & Cup Titles: 147



## WHERE THEY ARE NOW...



- NATIONAL ASSOCIATIONS
- CLUBS
- PLAYERS' UNIONS

- INTERNATIONAL FEDERATIONS
- FOUNDATIONS
- MEDIA

## Rene ADLER

Born in 1985



### Work history

- Founder and chief executive officer, HS GmbH;
- Co-founder, T1TAN GmbH;
- Founder, Keepercademy GbR;
- Founder and chief executive officer, AdleR marketing GmbH.

### Football career

- Played for 1.FSV Mainz 05, Hamburger SV, Bayer 04 Leverkusen;
- 12 caps for the German national team;
- Best Bundesliga goalkeeper 2008.

### Languages

- German
- English

### Education

- Certificate in sports management, Allensbach University in cooperation with ESM-Academy.

### Other activities

- Ambassador for the Zeit für Europa campaign for the 2019 EU elections;
- Active support of the Elternhilfe für krebskranke Kinder Leipzig e.V.;
- Active support of the Fördergemeinschaft Kinderkrebs-Zentrum Hamburg.

## Andrey ARSHAVIN

Born in 1981



### Work history

- Advisor to the president on youth football, FC Zenit St Petersburg;
- Football analyst, Match TV.

### Football career

- Played for Arsenal FC, FC Zenit, FC Kairat, FC Kuban;
- 75 caps for the Russian national team;
- UEFA Europa League winner, 2008; UEFA Super Cup winner, 2008; three-time Russian League winner, 2007, 2012 and 2015; Russian Cup winner, 2003; Russian Super Cup winner, 2008; two-time Kazakhstan Cup winner, 2017 and 2018; Kazakhstan Super Cup winner, 2017; Ballon d'Or 6th place, 2008; footballer of the year in Russia, 2006; UEFA EURO - Team of the Tournament, 2008; UEFA Cup Final – Man of the match, 2008; Kazakhstan Player of the year, 2016.

### Languages

- Russian
- English

### Education

- Coaching licence, FC Zenit Academy;
- Designing of light industry products (sewn products), Saint Petersburg State University of Industrial Technologies and Design.

### Other activities

- Cooperation with SOS Children's Villages International.

## Gal ALBERMAN

Born in 1983



### Football career

- Played for Maccabi Haifa FC, Maccabi Tel Aviv SC, Borussia VfL 1900 Mönchengladbach e.V, Beitar Jerusalem FC, CD Tenerife, Maccabi Petach Tikva FC;
- 36 caps for the Israeli national team;
- Two-time Israeli Cup winner, 2004 and 2015; five-time Israeli Premier League winner; two-time Toto Cup winner; footballer of the year in Israel, 2008.

### Languages

- Hebrew
- English
- Spanish

### Education

- UEFA A Licence.

## Federico BALZARETTI

Born in 1981



### Football career

- Played for AS Roma, SSD Palermo, ACF Fiorentina, FC Juventus, FC Torino;
- 16 caps for the Italian national team;
- UEFA EURO runner-up, 2016; Italian Cup winner, 2013; Serie B winner, 2007; Team of the year in Serie A, 2012.

### Languages

- Italian
- English
- French
- Spanish

### Education

- UEFA B Licence;
- Sporting director, Italian Football Federation.

### Work history

- Technical consultant, SPAL;
- Assistant sporting director, AS Roma;
- Consultant and commentator, Fox TV, Rai TV, Mediaset and DAZN.

## João BENEDITO

Born in 1978



### Work history

- Founder and chief executive officer, Personal Line;
- Founder and chief executive officer, 181sports;
- Project 1 coordinator, Portuguese Futsal Federation;
- SPU - Sports Performance Unit - Support to Athletes;
- Strategy implementation, Sports Embassy;
- Member of the group of reflexion for the future of Portugal;
- Guest speaker, UEFA Study Group Scheme, Season 10;
- Corporate marketing, Sporting Clube de Portugal;
- Financial controller, Sporting Clube de Portugal.

### Futsal career

- Played for Sporting Clube de Portugal, Playas de Castellón, União Desportiva Olival Basto;
- 181 caps for the Portuguese national team;
- FIFA Futsal World Cup Bronze Medal, 2000; UEFA Futsal EURO runner-up, 2010; nine-time Portuguese champion.

### Languages

- Portuguese
- English
- Spanish

### Education

- Master's degree marketing management, Indeg-Iscte executive education;
- Bachelor's degree in business management, Iseg - Lisbon School of Economics and Management.

## Júlio César Espíndola

Born in 1979



### Football career

- Played for Inter Milan, SL Benfica, CR Flamengo, Queens Park Rangers FC, AC Chievo;
- 87 caps for the Brazilian national team;
- FIFA Club World Cup winner, 2010; two-time FIFA Confederations Cup winner, 2009 and 2013; UEFA Champions League winner, 2010; Copa America winner, 2004; three-time Portuguese national champion, 2015, 2016 and 2017; Portuguese Cup winner, 2017; UEFA Goalkeeper of the Year, 2010; FIFA Confederations Cup Golden Glove Award, 2013; FIFA Confederations Cup Dream Team, 2013; Best Goalkeeper of Portuguese Premier League, 2015; two-time Goalkeeper of the Year in Serie A, 2009 and 2010.

### Languages

- Portuguese
- English
- Italian

## Didier DROGBA

Born in 1978



- UEFA Champions League winner, 2012; four-time Premier League winner, 2005, 2006, 2010 and 2015; four-time FA Cup winner, 2007, 2008, 2010 and 2012; three-time Football League Cup winner, 2005, 2007 and 2015; two-time FA Community Shield winner, 2005 and 2009; Turkish Professional League winner, 2013; Turkish Cup winner, 2014; Turkish Super Cup winner, 2013; Western Conference winner, 2018; three-time Team of the Tournament - Africa Cup of Nations, 2006, 2008 and 2012; two-time African footballer of the year, 2006 and 2009; Ballon d'Or 4th place, 2007; BBC African footballer of the year, 2009; UEFA Champions League final, man of the match, 2012; UEFA Team of the Year, 2007; UNFP Trophy of Honour, 2019; five-time CAF Team of the Year, 2005, 2006, 2009, 2010 and 2012; Chelsea FC Player of the Year, 2010; three-time Ivory Coast Player of the Year, 2006, 2007 and 2012; French Ligue 1 Player of the Year, 2004; MLS All-Star, 2016; two-time Premier League Golden Boot, 2007 and 2010; Turkish Footballer of the Year, 2013.

### Work history

- President, Didier Drogba Foundation;
- Vice-president, Peace and Sport;
- Co-owner, Phoenix Rising FC.

### Football career

- Played for Chelsea FC, Olympique de Marseille, Galatasaray SK, EA Guingamp, Phoenix Rising FC, Montreal Impact, SH Shanghai, Le Mans UC 72;
- 105 caps for the Ivorian national team;

### Languages

- French
- English

### Other activities

- Ambassador, United Nations Development Programme;
- Ambassador, UNICEF.

## Khalilou FADIGA

Born in 1974



### Football career

- Played for Inter Milan, Red Star 93 FC, Liège FC, Lommel SK, Brugge FC, AJ Auxerre, Bolton Wanderers FC, Derby County FC, Kaa Gent, K. Beerschot VAC;
- 37 caps for the Senegalese national team;
- French Cup winner, 2003; Belgian national champion, 1998; Belgian Super Cup winner, 1998.

### Work history

- Committee member, CAF;
- Owner and chief executive officer, Kafa Trading;
- Ambassador for the president of Senegal;
- Football analyst, Beln Sport Doha, Proximus TV, RTBF TV.

### Languages

- French
- English
- Flemisch

## Clemens FRITZ

Born in 1980



### Football career

- Played for SV Werder Bremen, Bayer 04 Leverkusen, Karlsruher SC, FC Rot-Weiss Erfurt, VFB Leipzig;
- 22 caps for the German national team;
- UEFA EURO runner-up, 2008; German Cup winner, 2009.

### Languages

- German
- English

### Education

- Certified sport manager, European Sportsmanagement Academy;
- DFB Youth Elite coaching licence;
- DFB A coaching licence.

### Work history

- Sports manager, SV Werder Bremen

### Other activities

- Clemens Fritz Foundation.

## Sergei HOHLOV-SIMSON

Born in 1972



### Football career

- Played for 1FC Flora, FC Levadia, JK Tervis Pärnu, Lelle SK, JK Viljandi Tulevik, FC Kuressaare, Hapoel Kfar Saba FC, Hapoel Tayibe FC, Hamarkameratene;
- 58 caps for the Estonian national team;
- Four-time Estonian national champion, 1994, 1997, 1998 and 2004, three-time Estonian Cup winner, 1998, 2004 and 2005; Estonian Super Cup winner, 1998.

### Languages

- Estonian
- English
- Russian

### Education

- Higher education in real estate development and business administration, Mäinor University;
- UEFA B Licence.

### Work history

- Board member and chief executive officer, Spordiklubi FC Levadia, SK FC Levadia Jalgpallikool;
- Chief executive officer and coach, FC Pirita.

## Emile HESKEY

Born in 1978



### Work history

- Consultant and commentator, Sky Sports, BBC Sport, BT Sport, Premier League Productions, BeIN Sports;
- Club ambassador, Liverpool FC;
- Club ambassador, Leicester City FC.

### Football career

- Played for Leicester City FC, Liverpool FC, Birmingham City FC, Wigan Athletic FC, Aston Villa FC, Newcastle Jets FC, Bolton Wanderers FC;
- 62 caps for the English national team;
- UEFA Europa League winner, 2001; UEFA Super Cup winner, 2001; four-time League Cup winner, 1997, 2000, 2001 and 2003; FA Cup winner, 2001.

### Language

- English

## Aaron HUGHES

Born in 1979



### Football career

- Played for Heart of Midlothian FC, Kerala Blasters FC, Melbourne City FC, Brighton and Hove Albion FC, Queen's Park Rangers FC, Fulham FC, Aston Villa FC, Newcastle United FC;
- 112 caps for the Northern Ireland national team;
- UEFA Europa League runner-up, 2010; English Football League play-off winner, 2014.

### Language

- English

### Education

- UEFA B Licence.

## Kim KÄLLSTRÖM

Born in 1982



### Football career

- Played for Djurgårdens IF, Grasshopper Zürich, Spartak Moscow, Arsenal FC, Olympique Lyonnais, Stade Rennais FC, BK Häcken;
- 131 caps for the Swedish national team;
- Two-time French League winner, 2007 and 2008; two-time French Cup winner, 2008 and 2012; two-time Trophée des Champions winner, 2007 and 2008; FA Cup winner, 2014.

### Languages

- Swedish
- English
- French
- German

### Work history

- Commentator, Discovery Networks, Eurosport

### Other activities

- Organisation of Gothia Special Olympics Trophy.

## Lise KLAVENESS

Born in 1981



### Football career

- Played for Stabæk Fotball, Umeå IK, Asker Fotball, Bjørnar Fotball, Sandviken IL;
- 73 caps for the Norwegian national team;
- UEFA Women's EURO runner-up, 2005; UEFA Women's Champions League runner-up, 2007; two-time Swedish League winner, 2006 and 2007; Norwegian League winner, 2010; two-time Swedish Cup winner; two-time Norwegian Cup winner.

### Languages

- Norwegian
- English

### Education

- Master of laws, University of Oslo

### Work history

- Technical director, Norwegian Football Association;
- Football expert and analyst, NRK and TV2;
- Lawyer, Central Bank of Norway;
- Lawyer, Hjort DA;
- Deputy judge, Oslo city court;
- Mentor for master students, University of Oslo;
- Trainee, Umeå city court;
- Columnist for several newspapers.

### Other activities

- Member, prosecution tribunal NFF;
- Board member, pension fund, Central Bank of Norway;
- Board member, Norway Cup;
- Member, Law Committee, Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF);
- Board member, NISO, the Norwegian players' association;
- Board member, Asker Football Women.

## Viktor KASSAI

Born in 1975



### Work history

- Currently active referee, UEFA Elite category;
- Football referee since 1990;
- Referee in the Hungarian 1st League since 1999;
- FIFA referee since 2003;
- UEFA elite referee since 2007.

### Refereeing career

- Olympic Games football final, 2008; FIFA World Cup semifinal, 2010; UEFA Champions League final, 2011; UEFA Champions League semifinal, 2012, 2013; UEFA Europa League semifinal, 2016; UEFA Champions League final as 4th official, 2016; UEFA EURO 2016, opening match, 2016; UEFA EURO 2016 final as 4th official, 2016; FIFA Club World Cup semifinal, 2016;
- The youngest referee to officiate at a UEFA Champions League final in 2011 in Wembley Stadium;
- In 2011 IFFHS presented Viktor Kassai with the World's Best Referee award.

### Languages

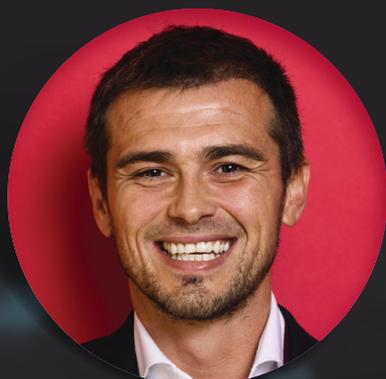
- Hungarian
- English
- German

### Education

- Sports manager course (basic level) organised by the Hungarian Football Federation.

## Danko LAZOVIĆ

Born in 1983



### Football career

- Played for Vidi FC, NK Olimpija, Beijing BSU, FK Partizan Belgrade, FC Zenit Saint Petersburg, FK Rostov, PSV Eindhoven, Vitesse Arnhem, Feyenoord Rotterdam, Bayern 04 Leverkusen;
- 47 caps for the Serbian national team;
- Two-time Serbian champion, 2003 and 2015; Hungarian champion, 2018; Dutch Super Cup winner, 2009; Russian Super Cup winner, 2011; Russian Cup winner, 2010; Russian champion, 2010; Dutch champion, 2008.

### Languages

- Serbian
- English
- Russian
- Dutch

### Education

- UEFA A Licence;
- UEFA B Licence.

## Ricardo 'Kaká' Leite

Born in 1982



### Football career

- Played for, São Paulo FC, AC Milan, Real Madrid CF, Orlando City SC;
- 94 caps for the Brazilian national team;
- FIFA World Cup winner, 2002; two-time FIFA Confederations Cup winner, 2005 and 2009; FIFA Club World Cup winner, 2007; UEFA Champions League winner, 2007; UEFA Super Cup winner, 2007; Spanish champion, 2012; Copa del Rey winner, 2011; Serie A winner, 2004; Italian Super Cup winner, 2004; Ballon d'Or, 2007; FIFA World Player of the Year, 2007; three-time UEFA Team of the Year, 2006, 2007, 2009; UEFA Champions League top scorer, 2007.

### Languages

- English
- Portuguese
- Italian
- Spanish

## Janne MADSEN

Born in 1978



### Work history

- Kit manager, Danish Football Association, U16 and U17;
- Customer receiver/office assistant, Brødrene Møl I A/S (Volkswagen);
- Customer service, Telenor.

### Football career

- Fortuna Hjørring, Grønbjerg IF, Spjald IF;
- 61 caps for the Danish national team;
- UEFA Women's Champion's League runner-up, 2003; four-time Danish champion, 1999, 2002, 2009 and 2010; five-time Danish Cup winner 2000, 2001, 2002, 2006 and 2008.

### Languages

- Danish
- English
- German

### Education

- Business school, Ringkøbing Handelsskole;
- Independent boarding school, Ølgod Ungdomsklub.

## David LORIYA

Born in 1981



### Football career

- Played for FC Okzhetpes, Kaira FC, FK Ordabasy Chimkent, FC Irtysh Pavlodar, Karşıyaka SK, Çaykur Rizespor, FC Astana, Lokomotiv Astana, Halmstads Bollklubb, FK Chakhtior Karagandy, FK Astana-1964;
- 50 caps for the Kazakhstan national team;
- Two-time Kazakhstan Cup winner, 2001 and 2002; four-time Kazakhstan champion, 2000, 2001, 2006 and 2018.

### Languages

- Kazakh
- English
- Turkish

### Education

- UEFA A License;
- PhD physical education, faculty of physical training and sports, Cand. Sc. Education, L.N.Gumilyov Eurasian National University.

## Florent MALOUDA

Born in 1980



### Work history

- Coach, FC Zurich;
- Restaurant owner.

### Football career

- Played for Chelsea FC, Olympique Lyonnais, FC Zurich, Wadi Deg, Delhi Dynamos, FC Metz, Trabzonspor, EA Guingamp, LB Châteauroux;
- 80 caps for the French national team;
- UEFA Champions League winner, 2012; Premier League winner, 2010; four-time French champion, 2004, 2005, 2006 and 2007; three-time English Cup winner, three-time Trophée des Champions winner 2003, 2004 and 2005.

### Languages

- French
- English
- Portuguese
- Creole

## Artur MORAES

Born in 1981



### Football career

- Played for Clube Desportivo das Aves, Associação Chapecoense de Futebol, Osmanlıspor FK, Sport Lisboa e Benfica, Sporting Club Braga, AS Roma, AC Cesena, AC Siena SPA, Coritiba Football Club, Cruzeiro Esporte Clube, Paulista Football Club;
- Three-time UEFA Europa League runner-up, 2011, 2013 and 2014; two-time Portuguese champion, 2014 and 2015; four-time Portuguese Cup winner, 2013, 2014, 2015 and 2018; Brazilian champion, 2003; Brazilian Cup winner, 2003; Captain of Chapecoense after the plane crash.

### Languages

- Portuguese
- English
- Italian

### Education

- Physiotherapy, Universidade Paulista.

### Work history

- Vice-president, FC Alverca

## Miran PAVLIN

Born in 1971



### Football career

- Played for Živila Naklo, NK Olimpija, SG Dynamo Dresden, SC Freiburg, Karlsruher SC, FC Porto, Olympiakos FC, APOEL FC, FC Koper;
- 63 caps for the Slovenian national team;
- Four-time Slovenian Championship winner as a player; six-time Slovenian Championship winner as a sporting director or assistant sporting director.

### Languages

- Slovenian
- Serbo-Croatian
- English
- German
- Portuguese

### Work history

- Sporting director, NK Olimpija;
- Sporting director, FC Koper;
- Assistant sporting director, NK Maribor.

## John O'SHEA

Born in 1981



### Football career

- Played for Manchester United FC, Bournemouth FC, Royal Antwerp FC, Sunderland AFC, Reading FC;
- 118 caps for the Irish national team;
- FIFA Club World Cup winner, 2008; UEFA Champions League winner, 2008; UEFA Champions League runner-up, 2009; five-time Premier League winner, 2003, 2007, 2008, 2009 and 2011; FA Cup winner, 2004; two-time Football League Cup winner, 2006 and 2009; four-time FA Community Shield winner, 2003, 2007, 2008 and 2010.

### Language

- English

### Education

- UEFA A License.

## Alexey SMERTIN

Born in 1975



### Work history

- Director of international relations, Football Union of Russia;
- Consultant, Skolkovo Business School;
- Advisor to the president, Football Union of Russia;
- Anti-discrimination officer, Football Union of Russia;
- Executive director, J.S.C. Dynamo Moscow;
- Reserve preparation director, J.S.C. Dynamo Moscow;
- Deputy, Altai Krai legislative assembly.

### Football career

- Played for Chelsea FC, Fulham FC, FC Dynamo Moscow, Charlton Athletic FC, Portsmouth FC, FC Girondins de Bordeaux, FC Lokomotiv Moscow, FC Uralan Elista, FC Zarya Leninsk-Kuznetsky, FC Dynamo Barnaul;
- 55 caps for the Russian national team;
- Best Russian football player, 1999; two-time silver medallist in the Russian Championship; Russian Cup winner, 2000; French League Cup winner, 2002; English League Cup winner, 2005; Premier League winner, 2005.

### Languages

- Russian
- English
- French

### Education

- PhD psychology;
- Public administration, Altai branch of Siberian Academy;
- Masters degree in sports, Barnaul State Pedagogical University.

### Other activities

- Young Talents Foundation, Altai Krai;
- Ambassador of the 2018 FIFA World Cup;
- Ambassador of the Russia 2018/2022 bid committee;
- Founder, football academy.

## Efstathios TAVLARIDIS

Born in 1980



### Work history

- Scout, AEK Football Club Academy;
- Owner, green energy photovoltaic parks;
- Α.Ταυλαρίδου & ΣΙΑ Ε.Ε. real estate company; ;
- Bus owner, Municipality of Serres.

### Football career

- Played for Aris Thessaloniki FC, Panathinaikos FC, Atromitos FC, OFI Crete FC, Athlitiki Enosi Larissa FC, AS Saint-Etienne, LOSC Lille, Arsenal FC, Portsmouth FC, Hércules de Alicante Club de Fútbol;
- 3 caps for the Greek national team;
- Intertoto Cup winner, 2004; Ligue 1 runner-up, 2005.

### Languages

- Greek
- English
- French

### Education

- Executive diploma in sports management, Mediterranean College in Athens.

## Robert VITTEK

Born in 1982



### Football career

- Played for Trabzonspor, Ankaragücü, Lille OSC, FC Nuremberg, ŠK Slovan Bratislava, DVSC Debrecen;
- 82 caps for the Slovak national team;
- Two-time Slovak Cup winner, 2017 and 2018; German Cup winner, 2007; two-time Slovak championship winner, 2013 and 2018; Footballer of the Year in Slovakia, 2006; first Slovakian goal scorer in the history of the World Cup, 2010; second top scorer, World Cup 2010; DFB-Pokal winner, 2007.

### Languages

- Slovak
- English
- Czech
- German
- French

### Education

- UEFA A Licence.

## Gerardo TORRADO

Born in 1979



### Work history

- Sporting director, Mexican national team

### Football career

- Played for Indy Eleven, Cruz Azul FC, Racing de Santander, Sevilla FC, Polideportivo Ejido, CD Tenerife, Pumas UNAM;
- 146 caps for the Mexican national team;
- Champions League CONCACAF winner, 2014; two-time Copa Oro winner, 2009 and 2011; FIFA Confederation Cup winner, 1999; Mexico Cup winner, 2013.

### Languages

- Spanish
- English

### Education

- Coaching fundamentals, CTI;
- Specialist in scouting and analysing matches, MBP School of Coaches;
- Football coach, Mexican Football Federation;
- Bachelor in business administration, Universidad Anáhuac.

## Moritz Volz

Born in 1983



### Work history

- Assistant coach, RB Leipzig;
- Senior international scout, Arsenal Football Club.

### Football career

- Played for TSV 1860 München, FC St. Pauli, Ipswich Town FC, Fulham FC, Arsenal FC, Wimbledon FC;
- Two-time FA Youth Cup winner, 2000 and 2001.

### Languages

- German
- English
- French

### Education

- Bachelor of arts: social science and economics with French linguistics, Open University, UK;
- UEFA A Licence.

## Achille WEBO

Born in 1982



### Work history

- National president's advisor in charge of international relations, National Cameroonian Footballers' Union (SYNAFOC).

### Football career

- Played for Club Nacional de Football, Gaziantep F.K., Osmanlıspor, Fenerbahçe SK, İstanbul BB, RCD Mallorca, CA Osasuna, Stade Banjul;
- 58 caps for the Cameroonian national team;
- Three-time Uruguayan champion, 2000, 2001 and 2002; Copa del Rey runner-up, 2005; Turkish champion, 2014; Turkish Cup winner, 2013; Turkish Super Cup winner, 2014; Copa Sudamericana top scorer, 2002.

### Languages

- English
- French
- Spanish
- Turkish

## Xiaojie WENG

Born in 1987



### Work history

- Instructor, Jiangnan University;
- Football team coach, Jiangnan University;
- Instructor, coaching course, Chinese Football Association.

### Football career

- Played for Jiangsu;
- 80 caps for the Chinese national team;
- Attended FIFA Women's World Cup, 2007; attended Olympic Games, 2008; attended Asian Cup, 2014.

### Languages

- Chinese
- English

### Education

- Master's degree in athletic training programme;
- Bachelor's degree in physical education and sports teaching;
- AFC A Licence.

## Participants in the first UEFA MIP (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

## Participants in the second UEFA MIP (2017-2019)



**Eniola  
ALUKO**  
England



**Ioannis  
AMANATIDIS**  
Greece



**Dmitri  
BULYKIN**  
Russia



†  
**Goran  
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# Session overviews

Let's talk about football!

## Induction day

8 October 2019, 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

4-7 November 2019

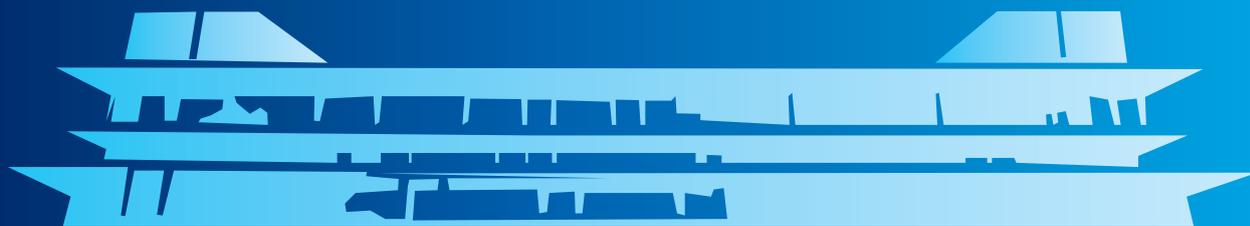
UEFA HQ, Nyon, Switzerland

### 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

3-7 February 2020

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

6-9 April 2020

Amsterdam, Netherlands

### 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

1-5 June 2020

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

21-25 September 2020  
London, UK

### 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

7-11 December 2020  
Dortmund, 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 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

15-19 March 2021  
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 competition – May-June 2021, TBC

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

28 October 2021, 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.**



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