

8<sup>TH</sup>  
EDITION

2024 • 2026

# mesgo

THE EXECUTIVE MASTER IN  
GLOBAL SPORT GOVERNANCE



Sport & Institutional Partners  
Academic Partners



# 5

## PROGRAMME WELCOME

### International sport and institutional partners



*A. Čeferin*

**Aleksander Čeferin**  
UEFA President



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

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

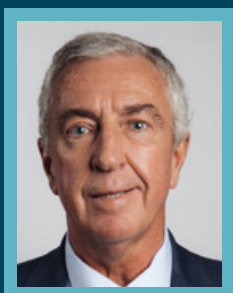
The Executive Master in Global Sport Governance (MESGO) was developed to provide sports industry leaders with the tools to anticipate forthcoming challenges, to exploit the dynamics of the environment and to accelerate the development of sound sport governance. Over the past decade, MESGO has proved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

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

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

**Now is your chance to be part of it!**

[www.uefa.com](http://www.uefa.com)



Luc Tardif  
IIHF President

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

[www.iihf.com](http://www.iihf.com)



Michael Wiederer  
EHF President

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

[www.eurohandball.com](http://www.eurohandball.com)



**FIBA**

We Are Basketball

Andreas Zagklis  
FIBA Secretary General

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

[www.fiba.basketball](http://www.fiba.basketball)



Sophie Kwasny  
Head of the Sport Division,  
Council of Europe

Mastering sport governance is a critical pre-requisite for sports leaders and policy makers involved with this unique environment. A thorough understanding of the emerging challenges to sport, as well as of the relevant international and European law, in particular in respect of human rights, is no longer optional but an absolute must for those who impact sport policies and governance. EPAS therefore welcomes MESGO's programme which promotes this specific expertise and allows us to create synergies between all participants.

[www.coe.int/epas](http://www.coe.int/epas)

## PROGRAMME OVERVIEW

The

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

## Reasons Why

### CONTEXT

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

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

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

### WHAT IS MESGO?

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

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

### Anticipate the forthcoming key challenges

Identify new global trends, analyse rising constraints and apply innovative methods to overcome them.



### Have a positive impact on the development of sport governance

Realign core values and integrate ethics into all levels of business, improve management operations and leave a lasting mark on your industry.

### Exploit the dynamics

Evolve as sport evolves, exploit the vibrant energy and passion within the sports industry and adopt a solution-driven attitude.

### HOW IS MESGO ORGANISED?

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

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

### WHO IS MESGO DESIGNED FOR?

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

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





## APPLICATION PROCESS

### WHO CAN APPLY?

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

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

### APPLICATIONS

**Applications must be submitted by 31 March 2024.**

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

### INTERVIEWS AND FINAL SELECTION

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

## TUITION FEES

MESGO costs €19,800, including academic learning materials, lunches and transfers within the cities visited.

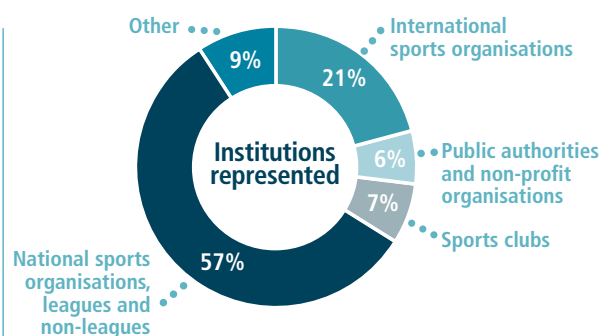
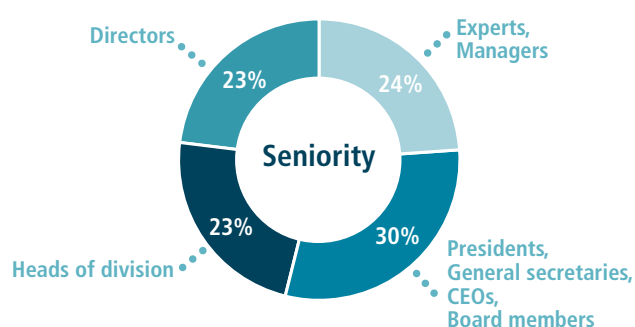
Please note that the tuition fees do not include travel and accommodation expenses.

## WHO ARE THE PARTICIPANTS?

**30**  
participants  
(maximum)  
will attend MESGO VIII

**45+**

nationalities represented  
since MESGO first launched



9

Worldwide sessions

## PROGRAMME IN DETAIL



## SESSIONS



October 2026  
Nyon, Switzerland

VIVA  
VOCE

Session dates and locations may be subject to change.

**30 September - 4 October 2024**  
**Lausanne // Switzerland**

## Introduction to global sport governance

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

During this session, you will notably broaden your knowledge of:

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

**25-29 November 2024**  
**Paris // France**

## Competition design and financial sustainability

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

During this session, you will notably broaden your knowledge of:

- the importance of achieving competitive balance/uncertainty of outcome in successful competitions, including an analysis of the effectiveness of the array of coordination, redistribution and regulatory mechanisms available to competition organisers to achieve it;
- the specific role of licensing and financial fair play systems in achieving economic stability in a professional sport;
- the regulation of sports labour markets, including an assessment of key policy measures, such as the role of the transfer market and salary management systems;
- the relationship between the management of professional club and national team competitions;
- successful sports competitions as vehicles for distributing solidarity payments to the grassroots and development of sport.

**20-24 January 2025**  
**Brussels // Belgium**

## Legal framework

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

During this session, you will notably broaden your knowledge of:

- the external management of legal disputes, i.e. the different sources of international sports law and the role of the Court of Arbitration for Sport;
- the internal settlement of legal disputes, i.e. the management of a legal department and the disciplinary powers of sport's governing bodies;
- the legal and political framework for sports in Europe, i.e. EU law and its application to sport, and the role of the Council of Europe;
- the critical importance of legal risk management and the different practical ways to achieve it;
- EU lobbying.

**24-28 March 2025**  
**Mainz and Frankfurt // Germany**

## Ethics and integrity

The main objective of this session is to demonstrate how important it is for sports institutions to take ethical issues into account. First, this session encourages critical thinking and value-driven decision-making. Second, it will help to understand precisely the range of ethical issues and challenges in sport by analysing their characteristics. Third, it will help you to evaluate the systems that give rise to these issues and outline key mechanisms for addressing them.

During this session, you will notably broaden your knowledge of:

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

**16-20 June 2023**  
**Barcelona // Spain**

## Events and participation

This session will aim to develop an understanding of the process of hosting sports events and launching campaigns to increase participation in sport. This process will include public or private authorities and the various stakeholders that operate in different countries at international level.

During this session, you will notably broaden your knowledge of:

- sports events: models of governance and operational plans;
- the evolution of bidding and legacy concepts over the years;
- strategies implemented by public authorities to host sports events and to launch participation campaigns;
- strategies by national and international federations to increase participation;
- risk management and crisis communication.

**3-7 November 2025**  
**London // United Kingdom**

## Strategic marketing and communications

The aim of this session is to develop a holistic understanding of and approach to marketing and communications. This session provides a balance of marketing fundamentals, emerging trends and communications strategy, for the purpose of maximising short and long-term value for sports organisations.

During this session, you will notably broaden your knowledge of:

- the fundamentals of marketing, including how to build a strong brand;
- the importance of a fan engagement strategy and leveraging digital marketing assets to grow and retain your fan base;
- how sponsorship has evolved and the direction it is taking, with a detailed assessment of the implications for sports organisations;
- the evolving media landscape and how this critical source of revenue is rapidly evolving, with traditional and new broadcasters fighting for fans' attention, and what this means for rights holders;
- how communication can be used strategically by sports organisations to reach their objectives.

SESSION  
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SESSION  
**5**

SESSION  
**6**



**10-13 March 2026**  
**New York // United States**

## The US model

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

During this session, you will notably broaden your knowledge of:

- the economic and regulatory structure used to achieve competitive balance and financial stability in the four major North American professional sport leagues;
- labour market regulation: player salary regulation, e.g. wage caps and the luxury tax and player recruitment regulation, e.g. the player draft system;
- the revenue-sharing system;
- the use of a collective bargaining agreement as a key element of regulation;
- the tools used to promote gender equality and to fight against discrimination.

**16-19 March 2026**  
**Silicon Valley // United States**

## Leadership and innovation

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

During this session, you will notably broaden your knowledge of:

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

**3-7 August 2026**  
**Singapore**

## Future of sport

This session aims to deliver an overview of the key challenges that sport's governing bodies may face in the future. It will explain from a global perspective the main mega and meta trends that lie ahead for both sport and society to provide managers with tools for the future.

During this session, you will notably broaden your knowledge of:

- the main challenges for sport in the future;
- methods and tools to anticipate the forthcoming key challenges;
- the mega trends of the future of sport and what that means for sport governance;
- the challenges to the integrity of sporting competitions and broader ethical challenges;
- the development of successful strategies for the future of sports organisations.

## VIVA VOCE & GRADUATION CEREMONY

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

**October 2026**  
**Nyon // Switzerland**

2026

# PROGRAMME FEEDBACK

## SPEAKERS

### Sunil Gulati

Former president of the United States Soccer Federation  
Member of the FIFA Council  
Senior lecturer at Columbia University

*One of the nine MESGO sessions is held in New York City, and the participants spend valuable time with people who work in various major league sports. This high-level interaction between senior sports practitioners from both sides of the Atlantic provides a fascinating and unique opportunity to compare the European and North American sports models, where both sides still have so much to learn from each other. The MESGO week in New York city also reflects the truly international, indeed global, nature of modern professional sport.*

### Anne Brasseur

Honorary president of the Parliamentary Assembly of the Council of Europe  
Rapporteur on match-fixing and good football governance  
Former minister of education and sport, Luxembourg

*I consider it a privilege to participate in the MESGO sessions, be it as a participant or as a speaker. It is a unique opportunity for interaction between international stakeholders coming from very different sectors. This exchange is, in my opinion, indispensable, as sport does not take place in isolation and is therefore exposed to increasing threats. For me, sport is about much more than scoring, breaking records or collecting medals and titles. Sport is also about values we have to defend together.*

## PARTICIPANTS

### Ambrose Tashobya

Chairman, National Council of Sports - Uganda  
Vice Chairman, FIBA 3X3 Committee, Switzerland

*I wasn't sure what to expect when I started MESGO, but I was enthusiastic to meet and share experiences with a diverse group of professionals well-positioned in the sports sector. I have a great deal of admiration for my classmates and gratitude to our lecturers for what we have achieved so far. There is an open interaction between the lecturers, within a learning environment that is more practical than theoretical, and us.*

*This MESGO journey continues to open my eyes to the need to be a more effective leader. This course gives you the ability to evaluate the traditional ways and norms of sport against the projected future of sport, forcing you to reflect on fundamental questions.*

### Katarzyna Biniaszczyk

Parliamentary Advisor,  
European Parliament

*MESGO is a high-level programme in global sport governance with many world-class academics and speakers. It gives an invaluable opportunity to travel to different countries and venues, learn from exceptional experts and collaborate with other participants from various federations, sports organisations, private companies and public institutions.*

*MESGO was an amazing experience, which exceeded my expectations and opened up many new possibilities for the next steps in my career. Although I finished the programme over two years ago, the contacts and working relationships I forged during the programme continue to help me in my daily work on the development of European sport policy in the European Parliament.*

*I was delighted to be selected as a MESGO V participant and now I have the privilege of sharing my knowledge and experience with new MESGO participants as a speaker.*

*It is a must for anyone wanting to work in the sport sector or expand their knowledge and network.*

### Razvan Burleanu

President,  
Romanian Football Federation  
FIFA Council member

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



[www.cdes.fr](http://www.cdes.fr)



### Nathalie Alaphilippe

Lawyer, CDES - Founder and coordinator of the MESGO programme - Limoges (France)

*MESGO is a unique training programme that brings together the best of academic and non-academic experience and knowledge to address the current and future issues facing sports. It is the result of a strong partnership and collaboration between academic partners recognised for their expertise in the sports sector, sports partners representing major international sports organisations and public authorities. We all share the same objective and ambition: to contribute to the development of a sustainable governance model for sport.*



[www.hec.unil.ch](http://www.hec.unil.ch)



### Jean-Philippe Bonardi

Professor, Faculty of Business & Economics - HEC Lausanne (Switzerland)  
University of Lausanne

*The MESGO is the perfect place to share ideas and best practices, as participants have rich experiences that foster meaningful discussions. Governance is more than ever a central piece in strategy development. Using cutting-edge strategic thinking, participants can go beyond their limits and discuss governance as a transversal topic in the sports sector.*



[www.bbk.ac.uk](http://www.bbk.ac.uk)  
[www.sportbusinesscentre.com](http://www.sportbusinesscentre.com)



### Sean Hamil

Director, Birkbeck Sport Business Centre - London (UK)

*A major responsibility of every organisation in the sports system is to play its part in the effective design and implementation of successful competitions. A key objective of the MESGO curriculum is to expose programme participants to the absolute best practice in competition organisation, with speakers and case studies from the world's most successful tournaments and leagues. MESGO is about learning from the best in competition design.*



[www.sport.uni-mainz.de](http://www.sport.uni-mainz.de)



### Holger Preuss

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

*MESGO is a challenging executive master's programme. It has a perfect mix of academics, who expect work based on sound theory and evidence, and many high-level practitioners, who provide experience and real-life examples and involve the participants in discussions. As a result, MESGO is not about the routine application of common-sense governance knowledge – it is about enabling leaders of sports organisations to make shrewd decisions driven by critical analysis.*



Universitat de Lleida

[www.inefc.cat](http://www.inefc.cat)



### Francesc Solanellas

Professor in sports management, Institut Nacional d'Educació Física de Catalunya (INEFC) - Barcelona (Spain)

*Sports events are at the heart of sports organisations' activities, but well-planned, successful events are a major challenge. All sorts of risks must be anticipated and complex issues dealt with. Based on strong academic testimonies and the experience of leading specialists in the sports industry, the MESGO programme addresses these challenges and tries to provide solutions and best practices in various fields, including bidding processes, legal issues, knowledge transfer, operations and risk management. This is why the MESGO programme is so unique: it gives participants a toolkit with which to lay the foundations for successful event organisation.*

# Contact us

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GLOBAL SPORT GOVERNANCE

[www.mesgo.org](http://www.mesgo.org)



ACADEMY

The CDES is the coordinator of the MESGO diploma delivered by the University of Limoges, France.



The MESGO programme is delivered in close cooperation with the UEFA Academy.  
[www.UEFACademy.com](http://www.UEFACademy.com)