



MBA IN SPORTS BUSINESS & LAW

MASTER FULL TIME
October - June
2019-2020



FÉLIX PLAZA

*Partner at Garrigues and co-director
of the MBA in Sports Business & Law*

I am pleased to present the MBA in Sports Business & Law, designed to meet the demand for high-quality training in the sports industry.

The MBA arose from an in-depth analysis of the need and market demand for an entirely unique course focusing on sports industry issues.

The findings of this analysis spurred us to create a training program, characterized by absolute technical rigor, that will enable students to effectively gain a clear and accurate view of key issues in the sports industry from a management standpoint, through a balanced combination of theory and practical application.

Involvement in the MBA from one of the most prominent institutions worldwide such as LaLiga, coupled with the academic excellence of Centro de Estudios Garrigues and the extensive experience of law firm Garrigues in advising the main “players” in the sports industry, only serves to endorse the unparalleled quality of the program.

I can confidently say that the MBA in Sports Business & Law fully is destined to become a benchmark for this type of training in the sports industry worldwide.



JAVIER GÓMEZ

*Chief Executive of LaLiga and co-director
of the MBA in Sports Business & Law*

One of LaLiga’s goals is the professionalization of the sector, and the training of industry professionals is one of the key instruments.

This goal, coupled with our desire to provide structure to the industry, pushes us to take an active role and promote projects like these, which will undoubtedly help to bring added value to our sport.

This MBA seeks to take advantage of the key elements of sport: solidarity, spirit of sacrifice, competitiveness, teamwork, determination, a proactive approach, respect and a host of others that are essential in the day-to-day management of any sports-related entity or institution.

The MBA will take the best human capital and provide them with specific training on how sports entities work, from an organizational, technical, economic and financial, and legal (corporate/ commercial, tax, etc.) standpoint.

The program will be taught by professional experts in each area, hailing from law firm Garrigues and from the major Spanish and international sporting institutions, and will draw on the experience of LaLiga, the largest organization of sports employers in Spain.

We are confident that this course will help ensure continued progress towards our goal of professionalizing the industry.

CENTRO DE ESTUDIOS GARRIGUES

Centro de Estudios Garrigues is a center for advanced legal and business management studies associated with the Garrigues law firm and exists to promote a range of training, study and research activities. Its aim is to apply the expertise, know-how and methodology of a modern law firm to the training of experienced professionals.

The Center's ties to Garrigues enable it to keep permanently abreast of developments in professional practice, in line with the changing legal, economic and business landscape, and to offer bespoke, quality training that stands apart.

The Center has a teaching staff of over 300 lecturers hailing from the leading private companies, law firms, financial institutions and public entities. Speakers from Garrigues contribute in accordance with the needs of each program.

The Center's prestige and the quality of the programs on offer have been recognized by the top companies and financial institutions and singled out for praise by the most important rankings of specialist postgraduate training.



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Ranked #1
in the main
RANKINGS
in 2018-2019



LaLiga

Business School



“LaLiga is firmly committed to education. By means of a qualified academic education, sports professionals may achieve a better management of their football clubs and institutions.

The *LaLiga Business School* is the reflection of the educational project that our Institution has created and promoted in order to detect, recruit and train both present and future talent within football management, methodology and analysis areas.

The Spanish Football League is the best in the world, therefore it is extremely important that the sports entities that take part in our official competitions, as well as in other sports, are able to provide their respective football clubs and institutions with management excellence by means of qualified and trained professionals.

Thus, LaLiga will use all its experience and knowledge so that the *LaLiga Business School* guarantees quality courses and nationally and internationally recognized qualifications to train the best professionals and get the best managers.”

Mr Javier Tebas, President of LaLiga





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The

program

The sports industry is experiencing exponential growth in all areas, from club revenue from audiovisual rights, sponsorship and operation of sporting events, to revenues in all related sectors, such as sportswear, sports betting and the construction and refurbishment of infrastructure.

This growth has established the industry's place as a break-out sector within the GDP of certain countries, such as Spain, whose top championship LaLiga has seen aggregate revenue soar 60% over a five-year period, from €2 million to €3.3 million.

Part of this growth is due to the international expansion actively pursued both by soccer clubs in welcoming foreign investors and by the respective championships themselves in raising their profile in other countries and continents, to make themselves more attractive to global sponsors.

In short, we are witnessing a very special time in the sports industry, in which great strides are being made at a dizzying pace. Moreover, global competition is becoming even tougher, which calls for much more complex solutions and the swift professionalization of the entire industry.

Conscious of this situation, Centro de Estudios Garrigues (a highly-respected teaching institution in the Spanish and international business community), and LaLiga Business School, has designed the MBA in Sports Business & Law, specifically intended to train future industry professionals at global level on the most complex technical and current and coming up issues, something never before covered in a specialized training program.

Goals

- To acquire in-depth knowledge of all specialist areas relating to the management and supervision of sports-related entities, to enable students to pursue their professional career in the industry.
- To gain insight into the management practices of clubs, competitions, federations, government sports institutions and industry businesses.
- To offer a practical approach, ensuring all theoretical aspects are illustrated with meaningful examples to enable students to better grasp each issue analyzed.
- To be backed by top sporting institutions and have professional teaching staff with careers in sports management and who are regarded as authorities in their respective areas of expertise.

Aimed at

Graduates in Law, Economics, Business Studies, Marketing and Communication or Sports Sciences, although other graduates are welcome, wishing to hold positions of responsibility in the sports industry.



Methodology

Knowledge acquisition and skills development

The program content is designed on the premise that the acquisition of expert knowledge, the development of critical analysis skills and the ability to adopt a holistic approach form the cornerstones of an exceptional professional career.

“Integrated case study” method

The acquisition of highly specialized knowledge is the bedrock on which brilliant professional careers are built. Nevertheless, experience has shown that the key to successful professional practice is the ability to adopt an integrated approach and analyze situations with a critical eye, thereby enabling innovative solutions to problems to be found.

In order to hone these skills, the Center has developed the Integrated Case Study Method, through which each student becomes accustomed to analyzing and solving complex problems based on real-world situations and combining very different knowledge areas, with a view to constructing global solutions that include all of the aspects considered. In short, it is a means of applying the knowledge acquired to the complexity of professional practice.

Meet sports institutions

The program not only analyzes the operating procedures of the main sporting institutions from a technical standpoint but also includes visits to their headquarters accompanied by senior officials:

- LaLiga
- The Spanish Basketball Federation
- The National Sports Council (CSD) and Elite Performance Center (CAR)
- Spanish Olympic Committee (COE)
- A Spanish football club
- La Caja Mágica, home of the Mutua Madrid Open tennis championship
- UEFA
- FIFA
- CAS
- IOC

Get a deep knowledge of every business related to sports industry





International sports week

The International Sports Week module comprises a week-long visit to Switzerland, the nerve-center of major sporting institutions such as FIFA, UEFA and the CAS, among others, to enable students to gain first-hand experience of how major football championships are managed and insight into sports-related legal proceedings.

- FIFA
- UEFA
- CAS (Court of Arbitration for Sport)
- International sports associations
- IOC (International Olympic Committee)
- The European Leagues - the Association of European Professional Football Leagues





Structure of the program

1. The sports industry and institutions (40 hours)

- a. Sports organization models: Anglo-Saxon, continental and mixed
- b. Sports institutions and their regulations
 - i. Sports associations & competitions
 - ii. Sports federations and government institutions
 - iii. Olympic committees & the Olympic Charter
 - iv. Courts of justice for sport
- c. Conflicts between sports institutions
- d. Spanish Olympic Sport Association (ADO) plan
- e. Meet the main sports institutions

2. Strategic management in the sports industry (120 hours)

- a. Strategic planning in the sports industry
 - i. Analysis of the sports industry
 - ii. Analysis of stakeholders in sports
 - iii. Formulating strategy in sports
 - iv. Balanced scorecard
 - v. Information Systems and Business Intelligence Management
 - vi. Supply Chain Management
- b. The business of sports clubs and competitions
 - i. The vision of a sports club CEO
 - ii. Organization and economic impact of the main sports competitions
 - iii. Strategic management of sports clubs
 - iv. Innovation at sports clubs

- v. Sports clubs and competitions internationalization
- vi. The business of audiovisual rights

- c. The business of player transfers and agents
- d. The business of sports trademarks
 - i. Strategic management in the sportswear apparel business
 - ii. Information systems and Business Intelligence
 - iii. Strategic operations management – Supply chain management
- e. The business of sports events and project management
 - i. Planning and managing a sports event
 - ii. Protocol and diplomacy at sports
 - iii. Broadcasting a sports event
- f. The business of sports facilities
 - i. Sports facilities management
 - ii. Commercial management of facilities
- g. The business of sports bets

3. Financial management in the sports industry (90 hours)

- a. Analysis of accounting and financial information
 - i. The financial statements: Income statement, cash flow
 - ii. The financial statements: Balance sheet, P&L. Main financial ratios
 - iii. Consolidation methods
 - iv. Accounting for clubs and federations

- v. Sports clubs' financing sources
- b. Economic control & financial fair play**
- c. Sports club acquisitions**
 - i. Club valuation, Due diligence, Financial structure of an acquisition and investment funds
 - ii. Legal, Labour and Tax Due Diligence
 - iii. IPO Process

4. Legal aspects of sport (120 hours)

- a. Sports companies and corporate governance**
 - i. Sports companies and corporate regulations
 - ii. Corporate Governance
 - iii. Clubs' insolvency proceedings
- b. Labor law aspects of the sports industry**
 - i. Labor law framework for sportspersons, sportspersons' contracts and collective representation
- c. Taxation in sports**
 - i. Taxation of sportspersons and sports entities
 - ii. Taxation of image rights/sponsorship
 - iii. International taxation
- d. Legal aspects of player transfers and sports representation**
- e. Specific sports legislation**
 - i. Anti-doping: regulations
 - ii. Impact of EU Law on sports
 - iii. Legal aspects of exploiting audiovisual rights, and betting at sports
 - iv. FIFA, UEFA y COI Regulation
 - v. Working of the Court of Arbitration for Sport (CAS)

5. Marketing, sales management and sports sponsorship (120 hours)

- a. Sports Marketing**
 - i. Marketing Management
 - ii. Marketing intelligence & customer behavior
 - iii. Marketing research
 - iv. Strategic marketing & sales for sports clubs
 - v. Brand management in sports
 - vi. Communication management

- vii. Media management
- viii. Digital marketing
- ix. Strategic marketing in the sportswear apparel business
- x. Sales management and retailing in the sportswear apparel industry
- b. Sports sponsorship management**
 - i. Sport and its relationship with business strategy
 - ii. Integral sponsorship management
 - iii. The sportsperson's image
 - iv. Sponsorship agreements and sponsoring
- c. Legal aspects of marketing, advertising and digital communication in the sports industry**
 - i. How to create trademarks and protect innovation
 - ii. How to protect sportspersons' image rights
 - iii. Legal aspects of advertising, social networks and ambush marketing
 - iv. Sponsorship agreements and sponsoring

6. People management: RR.HH. and management skills (90 hours)

- a. Strategic HR management in a sports club**
 - i. People management at sports clubs
 - ii. Sizing and organizational structure at sports clubs
 - iii. Compensation and salary structures at sports clubs
 - iv. Recruiting & talent management at sports clubs
 - v. Talent management in sports clubs
- b. Management skills**
 - i. Team Building & conflict management
 - ii. Efficient presentations
 - iii. Negotiation
 - iv. Management development (Self leadership, team leadership, decision making, communication & team management)

7. International sports week (20 hours)

Total 600 h.

Career Guidance

One of the main objectives of those studying an MBA at Centro de Estudios Garrigues & LaLiga Business School is to be able to begin or resume their professional career with a rewarding position.

The Careers Department offers ongoing personalized support and guidance on the range of professional opportunities open to students. Specifically, the department provides the following services:

- Individual guidance meetings, in which the student and careers expert jointly define the type of career best suited to the student's personal characteristics and expectations.
- Seminars on how to successfully navigate selection processes. In these seminars, students learn how to write an effective CV, how to approach job interviews and group dynamics, and the finer points of selection tests commonly used by companies and law firms.
- Recruitment events, where law firms and companies come to the center to share job openings with students.
- Lectures given by leading professionals in each area of expertise on what the profession entails and on effective career management.
- Introductions to top sports entities, businesses and law firms, so that students can get to know the executives of these organizations, the work they do, employee career plans and opportunities, and their hiring processes.

The Careers Department is fully committed to helping students find internships at the end of the teaching period at sports-related organizations and companies serving the sports industry, as a springboard to a career in the industry.





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FACULTY

The program will be taught by highly-respected professionals with in-depth technical knowledge of each topic and representing the upper echelons of clubs, championships, sporting institutions and companies operating within the sports industry.

Félix Plaza

Partner at Garrigues in charge of the Sports and Entertainment Law Department, specializing in advisory services for people and entities operating in that sector (clubs, federations, investment funds, film production companies, artists and sportspersons, etc.). Felix is also the Director of Centro de Estudios Garrigues, and co-director of the MBA in Sports Business & Law and the Executive Program in Sports Business Administration.

Alfredo Bermejo

Digital Strategy Director at LaLiga. Experienced Digital Strategy Director with a demonstrated history of working in the sports industry. Skilled in Digital Marketing and Strategy, Social Media, Content Strategy, Event Management, Team Building, Management, Sponsorship Sales, and Sports Marketing.

Enrique Moreno

Global Brand Director at LaLiga. Responsible for the development of the new brand personality, management of global brand advertising, coordination of the brand exposure along with all areas of the company (sponsorship, events and digital, among others), and for increasing brand value in qualitative and quantitative environments.

Javier Tebas

President of LaLiga since 2013. Member of the Spanish Professional Football Foundation. President of the Board of Directors of SEFPSAU. Member of the Professional Football Strategy Council at UEFA. He has been an external legal adviser for several Spanish and foreign clubs, and for public limited sports companies, and a lawyer in charge of numerous arrangements with creditors of companies and sports entities.

Carolina Pina

Partner in the Intellectual Property Department and joint head of the Sports & Entertainment and Media & Telecom practices at Garrigues. Carolina is a recognized expert in image and media rights-related issues and has single out in the most reputed legal directories such as Chambers or Legal 500.

Antonio Fernández Arimany

Secretary General of International Triathlon Union, and Council Member of the International Council of Arbitration for Sport (ICAS).

Maria Dolores Conde

Lawyer at Banco Santander. In 1999 she started her professional career as legal counsel in different areas as retail banking business, IT&OP, marketing and communication affairs, e-business, procurement and negotiation, corporate governance and general and financial regulatory affairs. Nowadays, managing director of Santander Legal Support at the HQ.

Antonio Serrano

CEO of Spartanhack and partner at his family-owned law firm. Expert in corporate law and international business law. Doctor of Laws from Universidad Rey Juan Carlos. Antonio started his career as a corporate and finance lawyer at international law firm Linklaters. He is a renowned lecturer at prestigious international institutions, such as Harvard Law School.

Joao Miranda

Partner at Garrigues in charge of the Portuguese legal practice, with offices in Lisbon and Porto and Head of Garrigues' Iberian Intellectual Property practice. João Miranda specializes in Intellectual Property.

Francisco Roca

International Sports Industry Consultant at FRP Consulting. President from 2014 to 2017 of ACB (Spanish professional basketball league), CEO at La Liga from 2005 to 2013 and Managing Director S. Europe from 1991 to 2005 at the NBA.

Jorge Garbajosa

President at Spanish Basketball Federation since 2016. Member of the Executive Committee and President of the Communication and new Technologies Committee of the Spanish Olympic Committee. Professional basketball player during 16 years in Spain, Italy, Rusia and USA (NBA). Gold medals at the 2006 World Cup and Eurobasket 2009, and Silver medals at the Eurobasket 2003 and 2007, and the 2008 Beijing Olympics.

Alfonso Lamadrid

Garrigues, Brussels. LL.M Harvard; LL.M College of Europe. Alfonso specializes in EU and Competition Law (vertical and horizontal agreements, abuse of dominance, merger control and State aid) and has extensive experience representing clients before the European Commission and EU Courts, including in a number of sport related cases.

Javier Gómez

Corporate Managing Director at LaLiga since 2012. Previously Managing Director and Vice-chairman at Valencia F.C. He has a deep training and experience in corporate finance and tax matters related to sports industry. Javier is also the Co-director of the MBA in Sports Business & Law and the Executive Program in Sports Business Administration.

Maheta Molango

CEO at Real Club Deportivo Mallorca, and member of the Advisory Board of Baker McKenzie. During 8 years, he was in charge of the Sports & Entertainment legal practice at Baker McKenzie in Madrid, and was the legal advisor of Atlético de Madrid.

Laura Urrutia

Head of Marketing and Museum at the Ocean Race. Laura worked as a reporter and editor in major media outlets before joining the Race in 2011.

José Manuel Mateo

Partner in the Labor and Employment Law Department at Garrigues. Specialized in providing strategic advice on labor law and HR-related matters to senior executives and corporate HR management.

Luis Villarejo

Currently Head of Sport at Agencia EFE, after holding the position of Director of Communication at the National Sports Council until October 2015. Previously Head of Football at Agencia EFE, Assistant Director of Communication at Real Madrid and commentator on various TV and radio Tve 24 horas y El Chiringuito.

Juan José Cano

Partner at KPMG, specialised in Deal Advisory and responsible for KPMG Sports in Spain Head of Markets and Member of the Executive Committee. He has headed projects for the Football League (La Liga), the Spanish Sports Council (Consejo Superior de Deportes) as well as numerous football clubs.

Alberto Colombo

Deputy General Secretary of the European Leagues' Association. More specifically he manages and oversees the following areas: Member Services; Engagement and relations with the EU Institutions, IPR Matters, Communications, also acting as Communication Director and Spokesperson of the European Leagues; Integrity Matters; Stadia, Safety & Security Matters and CSR Matters.

Enrique Arribas

Banco de Santander Group Executive Vice-President. Head of Brand and Corporate Marketing.

Emilio García

Chief Legal Officer at FIFA. Previously, Emilio was the Managing Director Integrity at UEFA, responsible for all Integrity matters of UEFA (Disciplinary and Ethics, Anti Match-fixing and Anti-doping and Medical). Over the last years, Emilio acted as UEFA's main legal counsel at the most relevant proceedings in European football relating to disciplinary, anti-doping, financial fair play and match-fixing proceedings before CAS.

Chus Bueno

Vice President NBA Europe, Africa & Middle East.

Ramiro Lahera

MBA in Sport Management at (UTS) University of Sydney. Ramiro has worked in the Sport Industry the last 11 years after working in the financial and insurance industry 13 years in management positions in BBVA, Deutsche Bank and Zurich. Director of marketing and sponsorship of the Madrid 2016 Olympic Games Bid, marketing director of the 2014 basketball world cup, currently managing director of Tactika Sport Culture.

Arturo Canales

Founder of AC TALENT SPORTS & ENTERTAINMENT | GRUPO ACTIVOS.

Miguel García Caba

Legal Director of the Spanish Football Association ("RFEF"). Prior to his appointment at RFEF, he was Head of the Legal Services Department of Real Madrid C.F. (2016-2018) and has been the Head of Internal Legal Counsel of the Spanish Professional Football League ("LaLiga") for more than eleven years (2005 - 2016).

Juan Contreras

Senior Sales Director Adidas Iberia. He has a sound understanding of the sporting goods industry due to his cross functional experience spanning over 20 years at Adidas covering Global, European and national roles focused on Sales & Marketing as well as Business Development roles.

Cristina Burzako

Telefonica Spain Communication Director including Sponsorship, Media, Advertising, Content Social Marketing and overall company's Creativity.Board Member Movistar+.

Fernando Botella

Experienced Chief Executive Officer with a deep experience in the management consulting industry. Skilled in Negotiation, Business Planning, Coaching, International Business, and Entrepreneurship. Doctor in Biology and CEO at Think&Action.



DATES AND TIMETABLE

- The program lasts a total of 600 hours.
- It runs from October to June 2019-2020.
- Classes are taught on-site, Monday to Thursday, from 4 p.m. to 9 p.m.

VENUE

- Classes are taught at **Centro de Estudios Garrigues**, Paseo de Recoletos 35, (28004 Madrid).

ENROLLMENT

- Course fees: **25,000 euros**.
- Plane tickets for international week is not included in the course fees.*

QUALIFICATION

- On successful completion of the master's degree, students will be awarded an "**MBA in Sports Business & Law**" from Centro de Estudios Garrigues and LaLiga Business School

LANGUAGE

- The program will be developed fully in English, so candidates should demonstrate their English skills during admission process.



**The program
will be taught by
highly-respected
professionals with
in-depth technical
knowledge of each
topic**



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