



FPF
PORTUGAL
FOOTBALL SCHOOL

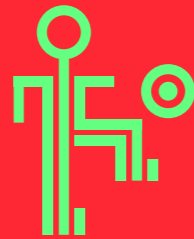
Porto
Business
School

/ University of Porto

FINANCE & STRATEGY FOR FOOTBALL BUSINESS

APRIL 9TH TO MAY 22TH
CIDADE DO FUTEBOL
PORTO BUSINESS SCHOOL





FERNANDO GOMES

PRESIDENT

At the Portuguese FA we are committed to create long-term sustainable value for everyone connected to Sports and to the Portuguese people that we proudly serve.

As the largest national sports organisation, our goal is to expand Portuguese FA's work on sustainable business practices and positively contribute to the thriving of the Portuguese society and to raise awareness and good-will for our country abroad.

To this end, in recent years, we've established a set of priorities that are intimately connected to our core activity, such as vocation and higher education, promotion of exercise as a necessity for a healthier lifestyle and sports leadership best practices.

In all Portuguese FA does, it tries to take the approach of staying "constructively discontent". We are always encouraging our partners, colleagues and ourselves to achieve more, therefore we've launched the Portugal Football School (PFS).

PFS is an integral part of Portuguese FA's Research & Development Unit - part of the investigation network at

Fundação para a Ciência e Tecnologia - and aims to be a centre of excellence in education, striving to be at the forefront of training offer, in response to the current needs that the global framework of the sports evolution brought to the football world. As on the field, Portuguese FA seeks to connect hearts and minds.

The 1st Edition of the Finance & Strategy for Football Business course comprises four sessions, which will be held from April 9th to May 22nd 2021 at the Portuguese FA headquarters (Cidade do Futebol) and the Porto Business School campus, each of which deals with a different key issues of football finance and strategy.

We welcome your suggestions as we continue our relentless pursuit for greater value creation. It is our firm belief that only together, where our collective power lies, as partners, as family, as a "Football Family" will we be able to achieve greatness.

PORTUGUESE FA

Portuguese FA is a non-profit-making private law organization with established public benefit legal status. Comprises 22 district and regional associations, one club league, associations of sports agents, clubs or sports societies, players, coaches and referees, registered or affiliated in compliance with its Statutes. It's main purposes are the representation of Portuguese football at national and international level; the competitions of the National Teams; the organisation of local, district and national

competitions and guarantee the development of football in Portugal, in accordance with sportspirit and educational, cultural and humanitarian values, through training programmes for the various sports agents. Portuguese FA ensures the management of 22 National Teams, in football, futsal and beach soccer, and organises 32 annual competitions. Currently, Portugal has 177.000 registered football players.



CIDADE DO FUTEBOL, PORTUGUESE FA HEADQUARTERS

With a privileged location and excellent infrastructures, Cidade do Futebol is a highly versatile and innovative space, characterised by its functionality, security and technology. Portuguese FA headquarters was created to fulfil an old promise and is a result of months of hard work. After the public presentation done by the President of the Portuguese FA, Fernando Gomes, in November 2014, the drawings made it off the page, they gained life and

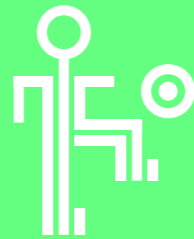
can now be found in the higher hill of the valley of Jamor. The building is full of details containing the brand of the Portuguese spirit. Each small space is an example of that. From the pitches with a view to the Tagus to the entry doors decorated with the lyrics of the national hymn or the colours of the spaces which were inspired by the national flag. Even the façade has the typical tone of the National Team's shirt.

PORTUGAL FOOTBALL SCHOOL

The Portugal Football School (PFS), launched in March 2017, is part of the research and development unit of Portuguese FA and its main activities are research in Football, Futsal and Beach Soccer, as well as the education and training of the stakeholders with responsibility in the development and promotion of Football.

Thus, to achieve these purposes, several scientific research projects and educational and training programmes have been carried out, focusing on the different areas related to the universe of this sport (coaches, referees, managers, players, physicians, nurses and physiotherapists).





RAMON O'CALLAGHAN

DEAN PORTO BUSINESS SCHOOL

Making a difference has been Porto Business School's goal for more than 30 years. The School measures its success by the impact that it brings to executives, companies, institutions, and to society in general – promoting competence, innovation, development, and inclusion.

Porto Business School daily interacts with its stakeholders to vigorously face the economic, environmental, technological, social, and geopolitical changes of an increasingly globalised world.

One of the singularities of the Porto Business School, the fact that it is a school created by and for companies, endows the school with a set of essential features to put

into practice a new paradigm: moving from an answer-based model to a question-based model and developing a learning scenario that allows looking at the world through new “lenses” and stimulating curious minds. Here, we don't teach recipes.

Instead of providing the answers, we teach how to ask questions.

Find out why.

PORTO BUSINESS SCHOOL

Porto Business School is a business school of the unique features, resulting from the way the school emerged, stemming from collaboration with 39 large Portuguese companies. Porto Business School aims to prepare individuals and companies to be agents of change throughout life. This unique management model, that

combines the pragmatism and real corporate experience with academic rigour and the access to advanced research, enable Porto Business School with the ability to stimulate change, anticipating the future and providing the necessary skills to individuals and organisations.



CAMPUS

Spanning over 10,000 m2, the premises of the Porto Business School were built based on the latest international classroom and interactive technology models. A space that is open 24/7 to students, businesses and teachers. The building was the first in the education sector to obtain a LEED (Leadership in Energy & Environmental Design) Gold certification in Portugal. Examples of project options

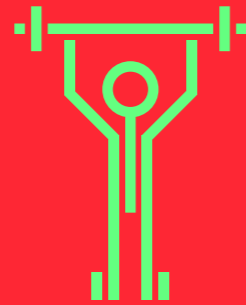
allowing for a reduction in environmental impact include: 3 artificial lakes that collect and treat rainwater for irrigation and bathroom use; low-consumption air conditioning and smart lighting systems; use of products with no harmful chemicals; recycling and re-use of over 90% of construction waste.

MISSION AND VISION

The mission of Porto Business School is to improve the quality of management through advanced education at the postgraduate level, customized programmes for organizations, corporate partnerships, applied research and consultancy. The School provides students with innovative, challenging educational experiences that go beyond business fundamentals to develop the leadership skills and

knowledge required for successful careers in management. Porto Business School will be recognized as a top business school in Portugal and among the best in Europe; be an impactful, sought-after and innovative front-runner school; and be known for excellence in some key knowledge areas and some flagship programmes.





OVERVIEW

The Portugal Football School in partnership with the Porto Business School are coming to offer the Executive Course in Finance & Strategy for Football Business to directors, executives and managers that want to achieve in-depth understanding of the financial tools, economic organization and strategic processes of a Football Club that allow them to provide support for decision making and evaluate the

potential risks and outcomes of these decisions. The course includes lectures, discussions, debates, case studies and analysis of best practices from expert faculty members combined with sessions with exclusive and renowned speakers of some of the world's most successful football clubs and sports organizations

PROGRAMME OVERVIEW

The course comprises eight intensive modules over 2 months, each of which deals with a different aspect of strategy and finance in football: the globalization of Football business; Portugal Football Association - a case study; corporate and business strategy; business model design (execution, analysis, formulation, implementation and evaluation); football industry the globalization of football business; Portugal Football Association - a case study; corporate and business strategy; business model

design (execution, analysis, formulation, implementation and evaluation); football industry and its economic impact; financial accounting and financial statements interpretation & analysis; investment plan, business plan and risk management; the future of football business. The following special topics will also be covered during this course: football players' contract registration: regulations and practice and licensing and financial fair play regulations.

MODULES

1. The globalization of Football business
2. Portugal Football Association - a case study
3. Corporate and business strategy
4. Business model design
5. Financial accounting and financial statements interpretation & analysis
6. Investment plan, business plan and risk management
7. Football Industry and its economic impact
8. The future of Football business



1. THE GLOBALISATION OF FOOTBALL BUSINESS

> Purpose

Football is a huge and fast-growing business operating worldwide. This module provides an understanding of the structure and organization of football across different international settings, the evolution of the global football business and the differences and similarities between countries. It shows different strategic and financial issues used in European and emerging markets.

> Contents

- Governance structure of football organizations: FIFA, UEFA, National Associations and Clubs
- Evolution and fundamentals of the football industry business models
- Successful strategic management in football organizations
- Premier League - how good governance has played a vital role in its success

> Teaching Staff



Pedro Dias

Pedro Dias is a Board of Directors member with executive functions at the Portuguese Football Federation. He is also Vice-Chairman at the UEFA Futsal and Beach Soccer Committee and member of the General Council of Universidade da Beira Interior. Previously, he was Assistant Director of the Sports Department of Universidade do Minho (1998-2011) and member of the Executive Committee of FISU (2003-2011).



Rick Parry

Rick Parry was a management consultant with Ernst & Young when he was hired by The Football Association to advise on the creation of the Premier League in 1990. He became the league's first CEO in 1991 and stayed until 1997 when he left to join Liverpool FC in the same capacity. Liverpool won ten trophies while Rick was there, including the UEFA Champions League in 2005. Since leaving Liverpool in 2009 Rick has carried out a variety of football consultancy projects in the Middle East, the Far East and North America. He has acted as a special advisor to the UK Government's DCMS Select Committee on its review of football governance and is a member of the Investigatory Chamber of UEFA's Club Financial Control Body and Chairman of The English Football League until September 2019.



2. PORTUGAL FOOTBALL ASSOCIATION - A CASE STUDY

> Purpose

The Portugal Football Federation is nowadays considered one of the benchmarks for international sports federations. This module allows participants to understand the innovative and visionary approach and strategy that has been followed and implemented in this decade by this federation and the current and future challenges for a sustainable development of a sports federation of the future.

> Contents

- Portugal Football Association – a Federation for the future
- Vision, mission and strategy
- Image
- Engagement
- Participation
- Commercial growth
- Media - The canal 11
- Education - The Portugal Football School

> Teaching Staff



André Seabra

André Seabra is the Director of the Portugal Football School. He is also Auxiliar Professor with Aggregation at Faculty of Sport - University of Porto. His qualifications include a Ph.D. in Sports Science and two masters, the first in Public Health and the second in High-Performance Training. Authored and co-authored of more than 150 scientific papers published in national and international peer reviewed journals and invited speaker in more than 160 lectures in Portugal and in different countries.



Mafalda Urbano

Mafalda Urbano is the Director of the Intelligence and Customer Service Department of FPF. Previously, she was Head of Go-to-Market Corporate at VODAFONE (2015-2017), Head of Churn Management at Portugal Telecom (2012-2015) and Customer Loyalty & Benefits Manager at TMN (2005-2012). Her qualifications include a degree in Business Administration (NOVA SBE).



Nuno Moura

Nuno Moura is the Marketing Director of the Portuguese Football Federation. Previously he was the Director of Digital Marketing at NIKE worldwide (2011-2017) and for over a decade he worked as a branding and communication consultant in several companies (P&G, Coca-Cola, Fiat, Alfa, Romeo, Aussie, Olay, Vicks, Pantene, Head & Shoulders, Maxfactor, T-Mobile, Orange, Hertz, Sky, L'Oreal Professional, Whirlpool, Nestlé, DHL, Clearasil, Thomson Reuters).



Pedro Sousa

Pedro Sousa is the Director of Canal 11 and presents the Program “Futebol Total” on the same channel. For many years he was one of the main journalists, narrators and sports commentators of Rádio Renascença, TVI and TVI 24. He also has experience in corporate communication.



Sofia Moura

Sofia Moura is Commercial Director of the Portugal Football Federation. Previously, she was Head of Brand Content and Entertainment (2015-2019) and Deputy Commercial Director (2012-2015) at SIC. Her qualifications include a degree in Economics (FEUC) and a Master in Marketing Management (ISEG). Sofia published two books: Brands and Entertainment (2013) and Licensing of brands and characters in the licensee perspective (2006).



3. CORPORATE AND BUSINESS STRATEGY

> Purpose

This module helps the participants to understand and explain the difference between corporate (club) strategy and business (football departments) strategy and how to develop skills that allows them to conduct a full strategic analysis. In addition, participants will be able to identify and explain different clubs' approach to strategy definition and market positioning and how to apply decision-making techniques into their strategic decisions.

> Contents

- Introduction: strategy definition and football industry fit
- Strategic analysis: concept, tools, and cases in the football industry
- Strategy crafting: defining a reasoned strategy and designing the appropriate strategic plan

> Teaching Staff



José Luís Alvim

José Luís Alvim is a Professor of Business Strategy and Financing and Coordinator of several training programs for executives, postgraduate courses and advanced management programs for companies and business groups at Porto Business School (PBS). He developed a long activity in the business area - simultaneously with the activity of university lecturer - namely in Investment Banking and Commercial Banking, in Central Public Administration and in the Administration of Companies and Business Groups, where he served as Director and Executive Director of several financial institutions national and international organizations and various business groups. His qualifications include a graduation from the Faculty of Economics of the University of Porto.

4. BUSINESS MODEL DESIGN

> Purpose

This module will enable the participants to understand and explain Business Model as the way a company generates value. In addition, participants will be able to develop skills that allows them to craft the business model of a business (or Club) and how to apply business model designing skills to decision-making techniques

> Contents

- Introduction: business model concept and business model importance
- Business model crafting tools: a business model canvas approach
- Business model design: case study

> Teaching Staff



Rui Padrão

Rui Padrão has a degree in Management (1995) and a master in business sciences (2003) at Faculty of Economics, University of Porto. Between 1995 and 1997 he discharged duties as an Advisor for the financial area of a group of companies connected with Construction industry. High School teacher since 1998, currently is a guest Assistant Professor at the Faculty of Engineering of Porto University and also works with the Porto Business School, lecturing Corporate Finance, Mergers & Acquisitions, Management Control and Strategy courses. He is also a consultant with projects developed in the areas of business brokerage, corporate valuation, and Financial Modeling (both corporate and project Finance), as well as Strategy Execution Programmes.



5. FINANCIAL ACCOUNTING AND FINANCIAL STATEMENTS INTERPRETATION & ANALYSIS

> Purpose

This module will enable the participants to understand and interpret the most important information conveyed by the financial and accounting numbers and how to develop skills that allows them to state an informed opinion concerning a firm's financial health. In addition, participants will learn how to predict the financial impact of operating and strategic decisions and how to view and interpret business models, arguing about its sustainability.

> Contents

- Financial Accounting and Financial Statements structure: introduction
- The information conveyed by the main financial statements (Structure and meaning)

- Interpretation
- Special cases in sports
Case: Analysis and interpretation of a Football Club Financial Statements (Club to be defined)
- The financial health of the firm: financial analysis - tools and techniques for performance appraisal (Profitability Analysis)
- Efficiency Analysis
- Liquidity and Solvency Analysis
- Cash-Flow Analysis
Case: 'Deloitte's Football Money League' - a different perspective
- An integrated perspective: the financial diagnosis
- Case: a 'guided tour' across some European football clubs' Financial Statements
- Operating decisions: financial impact and interpretation

> Teaching Staff



Rui Couto Viana

Rui Couto Viana is a Professor at the Faculty of Economics and Porto Business School (PBS) - University of Porto. At PBS he teaches at MBAs, in Post-Graduations and in other programs subjects related to financial reporting and financial management. Between 2015 and 2020 he was the Director of the PBS Executive MBA. His qualifications include a degree in Management and a master and doctorate in Business Sciences at Faculty of Economics, University of Porto.



6. INVESTMENT PLAN, BUSINESS PLAN AND RISK MANAGEMENT

› Purpose

This module helps the participants to understand how to translate a business model into a coherent Investment and business plan and how to predict the financial impact of strategic and investment decisions and to apply decision-making techniques into their decisions, namely capital budgeting (investment) decisions.

› Contents

- Introduction: financial mathematics & investment decisions - rationale

- Capital Budgeting criteria: what to look for in investment decisions
- NPV, IRR & payback period
- Cash-Flow and cash-flow estimation
- Special relevant topics: depreciations, taxes, residual life, real estate
- Debt impact on investment decisions
- Risk Assessment and management in investment decisions
- Case: an investment case will be developed throughout all the topic

› Teaching Staff



Rui Padrão

Rui Padrão has a degree in Management (1995) and a master in business sciences (2003) at Faculty of Economics, University of Porto. Between 1995 and 1997 he discharged duties as an Advisor for the financial area of a group of companies connected with Construction industry. High School teacher since 1998, currently is a guest Assistant Professor at the Faculty of Engineering of Porto University and also works with the Porto Business School, lecturing Corporate Finance, Mergers & Acquisitions, Management Control and Strategy courses. He is also a consultant with projects developed in the areas of business brokerage, corporate valuation, and Financial Modeling (both corporate and project Finance), as well as Strategy Execution Programmes.



7. FOOTBALL INDUSTRY AND ITS ECONOMIC REGULATION AND IMPACT

› Purpose

Football has gone beyond being a mere sport to become transformed in a real business and into an activity with capacity to generate great amounts of income, revenues and an increased volume of football's audience and media attention and a huge impact in society. This module will enable the participants to develop a broad understanding of the various changes that contributed to this impact as well as the main regulatory systems employed by football to create, develop and regulate successful sporting competitions.

› Contents

- Financial and economic framework of football organizations
- Current financial regulation: licensing and financial fair play
- Football economic impact in Europe

› Teaching Staff



Charlie Marshall

In his role as Chief Executive Officer of ECA, Charlie Marshall works hand in hand with ECA's Member Clubs and key stakeholders on all strategic, commercial and political matters concerning European Club Football, as well as managing the daily operations of the Association. He joined ECA in November 2018 with a background of senior international executive experience at the intersection of sports, media and technology. In his previous role as Chief Operating Officer at Supponor, a sports media-tech company, he played a transformational role in bringing augmented reality technology to the global sports industry. Prior to that, Charlie spent over a decade in strategy consulting across the sports and wider media industry, including long term engagements with the Premier League and other global sports properties.



Javier Gomez

Javier Gómez is the General Director of the AC Talent. Prior to join this company, he was the Corporate General Manager of La Liga (2013-2019), Chief Financial Officer, General Director and Vice-President at Valencia CF (1999-2012). Javier's qualification includes a degree in Business Administration from the University of Valencia and a Master in Taxation from the Garrigues Study Center.



João Fonseca

João Fonseca is Business Analysis Manager at FIFA since 2018 focused on the Media Rights landscape. Member of the Executive Office of the Portuguese Federation from 2015 to 2018 looking at diverse areas such as Business Intelligence implementation, competitive balance and the Portugal Football School. Was awarded the UEFA Certificate of Merit (2017) and the best sports management project award in Spain delivered by CIES (2015). João holds a degree in Management (Universidade Catolica) and concluded the Business Analytics Programme from Harvard Business School in 2020. He is also speaker at ISDE in the Sports Management and Legal Skills Master under the subject 'Strategic Management'.



Paulo Lourenço

Paulo Lourenço is Advisor of the Presidency of the FPF, member of UEFA Club Licensing Committee, Tax Referee of the Administrative Arbitration Center and Professor at the Lisbon Higher Institute of Accounting and Administration (ISCAL). He was Legal Expert of the Directorate-General for Taxes (DGCI). His qualifications include a degree in Law from the Faculty of Law of the University of Lisbon.



8. THE FUTURE OF FOOTBALL BUSINESS

> Purpose

This module provides an analysis and discussion about the future direction of the football business. The main idea is to help the participants to understand the trends in this industry, to think through some fundamental factors and principles that are on the horizon and to make predictions for the next years. Topics examined across the module include: international match calendar, competition structures, competitive balance, solidarity and financial stability, emerging markets, new revenues streams and traditional business model challenges (media rights).

> Contents

- International match calendar
- Competition structures
- Competitive balance, solidarity and financial stability
- Emerging markets
- New revenues streams
- Traditional business model challenges (media rights)

> Teaching Staff



Domingos Soares de Oliveira

Domingos Soares de Oliveira is Executive Director of Sport Lisboa e Benfica (SLB). In the same organization he also performs other roles as administrator (SLB - Futebol, SAD; SLB, SGPS; SLB - Multimédia; Benfica Estádio - Construção e Gestão de Estádios; Parque do Benfica - Sociedade Imobiliária; Benfica TV) and manager (Clínica do SLB; SLB - Seguros, Mediação de Seguros). His qualifications include a degree in Informatics and Management from the University of Paris XI.



Tiago Craveiro

Tiago Craveiro is the Chief Executive Officer of the Portugal Football Federation and the Vice-President of the UEFA National Team Competitions Committee. Prior to his appointment at FPF, he was General Secretary of the Portuguese League of Professional Football (2006-2012) and head of staff of the Secretary of State for Youth and Sport (2002-2006). Tiago's qualifications include an Executive Master in European Sport Governance.



WHO CAN APPLY

This course is designed for directors, executives, managers and other professionals within football confederations, national associations, leagues and clubs as well as those aspiring to take on finance and strategy roles in their

organizations. Participation in this course requires some finance background. The participants will be selected after a preliminary interview in order to discuss their profiles and validate their coherence with the course.

TEACHING METHODS

Teaching methods will focus on interaction and sharing experience in order to foster a productive, stimulating and challenging environment. The modules combine formal lectures and interactive presentations of the very latest

concepts, debates and case studies that enable you to practice solving issues related to managing a business in this specific area.

CALENDAR

The course comprises four presential sessions (with the possibility of live streaming classes) that will take place from April to May 2020, according the table below.

SESSION	MODULES	DATES	LOCATION
1	1. The globalization of Football business 2. Portugal Football Association - a case study	9-10 April 2020	Cidade do Futebol
2	3. Corporate and business strategy 4. Business model design	23-24 April 2020	Porto Business School
3	5. Financial accounting and financial statements interpretation & analysis 6. Investment plan, business plan and risk management innovation and entrepreneurship	7-8 May 2020	Porto Business School
4	7. Football Industry and its economic impact 8. The future of Football business	21-22 May 2020	Cidade do Futebol

LOCATION

The sessions will take place at Cidade do Futebol the Portugal Football Association headquarters (April 9th and 10th and May 21st and 22nd) and at Porto Business School campus (April 23rd and 24th and May 7th and 8th).

ASSESSMENT

There will be a mixture of individual and group work throughout the modules. Types of assessment will include report and essay writing, presentations, case studies, poster and reflective activities.



LANGUAGE

The language of instruction is english and portuguese.

TUITION FEES

The Finance & Strategy for Football Business costs € 1900. Early bird deadline: professionals registered in football confederations, national associations, leagues and clubs and former students and companies associated with PBS applying until one month before the programme starts will receive a reduction of 5%. The fee covers course materials and coffee-breaks. Please note that this fee does not include travel, lunches and accommodation. In order to guarantee their place in the course, participants who are accepted will have to pay a non-refundable registration fee corresponding to 10% of the course price within the period mentioned in the acceptance mail issued by the Portugal Football School. This amount will be deducted from the course tuition fees.

APPLICATION

Registration is open. 20-25 seats available.

CONTACT US

Tel. **+351 213 252 700**
(Portugal Football School Secretariat)
Email: **pfs@fpf.pt**



FPF
PORTUGAL
FOOTBALL SCHOOL