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SportBusiness International's 2013 Postgraduate Sports Course Rankings

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## **WELCOME TO THE 2013 POSTGRADUATE SPORTS COURSE RANKINGS.**

At the turn of the century, anyone signing up to study a course in the business of sport would have been told they were embarking on a ‘Mickey Mouse’ degree.

However, fast-forward to the present day, and more and more professionals around the world are signing up to these courses than ever before, in the hope that

it will lead to a fairytale ending of their own through an executive role in the sports industry.

This increasing popularity is an endorsement of how high the bar has been raised over the past decade. If you are in need of any proof, just look at how the ex-pupils of the longest-running courses are now occupying the top sports jobs throughout the world.

Take the FIFA Master, a course that boasts alumni working at the major sports governing bodies around the world, including the International Olympic Committee, FIFA, UEFA and beyond.

This level of access comes at a price, though, with some course fees soaring above the cost of a house deposit. This is just one of the reasons why we launched our Postgraduate Sports Course Rankings last year – to help the next generation of sports industry professionals make an informed choice when planning their futures.

The response has been emphatic, with the number of courses and alumni responses entering this year’s rankings almost tripling from 2012. I expect that trend to continue next year, with more entries expected from places like South Africa, Germany and Asia.

Over the past 12 months, I have been fortunate to go out and speak to students at universities from the CIES (International Centre for Sports Studies) to those at Vrije Universiteit Brussels. During that time, I did not meet one postgraduate student looking for an easy life studying a Walt Disney-inspired degree, but instead a group of ambitious professionals who, judging from the past, will probably be leading our sports in the future.

**Owen Evans**  
Events Editor,  
SportBusiness International



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# ACADEMY OF EXCELLENCE

Owen Evans explains the background to SportBusiness International's 2013 Postgraduate Sports Course Guide, the industry's only authoritative ranking of the sector of sports management education.

**THE SIGN OF** a true champion in sport is succeeding no matter how far the goalposts are moved.

When we launched the rankings last year, the main scoring criteria was how quickly the universities got their students straight from the graduation ceremony and into full-time jobs in the sports industry. After dozens of course entries and hundreds of student responses, Ohio University came top of the pile in 2012, with the FIFA Master shining brightest in Europe.

In the wake of the results, professors from around the world suggested that graduate employability was not the be-all and end-all of a good sports management course. They wanted more recognition of other facets such as female student representation, active alumni networks and an acknowledgement for creating an environment for students that every part of the world could thrive in.

They talked, we listened. Consequently,

the second edition of our Postgraduate Sports Course Rankings includes marking criteria in areas such as number of languages the course is taught in, gender balance and whether an internship is offered or not. A whole new marking category was also created to evaluate the role of the course's alumni network - which carried the second highest weighting of all the criteria.

What was the result of us implementing a new, more sophisticated marking scheme? Ohio University came top of the pile with the FIFA Master shining brightest in Europe.

So no change at the top, but as you will see throughout the analysis over the next few pages, this year's rankings shows a sector of the sports industry that is enjoying a dramatic rise.

As well as Ohio's success, there are detailed guides to the best European courses, the top performing programmes for French speakers, a breakdown of which course's alumni ended up

with the highest average salaries, a table showing the most satisfied students and a final look at which online courses are emerging as industry leaders.

## On the Rise

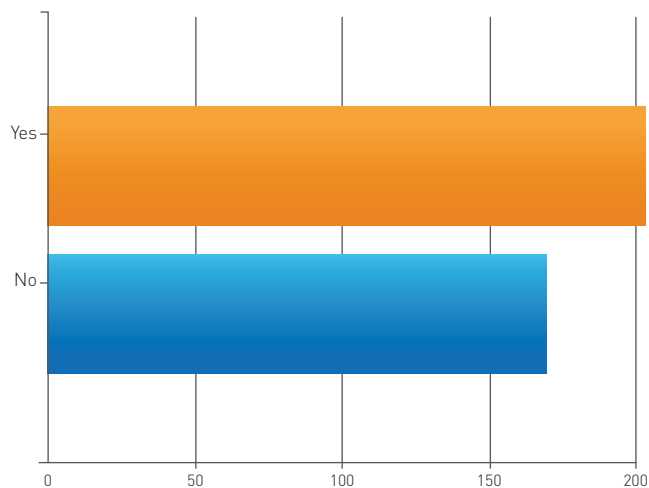
In the space of 12 months, the number of entries to our rankings has doubled. In the case of the alumni responses, we received almost three times as many entries than we did in 2012.

This year we took the opportunity to look at the overall picture of students coming into the industry, so we can answer some of the big questions they will be asking themselves before deciding whether or not they want to risk the equivalent of a deposit on a house in exchange for a ticket into the sports industry.

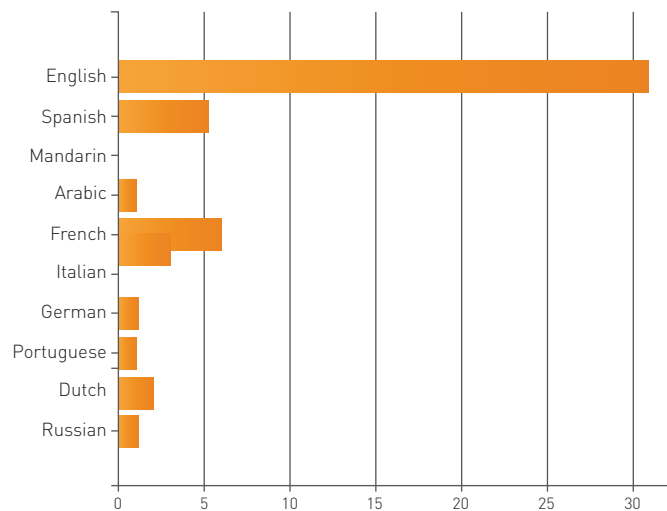
Firstly, will they get a job? And if so, how long will it take? From the hundreds of 2010 alumni we heard from, approximately two-in-three (63.2 per cent) were able to get a full-time

## 2013 RANKINGS: STUDENT SURVEY

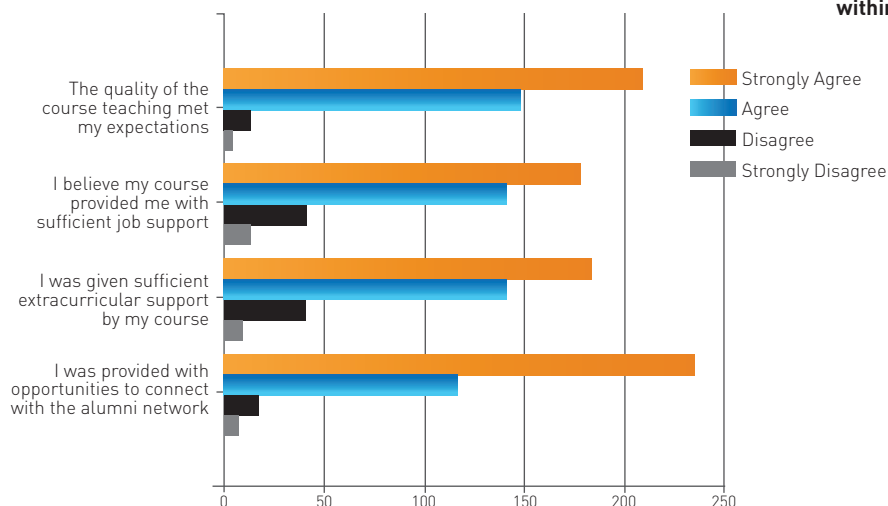
Were you in full-time employment before starting your postgraduate course in sport management?



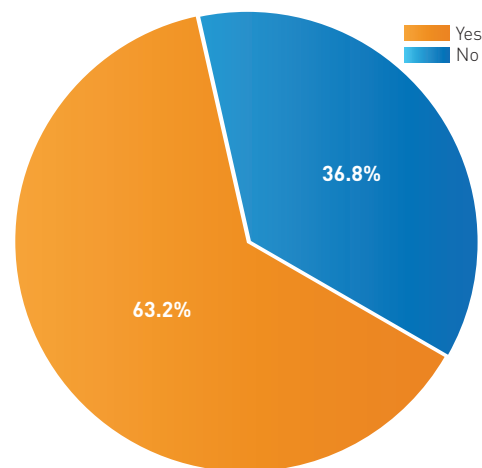
What language(s) is your course is taught in?



Do you agree with the following statements?



Did you gain full-time employment in the sports industry within three months of graduating?



job in the sports industry within three months of graduation.

Secondly, that employment rate is made all the more interesting when you consider a little under half (45.3 per cent) of all the sports management graduates in 2010 were not in full-time employment before they enrolled on their course.

Fluency in English is obviously a key skill for anyone looking to enrol on the best courses, with 82.1 per cent of all of our top 25 courses teaching sports management in this language. However, as this sector grows, so does the opportunity for non-English speaking students with many other courses offered in French (*see page 87*), Russian, Dutch, German and Arabic, amongst others.

We were also able to build up a picture of a stereotypical postgraduate sports management student. On average they were just over 26-years-old and three years after graduation they could expect to earn an annual wage of just over \$53,000, in organisations such the organising

committee for the Rio 2016 Olympic Games and football club Hapoel Tel Aviv in Israel.

Whichever way you look at the data, one of the most emphatic statistics was the fact that

96.8 per cent of all the alumni we spoke to would recommend another person to follow their path and take the financial plunge in an attempt to break into the sports industry.

**SPORTS MANAGEMENT EDUCATION** is moving out of its traditional strongholds in north America and western Europe, with interest increasing in the industry's emerging powerhouses such as Brazil and the Middle East.

A month after we published the 2012 Postgraduate Sports Course Rankings, we offered the results as a free download on [www.sportbusiness.com](http://www.sportbusiness.com) for seven days. Within a week we had received almost 400 downloads from countries as far flung as the Seychelles and Oman. Other download data discovered included:

- Hundreds of downloads from people based in more than 50 countries around the world
- 39 per cent were existing students
- 1-in-10 were from professors in the sports industry
- Region by region demand: USA (13 per cent), UK (16 per cent), Brazil (11 per cent) and Australia (four per cent)
- 50 per cent of downloads were from non-*SportBusiness International* subscribers.

## OVERALL TOP 25 RANKINGS

Rank	Course Provider	Course	Class size	Employed within three months of graduation (%)	Work placement	Course length (months)	Male female (%)	International Students (%)	No. of Languages taught	Total
1	Ohio University	<i>MBA and Masters in Sports Administration</i>	32	100	Yes	12	64/36	16	1	95.33
2	The International Centre for Sports Studies (CIES)	<i>The FIFA Master, International Master in Management, Law and Humanities of Sport</i>	29	92.3	No	10	59/41	100	1	91.5
3	University of Massachusetts Amherst, Mark H. McCormack Department of Sport Management	<i>MBA in Sport Management</i>	23	93.3	No	24	68/32	22	1	90.13
4	The George Washington University, School of Business	<i>MBA Sport Management</i>	22	83.3	Yes	24	60/40	10	1	86.32
5	University of the Republic of San Marino and University of Parma	<i>Sport Master: International Master in Strategy and Planning Organisations, Events and Sports</i>	20	91.66	Yes	12	65/35	10	1	86.24
6	Georgetown University	<i>Masters in Professional Studies in Sports Industry Management</i>	71	80.77	Yes	12	63/37	5	1	81.12
7	Deakin University	<i>MBA in Sport Management</i>	30	77.88	Yes	24	65/35	5	1	79.52
8	Florida Atlantic University	<i>MBA in Sport Management</i>	15	75	Yes	24	65/35	10	1	78.74
9	ISC School of management	<i>MBA Marketing and Management of sport</i>	22	75	Yes	12	75/25	20	2	78.55
10	ESSEC Business School	<i>International Sports Marketing Master</i>	19	75	No	18	64/36	7	2	78.18
11	University of Northern Colorado	<i>Masters of Science in Sport Administration</i>	25	66.6	Yes	18	64/40	20	1	77.46
12	University of Oregon Lundquist College of Business James H.	<i>Warsaw Sports Marketing Center</i>	20	72.7	Yes	24	69/31	13.6	1	76.41
13	University of Liverpool	<i>MBA (Football Industries)</i>	29	65	Yes	12	87/13	66	1	75.68
14	Coventry Business School	<i>MA/MSc Sport (Business) Management</i>	16	75	Yes	12	70/30	77	1	75.61
15	AMOS Sport Business School	<i>MBA Sport Management</i>	25	80	Yes	24	70/30	10	2	73.75
16	University of New Haven	<i>MSc Sports Administration</i>	34	50	Yes	21	64/40	20	1	70.38
17	AISTS	<i>Master of Advanced Studies in Sport Administration and Technology</i>	37	57.14	Yes	12	51/49	95	1	69.44
18	Audencia Nantes, School of Management	<i>Master in Management of Sports Organisations</i>	22	63.63	Yes	12	90/10	5	1	69.26
19 =	University of Bayreuth	<i>MBA Sport Management</i>	17	50	No	24	75/25	0	1	67.83
19 =	Johan Cruyff Institute	<i>International Master of Sport Management (MISM)</i>	36	57.14	No	9	87.5/12.5	20	2	67.83
21	University of South Carolina	<i>Master of Sport and Entertainment Management</i>	23	50	Yes	18	64/40	25	1	67
22	Real Madrid International School and Universidad Europea de Madrid	<i>Master's Degree in Sports Management</i>	50	50	Yes	9	70/30	28	2	65.04
23	University Ca' Foscari in Venice	<i>Master in Sports Business Strategies</i>	35	50	Yes	9	65/35	26	1	64.05
24	University of Windsor	<i>Master of Sport Management</i>	9	44.4	Yes	16	75/25	24	1	63.07
25	Vrije Universiteit Brussel	<i>Master in Sports, Economics, Communication (PG SPORT)</i>	60	22.22	Yes	12	67/33	23	3	58.62



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## TOP 10 EUROPEAN COURSES

Rank	Course Provider	Course	Employed within three months of graduation (%)	Student satisfaction rating	Course length (months)	Male female (%)	Average Age (years)	International Students (%)	No. of Languages taught	Average salary three years post graduation (\$000)	Total
1	The International Centre for Sports Studies (CIES)	<i>The FIFA Master, International Master in Management, Law and Humanities of Sport</i>	92.3	41.58	10	59/41	28	100	1	55.85	91.5
2	University of the Republic of San Marino and University of Parma	<i>Sport Master: International Master in Strategy and Planning Organisations, Events and Sports</i>	91.66	39.58	12	65/35	28	10	1	30.1	86.24
3	ISC School of management	<i>MBA Marketing and Management of sport</i>	75	39.51	12	75/25	29	20	2	51.98	78.55
4	ESSEC Business School*	<i>International Sports Marketing Master</i>	75	37.18	18	64/36	32	7	2	59.2	78.18
5	University of Liverpool	<i>MBA (Football Industries)</i>	65	38.68	12	87/13	27	66	1	66.4	75.68
6	Coventry Business School	<i>MA/MSc Sport (Business) Management</i>	75	35.61	12	70/30	27	77	1	38.7	75.61
7	AMOS Sport Business School	<i>MBA Sport Management</i>	80	33.75	24	70/30	23	10	2	31.2	73.75
8	AISTS	<i>Master of Advanced Studies in Sport Administration and Technology</i>	57.14	33.58	12	51/49	28	95	1	72.4	69.44
9	Audencia Nantes, School of Management	<i>Master in Management of Sports Organisations</i>	63.63	36.81	12	90/10	24	5	1	33.4	69.26
10 =	Johan Cruyff Institute	<i>International Master of Sport Management (MISM)</i>	57.14	36.97	9	87.5/12.5	33	20	2	55.32	67.83
10 =	University of Bayreuth	<i>MBA Sport Management</i>	50	40.83	24	75/25	29	0	1	77.2	67.83

\* ESSEC International Sports Marketing Chair course is now part of the ESSEC Business School programme.

### KEY - criteria weighting shown in brackets

#### No. of students

How many students registered on 2009/10 course

#### Employed within three months of graduation (40)

The percentage of the course's 2010 alumni who gained full-time employment in the sports industry within 12 weeks of graduating

#### Work placement (1)

Whether the course provider offers a work placement as part of the studies

#### Course length

The maximum length of the course

#### Male/female ratio (5)

The percentage split between men and women from the course's most recent intake

#### International students (5)

The percentage of students from the course's most recent intake with a different citizenship from the country in which they study

#### No. of languages (2)

How many languages the course is taught in

#### Average salary three years after graduation (2)

An average figure taken from the students' current salary responses to the survey and converted into US dollars using currency rates on 09/04/2013

#### Quality of course teaching satisfaction (10)

A percentage calculated from the student responses to the question 'Do you (strongly agree/agree/disagree/strongly disagree) the quality of the course teaching met your expectations?'

#### Quality of job support satisfaction (10)

A percentage calculated from the student responses to the question 'Do you (strongly agree/agree/disagree/strongly disagree) your course provided you with sufficient support in finding a job in the sports industry?'

#### Quality of extra-curricular support (10)

A percentage based on the student responses from the question 'Do you (strongly agree/agree/disagree/strongly disagree) your course provided you with sufficient extra-curricular support?'

#### Quality of alumni support (15)

A percentage based on the student responses from the statement 'Do you (strongly agree/agree/disagree/strongly disagree) that you were provided with opportunities to connect with the alumni network?'

#### Total Satisfaction

A cumulative percentage from the four 'aims achieved' criteria



## TOP 10 NORTH AMERICAN COURSES

Rank	Course Provider	Course	Employed within three months of graduation (%)	Student satisfaction rating	Course length (months)	Male female (%)	Average Age (years)	International Students (%)	No. of Languages taught	Average salary three years post graduation (\$000)	Total
1	Ohio University	MBA and Masters in Sports Administration	100	44.33	12	64/36	26.5	16	1	79.65	95.33
2	University of Massachusetts Amherst, Mark H. McCormack Department of Sport Management	MBA in Sport Management	93.3	42.81	24	68/32	25	22	1	52.41	90.13
3	The George Washington University, School of Business	MBA Sport Management	83.3	43	24	60/40	26	10	1	48.3	86.32
4	Georgetown University	Masters in Professional Studies in Sports Industry Management	80.77	37.84	12	63/37	26	5	1	59.7	81.12
5	Florida Atlantic University	MBA in Sport Management	75	38.74	24	65/35	25	10	1	48.9	78.74
6	University of Northern Colorado	Masters of Science in Sport Administration	66.6	39.82	18	64/40	26	20	1	62.78	77.46
7	University of Oregon Lundquist College of Business James H.	Warsaw Sports Marketing Center	72.7	39.32	24	69/31	26	13.6	1	85.5	76.41
8	University of New Haven	MSc Sports Administration	50	40.04	21	64/40	25	20	1	39	70.38
9	University of South Carolina	Master of Sport Management	50	37	18	64/40	25	25.7	1	36.3	67
10	University of Windsor	Master of Sport Management	44.4	38.79	16	75/25	24	12.5	1	46.1	63.07

"Any regrets with the programme? No. The programme has been extremely supportive and it is because of the course that I was able to get my foot in the door at Octagon. My only regret was starting it in the middle of one of the worst recessions ever."

Georgetown University, Masters in Professional Studies in Sports Industry Management student

"I wish I had taken more advantage of the connections when I was in the programme, than rely on the people I met during my internship."

Florida Atlantic University, MBA in Sport Management student

"I should have spent more time engaging the alumni network, but that is a personal fault. There are such great connections through the Warsaw Centre, and I only tapped into a small portion while I was there."

University of Oregon Lundquist College of Business James H, Warsaw Sports Marketing Centre student

## STUDENT SATISFACTION

Rank	Course Provider	Course	Class size	Student satisfaction rating	Work placement	Course length (months)	Male female (%)	International Students (%)	Average salary three years post graduation [US\$000]	Satisfaction Total
1	Ohio University	<i>MBA and Masters in Sports Administration</i>	32	44.33	Yes	12	64/36	16	79.65	98.51
2	The George Washington University, School of Business	<i>MBA Sport Management</i>	22	43	Yes	24	60/40	10	48.3	95.56
3	University of Massachusetts Amherst, Mark H. McCormack Department of Sport Management	<i>MBA in Sport Management</i>	23	42.81	No	24	68/32	22	52.41	95.13
4	The International Centre for Sports Studies (CIES)	<i>The FIFA Master, International Master in Management, Law and Humanities of Sport</i>	29	41.58	No	10	59/41	100	55.85	92.4
5	University of Bayreuth	<i>MBA Sport Management</i>	17	40.83	No	24	75/25	0	77.2	90.73
6	University of New Haven	<i>MSc Sports Administration</i>	34	40.04	Yes	21	64/40	20	39	88.98
7	University of Northern Colorado	<i>Masters of Science in Sport Administration</i>	25	39.82	Yes	18	64/40	20	62.78	88.49
8	ISC School of management	<i>MBA Marketing and Management of sport</i>	22	39.51	Yes	12	75/25	20	51.98	87.8
9	University of the Republic of San Marino and University of Parma	<i>Sport Master: International Master in Strategy and Planning Organisations, Events and Sports.</i>	20	39.58	Yes	12	65/35	10	30.1	87.56
10	University of Oregon Lundquist College of Business James H.	<i>Warsaw Sports Marketing Center</i>	20	39.32	Yes	24	69/31	13.6	85.5	87.34
11	University of Windsor	<i>Master of Sport Management</i>	9	38.79	Yes	16	75/25	12.5	46.1	86.2
12	Florida Atlantic University	<i>MBA in Sport Management</i>	15	38.74	Yes	24	65/35	10	48.9	86.09
13	University of Liverpool	<i>MBA (Football Industries)</i>	29	38.68	Yes	12	87/13	66	66.4	85.96
14	Georgetown University	<i>Masters in Professional Studies in Sports Industry Management</i>	71	37.84	Yes	12	63/37	5	59.7	84.09
15	Deakin University	<i>MBA in Sport Management</i>	30	37.41	Yes	24	65/35	5	84.7	83.13
16	ESSEC Business School	<i>International Sports Marketing Master</i>	19	37.18	No	18	64/36	7	59.2	82.62
17	University of South Carolina	<i>Master of Sport and Entertainment Management</i>	23	37	Yes	18	64/40	25.7	36.3	82.22
18	Johan Cruyff Institute	<i>International Master of Sport Management (MISM)</i>	36	36.97	No	9	87.5/12.5	20	55.32	82.12
19	Audencia Nantes - School of Management	<i>Master in Management of Sports Organisations</i>	22	36.81	Yes	12	90/10	5	33.4	81.8
20	Vrije Universiteit Brussel	<i>Master in Sports, Economics, Communication (PG SPORT)</i>	60	35.69	Yes	12	67/33	10	36.84	79.31

## TOP FRENCH-SPEAKING UNIVERSITIES

Rank	Course Provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating	Work placement	Course length (months)	Male female (%)	Average Age (years)	International Students (%)	No of languages	Average salary three years post graduation (US\$000)	Total
1	ISC School of management	MBA Marketing and Management of sport	22	75	39.51	Yes	12	75/25	29	20	2	51.98	78.55
2	ESSEC Business School	International Sports Marketing Master	19	75	37.18	No	18	64/36	32	7	2	59.2	78.18
3	AMOS Sport Business School	MBA Sport Management	25	80	33.75	Yes	24	70/30	23	10	2	31.2	73.75
4	Audencia Nantes, School of Management	Master in Management of Sports Organisations	22	63.63	36.81	Yes	12	90/10	24	5	1	33.4	69.26
5	Vrije Universiteit Brussel	Master in Sports, Economics, Communication (PG SPORT)	60	22.22	35.69	Yes	12	67/33	23	10	3	36.84	58.62



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## LEADING ONLINE COURSES

Rank	Course Provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating	Work placement	Course length (months)	Male female (%)	Average Age (years)	International Students (%)	No of Languages	Average salary three years post graduation (US\$000)	Total
1	Ohio University	Masters in Sports Administration (online)	22	77	44.33	No	21	75/25	3	20	1	74	87.3
2	Johan Cruyff Institute	International Master of Sport Management, online edition	12	75	43.43	No	11	87.5/12.5	32	40	2	53.9	75.06
3	Saint Leo University	MBA - Sport Business Concentration (online)	31	56.25	38.23	Yes	28	65/35	28	10	1	58.3	70.76

## TOP 10 AVERAGE SALARY

Rank	Course Provider	Course	Class size	Employed within three months of graduation (%)	Student satisfaction rating	Work placement	Course length (months)	Male female (%)	Average Age (years)	International Students (%)	No of Languages	Average salary three years post graduation (US\$000)
1	University of Oregon Lundquist College of Business James H.	Warsaw Sports Marketing Center	20	72.7	39.32	Yes	24	69/31	26	13.6	1	85.5
2	Deakin University	MBA in Sport Management	30	77.88	37.41	Yes	24	65/35	28	5	1	84.7
3	Ohio University	MBA and Masters in Sports Administration	32	100	44.33	Yes	12	64/36	26.5	16	1	79.65
4	University of Bayreuth	MBA Sport Management	17	50	40.83	No	24	75/25	29	0	1	77.2
5	AISTS	Master of Advanced Studies in Sport Administration and Technology	37	57.14	33.58	Yes	12	51/49	28	95	1	72.4
6	University of Liverpool	MBA (Football Industries)	29	65	38.68	Yes	12	87/13	27	66	1	66.4
7	University of Northern Colorado	Masters of Science in Sport Administration	25	66.6	39.82	Yes	18	64/40	26	20	1	62.78
8	Georgetown University	Masters in Professional Studies in Sports Industry Management	71	80.77	37.84	Yes	12	63/37	26	5	1	59.7
9	ESSEC Business School	International Sports Marketing Master	19	75	37.18	No	18	64/36	32	7	2	59.2
10	The International Centre for Sports Studies (CIES)	The FIFA Master, International Master in Management, Law and Humanities of Sport	29	92.3	41.58	No	10	59/41	28	100	1	55.85

# ACADEMIC ALL-STARS

Ohio University's MBA and Master of Sports Administration has retained its crown as the best postgraduate sports course in the world. Department chairman Dr. Andrew Kreutzer, and senior international officer Dr. Ming Li, explain how they plan to stay at the top.

**"WE ARE DELIGHTED** to have kept our place at the top," says Dr. Li. "This part of the industry is becoming very competitive all around the world, so we are trying to do more and more to ensure we stay ahead of the game."

Ohio's sports management programme also came out on top when we launched our rankings in 2012. In last year's guide, Ohio earned top marks for getting its entire 2009 alumni into the sports industry within three months of graduating. The key to its success has been a focus on integrating alumni with current students so that, upon graduation, they have already networked with a host of high-profile figures in sports management.

"Our most valuable strength, as with most professions, is networking. We are not changing our model, because it has been rooted in our programme for decades, but the thought of trying to improve it is constant," says Dr. Kreutzer.

To get some idea of the strength of the programmes' network, you need only look at its influence on the so-called 'sweet 16' round of NCAA (National Collegiate Athletic Association) basketball fixtures last year, where you could find at least one member of Ohio's alumni working in every single team's management structure.

Originally established in 1966 as a Master of Sports Administration (MSA), Ohio's course is one of the oldest of its type and, since then, has contributed around 85 per cent of its alumni to the sports industry - many of whom are in leading roles such as the president of Minor League Baseball, Pat O'Conner. The university also created a Center for Sports Administration in 2005 as a dedication to finding its students successful careers in the field.

However, fully aware that the majority of its alumni have remained in the North American sports industry, they are now trying to expand their graduates' job prospects further afield. Namely, Ohio is taking on more international students who then take back their skills to their home countries. On top of that, it is also offering certificate programmes to emerging powerhouses like Dubai, in an attempt to build a worldwide alumni.

"We are doing a better job now of creating and finding our students placements outside the US," says Dr Li. "For example, we had a number of students working at the 2012 London Olympics. We have also taken on several students from India, and now more of our students will be interning internationally, rather than staying in North America as they have previously done."

But to maximise its reach, the course also launched an online platform, where it not only attracts students from around the world, but also students who are already in the industry and who need academic qualifications to move up the ladder (see box). This is proven by the university's first cohort of online students in 2009/10, who had an average age of 32.

As the University 2.0, Ohio is the ultimate social network both virtually and in reality.

## ONLINE AND ON TARGET

Ohio University has taken its award-winning sports management programme to the internet in order to spread its teaching beyond the classroom.

The cost and time of postgraduate education means it is simply not feasible to many, and institutions such as the Johan Cruyff Institute and Saint Leo University are beginning to realise the value in offering online courses.

Ohio University followed suit when it launched the online Professional Masters in Sports Administration two years ago.

"The masters online programme was an opportunity to strengthen the brand, and there was a great deal of discussion of whether it would delude or erode the reputation of the programme, but it has turned out to be a very good move for us," Dr. Kreutzer says. "We looked for opportunities to move forward, but not in a reckless way."

Dr. Kreutzer says the reason why creating a distant-learning version of the course could be damaging for Ohio is because the university prides itself on its networking events between current students and alumni.

"To assure that the online programme has the same quality as the on-campus one, we have done a few things. For example, we require all of the online students to come onto campus three out of the four opportunities over a two-year course," Dr. Li says.

"The other way we integrate online students with on-campus ones is by putting them together to work on research projects. We have done a lot to assure that the quality of the online study content is the same as learning on campus."



## TWO PLANS, ONE VISION

The career of a football hero doesn't last forever, and Japan's 2002 World Cup captain, Tsuneyasu Miyamoto (pictured), and Mexico's €10million-rated number one goalkeeper, Guillermo Ochoa, are currently hitting the books in order to safeguard their future.

**TWO NATIONAL HEROES**, idolised in their homelands, are each studying for an exit strategy that will give them a blueprint for life after football.

Miyamoto made his name as the mask-wearing captain of the Japanese national football team, leading his compatriots to the knockout stages in front of their own fans at the 2002 FIFA World Cup in Japan and Korea. Now, instead of ordering around his teammates, he is taking instructions from the lecturers at the FIFA Master course, run by CIES (International Centre for Sport Studies), where he is due to graduate this summer.

While Miyamoto hung up his boots last year, Ochoa is very much in the prime of his career, performing in France's top-flight and being linked with a multi-million pound move to the English Premier League on a regular basis.

Despite being at the peak of his powers, when Ochoa finishes training, he uses his net-saving skills on the balance sheet through his online Football Management programme, offered by the Johan Cruyff Institute.

Currently playing for French Ligue 1 team AC Ajaccio, Ochoa says: "I know that at some point my days as a football player will come

to an end, and I will have to take on life from another perspective. I have always liked the idea of being prepared for life beyond the football field, not only at a personal level, but at a professional level as well.

"I would like to continue in the world of football once my career as an active footballer is over. My plan is to be linked to football, either as a coach or manager. I decided to study this online degree in order to be better prepared and face my future outside of the field."

The distance-learning programme is designed to last for a maximum of eight months, and students will spend around 360 hours learning about strategic management, finances, marketing and a host of other skills to prepare them for a footballing career off the pitch.

Entry requirements for the programme include a professional career in the sports industry and some form of higher education. Alumni of the e-learning course include former Crystal Palace skipper Craig Foster and Dutch ex-footballer Michael Reiziger.

"Learning what surrounds the practice of football inspired me," Ochoa says. "The tasks and responsibilities at management level - from

the general president to the technical director - have always interested me.


"I like the idea of leading a team from an economic perspective, and to see the growth and development of its players. Player transfer is also an aspect I have always liked; knowing how to manage it and the steps you have to take."

While Ochoa is not wasting any time in his pursuit of academia, Miyamoto is picking up where he left off as an undergraduate.

"I graduated from university with an economics degree at the age of 23 while I was a professional so it took me a five-and-a-half years to complete it. Fortunately my training ground was very close to the university," Miyamoto told *SportBusiness International*. "I wasn't sure whether I would get to the top level, so I needed the insurance of my degree and my parents told me about the value of education.

"I wanted to learn something and maybe three years before I retired I started looking around at courses. Then in 2011, when I was thinking about the next step of my career, the vice-president of the Japanese Football Association told me about the FIFA Master course.

"My ultimate aim is to become a decision-maker in sport."



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# THE OLYMPIC EMPLOYER

As human resource director for the 2016 Rio Olympic Games, Henrique Gonzalez is the man with the keys to any applicant looking to get through the Olympic door. He told Owen Evans what he looks for when hiring the best staff from around the world.

## What are the key requirements you look for when choosing new employees for Rio 2016?

The first thing we aim for is people who can prove they are passionate for this business and the Rio project. People who can show they have been team players in the past are exactly what I am looking for. So much of what I am doing over the next few years will involve integrating a lot of people from diverse backgrounds, which means I need someone who can prove they can handle that.

Also, if you get involved with an Olympic committee, you have to be prepared to be flexible, adaptable and resilient. Things change all the time when you are preparing for an event like this. Throughout our journey we are going to face a lot of constraints, and a lot of external pressures which may not always be positive, so I need to know my staff can deal with that.

Our business is to deliver a service to athletes, spectators, private investors and the international media, so anyone applying has to show me they know how to plan something and then see it all the way through to delivery.

## What did you learn from London 2012's recruitment process?

London held a fantastic Games and its HR team was really kind with sharing information about its recruitment process. I was particularly impressed with how it handled its volunteers. I thought it was absolutely outstanding how it distributed everybody around the city.

In terms of paid recruitment, I thought London did very well when it came to diversity inclusion; there were jobs for people from many different ethnic backgrounds as well as people with disabilities.

I thought it was clever how it balanced out the local people it hired with strategically recruiting professionals with Olympic Games experience. It was also interesting how it organised a sponsor to help support the entire recruitment process.

What you have to remember is that there are a few differences between London and Rio's labour markets. Brazil is a developing country and there are different recruitment challenges. By comparison, we are short in supply of talented people who have the critical language skills that are needed; we are





***“You have to show passion on your CV. That is the main thing I am looking for. I need to see a relationship to sport throughout their life.”***

looking for local applicants who have fluent English and international staff that speak Portuguese, which makes the whole process a little bit complicated.

**Do you prioritise professional experience over academic excellence when choosing a new employee?**

Experience is critical for a project like ours. A few years in the run up to the Olympic Games can go very fast. If I had to choose, experience is my priority, but obviously the dream is to have academic qualifications and professional experience together.

However, one of the Olympic sports’ values is excellence, so we really value people who show on their CV that they are trying to improve their personal development through academic achievement.

**How important are the issues of language and cultural awareness when considering new candidates?**

This is key for us. Most of the public in Brazil do not speak fluent English, so Portuguese-speaking expatriates will be very important for us. People who have experience dealing with influential members within the International Olympic Committee, the International Paralympic Committee and the international media are vital to what we are doing.

**Have you come across any difficulties in your recruitment process so far?**

One of the factors we have to consider is to guess how quickly a potential candidate will be able to learn Portuguese. As a result, we look at whether they already speak a second language, or whether their mother tongue is a Latin-based language. However, there have been a

few instances where we have brought in people who only speak English.

We have managed to reduce the bureaucracy constraints so that it makes it easier to bring in international staff. We now have a period of about 25 days to allow us to complete the recruitment process.

**Are you under pressure to choose Brazilians for your vacancies, or is your preference to hire international staff who have worked on previous major events such as London 2012?**

What I have learned from looking at previous Games is that the majority of the workforce will be locals, and about five to 10 per cent are usually people with Olympic Games experience. Currently, we are heading in a similar recruitment path as previous host cities. Obviously we also want to use the Games to help grow the Brazilian sports industry in the future, and for that we need skilled staff who will be in Rio for a long time.

We are also negotiating with the organising committee of the 2014 FIFA World Cup to have a priority pick over their staff after their event has finished. There will be about 600 people who will become available in the second-half of 2014, and that fits in nicely with our plan to recruit more than 1000 people during 2015.

**In your opinion, what is the most impressive aspect any applicant for a Rio 2016 job can put at the top of their CV?**

You have to show passion on your CV. That is the main thing I am looking for. I need to see a relationship to sport throughout their life. Then things like international experience and language skills are also really important.



**CASE STUDY**

**Philip Wilkinson, International Media Manager, Rio 2016**

When communication is your business, it helps if you speak the local lingo.

After seven years and three Olympic Games with the BOA (British Olympic Association) and Team GB, Philip Wilkinson decided to follow the Olympic Movement to the capital of Carnival. He approached Rio 2016 and joined as international media manager earlier this year.

Despite obtaining a key media role, Wilkinson arrived with little Portuguese, so he has been put on a programme of six hours a week tuition - arranged by the local organising committee. However, language has not been the only hurdle to clear, with day-to-day issues such as flat-hunting also proving a challenge.

“Adapting to a completely different culture and environment is a big part of the experience,” Wilkinson says. “From first impressions, the Cariocas [Rio residents] are a passionate, optimistic and expressive people.”

“However, the majority of the population do not speak good English, so mastering Portuguese quickly is essential to your integration, and the committee helps by providing expats with six hours of lessons per week, alongside a comprehensive on-boarding programme.”

“Another challenge is accommodation, which is harder to find and more expensive than London. Adapting to a completely different culture and environment is a big part of the experience. But the agreeable climate and spectacular scenery help you to get over any hurdles you face pretty quickly though.”



# IT'S FOOTBALL, NOT SPORT

Liverpool University's Dr. Geoff Pearson tells Owen Evans about the challenges of postgraduate management in The Beautiful Game.

**A CURSORY GLANCE** through our 2013 top 25 ranking shows there is one course that stands out from the crowd, and it is not the winner.

Liverpool University's MBA (Football Industries) programme is the only single sport-specific entry to make it into the chosen elite. While other courses focus on issues affecting anything from cricket to cross-country skiing, Liverpool's students can only focus on football.

All of which means that when graduation day comes, the students are severely restricted compared to their counterparts at other European courses when it comes to finding a paid job. However, according to Pearson, they would not have it any other way.

"Our students usually come to us with a tunnel vision," Dr Pearson told *SportBusiness International*. "In their minds, they want to work in football, not sport. That obviously significantly lowers the amount of opportunities that will be available to them, as well as the level they hope to enter into the industry at. All of this was probably reflected in our [2012 Postgraduate Sports Course] ranking, and that is a challenge we have that other courses don't as we are hitting a much smaller market."

Liverpool's alumni roll call certainly backs up Dr. Pearson's theory. FiMBA (the Football Industry Master of Business Association) includes people working within clubs like Merseyside giants Everton and Liverpool, rights-holders such as FIFA and UEFA, as well as a number of football's major brands.

"They could still use our degree to get a job in sport that isn't anything to do with football, and some of our previous students have, but the majority pay their money to do a football MBA in order to get a job in football," Dr. Pearson says. "They're not interested in cycling or lacrosse.

"It baffles me how much our guys know about the sport. I remember overhearing a couple of our European students having a detailed conversation about non-league football in Japan. It just goes to show how driven they are to a single sport. They know exactly what they want, it's football, not sport. Sometimes they are even willing to sit out of the job market for a year in order to get what they want.

"The way they see it, this is a football course, not a sports course."

Now Liverpool's teaching faculty is viewing

that narrow approach as a positive marketing tool, rather than focusing on the potential drawbacks. It is a single-minded approach that could only be successful due to the fact it is aligned to one of the world's most popular sports.

However, despite football's worldwide fandom, one of the key teaching approaches is to focus on how bad the business practices are throughout the sport.

"A while ago, we sat down and tried to work out what we did compared to other courses, as we had an excellent alumni and fantastic network within the industry," he says. "It took us a while to work out exactly what sets us apart.

"The key point is we are developing sports executives, and they are not coming in and just regurgitating sports practice, which you often see elsewhere. We make our students think about the industry, and realise that football is actually a very badly run business.

"Even though people say football is a great industry as you have consumers who won't swap brands, well why are clubs going bust then?"

"We obviously need more good business practice in football as it is currently swamped by bad business principles."

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# AN ENGLISHMAN IN NEW YORK

When Londoner Michael Kiernan left the UK to study a masters in the Big Apple, he discovered an entirely different sports culture. Elisha Chauhan reports.

**ARMED WITH A** history degree and a lifelong obsession with sport, Michael Kiernan landed himself a job in the sports industry straight off a non-sporting bachelors programme with an internet researcher role.

He started at NetResult, an internet monitor that protects sporting brands, such as the English Premier League and FIFA, against online copyright abuse and, after only two years, Kiernan was promoted to an account executive position.

“Having a history degree wasn’t a problem at all when trying to get into the sports industry,” Kiernan told *SportBusiness International*. “In fact, I think it was beneficial to do a non-sporting degree, because it means you have quite a broad range of skills to draw upon like essay writing, presenting, reading and researching.

“I think I got the job at NetResult because I had a good academic degree from a decent university with quite a lot of extra-curricular sporting interests. I’d also been recommended by someone who had previously worked there.”

However, feeling a need to broaden his horizons and gain some international experience, Kiernan decided to take on a Masters in Sport Business at New York University (NYU). One of the main attractions to the course was its guest lectures from high-profile figures such as the owner of the New York Mets baseball team, Fred Wilpon.

Studying in the US also provided Kiernan with a different perspective of sport, as he was taught to look at the bigger picture of the business, which not only attracts fans, but also the whole family as an entertaining day out.

“In the US, teams and leagues are very much aware that they are competing with restaurants, cinemas and other attractions for customers,”

Kiernan says. “One particular professor at NYU used to ask the question: ‘Is the Super Bowl a sporting, hospitality or tourist event?’. In the UK, ‘sporting’ still seems to be the dominant choice, whereas I learnt that the correct answer is surely all three.

“To this end, the sports industry course is part of the Tisch Center for Hospitality, Tourism and Sports Management, and this is often reflected in the make-up of classes. When I started the programme I didn’t think it made sense, but it was a view that certainly changed.”

There are some down sides to studying abroad, though, as Kiernan was required to be a full-time student due to visa issues, rather than studying part-time and benefiting from work placements like domestic students did. This was a limitation that cost him an opportunity to work with the National Hockey League.

“In New York, there seemed to be a far greater feeling that a masters degree is of great benefit and almost a necessity in getting a good job,” he says. “This isn’t the culture in the UK, and I often feel that my masters isn’t taken as seriously or respected to the same extent here. It is something that I strongly suspected to be the case when I left for New York, so it was hardly a surprise when I came home, but it is still quite frustrating at times.”

Despite these slight disappointments, Kiernan says he greatly enjoyed the whole experience and feels that he has benefited enormously from it. And, following his return to the UK in 2012, Kiernan secured a contract to become a sports media rights researcher.

“In summary, it was great to study abroad and be exposed to top-level professionals from the American sports industry,” he says.



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# THE PERFECT START

**Hundreds of freshly-qualified sports management students will be competing for just a handful of internships around the world this summer. Will Lloyd, founder of GlobalSportsJobs, has a blueprint for getting a foot in the door.**

**Your CV and yourself.** When it comes to a career in the sports industry, these are the two clear vehicles you possess.

**Tailor your approach.** We advertise a number of internships on behalf of organisations in sport and we still see far too many candidates stating that they “want a job in sport”, rather than tailoring their application to the organisation and for the role at hand. We’ve also witnessed many instances of candidates getting the job title wrong in their covering letter or saying they’re looking for experience in marketing when they’re actually applying for an events role. It becomes instantly obvious that they’ve been too quick in firing out their CV and have forgotten to update their covering letter for this particular role. When you have a lot of experience looking through applications, you

become an expert at noticing which have been sent without much thought or consideration. As an employer, I want a candidate who can demonstrate why they want to work for my organisation and this should show clearly in their application. Sending out generic covering letters or making silly mistakes such as the wrong date is an instant way to get yourself in the no pile.

**Research the organisation.** There have been countless times that I have interviewed candidates for a position to discover that they have no real idea what the company does, who their key clients are, what their last big success was and why they would fit well into the organisation. Experience in the sports industry and a great CV count for nothing if you haven’t done the research and don’t have the knowledge to support your application.

**What you lack in experience, make up for in attitude.** I truly believe in the saying “Hire for attitude, train for skills”. This is ultimately what employers are looking for in an intern, and it’s something you need to be able to portray at this early stage of your career. I recently interviewed someone who earlier in his career had decided to move away from financial headhunting but was then faced with the challenge of applying for sponsorship

agencies without much experience. However, by demonstrating a good awareness and understanding of the sponsorship sector in both his application and interview, he was able to show his attitude as well as his enthusiasm for the role. He has now just won an industry award for his work at the agency.

**Be proactive in your job search.** Our LinkedIn group attracts many candidates posting about their experiences and asking if there are any opportunities out there for them. But in this competitive job market, it’s simply not enough to throw out the line and hope to get a bite. Volunteer your services with organisations and teams in your local area. Just because the internship isn’t advertised, doesn’t mean the opportunity isn’t available. But sometimes you need to go out and find those hidden opportunities. They won’t come and find you.

**Don’t blend into the background.** As well as being short, concise and relative to the job in hand, the layout, look and feel of your CV should be reflected in your personality and attitude. Previous experience is not necessarily expected for an internship, but a candidate that stands out from the crowd may be. Therefore, it is a strong positive attitude that is what needs to come across in abundance as this is what organisations are ultimately looking for.

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