



Educating the next generation  
of Leaders in Sport Management

**JOHAN CRUYFF INSTITUTE**

# Academic Proposal



*"Who better to serve  
the best interests of sport  
than someone who has the  
heart of an athlete?"*

JOHAN CRUYFF  
Founder

**THE WORLD OF JOHAN CRUYFF**

The World of Johan Cruyff includes the following global initiatives: Johan Cruyff Institute, Cruyff Football, Johan Cruyff Foundation, Cruyff Library and Cruyff Classics, created by Johan Cruyff on the basis of his integral vision of sport and the importance to professionalize the sports industry.



WWW.JOHANCRUYFF.COM



## JOHAN CRUYFF INSTITUTE

# JOHAN CRUYFF INSTITUTE, JOHAN CRUYFF'S ACADEMIC LEGACY

Sport, management and social work are three key words in the world of Johan Cruyff and basic pillars of his legacy. His own experience as a professional football player and later as a coach and advisor led Johan to devise a plan to help athletes to enter the working world at the end of their sports career and to promote the professionalization of management in the world of sport. And thus, Johan Cruyff Institute was born, the academic legacy of Johan Cruyff.

Since its founding in 2002, Johan Cruyff Institute has educated athletes, sport managers and other professionals in Sport Management, Sport Marketing, Sponsorship, Football Business and Coaching. Its expansion has been unstoppable, and it currently offers 92 programs. Today, it has 12 offices around the world, with a physical presence in Spain, the Netherlands, Peru, Mexico and Sweden, and international agents in 13 different countries. A total of 5,356 students have been trained in their classrooms in on campus courses and 4,173 in online courses.

Proof of the quality of its academic training is that Johan Cruyff Institute received the official accreditation of its Master in Sport Management as a university degree with the Universitat Autònoma de Barcelona. The Master in Football Business in collaboration with FC Barcelona is the result of an alliance with the club and its training platform, Barça Universitat and Barça Innovation Hub.



## 4 EDUCATION AREAS



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**Levels of education:** Master Degrees, Postgraduate Diplomas, Courses and Seminars

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**Languages:** English or Spanish

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**Modality:** On Campus, Blended and Online

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**Duration:** From 3 days up to 1 year (with possibility of pursuing a Master program in 3 years)

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Each area has different academic levels:

**Master's Degree**  
(60 academic credits) in all areas.

**Postgraduate Diploma**  
30 academic credits) in the areas of sport management, sport marketing and sponsorship and football business.

**Specialized course** (3-6 academic credits). These courses (specialized modules) are available in the areas of sport management, sport marketing and sponsorship and football business.

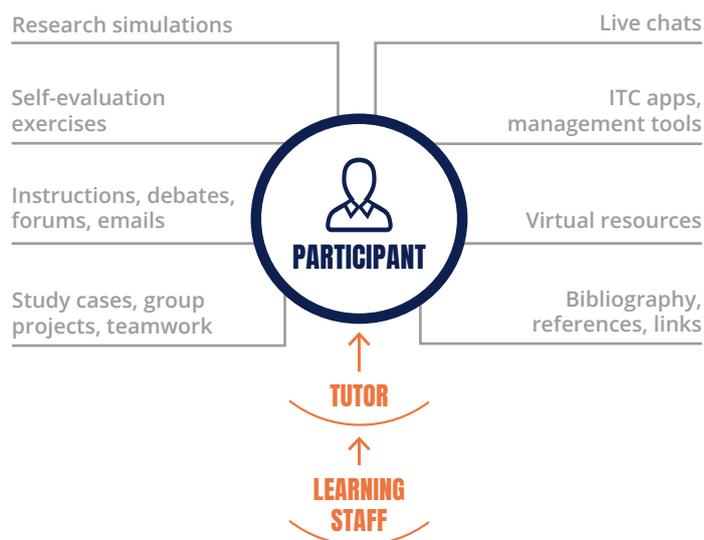
**Basic course**  
(60 hours) in sport management and football business.

Programs available per area:

<b>SPORT MANAGEMENT</b>	<b>SPORT MARKETING AND SPONSORSHIP</b>	<b>FOOTBALL BUSINESS</b>	<b>COACHING</b>
<b>MASTER'S PROGRAMS</b>	<b>MASTER'S PROGRAMS</b>	<b>MASTER'S PROGRAMS</b>	<b>MASTER'S PROGRAMS</b>
<ul style="list-style-type: none"> <li>• Official Master's Degree in Sport Management Barcelona</li> <li>• Official Master's Degree in Sport Management Online</li> <li>• Master in Sport Management Online</li> <li>• Master in Marketing and Sport Management Blended Barcelona</li> <li>• Master in Sport Management Amsterdam</li> <li>• Master in Sport Management Lima</li> </ul>	<ul style="list-style-type: none"> <li>• Master in Marketing and Sport Management Blended Barcelona</li> <li>• Master in Sport Marketing and Sponsorship Online</li> </ul>	<ul style="list-style-type: none"> <li>• Master in Football Business in partnership with FC Barcelona</li> <li>• Master's Degree in Football Business Perú</li> <li>• Master's Degree in Football Business Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Master in Coaching Amsterdam</li> </ul>
<b>POSTGRADUATE DIPLOMAS</b>	<b>POSTGRADUATE DIPLOMAS</b>	<b>POSTGRADUATE DIPLOMAS</b>	
<ul style="list-style-type: none"> <li>• Sport Management Online</li> </ul>	<ul style="list-style-type: none"> <li>• Sport Marketing Online</li> <li>• Sport Sponsorship Online</li> </ul>	<ul style="list-style-type: none"> <li>• Football Business Online</li> </ul>	
<b>SPECIALIZED COURSES ONLINE</b>		<b>SPECIALIZED COURSES</b>	
<ul style="list-style-type: none"> <li>• Strategic Management of Sport Organizations</li> <li>• Financial Management in Sport Organizations</li> <li>• Sport Marketing</li> <li>• Innovation and Entrepreneurship in Sport Organizations</li> <li>• Sport Facility Management</li> <li>• Sport Sponsorship I: Strategy</li> <li>• Leadership in Sport Organizations</li> <li>• Digital Marketing in Sport</li> <li>• Data Analytics in Sport Online</li> </ul>	<ul style="list-style-type: none"> <li>• Sport Media Online</li> <li>• People Management in Sport Online</li> <li>• Sport Event Management Online</li> <li>• Sport Sponsorship II: Activation and Measurement Online</li> <li>• Corporate Social Responsibility in Sport</li> <li>• Fan Engagement</li> <li>• Governance in Sport</li> <li>• Sport Law</li> <li>• eSports</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to Football Business Online</li> <li>• Strategic Planning in Football Online</li> </ul>	
<b>BASIC COURSES</b>	<b>BASIC COURSES</b>	<b>BASIC COURSES</b>	
<ul style="list-style-type: none"> <li>• Sport Management Fundamentals</li> <li>• MOOC on the eSports Industry</li> </ul>	<ul style="list-style-type: none"> <li>• MOOC in Sport Sponsorship</li> <li>• MOOC on the eSports Industry (MOOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Football Business Fundamentals</li> </ul>	
		<b>SEMINARS</b>	
		<ul style="list-style-type: none"> <li>• Seminar series: Football Industry Insights in Barcelona</li> <li>• Football Industry Trends. LaLiga Case Study: The Making of a Global Brand</li> </ul>	

## METHODOLOGY

- Student-centered
- Based on the principle of 'learning by doing'
- Learning 3.0: flexible schedules, different learning environments and technologies
- Collaborative tools, teamwork, communication and debate
- World-class faculty: interaction with expert faculty and industry professionals
- Study cases and methodological analysis



## VIRTUAL CAMPUS

Online programs offer the possibility of studying from any place at any time through the Virtual Campus. The study pace can be adapted to each individual's workload and availability. A tutor guides each student through the entire program, and doubts/questions are addressed through personalized attention, chat, videoconferencing or email. The virtual campus offers a collaborative environment between teachers and students facilitating e-mails, chats, books, articles, case studies, simulations, experiences, websites, blogs and a video library. You will have a wide range of tools at your disposal to make your learning experience interactive, rewarding and complete. You can also take advantage of the Master Classes given by guest speakers for on campus programs through our broadcast tool, Streaming.

## **TOPICS**

Strategic Management of Sport Organizations

Financial Management in Sport Organizations

Sport Marketing

Digital Marketing

Sport Facility Management

Sport Event Management

Sport Sponsorship I: Strategy

Sport Sponsorship II: Activation and Measurement

Leadership in Sport Organizations

Innovation and Entrepreneurship in Sport Organizations

Data Analytics in Sport

Corporate Social Responsibility in Sport

People Management in Sport

Governance in Sport

Sport Media

Fan Engagement

Sport Law

eSports

Introduction to the Football Business

Strategic Planning in Football

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## STRATEGIC MANAGEMENT OF SPORT ORGANIZATIONS

The main objective is to understand the principles of strategic management applied to the sports sector. The student will be able to initiate work in analyzing the strategic, global and objective vision of the sport sector from the business point of view.

### CONTENT

1. The company strategy: origin and design
2. The purpose of the company: mission, vision and values
3. Strategic analysis: SWOT
4. Positioning strategies based on external analysis
5. Growth strategies
6. Business Plan: scheme and strategy

**LANGUAGE:** English or Spanish

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## FINANCIAL MANAGEMENT IN SPORT ORGANIZATIONS

The main objective is to understand the basic principles of financial management applied to the sports sector. You'll be educated in the use of financial planning tools that will help you in your responsibility as an executive/director of a sports organization.

### CONTENT

#### I ECONOMIC-FINANCIAL MANAGEMENT OF SPORTS ORGANIZATIONS

1. Finance and sport management
2. Interpretation of financial reports
3. Analysis of financial statements

#### II INVESTMENT & FINANCING MECHANISMS

1. Financial planning
2. Project investment and assessment
3. Financing

**LANGUAGE:** English or Spanish

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## SPORT MARKETING

The main objective is to understand the marketing concepts and apply them to sport management. After the course you'll know how to use operational marketing tools that will improve your results as a sport marketing professional.

### CONTENT

1. Introduction to sport marketing
2. Defending the marketing strategy: differentiation
3. Marketing segmentation, targets, positioning and value proposal
4. Brand design & marketing
5. Operational marketing: objectives
6. Development and management of products/ services in sports organisation
7. Price policy
8. Distribution policy
9. Communication policy
10. Marketing and communication 2.0 and social media
11. Marketing plan

**LANGUAGE:** English or Spanish

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## DIGITAL MARKETING

The objective is to enable the student to understand and make decisions in the environment of the network society, emphasising the new role of the individual and the role that social networks play in the new landscape of digital marketing and global communications. At the end of the course, the student will be able to add value to a comprehensive digital strategy, understanding what their objectives are and deciding each of the actions to be carried out, justifying them and being able to evaluate the impact of these decisions. The student must, through two activities, make a proposal for improvement related to the digital marketing of a club/athlete/sports company.

### CONTENT

1. The digital revolution and its impact on the sports industry.
2. Digital strategy. Much more than just marketing.
3. Contents and platforms. The power of social networks to create fan engagement.
4. From content generation to monetisation.
5. Designing a Digital Marketing Plan.
6. How do we implement our Plan?

**LANGUAGE:** English or Spanish

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## SPORT FACILITY MANAGEMENT

The main objective is to educate you in the implementation of operational management tools you will use in your responsibility as a manager of a sport facility.

### CONTENT

#### URBAN PLANNING OF SPORTS FACILITIES

1. Sports facilities plans
2. Strategic thought in relation to the role sports facilities play in a local sports system
3. Functional aspects in the design of a sports facility

#### MANAGEMENT MODELS

1. Types and management models for sports facilities
2. Factors that affect the sports facilities feasibility
3. Types and management models for sports facilities from professional sport

#### MANAGEMENT PLAN OF A SPORTS FACILITY

1. Potential demand and activities offer analysis
2. Organizational structure of a sports facility
3. Management of human resources
4. Maintenance management
5. Communication and commercialization plan
6. Economic and financial study

**LANGUAGE:** English or Spanish

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## SPORT EVENT MANAGEMENT

The main objective is to educate you in the application of operational management tools you will need in your responsibility as a sport event manager.

### CONTENT

1. Event types
2. Organization models
3. Candidature
4. Event phases
5. Economic management
6. Event marketing
7. Personnel & Volunteers
8. Risk Management
9. Legacy

**LANGUAGE:** English or Spanish

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## SPORT SPONSORSHIP I: STRATEGY

The main objectives is to help the student understand the sponsorship ecosystem and how it can be applied across the sport business, from global to local and from elite to amateur sports. Sponsorship is one of the most universal and flexible tools that is available to a sports organisation, club, team, event or individual to help achieve their goals.

### CONTENT

1. The sponsorship marketplace
2. The sponsorship toolbox
3. Managing and activating sponsorship

**LANGUAGE:** English or Spanish

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## SPORT SPONSORSHIP II: ACTIVATION AND MEASUREMENT

The main objective is for students to understand the different types of sponsorship and be able to apply the techniques learned for attracting sponsorship, as well as being able to understand and measure its impact.

### CONTENT

1. Types of sponsorship
2. Objectives of a sponsoring company
3. Objectives and plans for attracting Sponsorship (entity)
4. Sponsorship types and contracts
5. Measuring sponsorship

**LANGUAGE:** English or Spanish

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## LEADERSHIP IN SPORT ORGANIZATIONS

The main objective is to give you an introduction to common leadership theories with which you can make your own definition of leadership. Furthermore, the course will provide you with tools you can use to create a personal leadership style in your own context.

### CONTENT

1. Leadership: a definition
2. Leadership styles
3. Personal effectiveness
4. The psychology of leadership: 'getting things done'
5. Leading a team
6. Conflict management

**LANGUAGE:** English or Spanish

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## **INNOVATION AND ENTREPRENEURSHIP IN SPORT ORGANIZATIONS**

Provide participants with knowledge and tools in innovation management and the entrepreneurial process of sports institutions.

This topic aims to give participants an insight into the main concepts and practices for success at sports organizations.

### **CONTENT**

- Innovation: What are we referring to?
- Innovation Strategies
- Innovative Business Models
- Organisation of Innovation
- Innovation and the Customer
- Open Innovation

**LANGUAGE:** English or Spanish

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## **DATA ANALYTICS IN SPORT**

The main objective is to educate the students on the utilization of data to take objective and measured decisions when it comes to managing athletes, fans or entire organizations.

### **CONTENT**

1. Data in sport vs other industries
2. Fan engagement data & analytics
3. Performance analytics
4. The role of IoT in sport
5. Machine learning & AI in sport to predict/prevent outcome (match results, injuries)
6. Blockchain potential cases and uses in sport (athletes sport passport, medical records, smart contracts)
7. Build your own analytics.

**LANGUAGE:** English or Spanish

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## **CORPORATE SOCIAL RESPONSIBILITY IN SPORT**

The main objective is to train students in the development, implementation, evaluation and communication of CSR policies in sports organisations.

### **CONTENT**

1. Origin and conceptual framework of CSR
2. CSR and stakeholders in the world of sport
3. Organisation and implementation of CSR
4. Creation of CSR reports
5. Patronage
6. Communications and corporate reputation

**LANGUAGE:** English or Spanish

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## **PEOPLE MANAGEMENT IN SPORT**

The goal is for students to learn how to develop a human resources management and talent development model, offering different tools that enable them to implement people management processes in any sports entity.

People are the ones who make organizations what they are, so knowing how to manage them and ensuring they feel involved and committed to the project will make the difference between one entity and another.

### **CONTENT**

1. The Annual Human Resources Cycle.
2. Organisation.
3. Development. Performance Evaluation.
4. Project Management & Talent Identification.
5. Compensation And Benefits & Internal Communication.
6. Human Resources Strategic Plan.

**LANGUAGE:** English or Spanish

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## GOVERNANCE IN SPORT

The main objective is to give students a deep knowledge of the role of sport within different social and political frameworks through theory and practical cases.

### CONTENT

1. **Introduction:** Typologies of sports/games; what makes football & sport so unique; its key features etc.
2. **Historical/anthropological chapter:** Sport and globalization/imperialism/transculturation.
3. **Liturgy and rituals of football etc.**
4. **The political sciences angle:** Sport and politics, propaganda, protests, contestation and soft power; Focus on the quest for identity/statehood.
5. **Institutional analysis:** Focus on the sport governing bodies including FIFA as actors of international relations as well as counter-models.
6. **The development angle:** Football for good; The Sport for development (S4D) main principles and practical realizations; presentation of select grassroots and elite initiatives.
7. **Conclusion and way forward:** The sustainability agenda, sport (with special focus on football) and the UN SDGs; the greening of mega sporting events etc.

**LANGUAGE:** English or Spanish

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## SPORT MEDIA

The main objective is to give students a deep knowledge of the economics of all types of media (theory) and the opportunity to work on practical cases.

### CONTENT

1. **Introduction:** objectives, structure & method
2. **Sport & media:** history
3. **Sport & media players:** buyers, sellers & intermediaries
4. **Sport & media geography:** description & particularities of the world's main regions
5. **How do they work?**
6. **Conclusion + overview of what the future might bring**

**LANGUAGE:** English or Spanish

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## FAN ENGAGEMENT

To provide the participant with knowledge in the management of the relationship between fans and sports institutions.

This topic aims to bring participants closer to the main concepts that are part of fan engagement such as fan identification, fan retention, fan experience, new opportunities for sponsorship or brand image, along with several techniques and best practices to encourage fan engagement both in matchday and in non – matchday.

### CONTENT

1. Introduction to Fan Engagement.
2. Key Concepts of Fan Engagement.
3. Understanding the Fan.
4. Fan Engagement Strategy.
5. Best practices of Fan Engagement.
6. Actual & Future Trends of Fan Engagement.

**LANGUAGE:** English or Spanish

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## ESPORTS

The objective is to help you understand the differences and similarities that exist between managing and leading sports compared to eSports.

We offer you a 360° panorama that introduces you to the history and the competitive video game industry today, to be able to immerse ourselves in the specific drivers for managing competitions, teams, communication channels and content, organization of events and/or the legal framework.

### CONTENT

1. Institutionalized Ecosystem vs. NonInstitutionalized Ecosystem.
2. Local Environment vs. Multilocal Environment.
3. Face-to-face companies vs. Totally digital companies.
4. Traditional technology vs. Mixed technologies.
5. Little Intensive in Startups vs. Basically Startups.
6. Clear Legislation vs. Ambiguous Legislation.
7. Standard communication channels vs. Own communication channels

**LANGUAGE:** English or Spanish

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## SPORT LAW

The main objective is to give participants an understanding of the international sports law and the main elements, conflicts and solutions that professionals in this sector face daily.

### CONTENT

1. Organization of sports entities
2. Hiring of professional athletes, practical aspects
3. FIFA transfers, solidarity, training minors and intermediaries in the world of football
4. Disciplinary procedures, ethics and good governance
5. Doping procedures
6. Alternative dispute resolution systems before the federations and arbitration tribunals

**LANGUAGE:** English or Spanish

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## INTRODUCTION TO THE FOOTBALL BUSINESS

This topic aims to amplify the view of the student so she/he can place individual or organization into the context of the market, in order to increase efficiency of actions and planning.

### CONTENT

1. Football and Knowledge
  - How to study the football business
2. The Framework of the Football Business
  - The origins of football
  - The first phase of development
  - The second phase of development
  - The third phase of development
  - The fourth phase of development
  - The fifth phase of development
3. How to Understand a Football Club
  - The four dimensions of a football club
  - The governance and finances of a football club

**LANGUAGE:** English or Spanish

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## STRATEGIC PLANNING IN FOOTBALL

This topic aims to teach students the core strategic principles implemented by football clubs, as well as to provide a detailed overview of a club's ownership and governance model. Students will learn about the various hierarchical structures adopted by different clubs and will gain insight into the various internal departments that form a football club, understanding their roles, functions and how they interact with one another.

### CONTENT

#### 1. STRATEGIC PLANNING IN FOOTBALL

- Identify the club's structure, its goals and its objectives.
- What does a strategic plan involve?
- PESTL, SWOT, SMART.
- Action plan & KPIs.

#### 2. UNDERSTANDING A CLUB INSIDE AND OUT

- The club's governance structure/ownership model.
- The Football Department.
- Other Departments : Administrative, Operational, Legal, Marketing and Commercial, Communications, Fans and Membership, The Foundation.
- The club and its KPIs.
- Transparency and Compliance.

#### 3. THE CLUB'S STRATEGY

- Recruitment.
- Game Model.
- Performance Revenue.
- The Club's Strategy: 1 – 5 year plan.

**LANGUAGE:** English or Spanish

## UPCOMING PROGRAMS

PROGRAMS	DURATION	ECTS	PVP	DISCOUNT
Master in Football Business in Partnership with FC Barcelona	10 months	0	€ 19,990	€ 19,060
Master in Marketing and Sport Management Blended Barcelona	10 months	60	€ 8,880	€ 7,204
Master in Sport Management Online	13 months	60	€ 7,920	€ 6,336
Master in Sport Marketing and Sponsorship Online	13 months	60	€ 7,920	€ 6,336
Postgraduate Diploma in Football Business Online	7 months	30	€ 4,460	€ 3,568
Postgraduate Diploma in Sport Management Online	7 months	30	€ 4,460	€ 3,568
Postgraduate Diploma in Sport Marketing Online	7 months	30	€ 4,460	€ 3,568
Postgraduate Diploma in Sport Sponsorship Online	7 months	30	€ 4,460	€ 3,568
Course in Leadership in Sport Organizations Online	5 weeks	3	€ 646	€ 549
Course in Innovation and Entrepreneurship in Sport Organizations Online	5 weeks	3	€ 646	€ 549
Course in Sport Sponsorship II: Activation and Measurement Online	10 weeks	6	€ 1,042	€ 885,70
Course in Financial Management in Sport Organizations Online	10 weeks	6	€ 1,042	€ 885,70
Course in Sport Media Online	5 weeks	3	€ 646	€ 549
Course in Fan Engagement Online	5 weeks	3	€ 646	€ 549
Course in Sport Sponsorship I: Strategy Online	10 weeks	6	€ 1,042	€ 885,70
Course in Sport Facility Management Online	10 weeks	6	€ 1,042	€ 885,70
Course in Sport Event Management Online	10 weeks	6	€ 1,042	€ 885,70
Course in Introduction to Football Business Online	10 weeks	6	€ 1,042	€ 885,70
Course in Sport Management Fundamentals Online	4 months	0	€ 525	€ 446,25
Course in Football Business Fundamentals Online	4 months	0	€ 525	€ 446,25
Course in Sport Law Online	5 weeks	3	€ 646	€ 549
Course in eSports Online	5 weeks	3	€ 646	€ 549
Course in People Management in Sport Online	5 weeks	3	€ 646	€ 549
Course in Governance in Sport Online	5 weeks	3	€ 646	€ 549
Course in Data Analytics in Sport Online	5 weeks	3	€ 646	€ 549
Course in Digital Marketing in Sport Online	5 weeks	3	€ 646	€ 549
Course in Strategic Planning in Football Online	5 weeks	3	€ 646	€ 549
Course in Corporate Social Responsibility in Sport Online	5 weeks	3	€ 646	€ 549
Course in Sport Marketing Online	10 weeks	6	€ 1,042	€ 885,70
Course in Strategic Management of Sport Organizations	10 weeks	6	€ 1,042	€ 885,70



Educating the next generation  
of Leaders in Sport Management

**HEADQUARTERS**  
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