



PRESENTA:

- MBA - MASTER'S DEGREE IN SPORTS MANAGEMENT
- MASTER'S DEGREE IN SPORTS MARKETING



Real Madrid
Graduate School
Universidad Europea

REAL MADRID GRADUATE SCHOOL UNIVERSIDAD EUROPEA



- **MBA - MASTER'S DEGREE IN SPORTS MANAGEMENT**
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REAL MADRID GRADUATE SCHOOL UNIVERSIDAD EUROPEA

"Once again we are delighted to be pioneers and share with society such an exciting project as a university school devoted to enabling its students to become expert professionals with specific knowledge and competencies in areas such as health, management, communication

or physical activity, all linked to sport".

Emilio Butragueño

General Manager, Real Madrid Graduate School - Universidad Europea

REAL MADRID GRADUATE SCHOOL - UNIVERSIDAD EUROPEA

The Real Madrid Graduate School - Universidad Europea is the first higher education center to specialize in sports and their relationship with management, health, physical activity, the media and leisure. It offers graduate programs aimed at university graduates and professionals from the various sectors linked to both professional and amateur sports, in five academic areas: Management, Marketing and Communication, Law, Physical Activity, and Health.

In all its graduate programs, this School replicates and transmits the extensive management experience that has led Real Madrid to become the world's leading club in terms of income, profits and solvency, together with the prestige, academic recognition and commitment to innovation of Universidad Europea.

The Santiago Bernabéu Soccer Stadium and Real Madrid Sports Complex host training activities on different occasions for the School's classes and workshops, while the day-to-day activities of the Club's executives make for the best kind of case study.

The School's training activity is based on three fundamental pillars: an international perspective, professional career-oriented approach, and the development of leaders.

As a result of the School's international ambitions, over the last six years it has established itself in 13 countries throughout Latin America, Africa, Asia and Europe, with over 1,000 enrolled students, and it intends to expand to other into other areas in the near future.

All the programs offered by the Real Madrid Graduate School - Universidad Europea programs are grounded in a system of daily hands-on learning in constant contact with the real professional world. This career-oriented approach is based on the multidisciplinary knowledge that characterizes sports management, and is one of the main premises on which the graduate programs are devised and taught.

Another of the School's objectives is to train specialist professionals capable of becoming leaders in any sports-related discipline.



Nowadays, specialized graduate training is crucial for increasing professional success and finding a satisfying job, either by creating it oneself or by improving one's current position. Constantly updating knowledge, developing it through contact with the best professionals in each sector, internships and international experience are all essential elements of a quality graduate education. And it is precisely this type of education that Real Madrid Graduate School - Universidad Europea gives

its students. The leading private university in Spain and the best football club of the 20th century join forces in an innovative project committed to ensuring the professionalization of a growing sector with great potential for global development.

Águeda Benito
Rector, Universidad Europea de Madrid.

UNIVERSIDAD EUROPEA GRADUATE SCHOOL

Universidad Europea gathers all its graduate studies under a single brand: the **Universidad Europea Graduate School**. The School brings together more than 140 graduate degree programs offered by the University's Schools, in 18 areas of knowledge as diverse as Business, Law, Fine Arts, Communications, Sports, Education, Healthcare, Engineering, Architecture and Construction.

Thanks to this initiative, the Universidad Europea Graduate School has one of the most varied and extensive academic offers among private higher education institutions in Spain.

The programs include **PhDs and Master's Degrees** (official and specialist degrees), allowing you to obtain a recognized degree which is valid throughout the European Higher Education Area, and **Master's Degrees and Certificate Course Programs**, private degrees offered by Universidad Europea, adapted to the specific needs of the world of work in order to perfect professional skills.

True to its **innovative nature**, the Universidad Europea Graduate School promotes an **international education model**, with the aim of enhancing students' capacities and ensuring their employability. The success of its programs is reflected in the **excellent employment rates** of its graduates, with 90% finding jobs within a year of completing their studies. Moreover, according to Ministry of Education figures for 2011/12



LAUREATE INTERNATIONAL UNIVERSITIES

A strong international perspective:

Universidad Europea belongs to the Laureate International Universities network, leader in the higher education market, with 850,000 students spanning 30 different countries and 80 different institutions around the world.



THE EUROPEAN HIGHER EDUCATION AREA

The creation of the European Higher Education Area (EHEA) means that from 2010 onwards university qualifications from all European countries guarantee equivalent academic programs, which entails **immediate recognition of qualifications anywhere in Europe**, mobility between countries and continual learning.

Official degree programs fall into two categories, **Bachelor's Degrees** and **Graduate Degrees**, with official graduate degrees being divided into 2nd and 3rd division studies. Specifically, Master's Degrees are taken in the 2nd division and **PhDs** in the 3rd division.

This new Higher Education structure at last enables those who have completed a 3-year Bachelor's Degree in engineering or architecture, for example, to access a PhD (3rd division) through a **Master's Degree**.

Why study a Master's Degree at Universidad Europea?

A **Master's Degree** allows you to continue your education and specialize in what companies are currently demanding, leading to a **recognized degree** that is valid in any European country and can be validated in any other country.

As well as offering official qualifications thanks to its university status, Universidad Europea adds an **international perspective** and **close links with the professions** and with reputable companies, unique characteristics that will open doors for students in the future.





MBA - MASTER'S DEGREE IN SPORTS MANAGEMENT



Type of graduate degree: Officially Accredited

Academic Area: Management

Duration: 60 ECTS, starting in October and ending in June

Study Methodology: Campus based

Schedule: Monday to Wednesday between 9:00 a.m. and 2:00 p.m.

Language: English

Campus: Alcobendas (Madrid)

This Master's Degree is **specially designed for professionals who need to combine work and study**, allowing students the freedom to choose online or campus-based courses, as well as the amount of time they will devote to their studies each week, program duration, and enrollment dates.

With the Universidad Personal study option, students choose the percentage of campus-based and online training they want to be enrolled in.

In recent years, sport has become a discipline that has expanded beyond its previously defined boundaries, thus increasing the need for specialized professionals in the various areas associated with the world of sport and sports organizations. **The MBA - Master's Degree in Sports Management is taught 100% in English** and provides specific training in the field of sports management.

This MBA primarily consists of ten modules on company management, followed by a cross-disciplinary module on management skills.

The program contains a segment that specializes in sports and focuses on marketing, management and the operation of sports facilities.

The **international nature** of this program will enable students and sports managers to obtain the broadest possible perspective on all existing sports management models, not only in Spain but also beyond our borders, thanks to the participation of a **top-class international faculty**. This educational commitment will exponentially improve the scope and professional possibilities of our students.

DIFFERENTIAL ASPECTS

The MBA Master's degree in Sports Management combines a unique exposure to Real Madrid, academic excellence, real practical cases and a vast network of contacts in the sports industry.

KEY INFORMATION

Student Profile:

The objective of the MBA - Master's Degree in Sports Management is to train management professionals in the world of sports, especially graduates who wish to focus their professional careers on sports management, professionals in the field of sports who wish to update their knowledge, professionals from other fields of knowledge who wish to enter the sports world, or professional athletes who, having retired from competition, aspire to continue in the sports arena as managers.

Master's Graduate Students:

Upon completion of the program, students will receive their **Máster Universitario en Dirección de Entidades Deportivas MBA** (MBA - Master's Degree in Sports Management) from Universidad Europea de Madrid.

Duration:

60 ECTS, **starting in October and ending in June.**

Study Option:

With Universidad Personal, students can decide the percentage of campus-based and online training they want to be enrolled in.

Schedule:

Campus-based schedule: from Monday to Wednesday between 9:00 a.m. and 2:00 p.m.

Location:

Alcobendas Campus of Universidad Europea.

Additional Training Activities:

Santiago Bernabéu Stadium and Real Madrid Training Complex in Valdebebas.

Instructional Approach:

The MBA - Master's Degree in Sports Management uses the **Case Study Method** (analysis of real situations outlined by professors depending on their field of expertise) as well as a combination of content-based and hands-on approaches to each of the topics covered.

The topics are structured into modules as follows:

- 25% initial theory (general concepts)
- 50% theoretical-practical development
- 25% case study practice

Activities:

During the program, students will come into contact with all the areas in the city where Real Madrid is present (facilities, sporting venues, organizational and management institutions, etc.), as well as with the Fundación Real Madrid. And that's not all; students will also gain firsthand insight into other facilities and management models through visits to Santiago Bernabéu Stadium, Ciudad Deportiva Real Madrid (Real Madrid Training Complex), Ciudad del Fútbol de la RFEF (Soccer City of the Royal Spanish Football Federation), Caja Mágica (Madrid Open Tennis Stadium), Palacio de los Deportes (Indoor Sports Arena), and other spaces intended for leisure and entertainment run by both public and private organizations.

Students may participate in a **trip to New York City** with other students of the Real Madrid Graduate School. The trip will include visits to the headquarters of important sports leagues such as NBA, MLS, and NHL, major venues like MetLife Stadium, and marketing companies such as Octagon.

This is one of the best experiences a Sports Management student can have, both from a managerial and an operational viewpoint, since they will receive hands-on learning and apply the knowledge they have gained throughout their studies. This is one of the best experiences a Sports Management student can have, both from a managerial and an operational viewpoint, since they will receive hands-on learning and apply the knowledge they have gained throughout their studies.

* The price of the trip to New York City is not included in the program.





PROGRAM

Module I. General Management in Sports Organizations

- Economic Analysis of the Sports Industry
- Strategic Planning, Analysis of Sports Environments and Competition
- Business Management Models and Economic Aspects

Module II. Finance

- Annual Accounts for Sports Clubs and Organizations
- Planning and Control in Sports Organization Management
- Financial Management

Module III. Sports Facility Management and Operation

- Infrastructure Management within a Sports Entity
- Production of Sporting Events
- Quality and Incident Management

Module IV. Marketing and Communications

- Strategic and Operational Marketing
- Sponsorship in Sports
- Audiovisual Rights
- Sports and Society
- Sports and the Media

Module V. Managerial Skills and Human Resources

- People Management and Teamwork
- Coaching Applied to Sports
- Motivational Leadership of Teams
- Communication: Public Speaking in Professional Environments
- Emotional Intelligence in Sports Organizations

Module VI. Specialization Branch A: Marketing and Communications

- The Media
- Advertising Agencies
- Official Organizations
- Sports Rights
- Sporting Events and Brand Profitability
- Sports Clubs
- Sponsorship
- Brand and Identity Management
- Practical Application of a Communication Plan
- Social Network and the Community Manager
- Sports Content in the New Digital World

Module VII. Specialization Branch B: Entrepreneurship and Sports for Development

- Strategies for Starting a Sports Business
- The Business Plan and Financing
- International Organizations in Sports for Development
- Corporate Social Responsibility and Sports
- Social Entrepreneurship in Sports
- Keys to Success and Failure

Module VIII. Specialization Branch C: Sports Facility Operation

- Management of Sports Facility Operations
- Security and Technology at Sports Facilities
- Municipal Operations and Management
- The Fitness and Wellness Market
- Large Parks
- Organization of Sporting Events
- Management of Leisure and Non-Conventional Spaces

Module IX. Internship

Module X. Master's Thesis

FACULTY

The teaching faculty for the program consists of top-class professionals from both Spain and abroad.

MANAGING BOARD

Emilio Butraguño

General Manager, Real Madrid Graduate School

PhD. Marisa Sáez

Head of International Development Real Madrid Graduate School

PROFESSORS

Emilio Butraguño

General Manager, Real Madrid Graduate School

María Rato

PhD. Researcher, ICESSD Cape Town

Álvaro Marino Jiménez

Professor, Universidad Europea

Begoña Sanz

Commercial Director, Real Madrid CF

Pedro Díaz Ridao

Professor, Universidad Europea

Germaín Argüelles

Adidas International Training Program

Diane Clarke

Training and HR Consultant, Partner and Consultant

Robert Rasmussen

Managing Director, Robert Rasmussen & Associates LLC

Edouard Legendre

Sponsorship Director, Ogilvy

Matt Neidl

Director, Sales and Partnership Marketing Traffic Sports USA

Scott Minto

Sports MBA Director, San Diego State University

Shana Gritsavago

Director of Global Events, Under Armour

Gabriel Rodríguez Romo

Universidad Politécnica de Madrid

Enrique Uriel

Technology Director and CIO, Real Madrid CF

Steve Gera

Assistant Coach and Head of Innovation, Cleveland Browns

Olivier Bara

Venue Management Director, Real Madrid CF

Martha Saavedra

PhD. Lecturer, University of California, Berkeley

Miguel Silvestre

CEO, Randonneur

"Our MBA professors brought us closer to the industry and to their professional network so that we would have more tools to find our way to break into the industry, and the academic trip to New York was simply amazing."

Joel Santos

'13 SMBA alumnus and class representative





MASTER'S DEGREE IN SPORTS MARKETING

Type of graduate degree: Master's degree (official)

Academic Area: Marketing and Communication

Duration: 60 ECTS, from October 2014 to June 2015

Study mode: Campus-based

Schedule: Monday to Thursday, evenings

Language: English

Campus: Alcobendas (Madrid), with occasional activities in the Santiago Bernabéu Stadium

The sports sector is growing exponentially all over the world. It is also a hugely global industry.

There is a double connection between sports and the world of marketing and sales. On the one hand, there are an increasing number of companies whose business relates to sports, and which need an in-depth understanding of the right marketing and sales tools to achieve success in their competitive environment; and on the other hand, sports are by nature an excellent communications platform for companies in any economic sector, thanks to their extraordinary reach in the media and the values they transmit, and they can provide great added value to any company or brand associated with them.

Alongside more traditional marketing tools, concepts such as city marketing, community management of athletes and brands in social networks, new channels for exploiting sports rights, corporate social responsibility, and ever more varied forms of sponsorship define the profile of modern sports marketing.

Spain is one of the world centers of sports marketing and has some of the leading athletes and teams in the world's most popular sports. In recent decades the country has also organized many world-level sports events, leveraging the impetus of the Barcelona Olympics. Meanwhile, some of the most important individual and group sports rights contracts involve Spanish agents.

The **Master's Degree in Sports Marketing**, offered by **Real Madrid Graduate School** and **Universidad Europea**, is a pioneering International program in the field of sports marketing, designed to give international or Spanish students with a global and multicultural outlook the training they need to take advantage of professional opportunities in the combined fields of marketing and sports.

The Master's degree also offers the possibility of an internship in the Marketing Department of Real Madrid C.F. for the best-performing students in the program.

"The master degree-program will give you a global vision of sports marketing industry, furthermore, will give you the tools and skills to develop yourself in this amazing world for people who love marketing and sports and wants to work on it".

Guillermo González.
Number 1 of the first academic year of the Master Degree in Sports Marketing.
Real Madrid Graduate School - Universidad Europea

DIFFERENTIAL ASPECTS

- Unique program in Spain that provides access to official PhD. program according to the regulations of the European Higher Education Area.
- Prestigious professors from the business and academic world, highlighting the executives from the marketing area of the best club of 20th century.
- Innovative methodology, using online resources, case studies and based on situations that occur in the professional world of sports.



KEY INFORMATION

Designed for:

Students with a high level of English, with first degrees in:

- Sports Science
- Business Administration or Business Management and Entrepreneurship
- Marketing
- Any other holder of a higher education qualification who wants a career in sports marketing

The Master's degree is also especially suited as a private degree program for sports industry professionals who want to deepen and broaden their expertise in order to further their careers.

Qualification:

After completing the course, students receive the qualification of **Máster Universitario en Marketing Deportivo** (Master's Degree in Sports Marketing) from Universidad Europea de Madrid.

Duration:

October 2014 to June 2015. The Master's degree comprises 60 ECTS.

Language:

English.

Methodology:

Including regular activities and seminars online using the virtual campus tool.

Schedule:

Full-time program from Monday to Thursday, 5:30 p.m. to 9:30 p.m.

Internships:

The internship period will take place after or during the study program in companies collaborating with the course. At the end of this period, students will draw up a report summarizing their activities. Companies will select students after evaluating their CVs and the skills they have developed on the course.

The best students will have the option of taking their internships in the Marketing Department of Real Madrid.

Facilities:

Campus Alcobendas, Universidad Europea with occasional activities at Santiago Bernabéu Stadium and other sport facilities.

PROGRAM

The program is structured into theoretical and practical modules covering the discipline of sports marketing in all fields. After the theoretical program students will take a final module, during which they will complete their final thesis, and a practical module in companies in the sector.

Module I. The characteristics of sports marketing

- The conceptualization and categorization of sports marketing
- The function of marketing within sports companies
- Sports as a marketing tool
- The history and evolution of sports marketing

Module II. The image of sports and sports sponsorship

- Sports in the traditional media
- Sports on the Internet and social networks. Community Management for teams and athletes
- Sports sponsorship: conceptualization and categorization
- Sports sponsorship: corporate sponsorship policies and activation of sponsorship
- Sports and corporate social responsibility
- Personal image management for professional athletes

Module III. Market research in sports

- Analysis of the sports sector and competitors
- Analysis of clients
- Market research tools. Main studies
- Big Data applications in the world of sports

Module IV. Consumer behavior

- Typical characteristics of sports consumption
- The behavior of consumers of sports products and services
- The behavior of consumers of sports events
- Sports consumption in the hierarchy of needs

Module V. Sports marketing strategy

- Strategy in sports products and services
- Price strategy in sports products and services
- Distribution strategy in sports products and services
- Media strategy in sports
- Marketing-mix strategy applied to sports

Module VI. The sports marketing plan

- The sports marketing planning process
- Definition of the marketing plan: stages, structure, format and development
- The sports company marketing plan

Module VII. International sports marketing

- Internationalizing sports companies
- International sports events
- City Marketing
- International marketing strategies
- Sports marketing in professional leagues and the Olympics

Module VIII. Sports marketing and communication

- Strategic and operational marketing
- Sponsorship and patronage in sports
- Sports rights
- Sports and society
- Sports and the media

Module IX. Professional internships

Module X. Final thesis





FACULTY

MANAGING BOARD

Ricardo García-Viana
Universidad Europea de Madrid

Begoña Sanz
Sales and Marketing Director of Real Madrid CF

PROFESSORS

Professors of the **Master's Degree in Sports Marketing** include:

Ricardo Alonso
Marketing Director at Real Madrid CF

Rafael de los Santos
New Media Director at Real Madrid CF

Joan Sardá
CRM & New Marketing Projects Director at Mahou San Miguel

Roberto García
Running Sales Specialist at Adidas

Juan Antonio Frutos
Head of Relationship Marketing at Real Madrid CF

Marcos de León
Head of Marketing of Basketball at Real Madrid CF

Ramiro Lahera
Former Director of Marketing for Madrid 2016 and the Spanish Basketball Federation

Yuri Morajón
Chairman & CEO at Comunicar es Ganar

Jorge de la Vega
Partnership Manager at Real Madrid CF

Julio del Río
Managing Director at Sportship Marketing

José Luis Arco
Project Manager at Octagon

José Moya
CEO at Sconsulting, Former General Director at Elche CF

David Moracho
Director of Marketing Services at Real Madrid CF

Ricardo de Diego
Marketing Senior Manager at KIA Motors Spain

Javier Mancobo
Director of Intelligence and Metrics at Havas Sports & Entertainment

Carolina Pina
Head Sports & Entertainment Area at Garrigues

Olivier Bara
Commercial Director of Facilities Management at Real Madrid CF

Antonio Yuncal
Director of Corporate Marketing - Randstad

Mónica Velayos
Research Manager at ADEGIS Media

PhD. Leonor Gallardo
Writer, Director and Senior Researcher at Research Group in Sport Management IGOID

María Arranz
VIP Area - Corporate Hospitality Director at Real Madrid CF



OTHER GRADUATE PROGRAMS

Management:

- MBA - Master's Degree in Sports Management - In English
- MBA - Master's Degree in Sports Management (online) In English
- MBA In Sports Management and Entertainment
- MBA In Sports Entities Management "Alfredo Di - Stéfano"

Law:

- Master's Degree in Sports Law

Architecture:

- Master's Degree in Architecture and Sports Infrastructures

Marketing and Communication:

- Master's Degree in Sports Marketing
- Master's Degree in Communication and Sports Journalism
- Certificate Program in Marketing for Sports Management
- Master's Degree in Sports Marketing - In English

Physical Education:

- Master's Degree in Talent Identification and Development in Soccer
- Master's Degree in Athletic Training and Nutrition

Health and Sports Medicine:

- Master in Physical Therapy for Sports

More information: realmadrid.universidadeuropea.es

Per informazioni:

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tel. 045/8300454 Stefania

ADMISSIONS PROCESS

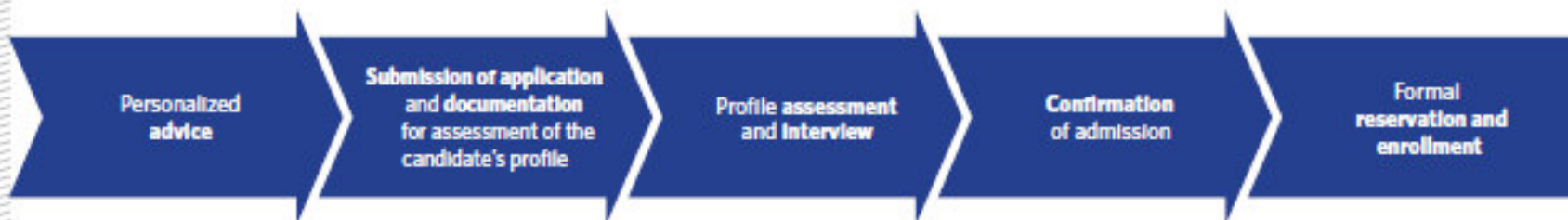
The admissions process for **Universidad Europea Graduate School** programs can take place at any time during the year*, although enrollment on any graduate program will depend on the availability of places.

For personalized advice, you can go to either of our university campuses (**Alcobendas** or **Villaviciosa de Odón**), or contact us by phone: 902 100 074 or e-mail: postgrado@uem.es to receive advice from the Graduate Admissions staff. For calls from outside Spain, please use this number: (+34) 917 407 272.

Once candidates have received advice and have provided the necessary documentation, the Graduate Admissions staff will set a date for taking the entrance exams corresponding to the program they are interested in, and for a personal interview with the Master's Program Director or a member of the Admissions Committee.

The admissions process involves no costs or commitment for candidates until their place is formally reserved.

* (Consult specific exams) Only applies to the Dentistry Brochure.



SCHOOL OF DOCTORAL STUDIES AND RESEARCH

Universidad Europea is firmly committed to research, one of the most important cornerstones of our commitment to excellence.

Therefore, we give particular importance to the **PhD programs** that are developed specifically at the University's School of Doctoral Studies and Research.

The PhD corresponds to the 3rd division of official university studies, leading to the acquisition of the scientific research-related competences and skills needed to earn the **official title of Doctor**.



