CORE CONCEPT

Sports Management: Club and Federation Governance, Sport Finance and Financial Sustainability

7 – 11 June 2027
Dubai - Five-star CBD venue

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Ref: 573_17546 **Date:** 7 – 11 June 2027 **Location:** Dubai - Five-star CBD venue **Fees:** 19500 SAR

Introduction:

Sports management in many clubs and federations still runs season to season: boards approve squad spending before income is secured, statutes blur who decides what, and sponsorship, media and membership income swings with results. This Core Concept course gives club, federation and league managers a practical method for governing a sports organisation, setting strategy and performance measures, diversifying revenue, controlling athlete and staff costs and meeting break-even and licensing expectations. Participants build a Club Financial Sustainability Plan backed by a three-scenario multi-year model.

Course Objectives:

- Map a sports organisation's type, ownership, stakeholders and income dependence to diagnose its current financial and governance position
- Apply board, statute, committee and integrity controls that separate governance from day-to-day club and federation management
- Translate a sporting and commercial strategy into a balanced scorecard with targets for competition, participation, finance and fans
- Build and price a diversified revenue portfolio across sponsorship, media rights, matchday, membership, merchandising and prize money
- Control athlete wages, transfer or recruitment spending and staff costs against break-even, squad cost ratio and licensing thresholds set by the governing body
- Construct a multi-year financial sustainability model with base, downside and upside scenarios and defend it before a board

Target Audience:

- Managers who run the finance, commercial or operations function of a sports club or professional team
- Federation and national governing body managers responsible for member clubs, competitions and development funding
- League managers who administer competition rules, central revenue distribution and club licensing
- Board and committee members who approve club or federation budgets, strategy and senior appointments
- Sport ministry and public sport authority managers who fund, license or oversee clubs and federations
- Sporting directors and heads of performance who manage athletes, coaches and support staff within a budget

Course Outline:

Day 1: The Sport Industry and Sports Organisation Diagnostics

- Sport Industry Value Chain: Participants, Rights Holders, Media, Sponsors and Fans
- Organisation Types: Member Clubs, Company Clubs, Federations, Leagues and Multi-Sport Bodies
- Ownership Models: Member Owned, Private Investor, Public Funded and Hybrid Structures
- PESTLE Scan of the Sport Environment and Stakeholder Power-Interest Grid
- Sports Organisation Health Check: Income Dependence, Wage Burden and Governance Maturity

Day 2: Governance, Integrity and Strategy Frameworks for Clubs and Federations

- Federation Statutes, General Assembly and Executive Board Roles and Delegation Matrix
- Club Board Composition, Independent Directors and Committee Terms of Reference
- Sport Integrity Controls: Conflict of Interest Register, Match-Fixing and Safeguarding Policies
- Sporting and Commercial Strategy Map with Mission, Priorities and Resource Allocation
- Sports Balanced Scorecard: Competition, Participation, Financial and Fan Perspectives

Day 3: Revenue Streams, Commercial Partnerships and Fan Engagement

- Sponsorship Rights Packaging, Activation Plan and Partner Renewal Pipeline
- Media Rights Models: Central Selling, Individual Selling and Direct-to-Fan Streaming
- Matchday, Membership and Season Pass Pricing with Fan Segmentation
- Merchandising, Licensing Agreements and Prize Money Distribution Formulas
- Fan Engagement Funnel and CRM Data Use for Member Retention and Lifetime Value

Day 4: Cost Control, Financial Fair Play Concepts and Risk

- Athlete and Coach Wage Structures, Bonuses and Contract Length Analysis
- Squad Cost Ratio, Transfer Amortisation and Recruitment Budget Controls
- Break-Even Requirement, Relevant Versus Excluded Spending and Owner Equity Contributions
- Club Licensing Criteria Categories: Sporting, Infrastructure, Personnel, Legal and Financial
- Major Event Bidding at Overview: Host Agreement, Budget Guarantees and Legacy Risk

Day 5: Sports Leadership and the Club Financial Sustainability Plan

- Leading Athletes, Coaches and Staff: Performance Culture and Board-Management Interface
- Multi-Year Revenue and Cost Model Build in a Spreadsheet Template
- Three-Scenario Stress Test: Base Case, Relegation or Funding Cut and Growth Case
- Cash Flow, Reserves Policy and Covenant Headroom Dashboard
- Club Financial Sustainability Plan Board Presentation and Peer Challenge

Skills You Will Gain:

- Sports Organisation Diagnostics
- Federation and Club Board Governance
- Sport Integrity Oversight
- Sports Balanced Scorecard Design
- Sponsorship and Media Rights Valuation
- Athlete Wage and Squad Cost Control
- Sport Financial Scenario Modelling
- Board-Level Financial Reporting

Why Attend This Course:

- Return with a Club Financial Sustainability Plan and a three-scenario model built on your own organisation's figures
- Give your board a clear line between governance decisions and management decisions, written into statutes and delegation
- Reduce dependence on a single sponsor, owner or public grant by planning a broader revenue mix
- Compare club, federation and league practice with peers from different sports, ownership models and funding systems

Conclusion:

Sports organisations last when governance, strategy, revenue and athlete costs are planned together over several seasons rather than reset after every result. The week moves from the sport industry and organisation diagnostics, through statutes, boards, integrity and the sports balanced scorecard, to sponsorship, media rights, membership and fan engagement, and then to wage control, break-even and licensing concepts and major event bidding. The final day turns this into a Club Financial Sustainability Plan with a tested three-scenario model.