Campus

Executive Leadership Programme

In collaboration with

Harvard Business School Executive Education



Chairman's Foreword



Dear Members,

Following the successful launch of the EFC Executive Leadership Programme last year, I am delighted to announce the launch of the second cohort.

We are very proud of this initiative which has been developed in close collaboration with Harvard Business School Executive Education. Bringing together 54 senior leaders from 48 EFC members, the inaugural programme delivered an outstanding experience for participants who gained fresh perspectives and practical leadership insights.

EFC is committed to developing the very best leadership in football, where our members and clubs drive forward-thinking strategies that will shape the future of our game. This elite programme is tailored to football's opportunities and challenges, combined with Harvard Business School's renowned Executive Education.
I am confident the future participants will deepen their understanding, learn from real-world examples and have the opportunity to connect with leading figures from across the industry.

To all club leaders taking part, I extend my best wishes as they embark on this journey of collaboration and growth and thank them for their dedication to excellence and commitment to the continued progress of European club football.

Yours sincerely,

Nasser

Nasser Al-Khelaïfi
EFC Chairman

About EFC Campus

EFC Campus is the central hub for European Football Clubs' (EFC) education programmes and knowledge-sharing initiatives, designed to help clubs grow, thrive and achieve professional excellence. Built on the pillars of Knowledge, Network and Impact, EFC Campus supports club development by adapting to the evolving needs of our members.

Through executive education methodologies that blend theoretical knowledge with practical learning, participants gain the skills and insights needed to create tangible results within their clubs. EFC Campus fosters a culture of knowledge-sharing, encouraging the exchange of experiences, contacts, strategies and good practices to drive collective success.

Read on to see how the EFC Executive Leadership Programme (ELP) could impact your journey.



Introduction

The EFC Executive Leadership Programme (ELP), in collaboration with Harvard Business School Executive Education, offers a world-class learning experience designed to empower visionary leaders in football.

Through the dynamic Harvard Business School (HBS) case-method approach and a curriculum uniquely tailored to the business of football with all its complexities, this elite programme provides breakthrough learning for those ready to drive transformational change within their clubs and across the industry.

Participants will delve into a set of real-world case studies designed to help executives in football explore effective business strategies and obtain the perspectives essential to be impactful leaders in football.

This exclusive programme not only equips senior professionals with advanced skills to navigate the sport's evolving landscape but also fosters invaluable connections with industry leaders, inspiring collaboration that fuels long-term success.

The EFC ELP is where changemakers elevate their expertise, forge meaningful relationships and prepare to lead with confidence and clarity in the modern game.



PROGRAMME FEATURES

Learning Objectives

- Learn from trailblazing industry leaders through practical case studies.
- Enhance and develop strategic decision-making skills.
- Elevate expertise in the global sport and entertainment landscape.
- Reflect on and evolve your own personal leadership style.
- Tackle leadership challenges with confidence.
- Acquire cutting-edge tools to analyse and shape the future of football.

The blended programme kicks off with an immersive, on-campus experience at the prestigious HBS campus. Participants then continue their journey with dynamic, live sessions in the HBS Virtual Online Classroom, engaging directly with world-class faculty.
The programme concludes with an in-person gathering at a location in Europe.

Programme Format

3 days on the HBS campus

5 sessions of virtual learning through HBS Live Online Classroom

2 days in-person programme wrap-up in Europe



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PROGRAMME FEATURES

The Programme Journey

MODULE 1
30 September – 2 October 2027 Full-time at HBS campus, Boston, USA

MODULE 2
October 2027 – February 2028 5 sessions of virtual learning through HBS Live Online Classroom

EXECUTIVE SESSION
March 2028 – TBC Location in Europe

2027-2028

Who Should Attend?

This programme is designed for top executives and decision-makers across the football industry who are ready to elevate their leadership capabilities and spark innovation within their organisations, all within the realms of sport, media and entertainment. EFC Member Clubs receive priority enrolment, granting them exclusive access to this unparalleled opportunity to shape the future of football.



PROGRAMME FEATURES

About Harvard Business School

About Harvard Business School

Founded in 1908 as part of Harvard University, Harvard Business School (HBS) is located on a 40-acre campus in Boston. Its faculty of more than 250 offers full-time programmes leading to the MBA and PhD degrees, as well as more than 175 Executive Education programmes and Harvard Business School Online, the school's digital learning platform. For more than a century, faculty have drawn on their research, their experience in working with organisations worldwide and their passion for teaching, to educate leaders who make a difference in the world. The school and its curriculum attract the boldest thinkers and the most collaborative learners who will go on to shape the practice of business and entrepreneurship around the globe.

Case Method

Pioneered by HBS, the case method is employed as the best tool to teach general management and leadership. Case studies offer multiple levels of learning, compelling participants to identify relevant issues and to apply practical business lessons to their own situations and companies. Executive Education participants benefit from an added dimension no other business school can offer: the opportunity to be taught by many of the faculty who wrote the cases and have personal knowledge of the problems and solutions presented.



PROGRAMME FEATURES

Teaching Team



Professor Anita Elberse

Lincoln Filene Professor of Business Administration

Harvard Business School | Executive Education

This exclusive Harvard Business School Executive Education programme is developed and taught by the world renowned HBS faculty at the forefront of their fields. Through their unique blend of field-based research, board memberships and consulting, they address the complex challenges facing business leaders across the globe.

The EFC Executive Leadership Programme is led by award-winning professor and scholar Professor Anita Elberse, Lincoln Filene Professor of Business Administration.

Professor Elberse is a leading expert in the intersection of entertainment, media and sports, delivering one of Harvard Business School's most coveted MBA courses, *The Business of Entertainment, Media, and Sports*. This course is renowned for its compelling insights and has been a flagship offering for years. In addition, she chairs the highly regarded *Business of Entertainment, Media, and Sports* executive programme and leads the Crossover into Business mentoring initiative, designed to guide professional athletes transitioning into the business world.

Her cutting-edge research focuses on the dynamics driving success in creative industries, examining how products and talent are managed for maximum impact. Acclaimed for her pioneering work on digital media, the influence of superstar talent and leadership strategies, Professor Elberse has shaped the strategic thinking of top entertainment companies worldwide. Her groundbreaking case studies, featured in her best-selling book *Blockbusters: Hit-Making, Risk-Taking, and the Big Business of Entertainment*, offer invaluable lessons for leaders in media and sports industries.

Professor Elberse is one of the youngest female professors to have been promoted to full professor with tenure in Harvard Business School's history.

PROGRAMME FEATURES

The HBS Experience

This dynamic, blended programme seamlessly combines in-person and virtual elements for a truly immersive learning experience. You'll kick off on the iconic HBS campus, where you'll live and learn at the heart of Boston's vibrant business, academic and technology hubs. At HBS, every detail is thoughtfully crafted to drive your success. From purposefully designed living spaces and classrooms that encourage connection and collaboration to world-class academic resources that both challenge and inspire, HBS creates an environment where you can thrive.

For a glimpse of the one-of-a-kind Harvard Business School on-campus experience, visit:
Link to HBS on-campus experience



Programme Fees

- The standard programme fee is **€15,900**
- EFC Members are eligible for a special rate of **€11,900**

The fee includes:

- Programme tuition fees
  - 3-day module at HBS campus
  - 5 virtual sessions
  - 2-day in-person executive session
- Accommodation
  - 3 nights' accommodation in Boston, 2 of which at HBS campus
  - 2 nights' accommodation for the executive session
- Food, beverage & social activities
  - All meals and beverages during the official programme
  - Networking and social events
- On-site transportation
  - Transportation during in-person sessions
- Exclusive commemorative gift
  - A special gift to commemorate your ELP experience

Please note that participants are responsible for their own travel, airport transfers, visa costs and any additional on-site expenses.

Scholarships

In keeping with its commitment to fostering a more diverse and inclusive learning environment and football industry, EFC is offering scholarships for the EFC Executive Leadership Programme. Priority will be given to women employed by EFC Member Clubs and those working in women's football within EFC Member Clubs.

PROGRAMME FEATURES

Criteria

We welcome applications from senior leaders across the football industry, with priority given to EFC Member Clubs.

EFC is fully committed to Equity, Diversity and Inclusion and recognises education as a fundamental tool to actively amplify the voices, contributions and development of typically under-represented groups. In line with this commitment, EFC actively encourages applications from under-represented groups, including but not limited to those based on race, ethnicity, gender identity, sexual orientation, disability, age, religion, nationality and socio-economic background.

Full attendance is required to qualify for the certificate.

Application Process

- Eligible candidates must apply via the online application form before **26 February 2027.**

Link to online application form

- As part of your submission, you will need to provide:
  - Up-to-date CV
  - Motivation statement
  - Letter of recommendation
- Successful applicants will be notified by **the end of April 2027.**

If you have any questions about the application process, please contact: campus@efcfootball.com

Campus

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