





The world of sports is changing rapidly. Aspiring entrepreneurs have an opportunity to come up with new products and services that can revolutionize the experiences of fans, athletes, coaches and other participants in the sports ecosystem. Managers of sports institutions have an opportunity to solve their daily problems of running a sports club or winning competitions by using new technologies. Moreover, if they do not innovate, they run a risk of falling behind. In short – innovation – the process of coming up with new revolutionary products, services and solutions is entering the world of sports and becoming an essential part of doing business.

Yet, the day-to-day approach to doing business in sports doesn't allow for innovations to flourish. Both the sports entrepreneurs and sports managers need an adequate approach to come up with innovations.

The purpose of this course is to learn how to develop new sports products and services, processes and ways of doing business or business models. To do so, we'll use the most relevant techniques and frameworks from the world of innovation, such as design thinking, business model canvas or portfolio approach. These approaches have been effectively used by innovators in companies such as Apple, Google, P&G, GE, HP, but also at less innovative companies, small companies, NGOs and also in sports.



- **DELIVERY MODE ONLINE**
- **DURATION 2 MONTHS**
- **ACADEMIC DEGREE EXECUTIVE EDUCATION**
- **DELIVERED IN ENGLISH AND SPANISH**



# INSTRUCTORS

**Albert Mundet**  
EXPERT INSTRUCTOR



He is a former physicist, with a multidisciplinary background and extensive experience in Innovation Management across different sectors: Sports, Life Science or Media / Entertainment. He is a strong advocate for creating value through building innovation platforms across diverse entities. He holds a Masters in Science and Technology Studies for University of Salamanca and an MA Media Management at Parsons The New School (New York). He is also a La Caixa grantee and a Fulbright Fellow.

Barça Innovation Hub is a key strategic project that aims to leverage FC Barcelona's know-how to rethink the future of the sports industry. It promotes activities including research, innovation and education under an open and collaborative culture, working closely with leading brands, universities, research centres, and start-ups from around the world.

**Ivanka Visnjic**  
EXPERT INSTRUCTOR



Ivanka Visnjic is an Associate Professor of Innovation at ESADE Business School, where she also acts as a Director of Institute for Innovation and Knowledge Management.

Previously, Ivanka worked at a consulting firm McKinsey & Co, completed a PhD at KU Leuven in Belgium, held visiting posts at University of Cambridge, Haas Business School at University of California, Berkley and London Business School and helped set up business-led partnership, Cambridge Service Alliance, at University of Cambridge.

Her research, teaching and advisory activities are at the intersection of innovation, strategy and operations management with focus on discontinuous technological shifts, disruptive innovation and business model innovation.

**Steve Gera**  
EXPERT INSTRUCTOR



Steve Gera is a former officer in the United States Marine Corps who has gone on to coach and scout in the National Football League, run multiple businesses, and teach sports leadership at top universities. He has worked with a number of world-class teams, such as the San Diego Chargers, Cleveland Browns, Real Madrid CF, Team Sky Cycling, Philadelphia 76ers, the Navy SEALs, and the United States Marine Corps.

He is now the CEO for Gains Group, a sports innovation agency, and Partner at HickoryVC.

# OBJECTIVES

**Participants should expect to finalize this program with a plan on how to design a new product or a service and help their institutions to innovate on regular basis.**

## AIMED AT

- This course is designed for sport professionals with a desire to become entrepreneurs, sport team leaders with desire to be more innovative, and managers of sports institutions who want to see more innovation in their area.

## LEARN TO

- Recognize innovation opportunities and generate ideas to seize them
- Use experimentation and trial & error process to deal with the uncertainty that accompanies the innovation process
- Manage innovation teams and innovation projects, collaborate with internals and externals
- Select the right innovation projects, allocate resources, and create an innovation culture

# COURSES

## COURSE 1: Becoming a Sports Innovator

### MODULE 1. Innovating in Sports

Unit 1. Current Challenges and Opportunity in Sports

Unit 2. Innovation Process (iterations, time planning)

### MODULE 2. Understanding the Problem Space

Unit 1. Defining the Problem

Unit 2. User Empathy

### MODULE 3. Devolving Solution Space

Unit 1. Ideating in Sports

Unit 2. Prototyping in Sports

### MODULE 4. Getting Ready for the Market

Unit 1. Solution Testing

Unit 2. Developing the Business Model

## COURSE 2: Managing Innovation in Sports

### MODULE 1. Managing an Innovation Projects

Unit 1. Innovation Process in a nutshell

Unit 2. Managing Innovation Projects

### MODULE 2. Open Innovation in Sports

Unit 1. The Sports Ecosystem

Unit 2. Co innovation in Sports

### MODULE 3. Managing across Innovation Projects

Unit 1. Technology and new competitors

Unit 2. Project Portfolio

### MODULE 4. Resisting Disruption and Improving Experience

Unit 1. Disrupting innovation

Unit 2. Service Innovation in Sports

# EXPERIENCE

All your learning experience will take place in an online platform where you will find all the resources you need to study:

## LECTURES

which address the main topics.

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## VIDEOS

that deepen some subjects of the readings.

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## ACTIVITIES

to apply the content addressed in each module.

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## SELF-ASSESSMENTS

which will help you measure your learning progress.

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## ONLINE EXPERT

In every course, you will have the support and virtual follow-up of a subject-matter expert. This online expert will perform interventions throughout the different modules to ensure your learning, as well as the interaction with the rest of your peers.

In addition, he will be available in the forum and by internal messaging so that you can appeal to him as many times as you need.

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## FORUMS

where you can interact with your colleagues.

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# BENEFITS

- **World-class content, designed by experts and sports-industry oriented for an immediate impact.**
- **Round-the-clock access to study material, wherever you want and from any device.**
- **Custom feedback for every individual and teamwork activity.**
- **Spaces of discussion and interaction with industry professionals from all over the world.**
- **Certificate of participation for each course, issued by Barça Innovation Hub - Universitas. If you pass each of the courses that make up the program, and complete and pass the comprehensive final exam, you will also receive a verified certificate of completion for the entire program, with confirmation of identity, issued by Barça Innovation Hub - Universitas.**



# BARÇA INNOVATION HUB

**CREATING A NEW GENERATION OF  
SPORTS PROFESSIONALS**