

SIP Report 2020

Sharing Information
on Progress Report
The Principles
for Responsible
Management
Education

PRME Principles for Responsible
Management Education



“The Principles for Responsible Management Education (PRME) serves as a framework for progressive, systemic change in higher education institutions, especially for management and business education. All members are voluntarily committed to engaging in a continuous process of improvement of these Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions.

As such, a central commitment of any institution participating in PRME is to regularly share information with its stakeholders on the progress made in implementing the Six Principles through Sharing Information on Progress (SIP) reports. The SIP Policy which was first launched in 2008 at the 1st Global Forum for Responsible Management Education in 2008, has grown under a simple, accessible framework that provides flexibility for PRME's signatories, with guidance from the UN Global Compact Reporting Team.”

Johan Cruyff Institute

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Letter from the General Manager

Barcelona, June 2020

Dear PRME peers,

It has been two years now since Johan Cruyff Institute started to engage with the PRME global community. At that point (2018) in our development as a private institution for sport business management education, we found that our continuing effort to develop responsible leaders in sport could add value to other academic institutions like us, which work towards the same purpose: creating a better world.

Over this period, we have initiated our Strategic Plan 19/21, we have further developed our Corporate Social Responsibility Program, given support to talented athletes, created our Code of Conduct and extended the social debate on the impact of sport in society, amongst other activities.

In this SIP Report, we are sharing some of the kick-offs and initial outcomes of this continuing effort; others are still in progress and will thus be part of our next report in 2022.

We are aware this is an ongoing process and remain convinced that the interests of professional sport can only be safeguarded in the long term through ethical business conduct, and that the development of socially responsible leaders in the sports industry is essential for achieving this goal. We intend this report to reflect our conviction to these principles.

I would like to thank the PRME community for its continuous effort and support.



Mariël Koerhuis, MBA
General Manager
Johan Cruyff Institute

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Introduction to Johan Cruyff Institute and our approach to responsible sport business management education

OUR BELIEF

Our founder, Johan Cruyff, strongly believed in the principles of sport and its value for society in general. If we all applied fair play in sport, life and business, the world would be a better place. This is what we aim for at Johan Cruyff Institute. We strive to educate socially responsible leaders who believe in the values of sport for the betterment of the sports industry and society.

We have a strong conviction that we have the moral obligation to safeguard ethical conduct in the sports industry. We put our commitment to Johan's belief and legacy into practice through our Corporate Social Responsibility (CSR) activities, focusing on the social engagement of our partner sports entities and ensuring that athletes are able to develop their dual careers whilst they apply transparency, fair play, team spirit and resilience.

“



In my opinion, athletes possess remarkable qualities. They are committed, eager to improve and goal-oriented. With these traits and the right academic training, our athletes become successful leaders in the world of sport management. Who better to serve the best interests of sport than someone who has the heart of an athlete?

JOHAN CRUYFF

OUR HISTORY

Johan Cruyff Institute is a private academic institution, founded in 2002 in Barcelona by Johan Cruyff, the former football player and coach. Johan Cruyff founded the institute based on his belief that athletes should be able to combine their active sports career with responsible academic education.

For this reason, in 1999, he started conversations with the University of Applied Sciences of Amsterdam to develop a bachelor's degree in sport marketing for elite athletes. The first Johan Cruyff University was created and in the following years two other universities of applied sciences followed in the Netherlands, offering responsible sport management education to athletes.

In the following years, Johan Cruyff Institute expanded its academic offer to include vocational training in sport marketing, sport business and coaching. In 2004, the first Johan Cruyff College was founded within the ROC Amsterdam (the official vocational training provider in the Netherlands). In the years to come, four more Johan Cruyff Colleges were opened in the Netherlands.

Each educational institution in the Netherlands operating under the name of Johan Cruyff College or Johan Cruyff Academy has a long-term commitment to educate leaders in sport business according to our corporate values, and engage in our corporate management support as far as the content, scope, marketing and quality of their academic programs are concerned.



Between 2003 and 2013, we continued our international expansion with similar agreements in Mexico, Peru and Sweden. In 2006, an equity delegation was set up in the Netherlands (Amsterdam) to boost the postgraduate and master's activities of Johan Cruyff Institute on Dutch soil.

In 2008, we decided to create our own techno-pedagogical unit at our headquarters in Barcelona, which implied a strategic move. By offering the entire portfolio of academic programs in online and blended learning modalities, we were able to reach out further on a global scale.

The corporate evolution implies not only globalization, but also a diversification of the academic offer and the target groups. Our program portfolio now includes vocational training, undergraduate, postgraduate and master's degrees, and executive education, in the knowledge fields of sport management, sport marketing and sponsorship, coaching/leadership development and football business.

In 2016, Johan Cruyff Institute obtained the official accreditation of the Master in Sport Management, through the strategic partnership with the Universitat Autònoma de Barcelona, the top ranked university in Spain (The Times, 2016). Our Master in Sport Management features among the world's top 25 programs in sport management, with the online edition ranked 7th in Europe (SportBusiness Postgraduate Course Rankings 2019 – SportBusiness International Magazine.)

Our target groups now extend from (former) athletes to professionals working in the sports industry in middle and senior management positions. Both individual and corporate students are joining our global network of more than 9,000 alumni and 300 corporate partners active within the sports industry around the globe.

OUR FACTS AND FIGURES

5,356

On campus students

Amsterdam, Barcelona, Mexico City, Lima and Stockholm

4,173

Online students

In the world

+90

Academic programs

127

Faculty members

12

International centers

13

International agents

TOP 15

EUROPE 2019

SportBusiness International Ranking
June 2019



OUR PROGRAMS

Our programs have been designed by academics and sports industry professionals and are enriched by the personal experiences of faculty and participants. Our programs are distinctive and tailor-made for the specific needs of athletes and sports professionals who want to further develop their careers in sport business, respecting the values of sport.

The education programs are offered in on-campus, blended and online formats.

SPORT MANAGEMENT	SPORT MARKETING AND SPONSORSHIP	FOOTBALL BUSINESS	COACHING
MASTERS	MASTERS	MASTERS	MASTERS
<ul style="list-style-type: none"> Official Master's Degree in Sport Management (UAB) On campus Master in Sport Management Blended 	<ul style="list-style-type: none"> Master in Sport Marketing & Sponsorship Online 	<ul style="list-style-type: none"> Master in Football Business in partnership with FC Barcelona Master in Football Business On Campus 	<ul style="list-style-type: none"> Master in Coaching On Campus
POSTGRADUATE DIPLOMAS	POSTGRADUATE DIPLOMAS	POSTGRADUATE DIPLOMAS	
<ul style="list-style-type: none"> Postgraduate Diploma in Sport Management Blended 	<ul style="list-style-type: none"> Postgraduate Diploma in Sport Marketing Blended Postgraduate Diploma in Sport Sponsorship Blended 	<ul style="list-style-type: none"> Postgraduate Diploma in Football Business Online 	
SPECIALIZED COURSES		SPECIALIZED COURSES	
<ul style="list-style-type: none"> Strategic Management of Sport Organizations Online Financial Management in Sport Organizations Online Sport Event Management Online Sport Facility Management Online Innovation and Entrepreneurship in Sport Organizations Online Leadership in Sport Organizations Online Sport Law Online ESports Online 	<ul style="list-style-type: none"> Sport Marketing Online Sport Sponsorship I: Strategy Online Sport Sponsorship II: Activation and Measurement Online Sport Digital Marketing Online Sport Media Online Human Resources in Sport Online Governance in Sport Online Corporate Social Responsibility in Sport Data Analytics in Sport 	<ul style="list-style-type: none"> Introduction to Football Business Online Fan Engagement Online Football Industry Insights Seminar Series On Campus 	
BASIC COURSES	BASIC COURSES	BASIC COURSES	
<ul style="list-style-type: none"> Sport Management Fundamentals Online 	<ul style="list-style-type: none"> MOOC Sport Sponsorship Online MOOC ESports Online 	<ul style="list-style-type: none"> Football Business Fundamentals Online 	

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Alignment of PRME with Corporate Strategy and practical actions



PRINCIPLE 1: PURPOSE

“We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.”

I. STRATEGIC PLAN 19/21

Our Strategic Plan 2019/2021 (SP19/21) describes the corporate competences needed to compete in the global sport management education market as follows:

“Being able to develop and deliver up-to-date learning programs in sport management in a flexible, customized manner and being recognized as an acknowledged learning institution that successfully offers value for money”.

Society in general, and the world of sport management education specifically, expects that any learning institution will be accredited, assuring the quality of the programs. The sports world, in general, will expect an education for athletes and coaches which is action-oriented, flexible and adaptable to specific sport schedules (customized, in situ). Any initiative of the legend that is Johan Cruyff is expected by society to be talented, socially engaged, different and out-of-the-box.

Johan Cruyff Institute needs to meet all these expectations by creating and applying a challenging and distinctive mix through flexibility, personalized learning paths, quality of products and services pre-, during and post-delivery, brand positioning and competitiveness of the learning programs, in order to be successful and sustainable over time.”

The definition of the SP19/21 of Johan Cruyff Institute is furthermore based upon the consolidation of our **Purpose**. It reflects our future aspirations for Johan Cruyff Institute:

- Our **Mission** is to professionalize the sports industry.
- Our **Vision** is to be a boutique academic institution in sport management, where athletes, professionals and sports entities can exchange ideas and knowledge for the **benefit of sport and society** on a global scale.

- Our **Values** are motivation, intuition, curiosity, pragmatism, social engagement and optimism.
- Our **Core Messages** are education, experiences, employment and enjoyment.
- Our **Value Proposition** is educating the next generation of leaders in sport management.

We formulate our Purpose from our belief that we have the moral obligation to safeguard ethical conduct in the sports industry. We aim to contribute to a more professionalized sports industry by educating responsible leaders capable of doing business in sport in a socially responsible and sustainable manner.

Our SP19/21 sets seven Challenges which drive concrete goals for internal development & growth (caring for team members & talent development), internal processes (optimization of resources & sustainability), stakeholder value (student, alumni and corporate services), and financial sustainability.

II. THE CRUYFF ATHLETE FUND

The Management Team has the commitment to withhold 0.6% of our yearly turnover for our scholarship program, named The Cruyff Athlete Fund www.thecruyffathletefund.org/en/, to help eligible athletes fund their studies. The Cruyff Athlete Fund was created in 2018 and 14 students have benefited from it so far. We will share the first results on learning outcomes and progress in our next SIP Report.



PRINCIPLE 2: VALUES

“We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”

I. ACADEMIC ACTIVITIES AND CURRICULA

Since the 2019/20 academic year, our program portfolio has been extended with three new courses related to PRME:

- Corporate Social Responsibility in Sport
- Governance in Sport
- Managing Cultural Diversity

These three new programs, which cover detailed aspects of setting and implementing a social responsibility strategy, governance and managing cultural differences in sports entities, are now also part of the curriculum of our Master in Sport Management in all its modalities (on-campus in Amsterdam and Barcelona, blended and online). They are delivered in English and Spanish, and had a total of 157 students in 2019-20. Our aim is to increase this number 10% by 2022 (in the online modality).

Regular workshops on cultural diversity are given at our campus in Amsterdam for institutional or corporate partners and clients (sports clubs, sports federations and businesses).

Our Master in Coaching, delivered in Dutch and English on the same campus since 2009, has developed over 250 leaders in the 15 editions we have organized so far. The curriculum of this leadership development program includes personal development and intervention skills and promotes responsible personal leadership in order to be able to lead other people.

In May 2020, we offered a free webinar (in Spanish) on Corporate Social Responsibility, reaching out to students, alumni, partners and all professionals interested in how CSR is applied in sport. A total of 199 participants registered and actively participated in the webinar.

The importance of sustainability in sport is part of our Sport Facility Management course, which analyzes the impact of energy saving and how to build smart and secure stadiums for a sustainable and safe future, respecting the United Nations

Global Compact principles. A total of 127 students joined the course in 19/20 (in Amsterdam, Barcelona, Lima and online). Our aim is to increase this number 10% by 2022 (in the online modality).

II. SHARING VALUES

Our new Code of Conduct gives details of our vision and goals regarding the ethical conduct of our board members, employees, faculty, students, providers, partner entities and all other stakeholders that interrelate with our institution. You may find our [Code of Conduct here](#).

Furthermore, all communication channels with our faculty and students are centralized in our Virtual Campus, which offers access to materials, reading texts, webinars, case studies and all institutional material related to our Purpose and corporate values.

Regular communication with other stakeholders such as staff, board members, alumni and partners is maintained through personal meetings and content-based digital newsletters. We use these tools to share our philosophy and stress the importance of educating responsible leaders in sport for a more professionalized industry.

External stakeholders can find the latest news on the institution on our website <https://johancruyffinstitute.com/en/about-us/> and social media.



Free webinar on Corporate Social Responsibility



PRINCIPLE 3: METHOD

“We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.”

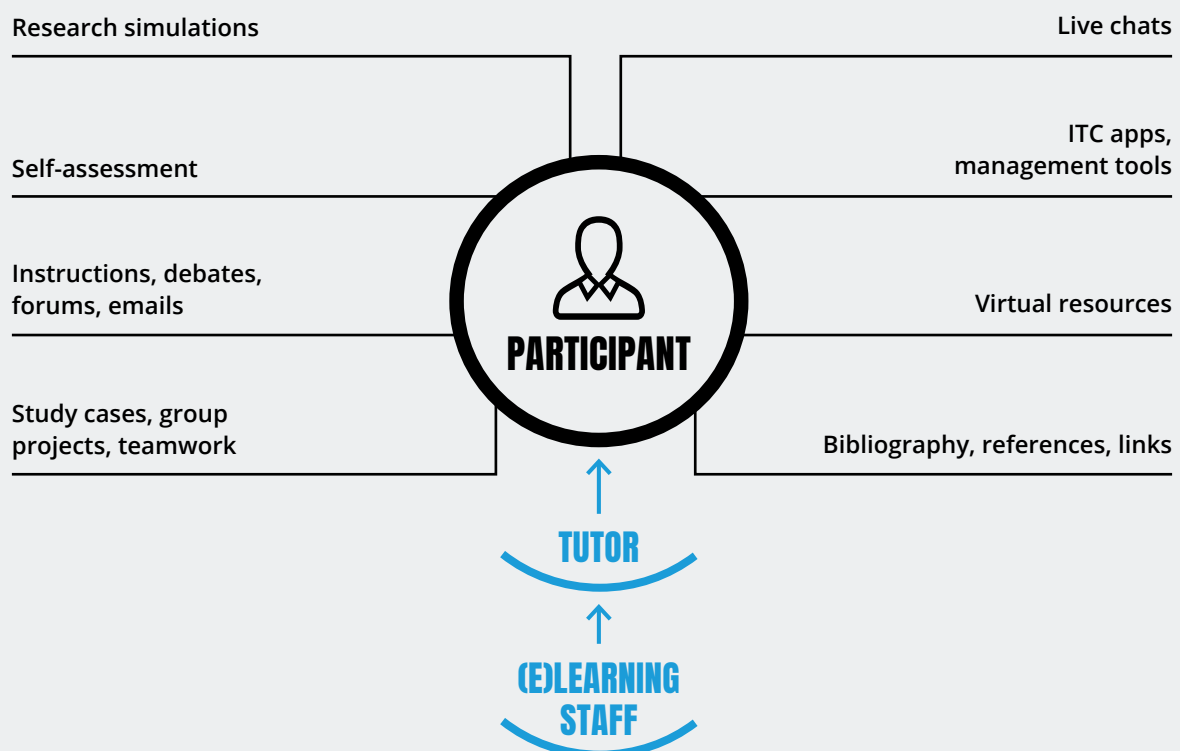
I. LEARNING MODEL

Our model, based on participant-group-institution teaching, is designed to be simple, flexible, responsible, adaptable and accessible to all participants without limitations of time or space. The Johan Cruyff Institute methodology puts the student at the center of their education in both online and on-campus programs. Students enjoy learning based on a learning-by-doing methodology. We encourage collaborative work and transfer the content to specific situations in sport management (connective teaching methodologies and social constructivism). Our expert faculty staff guide the students through the learning process, providing high quality training, with the flexibility of action-driven learning, of responsible future leaders in sport.

It is our aim that students go through a powerful and constructive learning experience, boosted by a learning model which is:

- 100% sport-oriented
- Student-centered
- Based on the principle of ‘learning by doing’
- Flexible, diverse and using the latest technologies
- Motivational, communicative and participative
- Adapted to each individual’s workload and availability
- Respectful of cultural, gender and social diversity

TEACHING MODEL LEARNING APPROACH (CENTERED ON THE STUDENT)



We understand that this learning model offers the following considerable benefits for the students:

- Learning 3.0: flexible schedules, different learning environments and technologies.
- World-class faculty: interaction with expert faculty and sports industry professionals.
- Collaborative tools, teamwork, communication and debate.
- Sports-industry oriented: training with a focus on the responsible business sector of the sports industry.
- Learning from experience: designed for professional and personal improvement.

II. TEACHING METHODOLOGIES

The teaching methodologies we use in our programs are diverse and technology-based. They aim to achieve as much individual talent development as possible, through community learning. We promote directed, supervised and independent learning activities and ensure personal tutoring of all our students in each program.

III. PAPERLESS CAMPUS

The mix of methodologies we use reflects how we want the learning environment to be rich in technology. This fact serves a second purpose: a paper-free campus for all our programs (not just the online ones). Our learning resources are digitized, and few hard-copy materials are used or asked of the students. Our infrastructure is lean and clean, with our back office and front office completely supported by a cloud working environment and virtual office support, thus ensuring environmental sustainability to the utmost.

IV. FACULTY DEVELOPMENT

The alignment with PRME regarding the development of our faculty pool (127 members) is assured through the definition of our selection criteria and through initial training. Our faculty members are sportspeople and academics who identify with the values of sport and thus with our institution: they are selected, amongst other criteria, for being motivated, intuitive, optimistic, pragmatic, socially engaged and curious people. They identify with Johan Cruyff's philosophy and put his legacy into practice in the classroom.

All faculty members receive training on this philosophy and our teaching model on a regular basis.





PRINCIPLE 4: RESEARCH

“We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.”

As a learning institution with a strong focus on the practical application of knowledge, Johan Cruyff Institute is not an academic research-oriented institution. We have no specific research centers or institutes offering academic careers, nor do we have a PhD learning path in our portfolio. We are focused on applied sciences.

We do, however, collaborate and partner up with research-oriented universities in the UK, the Netherlands and Spain, thereby aligning with Principle 4.

In the UK, we recently started an exchange program with Coventry University for PhD students, staff and faculty of both institutions.

I. THE CHAIR FOR SPORT AND SOCIETY

In Spain, we have initiated a strategic partnership with Universitat Autònoma de Barcelona to collaborate in the field of teaching, publishing and content development. One of the projects that lie ahead is the creation of a Chair for Sport and Society. Due to the absence of a supporting organization to fund the Chair, we have not yet been in a position to proceed with the project. It is our goal to further explore alternative funding for making this Chair a success.

Specific research suggested for the Chair, are:

- How to reduce the challenges athletes face to enter the labor market: employability
- Psychological aspects of the transition from a sports career to a professional career
- Innovation and technology in the sports industry
- Entrepreneurship in the business of sport: start-ups for a sustainable future





PRINCIPLE 5: PARTNERSHIP

“We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to meeting these challenges.”

I. CORPORATE PARTNERING ORGANIZATIONS

We work with board members and executives of institutions and companies that share our vision and our values: teamwork, the desire to succeed and respect. These values, typical in sport, are reflected in the personal and professional skills that are also essential for success in the business world. Together with our institutional and corporate partners, we create synergies for the mutual transfer of knowledge and talent, resulting in educational projects for the benefit of the partner company and the sports industry in general.

We establish agreements with business leaders of corporate partner organizations in different areas:

1. Transfer of knowledge

Business leaders of partner companies, clubs or federations contribute to the creation of educational content through the development of practical case studies, lectures, visits and research projects that facilitate the transfer of knowledge from Johan Cruyff Institute to the company, and vice versa.

2. Transfer of talent

Our corporate partners can find new talent through our External Placement and Career Services Program. Sports businesses can be assured of effective talent-onboarding by sharing job opportunities with our students and alumni, who they know are aligned with the values of sport and, as such, will apply these values in their daily working lives.

3. Scholarship fund and sponsorship

Corporate partners and business leaders also contribute to and support the development of talent through participation in our Scholarship Fund. Some leading businesses acknowledge the value of sport for society, and support athlete students with difficulties to finance their studies. Some examples are Ortec (IT company),

Telesport (media) in the Netherlands, and FC Barcelona in Spain.

We invite our corporate partner organizations to take part in thematic roundtable discussions, group meetings, webinars and workshops that we organize throughout the academic course. At these events, we jointly explore approaches to face the diverse challenges of responsible and sustainable business management in the sports industry to the benefit of our students and alumni.

Over the past five years, we have established collaboration agreements with almost 300 companies, clubs and federations worldwide. This means that the exchange of knowledge and talent is now widely extended amongst our stakeholders in the sports industry. It is our aim to increase this number another 20% by 2022.

II. THE WORLD OF JOHAN CRUYFF

Within our network of associated institutions of The World of Johan Cruyff, we have a special partnership with the NGO, Johan Cruyff Foundation (www.cruyff-foundation.org/en/).

Johan Cruyff created his foundation to help underprivileged children and young people at risk of social exclusion improve their quality of life through sport and space. We support Johan Cruyff Foundation through volunteering, support services and funding of special projects. One of these projects concerns educating the “Heroes of the Court”. In this Community Program, young adults are trained by Johan Cruyff Institute to serve as community leaders and social event managers for community sports (football).

Furthermore, the Johan Cruyff ArenA carbon-neutral sports stadium, located in Amsterdam, is one of our partner entities for internationalization and innovation. The Johan Cruyff ArenA is considered one of the most modern stadiums in the world, due to its strategic implementation of

smart technology for sustainability. You can read more about this approach to the circular economy [here](#).



III. THE GLOBAL NETWORK

Our network of international academic and business partners has expanded significantly over the last 10 years. Our international presence now includes five Johan Cruyff Institutes (postgraduate and executive education) and 13 international agents, three Johan Cruyff Academies (undergraduate degrees) and four Johan Cruyff Colleges (vocational training). We establish local exchange networks with government agencies and partnerships with business leaders to extend our mission.

5 Johan Cruyff Institutes
3 Johan Cruyff Academies
4 Johan Cruyff Colleges
13 international agents





PRINCIPLE 6: DIALOGUE

“We will facilitate and support dialogue and debate among educators, students, businesses, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.”

I. DEBATES AND ROUNDTABLE DISCUSSIONS

As an academic institution, expressing our concern for responsible sport business management is essential. This is why we organize and participate in debates and roundtable discussions on various themes that include PRME-related issues. Some of the more prominent or impactful events (i.e. forums, workshops, roundtables, conferences) over the last couple of years are summarized below:

- **International Player Care Conference, London (November 12, 2018)**

“Life as a hot prospect”, a panel session to discuss the role of education for athletes. Who has the responsibility for making the players understand the importance of ensuring a proactive life after their retirement?

[Read article](#)

- **Everything in Sport, London: Women's Edition (December 3-4, 2019)**

The organizers of the event brought together the global sports community, including clubs, governing bodies, associations, tech providers, law firms and start-up businesses, to discuss and debate where women's sport is heading. The program covered topics including the gender gap, the influence of elite sport stars, and the cultural issues that currently exist. Among the values promoted by the event, the organizers highlighted gender equality and being respectful to all people, races, religions and cultures. Johan Cruyff Institute was one of the Attending Companies sponsoring this congress.

- **Roundtable debate: “Entrepreneurs in the Sports Industry” (February 14, 2020)**

Johan Cruyff Institute invited entrepreneurs from the sports industry to participate in a roundtable to present real projects to the students of the Official Master's Degree in Sport Management from the Johan Cruyff Institute and the Universitat Autònoma de Barcelona.

[Read article](#)

- **World Football Summit Madrid (September 2018 and 2019)**

“The Day After”, a panel presented by Johan Cruyff Institute to discuss the reality faced by most players when the day for them to retire arrives. Academic training is not only ideal, but also an essential requirement, so that the football industry can be nurtured by those who have dedicated the best years of their life to sport and can represent its values to the best.

[Read article 1](#)

[Read article 2](#)

- **Free webinar: Corporate Social Responsibility in the World of Sport (May 5, 2020)**

Sport moves mountains, and also consciences. It is a social energizer, with enormous strength in transmitting universal values to society. And if a brand can identify with those values, its reputation and social contribution will be reinforced. Integrating the world of sport as a driver for social change, this is how institutions such as FC Barcelona, the Ricky Rubio Foundation or the International Olympic Committee contribute to making the lives of millions of people a little better, thanks to sport.

- **Webinar series: Life after minute '91 (May and June, 2020)**

Webinar series created for professional football players, with conversations between Johan Cruyff Institute and former or current professional football players about life after their retirement. They explain their own experiences of how they prepared for and entered the world of work after finishing their sports career.



PRINCIPLE 7: ORGANIZATIONAL PRACTICES

“We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.”

Johan Cruyff Institute is a modern, technology-based and mission-driven organization. This implies that whilst executing our activities, we constantly keep in mind how we can possibly minimize our environmental impact and how we can optimize the resources we need, maintaining our vision of a socially-engaged institution.

I. SUSTAINABLE ORGANIZATION

We described earlier the mix of methodologies, supported by technology, that we use in our learning environment. This also serves a second purpose: a paper-free campus for all our programs (not just the online ones). Our learning resources are digitized, and few hard-copy materials are used or asked of the students.

Our infrastructure is lean and clean, with our back office and front office supported by a cloud working environment and virtual office support, thus ensuring environmental sustainability to the utmost. All staff members are able to work from their homes, thus reducing contamination and office space. With the Covid-19 pandemic and the resulting lockdown, this has proven to be a big advantage for the organization and for the environment.

We use natural resources such as water, air and paper, in an environmentally-conscious manner. Drinking water pumps are available at different points in our venues, for staff, faculty, students and visitors. Little paper is used at the offices in Amsterdam and Barcelona. It is our aim to have a completely paperless office by 2022. Furthermore, both our air conditioning and heating systems are automated for optimal use and minimum environmental impact.

II. DIVERSE ORGANIZATION

We promote gender, religious and cultural diversity amongst our staff, students and faculty. Currently, 40% of our staff members are men and 60% are women: 66% of the senior leadership positions are occupied by women, representing a high percentage of female leadership throughout the organization.

Leadership styles are associative and participative, giving space to different points of view and promoting the participation of employees. Respect, learning and empowerment are our guiding principles.

All employees are regularly assessed on their performance and are offered training and career development support with continuous learning, both on-the-job and through outsourced educational programs.



CONTACT INFORMATION


PRME Principles for Responsible
Management Education

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Educating the next generation
of Leaders in Sport Management

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