

# THE NEXT 90

DESIGN YOUR  
SECOND CAREER

**FIFA**<sup>®</sup>  
—  
LEGENDS



# DEAR FRIENDS,

Since 2016, it has been my mission as FIFA President to bring football back to FIFA and FIFA back to football, and I am well aware that there are no better ambassadors for the sport we love than those who have played and excelled in our game.

We created the FIFA Legends Programme as a means to reconnect footballing greats with our organisation and the game in general. The FIFA Legends have travelled to all corners of the world to promote the numerous positive values that our sport brings to communities, whilst acting as key role models for new generations by showcasing how hard work, persistence, passion and consistency can take you to the top of your craft.

Indeed, the drive that I have witnessed amongst the FIFA Legends has convinced me that those of you who have played the game are destined to excel in all that you pursue after calling time on your playing careers. The only thing that you need are the tools to go and succeed.

It is therefore with great pride that I present The Next 90, a tailor-made FIFA project that is designed to assist you as you take the next step in your post-playing career. We are launching The Next 90 with an educational programme run in conjunction with the International Centre for Sports Studies (CIES) that will provide you with all of the necessary tools to design a second career on your own terms, whether it be related to our game or otherwise.

This project offers FIFA the opportunity to support you in your next step and ensure that you continue to make a significant positive impact on our society at a time when the world needs it most.

This is FIFA's commitment to you, the individuals who have contributed to making our game the great sport that it is. We will continue to support you on your journey, because your life is not over when the final whistle sounds and you have to make sure that you are ready for the next 90.

Gianni Infantino



# THE CHAIRMAN AND THE SON



# THE AIM

The Next 90 Programme aims to provide retired footballers with the relevant tools to manage their career transition after they have made the decision to hang their boots up. The course involves a practical, hands-on approach and the goal is to create a real-life project that allows the individual to embark on a new chapter in their professional life, be it within the game or any other sector.

The Next 90 seeks to empower participants to become the CEO of their new career.

IT TAKES LOTS OF  
DETERMINATION TO  
ACHIEVE GOALS  
AND REALIZE  
YOUR DREAMS

KAKA

# THE EXPERIENCE

The programme offers a transformative learning journey that harnesses participants' potential and provides them with the frameworks and techniques to design their second career and acquire the relevant know-how to thrive as leaders.

The seven-module course enables participants to acquire the essential tools to enhance their skills and successfully plan for their next 90.

Specifically designed for former professional footballers, The Next 90's learning model revolves around the following three pillars:

- 1. Intensive modules** that enable participants to learn and discuss essential skills via in-person and live online sessions, asynchronous material such as videos, case studies and e-books, hands-on exercises and active discussion. Modules will be taught by experienced teachers with strong business experience and renowned guest speakers.
- 2. On-demand hard- and soft-skill sessions** led by experts to hone key managerial skills.
- 3. A tailor-made mentorship initiative.** Participants will be paired with accomplished mentors who will support them throughout the programme, providing guidance to help them to navigate their transition on to the next 90 .

Each module is designed to introduce participants to key topics and tools that promote the development of business acumen and aid the transition to a new professional life. Participants will take part in dynamic sessions based on interaction and small-group exercises, in which they will exchange perspectives with peers as all course attendees progress together.



I'M LEARNING  
A LOT EVERY  
DAY WHICH IS  
IMPORTANT AT  
EVERY STAGE  
OF LIFE

TIM CAHILL

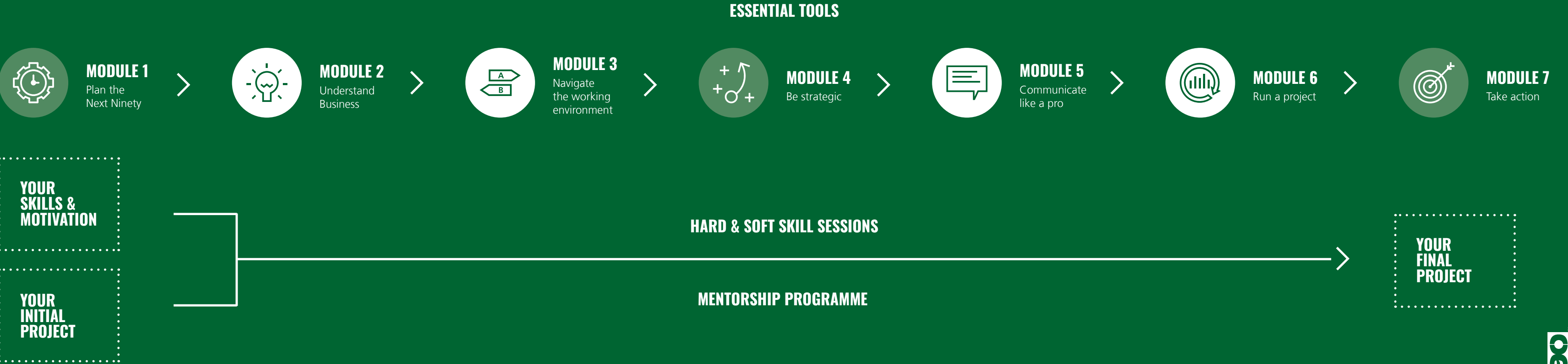


## WHO IS IT FOR?

The Next 90 Programme is aimed at retired players with at least one senior international cap to their name and a good command of both written and spoken English. We are looking for natural-born leaders and former players who are keen to transfer their on-pitch achievements into a second career, be it in football or any other field.

Candidates with a curious mind, a strong interest in sharing experiences and knowledge and a demonstrable eagerness to constantly learn and seek self-improvement will enjoy, thrive and excel within the programme.

# THE LEARNING JOURNEY





MODULE ONE

# PLAN THE NEXT 90

 **IN PERSON, ZURICH (SWITZERLAND), FOUR DAYS AT THE END OF JANUARY 2022**

Transitioning into a second career is a process that the individual must approach with a clear understanding of their professional objectives and strong self-awareness.

The first module in the programme will help participants to lay the path to a second career as they reflect on their personality, skills and motivation whilst envisioning a professional project.



At the end of the module, participants will be able to:



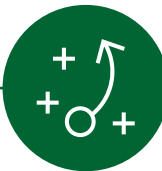
**ASSESS**

their personality and the skills they have acquired throughout their football career;



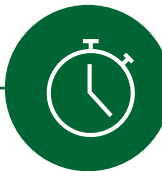
**IDENTIFY**

the skills they are able to transfer into a different business environment;



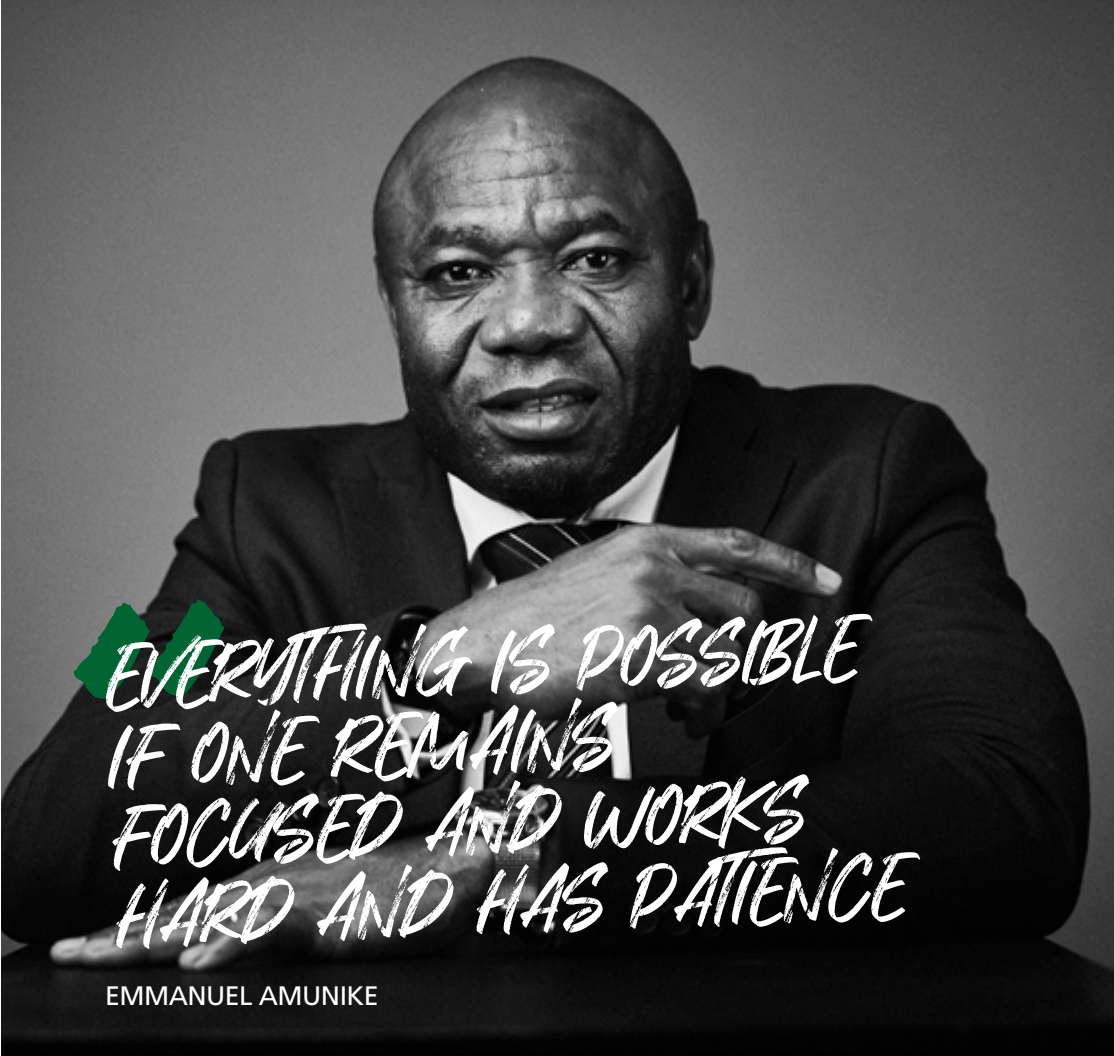
**DEVELOP**

a management and leadership style based on their personality and transferable skills; and



**BEGIN**

to plan their next 90.



EMMANUEL AMUNIKE

MODULE TWO

# UNDERSTAND BUSINESS

 **ONLINE, FIVE WEEKS FROM MARCH TO APRIL 2022**

In order to create value, an effective manager must understand and use business language, evaluate risks, recognise red flags and make sound decisions. All of this requires a knowledge of the environment, a strong and articulated value proposition, clear short- and long-term objectives and the ability to turn business ideas into viable projects.

Module 2 aims to help participants embrace a business mindset and understand and talk business language in order to drive action. Participants will acquire the essential tools to navigate the environment and create competitive value propositions.

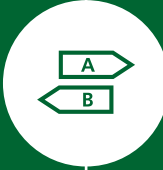


At the end of the module, participants will be able to:



**UNDERSTAND**

and interpret the business environment;



**MAKE**

informed and sound business decisions;



**DEFINE**

a value proposition; and



**DESIGN**

a viable business project.



*I ALWAYS  
WANTED TO DO  
MY BEST AND  
ACHIEVE GREAT  
RESULTS*

AYA MIYAMA

MODULE THREE

# NAVIGATE THE WORKING ENVIRONMENT

 ONLINE, FOUR WEEKS IN MAY 2022

An organisation is a social environment with its own rules and modus operandi. As is the case with a football team, it is essential to know how an organisation's structure works in order to diagnose and solve structural problems, establish effective working relationships, create win-win situations and exert influence across the organisation.

Module 3 provides participants with the tools and techniques to understand the principles of successful organisations, enhance performance levels and be an effective manager.



At the end of the module, participants will be able to:



**IDENTIFY**  
techniques to promote effective teamwork;



**EXPLAIN**  
the importance of corporate culture;



**CLASSIFY**  
different types of organisational structures; and



**DESIGN**  
an organisational structure.



MODULE FOUR

# BE STRATEGIC

 IN PERSON, ZÜRICH, FOUR DAYS IN THE SECOND HALF OF JUNE 2022

Why exactly is strategy so important in the world of business? What differentiates a good strategy from a poor one? How do you go about identifying a strategic challenge? It is essential that managers and organisations ask themselves such questions in order to create and capture value. Having a good strategic process enables organisations to understand their strengths and weaknesses, adopt a coherent approach to their operations, establish guiding policies and achieve results.

Module 4 helps participants to think critically and offers an effective toolkit to design and implement an actionable strategic plan.



At the end of the module, participants will be able to:



**USE**

strategic analysis tools effectively;



**IDENTIFY**

strategic challenges;



**ARTICULATE**

an actionable strategic plan; and



**APPLY**

practical tools to execute a strategy.

*YOU CAN CHANGE  
PEOPLE'S MENTALITY.  
WORK ON DIFFERENT  
PROJECTS AND HAVE  
AN IMPACT.*

LAURA GEORGES





*I HAD A GREAT  
CAREER AND NOW  
STARTED A NEW ONE  
AND I ALSO WANT TO  
BE THE BEST AT IT*

RONALDO

## MODULE FIVE

# COMMUNICATE LIKE A PRO

 ONLINE, FOUR WEEKS IN SEPTEMBER 2022

Savvy communicators are able to craft a compelling message and share information effectively. They communicate with clarity and conviction and have a positive impact on their audience. Enhancing communication skills is crucial to building trust, being persuasive and inspiring others to drive change.

Module 5 will help participants to navigate essential communication skills and communicate more effectively and confidently across a range of settings, be they virtual or in person, with a view to enhancing collaboration and leadership.



At the end of the module, participants will be able to:

**RECOGNISE**

and avoid communication bias;

**IMPROVE**

improved storytelling and communication strategies;

**PRESENT**

in a powerful way; and

**COMMUNICATE**

with impact.



MODULE SIX

# RUN A PROJECT

 ONLINE, FOUR WEEKS FROM MID-OCTOBER TO MID-NOVEMBER 2022

Planning and executing projects represent critical processes within all organisations. Indeed, it is by carrying out projects that organisations are able to implement strategies and turn visions and goals into actions. The difference between a successful and an unsuccessful organisation is the management's ability to effectively plan and execute projects within scope, budget and schedule.

Module 6 will provide participants with a practical toolkit to acquire the essentials of project management and allow them to operate effectively throughout each phase of the project life cycle.

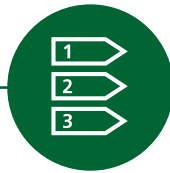


At the end of the module, participants will be able to:



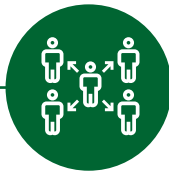
**SUMMARISE**

the main stages of the project management cycle;



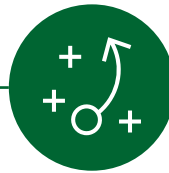
**APPLY**

tools, frameworks and strategies to manage projects;



**DISPLAY**

project leadership skills; and



**PLAN**

and execute a project





## MODULE SEVEN



# TAKE ACTION

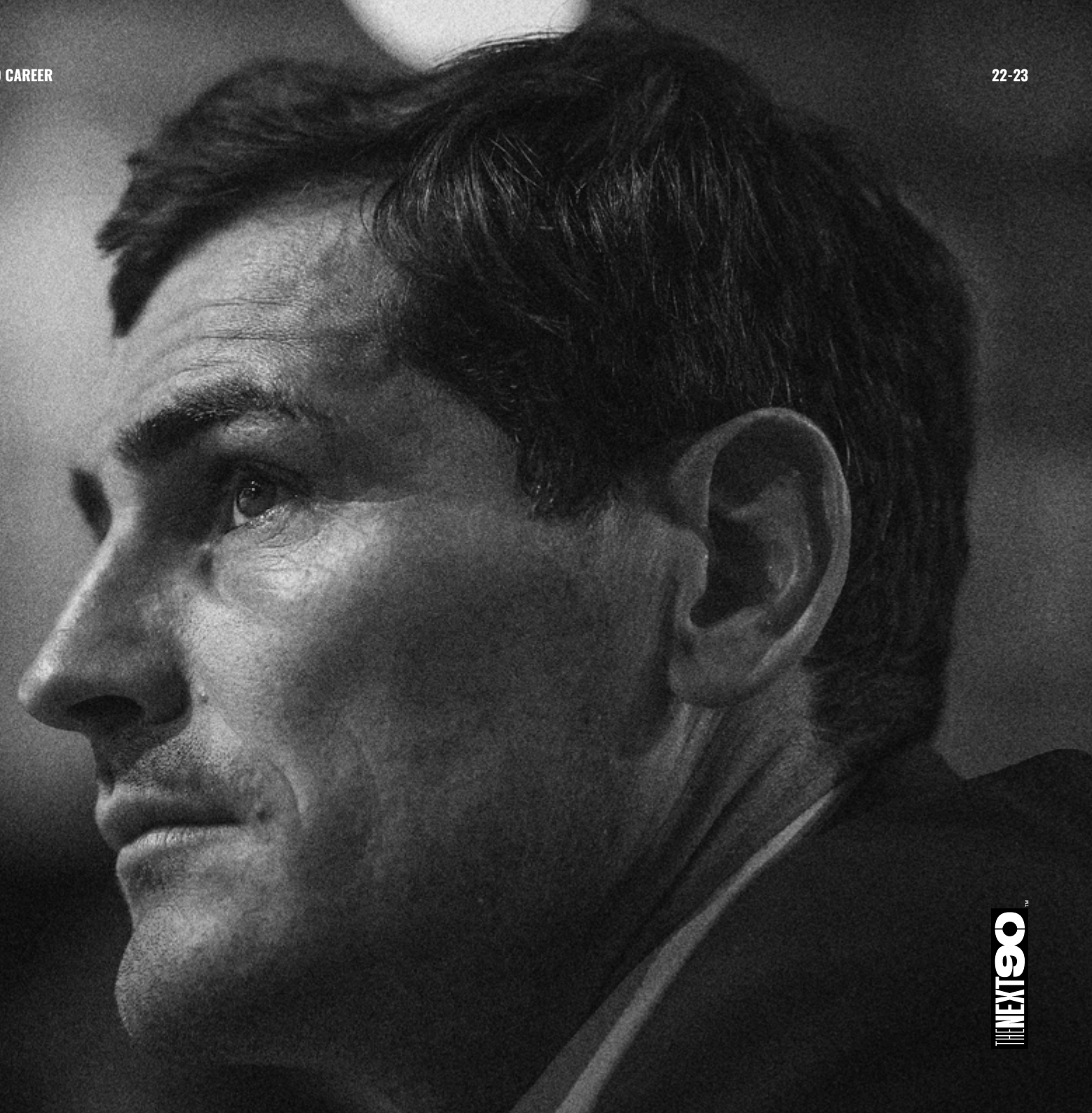
 IN PERSON, DOHA (QATAR), THREE DAYS IN DECEMBER 2022

By the end of the programme, participants will possess the necessary skills to thrive as managers in a complex business environment. They will be ready to produce an action plan to enter the business world and successfully embark on their second career.

Participants will apply the key principles, frameworks and techniques acquired during the course of the programme to craft their own professional project and make a strong start to their next 90.

*OUR CAREER  
EXPERIENCES  
PREPARE US  
VERY WELL FOR  
THE WORLD*

IKER CASILLAS







## THE ORGANISERS

**FIFA**  
—●—  
LEGENDS

The FIFA Legends Programme enables FIFA to recognise all those who have achieved something significant in the game at both club and international level. Over 7,000 footballers and coaches are able to call themselves FIFA Legends.

Leading by example is vital in football and the stars who have inspired millions of fans in the past are now able to make a difference as role models for future generations. To that end, more than 800 FIFA Legends have participated in activities to convey positive messages amongst the global football community.

**CIES** | INTERNATIONAL  
CENTRE FOR  
SPORTS STUDIES

The International Centre for Sport Studies (CIES) is an independent study centre located in Neuchâtel, Switzerland. It was created as a foundation in 1995 by the Fédération Internationale de Football Association (FIFA), the University of Neuchâtel, and the City and State of Neuchâtel.

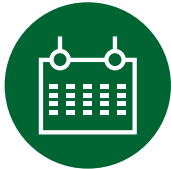
Using a multi-disciplinary approach (law, sociology, geography, history and economy), CIES provides research and top-level education to the world of sport. Since its creation, CIESit has aimed to act as a bridge between the worlds of research, education and sports organisations.



# PRACTICAL INFORMATION

The programme is hybrid and features a combination of in-person and online delivery.

In-person modules will be held over four days, whilst online modules will span four to five weeks. Online modules will be hosted by a dedicated learning management system via which participants will complete synchronous and asynchronous activities and engage in group work.



## Timeline

The first edition of The Next 90 Programme will begin in January 2022 and run until December 2022.



## Language

The programme will be taught in English.



## Costs

All fees and tuition costs are covered by FIFA. Each participant should cover their travel costs for the three in-person modules, including the cost of accommodation.



## Certification

Participants who complete the programme will be awarded a diploma issued by FIFA and CIES.

# INTERESTED?



## Contact us

Keen to find out more?  
Please write to us at:  
**thenext90@fifa.org**



## Apply here

1. Complete your application form
2. Submit your CV
3. Submit a covering letter
4. Record a short video







**FIFA**  
—  
LEGENDS