

Sports Financial Sustainability and Modelling Training Course

14 – 18 December 2026
Tokyo

AGILE LEADERS
Training Center

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Ref: 2206_261381 **Date:** 14 – 18 December 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Sports Financial Sustainability and Modelling Training Course is a one-week practitioner course for finance, executive, governance, commercial, and analysis teams in sports organizations, who leave with a Sports Financial Sustainability Model. The course connects revenue diversification, cost behavior, margins, cash flow, capital, debt, budgets, scenarios, risk, dashboards, and governance decisions. Agile Leaders Training Center develops sports financial sustainability and modelling practice.

Who Should Attend

- Teams responsible for financial planning, budgeting, and performance control
- Functions responsible for commercial revenue and partnership decisions
- People responsible for governance, oversight, and financial assurance
- Teams responsible for venues, events, competitions, and operating costs
- Functions responsible for investment analysis and strategic forecasting

The course assumes participants can work with budgets, financial statements, revenue data, cost records, or forecasts; it leaves out introductory accounting and general sports administration.

Departments and Industries

The course supports financial sustainability decisions across clubs, federations, leagues, venues, events, academies, and sports-service organizations.

- Finance, accounting, and performance-management functions
- Executive, board, governance, and risk teams
- Commercial, sponsorship, ticketing, and media functions
- Venue, event, competition, and operations teams
- Investment, strategy, analytics, and advisory functions

Learning Objectives

By the end of this course, participants will be able to:

- Analyze sports revenue, cost, and margin drivers.
- Build cash-flow and break-even models.
- Apply scenario and sensitivity analysis.
- Evaluate capital, debt, and liquidity capacity.
- Design risk-adjusted budgets and governance dashboards.

- Create a Sports Financial Sustainability Model.

Course Agenda

Day 1: Diagnose Financial Sustainability

- Sports Organization Financial Operating Model Map
- Revenue Stream Diversification Matrix
- Fixed and Variable Cost Behavior Analysis
- Contribution Margin and Break-Even Model
- Financial Sustainability Baseline Scorecard

Day 2: Model Revenue and Cash Flow

- Ticketing, Sponsorship, Media, and Membership Revenue Drivers
- Revenue Assumption and Volume-Price Model
- Rolling Cash-Flow Forecast Workbook
- Working Capital and Liquidity Control Schedule
- Cash Conversion and Funding Gap Analysis

Day 3: Test Risk and Scenarios

- Base, Upside, and Downside Scenario Architecture
- Financial Sensitivity and Tornado Analysis
- Risk-Adjusted Budget Assumption Register
- Event and Competition Volatility Stress Test
- Forecast Variance and Early-Warning Dashboard

Day 4: Govern Capital and Performance

- Capital Investment Appraisal and Prioritization Matrix
- Debt-Service Capacity and Covenant Review
- Cost-Control and Efficiency Action Portfolio
- Financial Governance Responsibility Matrix
- Board Sustainability Dashboard and Decision Pack

Day 5: Practice Sports Financial Modelling

- Exercise: Diagnose a Sports Financial Baseline
- Exercise: Build Revenue and Cash-Flow Drivers
- Exercise: Test Scenarios and Sensitivities
- Exercise: Evaluate Capital and Debt Capacity
- Capstone Exercise: Complete the Sports Financial Sustainability Model

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Practical Exercises

The course uses suggested activities based on club, federation, venue, academy, and event financial decisions.

- Suggested activity: classify revenue streams, cost behavior, margins, and break-even points.
- Suggested activity: construct a rolling cash-flow forecast and identify liquidity gaps.
- Suggested activity: compare scenarios, sensitivities, capital choices, and debt capacity.
- Suggested activity: assemble a board-ready sustainability model, dashboard, and action portfolio.

FAQs

Who suits sports financial sustainability and modelling training?

Sports financial sustainability training suits professionals who plan, govern, analyze, or control finances and can work with budgets, statements, revenue data, costs, or forecasts.

How does sports financial modelling differ from general sports management training?

Sports financial modelling focuses on revenue drivers, costs, cash flow, scenarios, capital, debt, budgets, and governance evidence rather than broad leadership, marketing, or event-management skills.

What does a sports financial sustainability model include?

A sports financial sustainability model connects revenue assumptions, cost behavior, margins, cash flow, liquidity, scenarios, capital, debt, risks, budgets, and decision indicators.

How does scenario analysis support sports financial sustainability?

Scenario analysis tests how changes in attendance, sponsorship, media, events, operating costs, investment, or financing affect cash flow, margins, liquidity, and resilience.

What should a sports financial governance dashboard show?

A sports financial governance dashboard should show revenue mix, cost trends, margins, cash position, forecast variance, liquidity, debt capacity, risk exposure, and assigned management actions.

Conclusion

Participants take back a Sports Financial Sustainability Model linking revenue, costs, margins, cash flow, scenarios, risks, budgets, capital, debt, and governance reporting. It turns assumptions into traceable forecasts and decision thresholds. The model supports coordinated choices across finance, commercial, operations, strategy, investment, risk, and board teams.