

**PRESIDENT INFANTINO: THE CHALLENGE OF RESTORING CREDIBILITY TO FIFA**  
**(Presidente Infantino, El Reto De Devolver La Credibilidad Organizacional A La Fifa)**

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**Note:** This case is written in Spanish

**Case Objectives and Usage**

This case is primarily designed for graduate students in MBA or master's programs, especially in courses on corporate governance, leadership, and organizational reputation. It can also be adapted for advanced undergraduate courses aimed at raising awareness about conscious leadership and ethical decision-making.

The case provides opportunities to reflect on:

- Corporate governance as a strategic challenge in global organizations
- Organizational reputation, crisis management, and strategic communication
- Leadership qualities: proactivity, consistency, and credibility
- Empathetic and assertive communication and how to respond to “unfair” criticism

It is also useful for illustrating the skills of a conscious leader and exploring a central concept in corporate governance: the “tone at the top.” The case highlights the connection between leadership behavior, ethics, transparency, compliance, human rights, and organizational reputation.

Through this case, students will develop a critical and proactive capacity to analyze a reputational crisis and formulate responses aligned with the principles of corporate governance and conscious leadership.

**Case Synopsis**

The case addresses the dilemma faced by FIFA President Gianni Infantino in the days leading up to the 2022 Qatar World Cup, amid intense public criticism and calls for a boycott. The decision to award the first World Cup in the Middle East was made in 2010 during the presidency of Joseph Blatter, when Infantino was Secretary General of UEFA. Since then, the choice of Qatar has raised suspicions of irregularities and bribery, severely undermining FIFA's legitimacy.

With growing international pressure just weeks before the tournament began, Infantino was forced to define a communication strategy in response to an institutional crisis that threatened not only FIFA's reputation but also its credibility as a trustworthy leader. The case places students in Infantino's position, challenging them to reflect on how to respond—whether with silence, defense, or critical distancing—while balancing the pressures from sponsors, governments, media, and civil society organizations.

## CASES WRITTEN IN SPANISH LANGUAGE

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| Cases                                                                                                                                                       | Authors                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Are we in time to change?<br>(¿ Estamos a Tiempo de Cambiar?)                                                                                               | Karen Boroff<br>Isabel Ortiz<br>Luis Salgado         |
| Hugo Pork y el reto dela internacionalización<br>(Pork and the Challenge of Internationalization)                                                           | Oscar Calderon                                       |
| President Infantino, the challenge of restoring credibility to FIFA<br>(Presidente Infantino, El Reto De Devolver La Credibilidad Organizacional A La Fifa) | Pablo Alamo<br>Francisco Prada<br>Jaime Alonso Gómez |
| Salud Bucal: The challenge of democratizing access<br>(Salud Bucal: El Reto De Democratizar El Acceso)                                                      | Eric Geraldo Moreno Batista Sonia<br>Read            |

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