

Feasibility Study: 2018 England FIFA World Cup Bid



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When considering a capital project, the most important thing to consider is the feasibility of the project. For this report, we focus on the feasibility of England's 2018 World Cup bid. HM Treasury's, *Hosting the World Cup: A Feasibility Study*, done in 2007, gives the reader an in-depth look at England's prospective bid for the 2018 World Cup. The HM Treasury is the "government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy, and working to achieve strong and sustainable growth" (HM Treasury). If our position was based solely on the feasible study, we would not support the decision to bid; however, through our own research we found that the project was feasible. Throughout this paper, we will use two main sources: HM Treasury's, *Hosting the World Cup: A Feasibility Study*, and FIFA's, *FIFA World Cup Bid Evaluation Report: England*. Other sources can be seen in our works cited at the end of this paper. Our study hopes to analyze both positives and negative aspects of the HM Treasury's work, as well as give the reader an insightful analysis on the feasibility of this project. The key components of this paper will include the effects of Wimbledon, an economic impact analysis, market demand analysis, financial analysis, and an overview of venue and transportation plans.

Market Demand – Individual Ticket Demand

Market demand is the driving force of a feasible event. In this case, it refers to the whether or not London can attract enough sponsors, consumers, and fans to cover the expenses corresponding to hosting a World Cup event. The World Cup is known to have both a global and domestic impact, so the bid proposal must provide a reasonable explanation and thorough evidence of how the World Cup can have the same impact on regions outside of the host city. England's bid fulfilled many of the FIFA's requirements for market demand, but could have done a more thorough research of this section to enhance the value of their bid proposal. However, the feasibility study did successfully analyze the key aspects of what London offered as it pertained to the market demand in hosting a mega event such as the World Cup. We will look at content relevant to London's market demand and how it supports the viewpoint that London's bid was in fact feasible.

The World Cup is a global event that reaches twenty-seven billion football fans worldwide and expects roughly 3.4 million spectators to attend the matches, according to the data from the 2006 World Cup held in Germany (Chula, 2010). Research and data was collected from the 2006 World Cup because the London 2018 bid closely resembled that of Germany's World Cup bid. London is the prime location to host a major event for several reasons. First, the city has experience in hosting big events, such as the Wimbledon Lawn Tennis Championships or the UEFA European Football Championships, and even more recently the 2012 Olympic Games. So what makes London such an attractive location? London is the most populated region in the United Kingdom with a population of over 8.4 million people, making it the largest city in the European Union. With relatively higher taxes than the UK (paying an average of 100 pounds per household), London's population can support the necessary costs of building new facilities and continuing to renovate those that do not meet FIFA's regulations (Walker, 2010).

London and its citizens are in full support of the bid because England is football's powerhouse. The city wants to bring football's most popular and interactive event back "home" and possess the essentials to do so. England's bid proposed the idea of developing the sport of

football domestically, but more importantly, worldwide. Although football is a nationally recognized sport, England understands the strong relationship between their culture and football, and created a plan for the voting panel on how to develop the same type of bond within other countries. By showing off the host city's premium players in the tournament, it could help inspire a new wave of new players to play and invest their time in practice and productivity. With the new renovations and facilities, the opportunity for recreational football increases, focusing more on the youth demographic. One of the key points to a submitting a successful bid is gaining support from the public and government. This develops those opportunities to spread the sport of football to all demographics of the regions.

The target market for sport consumption, both online subscription and tangible products, is people between the ages of 19-34. London's largest portion of the population is between the ages of 24-29, which falls directly within the target market ages. The rest of England's most popular ages are between 40-50, which can be seen as an advantage because these are mainly people and families with have steady salaries and disposable income (*London's Population By Age, 2013*). Because football is already the number one sport in England, the largest portion of its sport retail sales is football related. On average, citizens of London earn £900 a week, making their gross weekly household income 15 percent higher than the next highest region in the UK (Walker, 2010). As previously stated, they do incur higher taxes, but it can be seen as an advantage due to the increase of government funds allocated toward the cost of hosting a mega event such as the World Cup.

Another major advantage in London's bid is its global status. FIFA portrays the World Cup as an event that unites the world through sport. London leads the world in many categories, specifically entertainment and tourism as it pertains to the World Cup. It is also the most internationally visited city, largely attributed to two major airports and extensive railway systems (London being the central location and hub for England's transportation). This is an advantage because it allows easy access to the stadiums that are dispersed between twelve cities in England. Investments have already been made to the system to increase the speeds of the trains and limit maximum travel time to two and a half hours. The railway system, which carries 50 million passengers per year, has to improve and be able to safely transport fans around England to the different event venues (FIFA, 2010). When fans can travel quickly throughout the country they act as consumers rather than spectators and benefit businesses that may not get as much attention on an everyday basis.

Based off the case study done on the 2006 World Cup in Germany, England estimated that 50,000 extra jobs would be created due to the rise of new businesses, and facility renovation, construction, and preparation for the event. Germany calculated retail revenue of about 400 million dollars from tourism unrelated to the World Cup, coupled with over 3 billion dollars in revenue on jerseys and other World Cup merchandise (*Germany's World Cup Report Hails Economic, Social Success, 2006*) Besides international tourists, London's citizens are more than willing to spend. More importantly, they are willing to spend money on football paraphernalia to increase national pride in their country's team. This coincides with several successful bid technique that London described in its bid proposal, such as developing an economic regeneration of a region and opening potential new tourism markets.

Ticket demand for the game is determined by the average of previous World Cup ticket prices. London's bid clearly addresses ticketing specifics and justified their reasoning with the

2006 World Cup case study. Because of the significance of the World Cup, it is acceptable to assume that tickets will have no trouble selling; meaning facilities would reach full capacity. For example, the first round of tickets in the 2006 World Cup went to the local public and sold out within hours. The host city provides a discounted price to entice the public into buying. London estimated almost 3.4 million sellable tickets which FIFA will then divide these tickets into several groups: the general public, the thirty-two participating teams and their supporters, Commercial Affiliates of FIFA, the hospitality Rights Holder, and Media tickets. Fans receive a minimum of 75% of general public tickets and the rest are allocated to the participating teams of the matches. Tickets not offered to the general public are reserved tickets for the Commercial Affiliates for promotional purposes (*2014 FIFA World Cup Ticketing Q&A*). After allocating the tickets, they are then classified into several tier categories based on the significance of the match. For example, the opening and final matches, and the host city's team matches, are higher in price, costing hundreds of dollars to attend. On the other hand, mid-level matches, or those matches with less competitive or smaller market teams, are sold for under a hundred dollars. In 2014, Brazil is set to offer their citizens a discount and reward for hosting the event. They are also offering those over sixty years of age a set \$25 rate to encourage a more diverse group of people to attend and participate in the event festivities (Paulo, 2013). Besides ticket revenues, England would also see a revenue boost from World Cup activities outside of the live matches. These activities keep the morale of the World Cup up throughout the entire population, especially those who are unable to attend the matches.

Another major aspect of any World Cup bid pertaining to individual market ticketing demand is the importance of sponsorships and corporate depth. Sponsorships are a vital marketing communication tool that benefits both the event and the sponsor. Sport is such a global dominant investment industry. For example, England is the leading football sponsorship market in the world and also one of the largest markets for sporting sponsorships. Sponsorship investments within the sport industry make over 60 percent of the total sponsorships in the UK (Shultz, 1999). Corporations and large businesses search for mega events to sponsor for several reasons, but the main focus of sponsorship is to build corporate brand image and product awareness. With the World Cup being the most popular sporting event, sponsors are ensured to have their products reach billions of people, whether they are spectators or television viewers.

FIFA's World Cup has many corporate sponsors, such as Adidas, Coca-Cola, and Hyundai-Kia to name a few, which proves corporate depth for the event. Adidas and FIFA's partnership has lasted over 40 years and continues to be the primary developers in football's ball and apparel technologies. Since 1970, Adidas has provided the official match ball for all World Cup matches which serves as a source of brand imaging (*Adidas, 2013*). FIFA demands the best technologies and equipment for their matches, so Adidas supplying the game balls shows the target market that Adidas is the best brand for football related products. Along with the matches, the Adidas logos, along with other sponsors, are also present throughout venues, hotels, transportation, and any area the World Cup is promoted.

Wimbledon - Affecting Sponsorships, Ticket Sales, Displacement

For consideration as a host city for the World Cup, nations are expected to propose bids that cater to the culturally unique aspects of the city, placing prime interest on the economic impact, affordability, infrastructure, security and legacy of the host city. In addition to excelling at these requirements, host cities need to adhere to the basic requirements of hosting a World Cup outlined by FIFA.

While London excelled at creating a bid that met the additional requirements, they failed at meeting one of the most basic requirements. FIFA requires that no other major sporting event is hosted in the host city during the event period (FIFA Evaluation Group 2010). London failed to mention in their proposal that the FIFA World Cup would overlap with the Wimbledon tennis championships, both of which are held in late June and early July. By examining the social and economic impacts of this overlap, we see a key reason why FIFA cut this bid in the first round.

Aside from the amount of security and additional resources needed to host two major sporting events simultaneously, sponsorships, ticket sales, and displacement factors create social and economic implications FIFA hopes to avoid with this requirement. Financially, it is not feasible for local companies to sponsor both the World Cup and Wimbledon. This creates a financial divide for local businesses. On a corporate scale, sponsors such as Coke, Visa and IBM may have the financial capabilities to sponsor both events; bidding on sponsorships at the same time is a financial gamble for companies of this caliber. The divide in sponsorships leads to a decline in corporate ticket sales, with sales favoring one event over the other.

Ticket sales of two major events, from a corporate standpoint, leave companies to decide who to invest in. While there are demographic factors that lead corporations to choose who to buy tickets from, one event will always be catered over the other. As the biggest single-event in sporting competition, FIFA would undoubtedly capture more attention than Wimbledon. This lack of sales equality leaves events unable to fill boxes and suites, greatly impacting event revenue. Locally, tourists and residents are left to decide which event they want to pick. Tourists and residents lead to the third major issue with hosting two events simultaneously.

With a combined attendance at both events totaling over eighteen million people, many local residents will decide to be 'changers' taking their vacation during the event to avoid the surplus of tourists traveling to the city. Local businesses, not located near the venues, take a financial hit from residents leaving. While there is a surplus of tourists coming in to the cities, some tourists will decide to change their vacation plans to avoid these events. At peak season for traveling, these 'time switchers,' 'cancellers,' and 'pre/post switchers,' financially impact the host city from the grassroots to the corporate level. With an unsure amount of visitors, local businesses that would normally gear up for the influx of traffic are forced to reevaluate plans on business operations. At the corporate level, tourists that are now avoiding these events will no longer see the sponsor signage, promotions and costly advertising campaigns.

Though these factors impacted London's bid, had London mentioned the above factors in their bid, they could have been construed positively. With corporate sponsorships, it would be unfair to not note of that sponsorships could have benefitted from both events.

Corporations could have bought advertisements at both Wimbledon and the World Cup, which would be viewed by over eighteen million people. Because both events are made up of many small events, consumers could buy tickets to both events. Lastly, while we have noted time switchers and cancellers, it is only fair that we recognize 'event visitors,' 'casuals,' and 'extensioners' as benefits to local businesses. Consumer spending within the host city could skyrocket with the addition of these groups making up for the previously mentioned residents and tourists that avoid the city.

Our conclusion on this portion of the study is that London should have mentioned this factor in their study. Had London discussed potential benefits of hosting both events simultaneously, FIFA would have heavily considered weighing this option.

Economic Impact

The economic impact a major sporting event has on a country or city is a very important factor to consider when deciding whether to bid or not. As noted by Bulls, Stephens, and Weed, "the scale of investment now required to host an Olympic and Paralympic Games means that very few city or national governments can justify investing taxpayers' money on the basis of the sporting competition and spectacle alone. As such, the discourse and debate surrounding the aims and goals for hosting the Olympic and Paralympic Games now focus on their instrumental role in generating immediate and longer-term benefits" (p. 346). Though the authors focus on the Olympic and Paralympic Games, this idea can also be applied to hosting the World Cup.

When looking over the feasibility study, economic and financial data was rare. This is a major concern because most people assume that any major event will boost the economy for any host city or country. The economic benefits a country can receive from hosting a major event is incentive enough for a country to choose to bid. In its bid for the 2018 FIFA World Cup, England provided little information on how event would improve the economy of the country. Though it is hard to estimate how a future event will make an impact, England could have provided more information. England could have used data from previous World Cups, as well as other major sporting events held in the area, as a foundation for their own impact. While this data would not provide an exact prediction of the impact the World Cup would have on the country, it would give FIFA, investors, and the general public a better idea of the potential impact. The feasibility study notes:

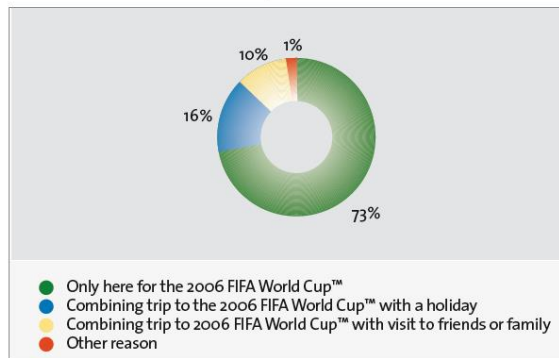
It is not possible to make direct inferences from the experience of previous World Cups and other football tournaments, for a future World Cup. An independent and robust economic impact analysis would also need to include careful estimates of potential visitor numbers. As stated above, such a study should be considered before any decision by The FA to put forward a bid to host a future World Cup (16).

In order to get a better picture of the impact a World Cup would have on England, this report will focus on the impact of similar events, such as the 2006 German World Cup, the 2010 South African World Cup, and the 2012 London Olympic Games.

Because England failed to win the bid to host the World Cup, data from previous World Cups will help to get a better prediction of the impact; the most recent two being in 2006 in

Germany and in 2010 in South Africa. For the 2006 FIFA World Cup, Germany had a £290 million [\$463,797,000¹] budget for the event. The net profit, after taxes, was £56.6 million [\$90,520,380] (HM Treasury p. 13). Through surveys, the German National Tourist Board estimated that about 73% of people who traveled to Germany during this time were there only for the World Cup (Figure 1). For the 2010 FIFA World Cup in South Africa, about 309,554 came to South Africa specifically for the event and spent about R3.64 billion [\$351,624,000] (Turco, Tichaawa, Moodley, Munien, Jaggernath, & Stofberg, 2012, p. 75).

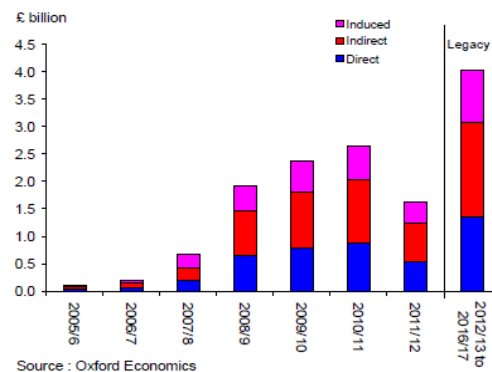
Figure 1
Reasons for travel to Germany



The 2012 Summer Olympic Games held in London is one of the best examples to use when trying to determine the economic impact of the World Cup. Though the 2012 Summer Olympics occurred after the bid, it is still useful for analyzing the economic impact of a major sporting event in England. We used an economic impact analysis by Oxford Economics, commissioned by the Lloyd Banking Group. The study was done seven years before the event occurred, but it shows that it is possible to provide some kind of data on the impact of an event. Though the event is a multi-sport event and is shorter than the World Cup, the impact the Olympics had on London is still useful because the two events are similar and the Olympics is the most recent major sporting event to be held in London. According to Oxford Economics, the 2012 London Olympics is estimated to support “a £16.5 billion (\$26,409,900,000) contribution to UK GDP spread over twelve years; 82% is expected to result from the pre-Games and legacy construction activity, 12% from tourism and 6% from the expenditure required to stage the Games” (p. 2). A year after the Olympics occurred, the UK government reported that £9.9 billion [\$15,871,680,000] trade and investment booth (Olympics 2013).

Construction is one aspect of a major sporting event that will affect the economy of country. It will cost to have new venues built or current venues renovated for the event. This new construction and renovations will provide employment opportunities for the country. Oxford Economics estimated that the London Olympics construction costs were about £11.9 billion [\$19,041,190,000], but will contribute £13.5 billion [\$21,601,350,000] to the gross domestic product from 2005-2017 (Oxford Economics p. 8-9, Figure 2). In 2013, the UK government noted that construction projects gave the economy a £7.3 billion

Figure 2: Direct, indirect, and induced contribution to GDP by Games related construction projects

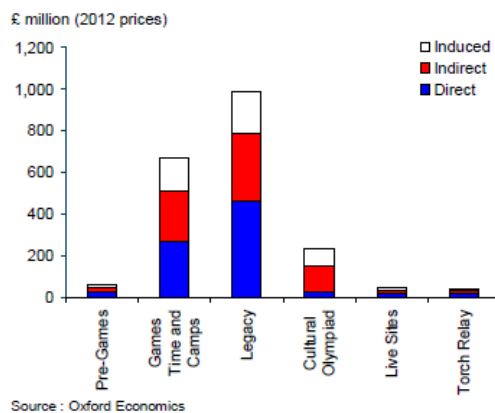


¹ All conversions calculated using Google Currency Converter to give consistent dollar estimate

[\$11,703,360,000] boost. These construction projects provided employment opportunities for many people. About 39% of the people employed by the London Organizing Committee were previously unemployed. This help to reduce the unemployment rate by 1.2% (Olympics 2013). The feasibility study did not include an estimate on the cost to renovate or construct new stadiums; the study did note that it cost Germany about €1.4 billion [\$1,870,680,000] to build three new stadiums (18). The feasibility may not have included the cost for construction because the government does not provide funding for these particular investments; normally clubs and the Football Association (FA) bear the cost of renovations.

Tourism is another aspect that has an effect on the economy. Major sporting events bring a number of visitors into the host country, whether for the sole purpose of attending that

Figure 3: Estimated increase in GDP as a result of the London 2012 Olympic and Paralympic tourism effect (2005-2017)



event or to coincide with another reason to enter the country. The feasibility study noted the 1996 European Football Championship when discussing the impact of tourism on the country. Though this event is similar to the World Cup, the event is too small to be basis for the impact of World Cup. Also, Euro 96 occurred twenty-two years before England would have held the World Cup. The feasibility study also included data from an economic impact analysis of the 2000 Sydney Olympic Games. This is a better source to use because it is on the same scale as the World Cup. Between 1994 and 2005, it was estimated that Sydney would generate \$6.5 million in economic activity and 1.6 billion additional visitors, of which

110,000 were there solely for the game. As a result of the 2012 London Olympics, it is estimated that 10.8 billion additional people will enter England between 2005 and 2017. Oxford Economics determined this number by turning findings from other similar major events into percentage point differences (Oxford Economics 18). Based on this number, Oxford Economics estimated that the Olympic Games will contribute £2 billion [\$3,202,800,000] to England's gross domestic product through additional tourism (Figure 3). In 2013, the Office of National Statistics reported that 590,000 people visited England for the Games, and spent about £1,290 [\$2,068] for the duration of their visit (Olympics 2013).

The actual staging event provides another impact on the economy. Staging the events includes securing goods and services across eight sectors: artists, performance and events; security; services; soft facilities management and catering; sports; technology; transport and logistics; and venues and hard facilities management. The £1 billion cost to secure contractors in these areas is estimated to produce a £497 million [\$795,895,800] contribution to England's gross domestic product. Oxford Economics estimates that this figure is high because "employee compensation and corporate profitability are a large percentage of turn-over in these industrial sectors relative to the rest of the economy" (p. 21). Adding in the indirect and induced impacts of staging the event, the overall estimate of the contribution to the GDP is £1.044 billion [\$1,671,861,600]. The feasibility study did not include estimates of the potential cost of the

2018 World Cup in the study, but it did refer to the operating costs of the 2006 and 2010 World Cup.

Construction, tourism, and the actual staging of the event provide many opportunities for a country to improve its economy through a major sporting event. As noted before, it is hard to determine the economic impact for any event before it occurs. Still, the feasibility study could have provided more information for investors, the public, and the government to have an overview of the possible impact of hosting the World Cup. The other World Cups provide a foundation to estimate the economic impact of the World Cup. Though the 2012 Olympics occurred after the bid took place, it gives a current outlook on the potential impact of a World Cup.

Finance

There are many direct and indirect costs associated with hosting the FIFA World Cup. The largest of these are stadium infrastructure costs and operating costs. According to the feasibility study, operating costs include “security costs, provision of training facilities, transportation and accommodation for competitors and officials, opening and closing ceremonies, insurance, marketing, promotion, ticketing and other administrative costs (HM Treasury, 2007, 14).” There are three main sources of revenue for the host country that cover these costs: ticket sales, contracts for commercial rights, and a predetermined contribution from FIFA.

The estimations for FIFA’s contribution and ticket sales are based off those from the 2006 World Cup hosted by Germany. It is believed that the contribution from FIFA would be similar to their contribution for the 2006 World Cup, which was equivalent to £110,000,000 [\$177,000,000]. Likewise, ticket sales generated around 50% of the operating budget in the 2006 World Cup and it is assumed that the number will be similar if England hosts the 2018 Olympics. There is no estimate given for the value of commercial rights revenues because there is no way to accurately assess that amount so far in advance of the event (HM Treasury, 2007, 14).

Germany spent the equivalent of £48 million [\$76,953,600] on stadium improvements and the study uses this number as an estimate of their own expected costs. The feasibility study points out that little contribution from the government can be expected in funding stadium improvements. Costs of improvements to stadiums would instead fall to the FA and the teams that play at each stadium. Because the teams are the ultimate beneficiaries of any improvements, they are expected to bear the majority of the costs (HM Treasury, 2007, p. 14).

Operating costs are more difficult to predict. Host countries typically set their operating budget close to expected operating revenue, so that they will either make a small profit or break even. Operating costs in the 2006 World Cup were equivalent to £290,000,000, [\$464,928,000] while 2010 projected operating costs were equivalent to £191,000,000 [\$306,211,200]. FIFA also makes agreements with host companies regarding the allocation of any operating profits earned. FIFA receives a portion, 30% from Germany’s 2006 operating profits, and the rest is distributed as laid out in the host country’s agreement with FIFA (HM Treasury, 2007, p. 14).

The feasibility study relies heavily on financial information from the 2006 World Cup in estimating England's expected costs and revenues. The main reason for this is that it would be incredibly expensive to collect data and come up with estimations specific to England. In several cases, as mentioned before, there is no way to make accurate predictions. For these reasons, using the 2006 World Cup is a good place to start. It was the most recent World Cup at the time the feasibility study was done, and it was hosted in Europe, so it is reasonable to assume there would be many similarities. However, there are some other things that should have been considered. The main issue is that the 2006 World Cup was considered by most to be the most financially successful World Cup at the time (Crooks, 2010). Using numbers only from a World Cup that did extremely well monetarily is not necessarily realistic. The study could have been more thorough had it also incorporated cost and revenue information from previous World Cups.

It also would have been more convincing if they had included more numbers and more supporting data for those numbers. Again, this would have been expensive and time consuming especially at such an early stage in the bidding process. However, this ended up being a problem with their actual bid as well. According to England's bid evaluation report, they included only 31 pages of supporting data with their expenditure budget (FIFA, 2010, p. 27). Russia included more than 70 pages of data (FIFA, 2010, p. 27).

While the feasibility study was not as thorough as it could have been with respect to finances, it seems they did have the finances available and plans in place to make a profit. Heino Vockrodt, commercial director for a sport management consulting group, said, "Does the England bid have more going for it? Absolutely, if measured on the grounds that the World Cup has to be economically viable. (England World Cup Bid, 2010, para. 6)" Had they been willing to take more time and spend more money to gather more information, the committee in charge of the feasibility study would have found plenty of support for their projections. Based on the financial information included in the study and that information that was available but not included for various reasons, going ahead with the bid was the right decision.

Stadium Infrastructure and Transportation

When looking at location, construction costs, and engineering sections of this feasibility study, it is important to understand that the most substantial cost associated with hosting the World Cup is often stadium infrastructure. FIFA has certain requirements that all potential host cities must meet as far as stadium infrastructure is concerned. This feasibility study does a good job of outlining these requirements. The study also goes in depth to establish which stadiums would be used and why.

Before the bid is made, the responsibility for the investment in venues has to be made. It is assumed that this responsibility would rely with the club and the Football Association (FA) (HM Treasury, 2007, p. 14). Normally, large amounts of public funds are used to upgrade or build completely new stadiums. However, this will not be as significant a cost for England due to its existing venues being satisfactory for the most part.

FIFA has specific stadium infrastructure guidelines that bidding nations must meet in order to be awarded the bid. They are as follows (HM Treasury, 2007, p. 19):

- Eight to twelve stadia are required

- Prospective stadia must have the following capacity:
 - For group matches, the round of 16, and the quarterfinals (excluding media and VIP)—a minimum of 40,000 people
 - For the opening match, semi-finals, and final (excluding media and VIP)—a minimum of 60,000 people
- Prospective stadia must be seated with no perimeter fences
- Must be a natural turf pitch measuring at least 105 x 68 meters, with a further 7.5 meters between the pitch and spectators behind each goal and 6 meters around the side touchlines
- A minimum of 10 technical and administrative rooms must be available
- A choice of training grounds, in good condition, close to competitors living quarters must be available.

The average attendance for Germany 2006 was 50,000 people allowing a total of 3.2 million tickets to be sold (HM Treasury, 2007, p. 20). Germany went through many revisions to upgrade their stadium infrastructure. In total, three brand new stadiums were built in Frankfurt, Munich, and Gelsenkirchen (HM Treasury, 2007, p. 20). These brand new venues' total costs amounted to \$1.4 billion. In addition, around \$70 million was invested into the eight venues that needed major work (HM Treasury, 2007, p. 14). Many of these contributions came from a variety of sources including the government. In Germany most stadiums are owned by the country or municipality in which they are located, but in England the football club in residence at the ground owns most stadiums. This suggests that these clubs would be the primary funders of renovations to the stadiums.

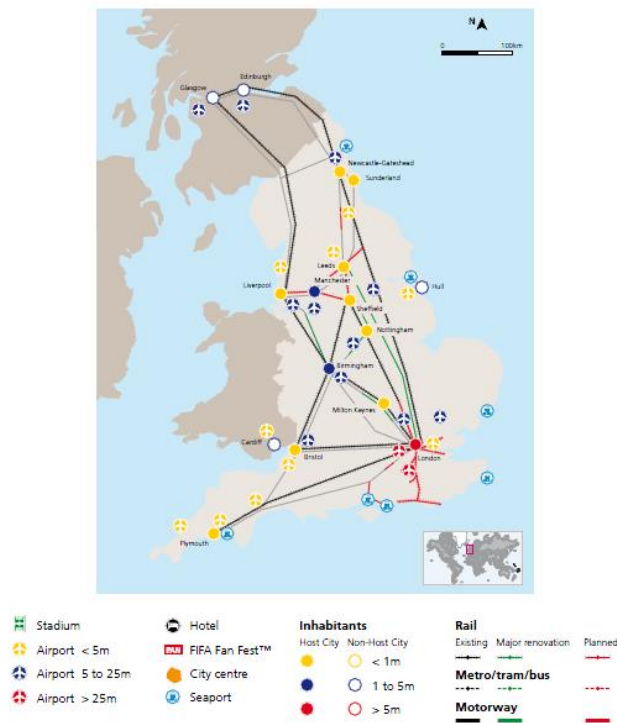
England is home to some of the biggest football clubs in the world. Clubs such as Manchester United, Chelsea, Arsenal, and Liverpool are seen as the pinnacle of club football. Naturally, these clubs have facilities that clubs of such a caliber deserve. The table in section 2.36 shows the stadiums in England that met FIFA's requirements during the 2006-2007 season. Ten stadiums have a seating capacity of over 40,000 people with two holding more than 60,000. Adding Wembley Stadium will give England three stadiums with 60,000 (HM Treasury, 2007, p. 20). Wembley will be a big asset for an English bid. At the time of its completion, it will be the highest quality stadium in the world with a capacity of 90,000 (HM Treasury, 2007, p. 21). England has an advantage in the facilities that they can provide for a World Cup bid. For one, they are all within at least 300 miles of each other. Additionally, all of the stadiums were built specifically for soccer, with no athletic tracks around the pitch. FIFA requires that a host country use many different host sites to give the bid a full national feel. A total of 12 cities plan to be used, which obviously spreads the event out throughout the country (Mole, 2010). The main advantage that these stadiums give England is that extensive spending on infrastructure will not be necessary. The stadiums being built, or being renovated are funded by their prospective clubs meaning the government will not have to fund these projects. This will cut costs immensely being able to rely on ready to go facilities. The stadiums planning to be used are as follows (Mole, 2010):

- London: Wembley (84,700), the Emirates (55,141), New White Hart Lane (53,000)
- Manchester: Old Trafford (67,000), City of Manchester Stadium (43,350)
- Liverpool: Anfield (40,000), New Anfield (68,500)

- Newcastle: St. James Park (48,500)
- Sunderland: Stadium of Light (44,207)
- Birmingham: Villa Park (42,400)
- Sheffield: Hillsborough (40,000)
- Leeds: Elland Road (47,000)
- Plymouth: Home Park (40,000)
- Milton Keynes: Stadium MK (40,300)
- Bristol: Ashton Vale (40,300)
- Nottingham: Nottingham Stadium (41,500)

Transportation is obviously a huge issue with any global event. Germany 2006 is often applauded for its transportation planning, which added to an overall positive experience.

Figure 4 Map of England



England’s World Cup bid will take place after the Olympics in 2012. The attention and improvements given to the transportation system for the Olympics would also benefit World Cup 2018. Most of the travel will be from city to city inside the country. Improvements are already being made to the country’s transport network, which will facilitate journeys during the World Cup. In terms of traveling into and out of the country from abroad, England already has world-class connections. All of the stadiums planning to be used have an international airport within at least 15 minutes of the venue. By the time of 2018, there will be additional international airport capacity and the Channel Tunnel Rail link will help spectators from the rest of Europe attend the event easily. Figure 4 shows a map of England that includes transportation

systems, hotels, and other venues important to the World Cup. The key advantage that England has is the fact that the main cities inside the country are relatively close together. Key roadways and railways connect all of the large cities in England that could potentially host matches. With London being the hub of the tournament, it is crucial that rail connections from London to other cities are easy to use. The Transport Innovation Fund established for the Olympics in 2012 has already given funding to Manchester, Birmingham, and Tyne and Wear (HM Treasury, 2007, p. 25). The Olympics give the country an advantage because innovations will be in place by 2012 and these improvements will meet the travel requirements of hosting another global event like the World Cup.

To conclude, our group believes that transportation and stadium infrastructure are well covered in this feasibility study. Some of the biggest positives from this study come from this particular section.

To conclude our report, we believe that it was feasible for England to bid for the 2018 World Cup. Though the feasible study was not convincing with the lack of data specific to London and other areas in England, through our own research we found data to support England's bid for the World Cup. England has the venues, transportation, security, and finances to support a major sporting event. Also, our research shows that the economic impact of the World Cup would be beneficial to the entire region.

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