

Benefits of hosting  
FIFA's other World Cup events –  
Some case studies

FIFA U-20 World Cup Canada 2007  
FIFA U-17 Women's World Cup New Zealand 2008  
FIFA U-20 Women's World Cup Chile 2008  
FIFA U-20 Women's World Cup Germany 2010

# Increasing the profile and professionalism of football in Canada

## Background information

The profile of football in Canada has seen massive change over the past eight years. Back in 2002, The Canadian Soccer Association (CSA) adopted a strategy for using FIFA events as a catalyst for growth when it hosted the inaugural FIFA U-19 Women's World Championship Canada 2002.

Although the women's game was developing well in Canada, with increasing popularity amongst women and girls and a national women's team ranked 12<sup>th</sup> in the world (2003), the men's game was in need of invigoration. With poor performances on the pitch and a low profile, there was limited recognition and coverage by the Canadian media. There were only a few professional teams in the country and

inadequate football-specific stadium facilities meant that the overall development of the game was suffering.

Hosting the inaugural FIFA U-19 Women's World Championship in 2002 was the start of a "journey" that has seen significant nationwide development of infrastructure and support and an increased profile for the game. This case study describes that "journey".

## What were the objectives?

The CSA used hosting the FIFA U-19 Women's World Championship Canada 2002 as a launch pad for a strategic plan for football in Canada. An integral part of this strategic plan was to use hosting the FIFA U-20 World Cup 2007 as a further catalyst for growth.



## What was done?

*Hosting a successful FIFA U-19 Women's World Championship Canada 2002 was a catalyst for the development and implementation of the CSA's strategic plan.*

The Local Organising Committee (LOC) was committed to staging a world-class event to bring worldwide attention to women's football and prove, as the inaugural event, that women's football could attract media coverage and bring spectators into stadiums.

As the inaugural tournament, there was a lack of information about the event and a degree of uncertainty regarding its likely success. The popularity of football with women and girls and the success of the women's national team provided a strong platform.

A marketing strategy with the strapline of "Boy, can they play" sparked significant media interest across Canada.

Hosting the FIFA U-19 Women's World Championship Canada 2002 attracted:

- Just under 400,000 paying spectators.
- Record-breaking TV audiences, with 20 of 26 matches broadcast on national television, 25,000 fans attending the opening match, 37,000 for the semi-final, and 48,000 fans at the final.
- Significant profile for the game, with the Canadian women's team reaching the final, losing 1-0 to the USA.

The popularity and success of the event provided a catalyst for the launch of the strategic plan developed during the run-up to the tournament.

*A strategic plan was developed and implemented for football in Canada.*

After securing the rights to host the FIFA U-19 Women's World Championship Canada 2002, the CSA recognised that it needed a long-term strategic plan in order

to capitalise on the benefits of hosting events and for the overall development of the game.

With new leadership in Canada stimulating change, the main objectives of Canada's Strategic Plan for Football 2002-2007 were to:

- Secure the rights to host the FIFA U-20 World Cup in 2007.
- Use the rights to host the event to build the first national stadium for football in downtown Toronto.
- Attract Major League Soccer (MLS) to Canada to ensure sustainable use of the new stadium.

A presentation to high-ranking officials from the Canadian government, including the Deputy Prime Minister, and FIFA officials highlighted the association's long-term plans for the game and event-hosting aspirations.

This presentation engaged stakeholders with the process and demonstrated clear objectives for how hosting FIFA events could generate positive benefits for Canada. As a result of these discussions, by December 2005, core funding of CAD 10 million was subsequently raised from all levels of government to host the FIFA U-20 World Cup 2007.



A written commitment of the bid was to develop Canada's first national stadium for football in Toronto as a tournament venue. Funding was secured from three levels of government and the new development also attracted private sector investment. This stadium formed the bedrock for further development including private sector investment of USD 11 million for an MLS franchise.

The FIFA U-20 World Cup Canada 2007 achieved record-breaking success with 1.2 million paying spectators across six competition venues. This represented the largest single-sport sporting event ever to be held in Canada and the largest FIFA event ever attended outside of the FIFA World Cup™. The event also delivered record-breaking TV audiences in Canada and around the world, across 190 countries, attracting a global TV audience of half a billion.

All 52 matches of the tournament were televised for the first time, with an average attendance of 22,985 per match.

Tournament-related programmes included development programmes for referees and volunteers. The referee programme used the event as a development tool for Canadian referees.

The volunteer programme attracted 2,500 volunteers from a range of cultures and backgrounds from all six cities. The Ottawa volunteers alone included representation from 47 different countries.

### What were the benefits?

The following comparisons show the impact that hosting the FIFA U-19 Women's World Championship Canada 2002 and FIFA U-20 World Cup Canada 2007 have had on football in Canada.

Before (2006)	After (2010 or 2011 projection)
<p><b>Stadiums and attendance</b> Only three second division professional clubs in Canada.</p>	<p>New 22,000 seat national stadium built for the FIFA U-20 World Cup in downtown Toronto, with funding of USD 74 million secured from three levels of government.</p> <p>The stadium opened in 2005 and has since been expanded to 23,000.</p> <p>In addition to MLS clubs, several clubs entering or planning to enter NASL (Division 2) with associated stadium developments – Edmonton, Ottawa, Regina, Hamilton.</p>
<p>Toronto Lynx FC playing in suburban 3,000 seat stadium, with average attendance of 1,500 fans per match.</p>	<p>Toronto FC playing in downtown 21,000 seat stadium, as part of a Major League Soccer franchise bought for USD 11 million.</p> <p>Matches sold out for the 2007, 2008 and 2009 and 2010 seasons, with stadium capacity increased to 23,000 for 2010.</p> <p>All 17,000 season tickets sold for 2010 with a season ticket waiting list of 15,000.</p> <p>Average ticket price of USD 40 more than triple that of 2006.</p>
<p>Montreal club playing in 7,000 seat stadium, with average attendance of 6,000 fans per match.</p>	<p>New 13,000 seat stadium built in 2008.</p> <p>Montreal Impact awarded MLS franchise in May 2010 for entry in 2012 (at a cost of USD 40 million).</p> <p>Government support of USD 25 million to expand stadium to 18,000 seats for 2012.</p>

Before (2006)	After (2010 or 2011 projection)
<p>Vancouver playing in 6,000 seat venue, with average attendance of 5,000 fans per match.</p>	<p>Vancouver Whitecaps awarded MLS franchise in spring of 2009 for 2011 (at a cost of approx. USD 31 million).</p> <p>In 2010, all 16,000 season tickets had sold out for 2011 at three times the average ticket price of 2006.</p> <p>Average attendances of 20-25,000 plus are anticipated for 2011.</p> <p>BC Place stadium being fully renovated in 2011 (cost of USD 400 million) with partial justification being entry into MLS by Vancouver.</p>
<p>Poor attendances at national team matches.</p>	<p>National team matches now regularly sell out.</p> <p>Several international club matches with high-profile visiting teams attract attendances of 40,000+.</p>
<p><b>Media and public interest</b> No daily national media focus on football.</p> <p>No national television coverage of clubs across country (except for French language coverage of Montreal club).</p> <p>Public broadcaster (CBC) with no interest in football.</p>	<p>Public interest in football increased by 8% nationally according to independent poll by Ipsos Reid.</p> <p>CBC regularly broadcasts MLS matches. In its broadcast of 2010 FIFA World Cup, CBC goes beyond expectations, incorporating all media platforms (radio, TV, digital streaming, website, news division, features, etc.).</p>
<p><b>Competitions, leagues and events</b> No National Challenge Cup in existence.</p>	<p>Canadian Soccer Association launched a National Open Cup Championship for entry into CONCACAF Champions League in 2008.</p> <p>All matches sold out and major sponsorship was obtained, with all matches broadcast live on national television.</p> <p>CSA confirms its plans to bid for FIFA Women's World Cup 2015 after losing its bid to Germany for the FIFA Women's World Cup 2011.</p> <p>CSA secures hosting rights to CONCACAF Women's Olympic Qualifying Championship in Vancouver in 2012 prior to London 2012 Olympic Games.</p>
<p><b>Sponsorship</b> National body generating reasonable sponsorship revenues but potential for much more.</p>	<p>Canadian Soccer Association secures major sponsorship deal with Bank of Montreal, which is also title sponsor of Toronto Stadium (BMO Field) and Toronto FC.</p> <p>Vancouver announces jersey sponsor for 2012. MLS confirms this is the most valuable shirt deal in entire league (estimated at USD 4 million annually).</p>
<p>Limited economic benefit from football due to low public interest.</p>	<p>Total economic impact of \$260 million for the FIFA U-20 World Cup, breaking any single sport economic impact figures in Canada. This impact was delivered across six host cities and included enhanced infrastructure, direct visitor spending, and direct employment.</p>

## Key success factors

Some of the most important factors that have contributed to Canada's success in benefiting from bidding for and hosting FIFA events are as follows:

- Having a *clear strategic plan* for the long-term development of the sport and using events to provide a catalyst for achieving these goals.
- Engaging with *stakeholders/high-profile political leaders* from the outset to “get them on board” with the association's plans and to start the process of securing high-level commitment and funding.
- Showing a *commitment to marketing from the outset* as an integral part of the tournament organisation, with planned regional, national and international (if appropriate) campaigns, using modern marketing techniques delivered under an overarching marketing banner.
- Setting *performance objectives* for the tournament. For example, for the FIFA U-20 World Cup 2007, the main objective was to set a record in Canada for a single sporting event by selling more than 400,000 tickets. This objective was underpinned by the marketing campaign with the strapline “It's gonna be huge”. Additional objectives included using the event as a platform for other events in Canada and securing the bid to host the FIFA Women's World Cup 2011™.
- Using *agency support* to implement an effective ticketing programme. In Canada, the ticketing programme included:
  - A planned advertising and ticketing campaign delivered at a national and regional level.
  - Ticketing packages, moving to single ticket sales two months before the tournament.
  - The launch of ticket sales to coincide with the end of the FIFA World Cup™ final in Germany – 12 months prior to the U-20 tournament.
- Embracing the *cultural diversity of Canada*, by placing a strong community focus on the event. Canada's ticketing programme included targeting communities from within the host cities, for example, the Portuguese in Toronto. This community focus attracted spectators and contributed to the stadium atmosphere. The volunteering programme targeted at different communities was also successful in attracting a diverse range of volunteers.
- Developing *relationships with the media and broadcasters* to make them aware of opportunities to promote the sport.
- Perseverance!



***“Bidding for and hosting FIFA events has provided a great catalyst for achieving our strategic plans for the development of football in Canada. Hosting FIFA events has been critical to our success and forms part of our strategy for the future.”***

Peter Montopoli, General Secretary, Canadian Soccer Association



# Promoting grassroots football and enhancing the media perception of the game in New Zealand

## Background

New Zealand's decision to bid for the FIFA U-17 Women's World Cup 2008 was based on the principle that it could help deliver a long-term plan for improving the profile of women's and girls' football, retaining players and establishing the sport as an elite sporting option.

Prior to hosting the tournament, although popular with women and girls at grassroots level, football was often not the sport of choice for elite athletes and had to compete with higher-profile and better-funded sports such as rugby, cricket and netball that provided more attractive opportunities at elite level, with more TV coverage and media interest. In addition, the men's game was not attracting significant TV coverage or sponsorship and there was general disinterest in football by the media. For both the men's and women's games, there were problems retaining players, particularly talented players who were often lost to other sports. However, there was a

good base of junior players, with a third of all junior players being girls. This provided the platform for future growth.

Changes to the FIFA confederation structure in 2005, when Australia moved to the Asian Football Confederation, provided improved opportunities for New Zealand teams to qualify for World Cup competitions and this acted as an additional incentive for development and to explore tournament hosting opportunities to help develop the women's game.

## What were the objectives?

NZ Football (NZF) wanted to use the opportunity of hosting either the FIFA U-17 or U-20 Women's World Cup to help deliver its long-term vision to improve the profile of women's football across the country. The decision to bid was based on the premise that hosting the event could deliver significant benefits for developing the women's game in New Zealand.





## What was done?

### *Secure high-level political support*

Once the decision was made to bid for either the FIFA U-17 or U-20 Women's World Cup, one of the first actions was to meet with New Zealand's Prime Minister, Helen Clark. This meeting proved pivotal in gaining high-level support for the game and in providing a strong and influential female role model as the Honorary President of the LOC. An independent pre-event economic impact study had estimated that the event could deliver an economic impact of USD 26 million. When the U-17 tournament was awarded to New Zealand, this government support helped to secure the highest level of government funding for a sporting event in New Zealand except for the Rugby World Cup and the America's Cup.

### *Develop a clear overall vision and objectives for the event*

The overall vision was "to deliver a successful inaugural FIFA U-17 Women's World Cup and inspire the next generation of players."

A specific tournament objective was to attract a minimum of 130,000 spectators to the tournament. In practice, over 200,000 spectators attended the event, with



over 13,000 at the opening game and over 16,000 at the final.

A range of tournament-related programmes were implemented, in line with the strategic objectives of the association. These included programmes to promote media coverage, encourage football participation through schools/ educational programmes, use ambassadors as role models and develop stronger relationships, including international links.

### *Develop media relationships to increase media coverage*

The LOC recognised that to develop the game and change its profile, relationships with the media needed to change. As part of a plan to get the media "on side", what is now the FIFA Member Associations Professionalisation Programme allowed two journalists to travel to the World Cup in China and cover the event. This experience changed their perception of the sport and developed their interest in the game. They even extended their stay to cover more matches.

The U-17 tournament attracted unprecedented media coverage in newspapers and on radio and television. All 32 matches were televised live in New Zealand and the event was broadcast to 155 countries worldwide. This coverage has helped to further develop relationships with the media and change the perception of women's football, particularly through the creation of recognisable female football stars.

### *Implement schools/educational and community programmes to promote grassroots football and develop interest in the event*

In the run up to the tournament, over 500 visits were made to New Zealand schools to raise awareness and encourage participation in women's football.

Other pre-event promotional programmes included a Volunteer Awareness Week in June 2008, for which 600 people signed up to attend. A coordinated recruitment strategy was developed and promoted through the national/ local media, website and embassies, universities and football clubs to encourage involvement.

Over 40,000 educational resource kits were distributed to schools as part of the Sony "Get into Football" campaign, including initiatives and programmes to encourage children to play the game. The cross-curricular focus of these school kits encouraged research into the participating country (population, climate, ethnicity, geography, culture, etc.), football in that country, performance tracking of the U-17 team during the event and provided attendance at a match.



Marketing campaigns included encouraging schools to give their pupils a “World Cup experience” with the LOC selling tickets for NZD 5 per child. On designated school days, kick off times were at 12pm and 3pm to encourage involvement during school hours. “Kids Free” flyers allowed children to return as long as they were accompanied by a paying adult. Professionally produced marketing material gave a professional look and feel to the event. The “Adopt a team” programme provided the opportunity for schools to win NZD 2,500 if they sold 50 or more “Football Family and Friends” ticket packages.

#### *Use role models as event ambassadors*

A media-friendly group of players (current and former, male and female, international and domestic) were used as role models/ambassadors. These players visited schools and received training to ensure they could cope with the additional media attention and could relay key messages effectively.

The FIFA Member Association Professionalisation Programme brought many high-profile ambassadors e.g. Steffi Jones, Brandi Chastain and Doris Fitschen to New Zealand to help promote the event. The programme also supported the presence of an ambassador around the country in the three weeks leading up to the event. Such activities created a lot of media interest and direct promotion of the event in schools and football communities.

#### *Develop relationship and international links*

As part of the tournament planning process, integrated management teams were set up to coordinate the event across the host cities. These included a national advisory group to assist the LOC with communications within key government agencies. Regional advisory groups were also established comprising key stakeholders from the city councils, stadiums, government and football federations.

To ensure effective planning for the event, knowledge-sharing programmes were implemented, again through the FIFA Member Association Professionalisation Programme, with Chile – the hosts of the 2008 FIFA U-20 Women's World Cup. A cooperation agreement was signed in 2007 to promote knowledge-sharing. As part of this agreement, four mayors from Chile visited New Zealand to meet with their counterparts and attended the draw ceremony together. These meetings formed the start of a long-term relationship between the two countries and promoted knowledge-sharing on how hosting major sporting events can deliver a wide range of benefits to the host countries.

### What were the benefits?

Hosting the tournament has delivered many benefits, including improved grassroots football development and an enhanced profile for football in New Zealand. From a sport struggling to compete with the popularity of New Zealand's more established sports such as netball, rugby and cricket, football's popularity has increased significantly.

Hosting the FIFA U-17 Women's World Cup helped to deliver the following benefits:

- Raised the credibility of the sport as the event demonstrated the popularity and skill involved in women's football. More than 200,000 spectators attended the event, more than four times attendance at the previous U-20 tournament in Russia.
- Generated more interest in playing the game by female participants through a comprehensive marketing campaign and programme of school visits. As a result, 83 new junior teams and 13 new senior teams were formed directly after the event.
- Attracted more media attention for women's football than ever before resulting in:
  - Increased TV coverage of women's football in New Zealand, including all of New Zealand's matches and other key matches at the FIFA U-20 WWC 2010 in Germany – a sign of the popularity of the sport
  - Full articles and TV segments in national media, compared to only very limited coverage two years ago
  - A greatly improved profile for football in the national media, based partly on the contributions and influence of two key journalists involved in the FIFA Member Association Professionalization Programme which allowed them to attend the Women's World Cup in China to see the quality of play "first hand"
- Creation of stars, using players to make the game more "marketable" and attract sponsorship. A strong focus on developing media-friendly players means there is now more interest from sponsors and more talented players are staying in the game and not being lost to other sports because they can now see the global benefits of playing football.
- Schools visits in the run-up to the tournament allowed over 25,000 school children to attend the tournament matches in each city – for many, this was their first experience of a live international football match.
- Improved relationships between NZF and the government. The tournament provided a great platform for developing relationships between city councils, NZF and the government and provided a basis for future partnerships. As a result of the tournament success, the government is now more willing to invest in the whole game. Football is now in the top 10 of sports funded by the government, with additional funding secured for other campaigns such as the women's senior national team.
- There are also now improved relationships between facility managers and football, particularly women's football, with opportunities for girls and women to play provided at more venues.
- Women's football was awarded the SPARC 2009 Event Excellence Award in recognition of the achievements of NZ Football – this relayed an important message to New Zealand that football was a serious sport.
- Improved international inter-government relationships. International relationships with Chile were developed as both countries have learned and shared experiences of hosting FIFA's other World Cup events.
- An extended database of fans collated during the event and associated programmes provides a great "tool" for NZ Football to market NZF programmes and promote participation.
- The success of hosting the U-17 tournament and its impact on women's football development has provided added impetus for the development of the men's game in NZ.

### Key success factors

Some of the most important factors that have contributed to New Zealand's success in benefiting from bidding for and hosting the FIFA U-17 Women's World Cup are as follows:

- Having both a *long-term plan for the development of the sport* and a *clear vision for the event* and how it can be used to develop the game in line with the strategic objectives. The fixed deadline for the event provided an additional spur and impetus for action that otherwise may not have been achieved.
- *Engaging with stakeholders/high-profile political leaders* from the outset to “get them on board” with the association’s plans. Having a politician or high-profile person as an advocate of the bid provided added support and impetus – the NZ Prime Minister was fully supportive of the event and facilitated the allocation of significant government funding to the event.
- Commissioning an *independent economic impact study as early as possible*, to assess the value of the event to the country. In New Zealand, this study provided an additional incentive for the NZ government and other partners to support the association’s bid financially.
- Having a *clearly set-out marketing campaign with a strong focus on branding and imagery*. A clear activation strategy for marketing initiatives with schools, communities, clubs, volunteers and host cities helped promote interest in the event and the development of a database has allowed continued communication with these target markets.
- *Developing relationships with the media*, through innovative initiatives such as the journalist support programme to fund a Women’s World Cup visit and focus on media coverage during the event, has resulted in much-improved media relationships and increased media coverage.
- Having *performance objectives* for the tournament, for example, a key target was to achieve tournament attendance of over 130,000 and ensure full stadiums. The tournament attendance was 212,506, exceeding the target by over 80,000 due to the targeted marketing programmes and development work to promote the event..

*“We submitted the bid for the FIFA U-17 Women’s World Cup primarily because we wanted to grow the women’s game from both a profile and participation point of view. In particular, we wanted players, the general public, media and potential partners to see the game as it is – one of the best sporting options for girls and women, if not the very best, and an exciting game that is exploding on a global scale. With the ensuing increases in television coverage, sponsorship interest, corporate image and positive spill-over effects into the wider game, the event without question achieved this goal.”*

Michele Cox, Bid Chief and LOC Ambassador for the FIFA U-17 Women’s World Cup New Zealand 2008



# Changing the face of women's sport in Chile

## Background information

Prior to 2006, although football was clearly the number one sport in Chile, there was limited support for female footballers, and as a result, few women played the game in an organized way. One of the main barriers to women's participation in football in Chile was the perception of football as a sport just for men. There was also a lack of sporting culture and low sports participation by women in general, with limited appreciation of the value of sport and physical activity. A 2003 national health poll showed that nine out of ten Chilean women had a sedentary lifestyle and nearly 60% were overweight or obese.

In 2007, the newly elected president of the Chilean Football Federation (FFCH) had new ideas about what women's football could achieve, highlighting the need to work more closely with the political authorities and other agencies delivering sport and education. A new Chilean

President, Michelle Bachelet, was elected in 2006. She was the first female head of state of a South American country and was an advocate for using sport as a tool to promote social change. After meeting with the FFCH, she became an ambassador for women's football. This high-level political support was a key factor in the decision to bid for the 2008 FIFA U-20 Women's World Cup (the FIFA U-20 WWC).

## What were the objectives?

The FFCH and Chilean government wanted to facilitate a cultural change in the perception of women's sporting participation in recognition that this could deliver wider sporting, social and health benefits. Hosting the FIFA U-20 WWC was also seen as the opportunity to promote and encourage sustained growth of the women's game, building on the development work initiated with the new authorities.



## What was done?

*A women's football development plan was developed and implemented, incorporating both development and promotional/media activities.*

Hosting the FIFA U-20 WWC provided a significant impetus for the development of women's football. The new FFCH administration saw the event, together with the South American Women's U-17 Championship hosted in early 2008, as key elements of a comprehensive development and promotional plan.

The plan was built on the rationale that women's football could help deliver a range of social, cultural, educational, economic and health benefits to Chile. It involved forming closer relationships with a range of partners to help deliver coordinated plans for the development of the sport. Relationships were established with the government, universities, non-governmental organisations and the media, amongst others.

The plan was drawn up by the FFCH and the Local Organising Committee (LOC), with assistance from FIFA officials. It promoted:

- the organisation of the FIFA U-20 WWC
- the women's national teams
- women's football development activities

To support delivery of the plan, the FFCH appointed a media manager as part of the LOC structure, with responsibility for increasing the media exposure of women's football and promoting the FIFA U-20 WWC. During the build-up to the event, a range of promotional/developmental activities were implemented across Chile.

A selection process was implemented for the U-20 national team. This involved organising matches against domestic teams from across the country. These all secured good media support including coverage on TV and radio shows. This media coverage (local, regional and national) helped generate public interest in women's football. Some matches involved boys' teams as opposition, which helped to change the perception that football was just for men.

Women's football events and festivals were organised in schools, universities and communities across the country, providing playing opportunities for women and girls of all ages and abilities. These activities included a nationwide event to select a U-14 national team to represent Chile in an international tournament held to celebrate the new Home

of FIFA in 2007. All of these events helped to encourage women and girls to try football and were used to raise the profile of the game and the fact that Chile was hosting the FIFA U-20 WWC.

Celebrity matches were organised, for example, the "ministers v. TV/media" all-female football match between a team representing the government, including the ministers for education and women, and a combined team of TV personalities and journalists. The event was attended by the President and was covered on cable TV. These activities were designed to position women's football in a positive way and change the traditional public perception of football as a male-only sport.

Media activities included the set-up of a new website with space dedicated to women's football; and the development of a media contacts database. Background information on players was distributed to help promote the event and media contacts, particularly in the host cities for the FIFA U-20 WWC, were offered interviews with players.

## A highly successful event was hosted.

The FIFA U-20 WWC was a ground-breaking event. It was the first time that a FIFA women's tournament had been hosted in a South American country. The response of the organisers, the media and the fans was exceptional, with the event considered a resounding success.

The FFCH secured USD 3.5 million from the government, private sponsors and the municipality to support the FIFA U-20 WWC, and four new stadiums were built for the tournament at a cost of USD 110 million.

A total of 352,309 fans watched the 32 matches held in the four host cities of Chillán, La Florida Santiago, Temuco and Coquimbo. At the time, this was a record total attendance for a women's youth event.

## What were the benefits?

The FIFA U-20 WWC was the catalyst for significant growth and development of women's football in Chile and as a result, the image of women's football has changed.

### 1. The number of women and girls playing football in Chile has increased including:

- A more than threefold increase in the number of registered female players up from 1,950 in 2000 to 8,500 in 2006 (FIFA Big Count statistics) and now estimated at 10,800 in 2010



- An estimated 300,000 women and girls now playing football in the country based on statistics from schools, clubs and universities
- A minimum of 540 girls teams nationwide based on at least ten per municipality
- The delivery of football activity in schools following the FFCH's agreement with the Ministry of Education to introduce football lessons into primary schools as part of the general sports programme
- More qualified female coaches (there are now four category A coaches compared to none previously)
- 12 qualified referees and 12 assistants, and a further 15 women signed up to referee development courses

**2. There are now more competitions, festivals, courses and leagues across the country at all levels, including:**

- Female football tournaments at senior, U-17 and U-15 level, with selection processes for talented players to progress towards the women's national teams.
- The national league, which now has two divisions, two tournaments and 32 teams. Prior to 2006 there was just one tournament with 14 teams. There are now approximately 800 registered players and the league attracts players from across South America.
- The Chilean Cup in which 80,000 women/girls play. This tournament is open to amateur and professional teams from across Chile and was established in partnership with the Ministry for Women.
- The annual FFCH girls' festival which attracts players from across the country and has reached a maximum capacity of 2,200 participants in 2010, up from 800 in 2007.
- 62 community-focused tournaments delivered through the FFCH social programme.
- The establishment of the first national schools tournament for girls aged between 10 and 13. School coordinators have been appointed to oversee the participation, equality and continuity of all school tournaments.
- Hundreds of football development/education courses delivered across all football disciplines (e.g. women's,



beach soccer, futsal) and for coaches, referees and administrators.

**3. The standards of play of women’s football have improved significantly following the growth of the women’s senior professional league and the establishment of four women’s national teams (each with supporting medical and coaching infrastructure).**

In 2010, the U-17 girls’ team were runners up at the South American Championship and were first-time qualifiers for the FIFA U-17 Women’s World Cup.

**4. There is now more interest in both women’s football and sport in general. Both now have a much higher profile in Chile.**

For example, since 2008 there have been:

- More female spectators at both men’s and women’s professional matches, resulting in increased numbers of spectators overall and a change to profile of spectators
- An increase in the average attendance at U-20 women’s national team matches to 3,000 – a significant increase from the spectator levels of around 300 reported for some matches in the South American Women’s



U-20 Championship in 2006. The average spectator attendance for the FIFA U-20 WWC matches was 11,000.

- Greater media interest and coverage with women’s football coverage now on both terrestrial and cable TV. A senior women’s game is screened live each weekend with highlights from the league shown twice a week.
- Many more references to women’s football in radio and the print media and coverage of the national teams from senior through to U-15 level. There is now a dedicated journalist for the women’s national team and the national newspaper, La Segunda, provides a full page per week on women’s football.
- Increased levels of sponsorship based on increased interest in women’s football and football in general. The FFCH estimates the commercial benefit at USD 16 million over four years from 2008. The FFCH currently has five national partners and significant further interest. All commercial deals that the FFCH now negotiates include the women’s teams, therefore ensuring a fully integrated offering.
- Evidence that the event facilitated a *cultural shift* that has helped to reduce the negative perceptions of women’s sporting participation. Evidence of this change is visible through, for example, fathers now accompanying girls to games.

**5. Hosting the FIFA U-20 WWC led to the restructuring and full integration of women’s football within the FFCH. This has included the appointment of eight female football administrators within the association.**

**6. These are now stronger relationships with key stakeholders, including:**

- The *government and ministers*, particularly from education and health. This has been critical in changing the image of women’s sport and recognising the role of football as a tool for social development and addressing health inequalities. The FFCH has also worked with education to introduce football in schools and the amount of physical activity in schools has been increased from two to four hours per week.
- The *media*, as the FFCH now has a detailed database of media contacts that can be used for distributing information about women’s national team players, competitions and mass participation events. Good

working relationships built up since 2008 have been established, enabling the FFCH to disseminate information on women's football quickly and effectively.

- *Universities*, which provide an ideal platform for launching women's tournaments and also cater for the medical support, health care and monitoring needs of players before, during and after tournaments. Universities are also a key step in the football talent pathway.

**7. Chile's sporting infrastructure has improved.** A further 11 new "state of the art" stadiums have been built since 2008 ranging in capacity from 10,000 through to 65,000, equating to circa USD 250 million of government investment. The construction has provided economic benefits in terms of employment throughout the country. There has also been investment in artificial turf pitches (ATPs). Prior to 2008 there were only a few ATPs in the country and now there are over a hundred. These have been important in supporting growth of the game in terms of providing greater capacity and opportunities to play throughout the year.

**8. Hosting the FIFA U-20 WWC has helped position Chile for further event bidding and further development of new stadia and supporting football infrastructure.**

### Key success factors

Some of the most important factors that have contributed to Chile's success in developing women's football through bidding for and hosting the FIFA U-20 WWC are as follows:

- Preparing a coordinated football development plan that encompassed both developmental and promotional

media activities centred on the FIFA U-20 WWC. This meant that there was a programme of events, festivals and one-off matches such as the "ministers v. TV/ media" all-female football match, which helped to not only raise awareness of the FIFA U-20 WWC and encourage football participation but also to position women's football in a positive way and change traditional public perception of football as a male-only sport.

- Focusing on media links/ resource and coverage. A dedicated media manager within the LOC helped to promote solid relations with the media. An up-to-date database of media contacts enabled the association to disseminate information to the media quickly and easily.
- Having the support of the Chilean President, Michele Bachelet, to support both women playing football and hosting the FIFA U-20 WWC. Her position as Honorary President of the LOC provided a strong endorsement for the sport which has helped gain media attention to promote the inclusion of women and girls in football. The fact that the President has a strong belief in equality and the need to address social issues facing women reinforces this endorsement.
- Developing and strengthening links with the new government, focusing on building relationships with departments such as education, health and sport. This dialogue has resulted in increased awareness by the government of how women's football can be used as a platform to deliver a range of social and other benefits.

### Contact details

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*"Hosting the FIFA U-20 Women's World Cup was the catalyst needed to grow and develop the game through showcasing women's football and facilitating a cultural shift in perceptions of women's sport."*

Eduardo Rojas, Manager, Competitions and Development



# Growing the game and changing perceptions

## Background

Until 1970, women and girls were not allowed to play football in Germany. When the German Football Association (DFB) lifted the ban, it prompted a massive increase in participation by women. The German women's national team has been particularly successful, winning the FIFA Women's World Cup™ in 2003 and 2007.

Hosting the FIFA World Cup™ in 2006 helped to boost Germany's profile and this, combined with success on the pitch and their previous successful hosting of the Women's European Championship in 2001 prompted the question, "What next?"

Hosting events was seen as an opportunity for women to "write their own history" and showcase women's football to the world. A bid for the FIFA Women's World Cup 2011™ was submitted in 2007 and later that year it was announced that Germany would indeed be the host – just 28 days after

the women's national team had won the FIFA Women's World Cup™ for the second time.

In 2008, the FIFA U-20 Women's World Cup 2010 was also allocated to Germany as a "test event" to help them prepare for 2011 and to act as an appetiser and a stepping stone for achieving the event goals.

## What were the objectives?

The main objective of hosting both the FIFA Women's World Cup 2011™ and the FIFA U-20 Women's World Cup in Germany was to increase the profile and uptake of women's and girls' football both nationally and internationally.

Hosting both tournaments was seen as:

- A route to encourage more women and girls to play the game.
- The opportunity to provide a celebration for women's football to be enjoyed by everyone.



- A tool for integration and a way of tackling social problems such as racism by strengthening and accelerating the power of football.

The FIFA U-20 Women's World Cup held in July and August 2010 was used to test out the planning for the FIFA Women's World Cup 2011™, and it delivered many of its own unique benefits.

### What was done?

#### *Stadium selection and development*

The stadiums for the U-20 tournament were selected from those put forward by cities wanting to host the Women's World Cup in 2011. Thirty-two stadiums were proposed for the 2011 event and four stadiums were selected for the U-20 tournament based on the following criteria:

- Untested/new stadiums that had not hosted large-scale events before. The Bielefeld stadium was selected as it just missed out on selection as a stadium for the 2011 tournament. It was therefore allocated the final and seven other matches.

- Those with mid-range capacities of 20,000-30,000 and able to generate more atmosphere with fewer spectator numbers. This excluded the larger stadiums in Frankfurt and Berlin.
- Stadiums that provided a good geographical spread. For example, Bochum was selected to provide a stadium in the west of the country.

The four stadiums chosen were Bochum (opening match/ceremony), Augsburg, Dresden and Bielefeld (final). The stadium contracts were all signed during the bidding stage of the Women's World Cup so that cities knew the commitment required and benefits available.

#### *Planning the marketing campaign*

The communications strategy for the U-20 tournament was based on the following principles:

- To demonstrate how exciting and interesting women's football can be and to raise the profile of the game;
- To provide an appetiser for the 2011 event with programmes forming part of the overall marketing campaign for hosting the 2011 tournament;



- To use players as ambassadors, focusing on the U-20 players who had already achieved national representation and were therefore better known throughout Germany.

A detailed marketing campaign was launched to promote the event and players. Promotional activities included posters, TV advertising, ticketing campaigns and media activities.

A range of media activities included promotions at women's national team matches, and "big screen" and advertising board promotions at men's national team matches. In addition, there were "countdown" events across the country as part of the "It's fun to play" tour. These events, held in the host cities either at the stadiums or at other city locations, provided a particularly useful way to help spread the word about women's football and the forthcoming tournaments with activities, promotions, displays, competitions and family entertainment. Special guests included local dignitaries and football personalities, including players from the men's game. The marketing campaign also used the support of high-profile political, celebrity and sporting personalities to maximise public awareness.

These events, combined with an extensive programme of school visits, maximised the use of ambassadors to act as role models for women and girls. Players from the U-20 national team were selected to act as ambassadors, visiting schools to encourage girls to participate, spread the word about the tournament and explain what it is like to be a top football player.

These tour events also provided an excellent opportunity for national supporters' sponsorship activation. Hosting both the U-20 and the Women's World Cup in Germany has provided national supporters with a dual package of events. Feedback from the U-20 event has been positive, with more activation events programmed in the build-up to the Women's World Cup.

The ticketing campaign for the U-20 tournament focused on:

- ensuring tickets were sold and not given away following previous experiences where tickets were provided for free but then the recipient did not show up;
- inviting girls and women to stadiums for the first time to witness football and the excitement of the game;
- ensuring competitive pricing, with tickets ranging from EUR 2.5 to EUR 25, plus family ticket packages.



The primary target market for the event was families and schoolchildren, and this linked with the schools programme running in parallel with the build-up to the event. Matches were programmed to be convenient for these target markets, with the first match kicking off at 11.30.

#### *Aligning grassroots programmes with both tournaments*

Following the decision to host the Women's World Cup 2011 in Germany, the DFB's grassroots programmes were aligned with the build-up to the tournament. The decision to host the U-20 tournament in 2010 provided a useful landmark for more girls' and women's programmes, building up to 2011.

The development programmes have focused on delivering social benefits through football, including anti-racism, volunteering and coach education. For example, the Kinderträume (Children's Dreams) programme, delivered through funding from the men's national team, provides 70 football projects for young children aimed at delivering social outcomes.

An extensive schools campaign – Team 2011 – aims to connect new players through schools and clubs with incentives linked to World Cup activities. For example, points are gained for girls' football activities in schools and clubs, and for improving the football coaching skills of teachers. Rewards range from basic rewards such as new equipment

or T-shirts to more exclusive rewards such as a training session with a German national team coach, meetings with celebrities such as Franz Beckenbauer and Birgit Prinz, visits to the women's national team training camp or trips to the FIFA Women's World Cup™ opening match.

The city of Bochum was also able to combine activities with its role as the European Capital of Culture, with football activities linked to cultural offerings around the history of women's football and commercial displays.

### What were the benefits?

Although the true test of hosting both the U-20 Women's World Cup and the Women's World Cup will be the long-term progress and benefits in developing the global game, the FIFA U-20 Women's World Cup 2010 in Germany has already delivered many benefits to help further develop and raise the profile of women's football, including:

- Record-breaking ticket sales of over 390,000, beating the record from the 2008 U-20 tournament in Chile by 40,000, with an average match attendance of over 12,000.
- Watched by 1.5 million viewers on Eurosport – the second most-watched event since 2005.
- New stadiums in Dresden (22,933) and Augsburg (22,216) and renovated stadiums in Bielefeld and Bochum will provide improved infrastructure for Germany's professional teams, particularly for media and hospitality.
- An average investment in each host city of around EUR 1 million on improved stadium infrastructure and marketing/PR activities in the cities.
- A EUR 19 million legacy fund for women's football, with ten grassroots programmes focused on promoting the participation of girls. The school/club campaign has involved over 14,500 institutions since July 2009 (over 5,500 schools and 9,000 clubs) and will run through to 2011.
- Increased interest in playing the game:
  - The German Football Association now has more than one million female members – 710,000 adult and 340,000 U-17s (as at 2010).
  - The number of women's teams (14,000) has more than doubled between 2005 and 2010.



- Increased profile, with Germany's Chancellor, Angela Merkel, four former national women's team players, and famous personalities from music and theatre all promoting the event.
- A great "test event" for the FIFA Women's World Cup 2011™.

### Key success factors

The following factors were the most important in influencing Germany's success in maximising the benefits of hosting events:

- The *success of the women's national team* on the pitch – playing success has helped to raise awareness and promote the game across Germany. It also helped to ensure the success of the U-20 event given its primarily regional/national market.
- *Securing high-level support* – the support of Angela Merkel, the first female German Chancellor, was invaluable. She has acted as an ambassador for women's sport, including football.
- Developing a *strong marketing plan* with a *clear target market* to ensure a focused campaign. Whereas the U-20 tournament had a regional/national market, the FIFA Women's World Cup 2011™ will have an international focus. The LOC President, Steffi Jones, is visiting all participating countries to encourage them to promote their team and the tournament.
- Working with the media and sponsors to *build the profile of key players from the women's national team* who also played for the U-20 team to promote women's football amongst the general public and in schools.
- Using *links to the men's game to promote women's football* through advertisements at men's national matches and the use of popular male players to promote the tournament.
- *Aligning the events with grassroots programmes* – all of the associations' grassroots programmes have been aligned to fit with both the U-20 Women's World Cup and the Women's World Cup to promote them to best effect.
- Working closely with *sponsors/national supporters* to ensure their activation commitments are carried out. The dual nature of the sponsorship arrangements means that sponsors can learn from and build on their activation for the U-20 tournament in advance of the Women's World Cup.
- Combining *marketing/promotional programmes with city events*, for example, the promotional tour in Bochum took account of the city's "European City of Culture" status to promote football heritage as part of the tournament's promotional campaign.

***"For me, the most significant benefit of hosting the FIFA U-20 Women's World Cup is how it has changed the perception of women's football. Football is now for everyone."***

Heike Ullrich, Head of Tournament Organisation,  
FIFA U-20 Women's World Cup Germany 2010



