



The A.T. Kearney Football Sustainability Studies

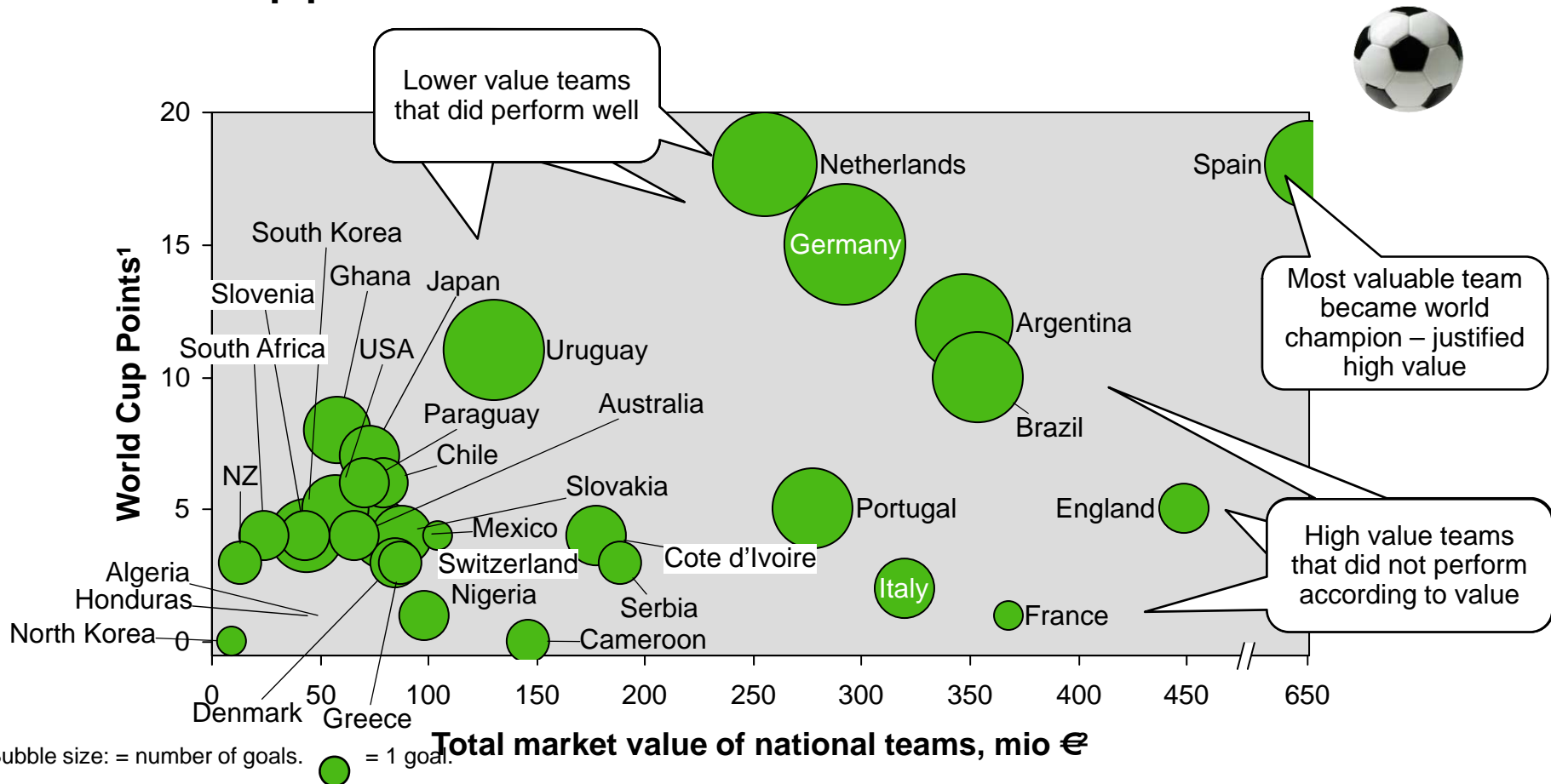
Post World Cup Analysis

July 2010

ATKEARNEY

Team value does not fully predict world cup success

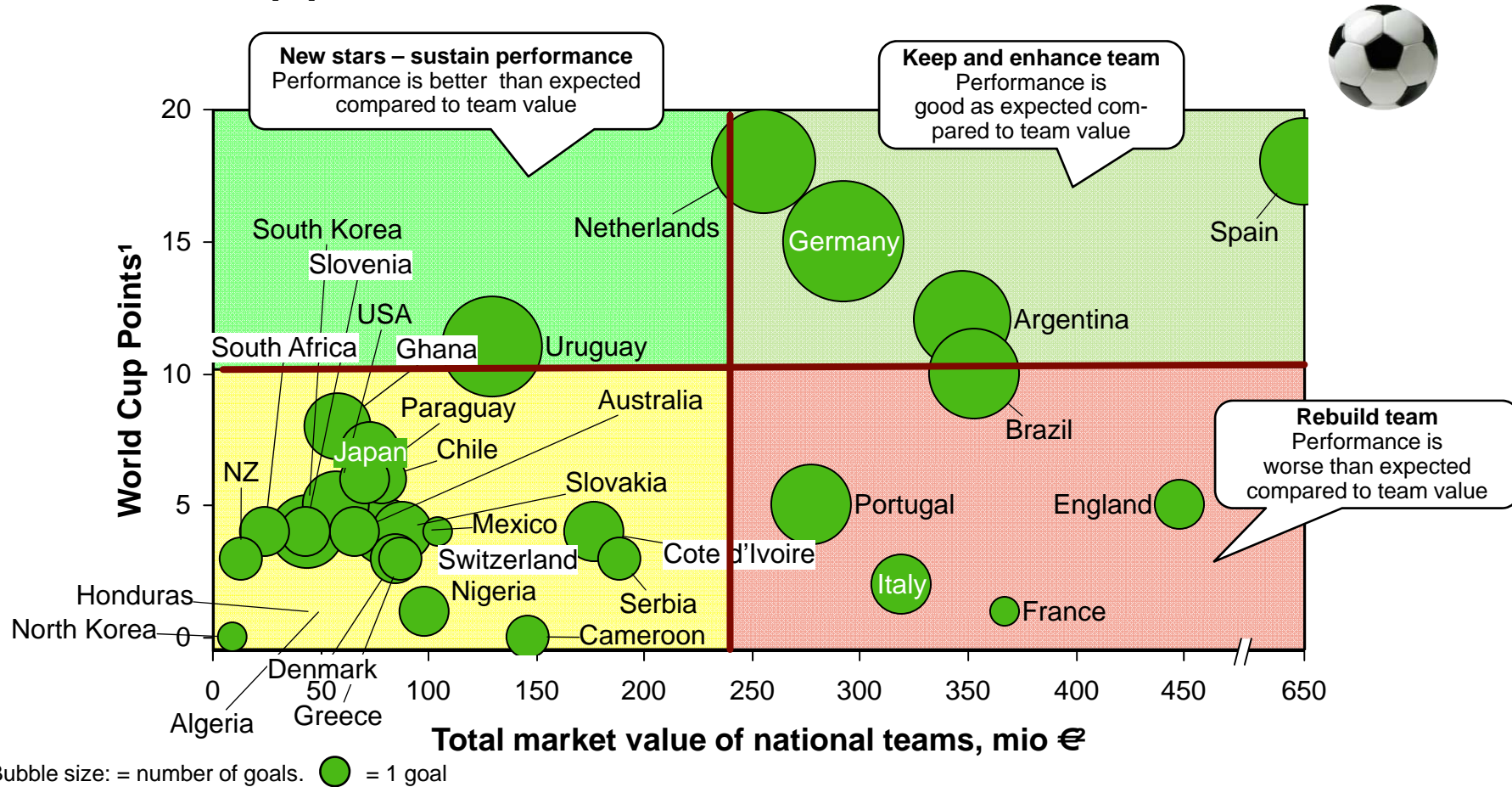
2010 World Cup points vs. value of national team



Algeria and Honduras had zero goals, therefore bubble size = very small number.
 1) World Cup 2010. 3 points are given for each win after extra time before PSO and 1 point is rewarded for a draw. 2) Data on teams value is given as of June 2010. Values of national teams and first teams of clubs are provided by Transfermarkt GmbH & Co. KG. Value of a team is a complex measure of its parameters developed by Transfermarkt GmbH & Co. KG.
 Source: FIFA, transfermarkt.de, A.T. Kearney

Substantial under- and overperformer in 2010 world cup compared to team value

2010 World Cup points vs. value of national team



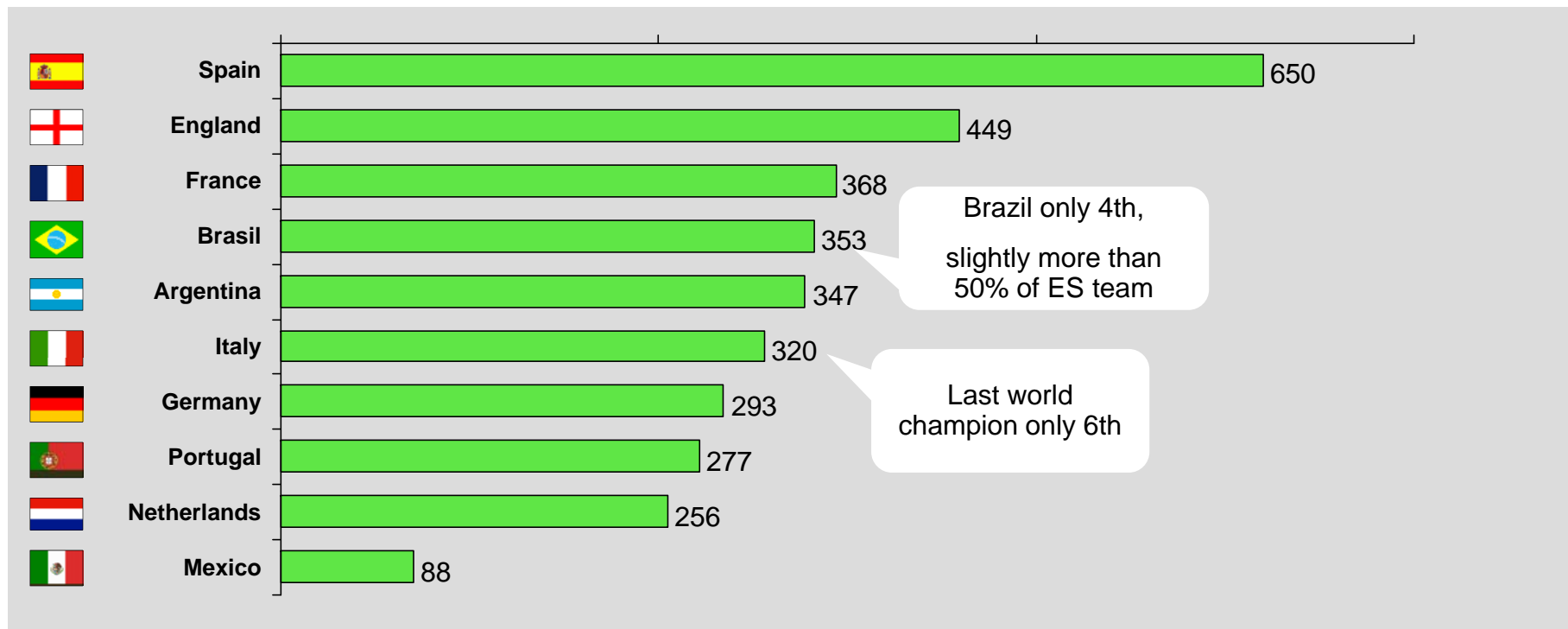
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Source: FIFA, transfermarkt.de, A.T. Kearney

High team value of Spain justified by becoming "world champion"

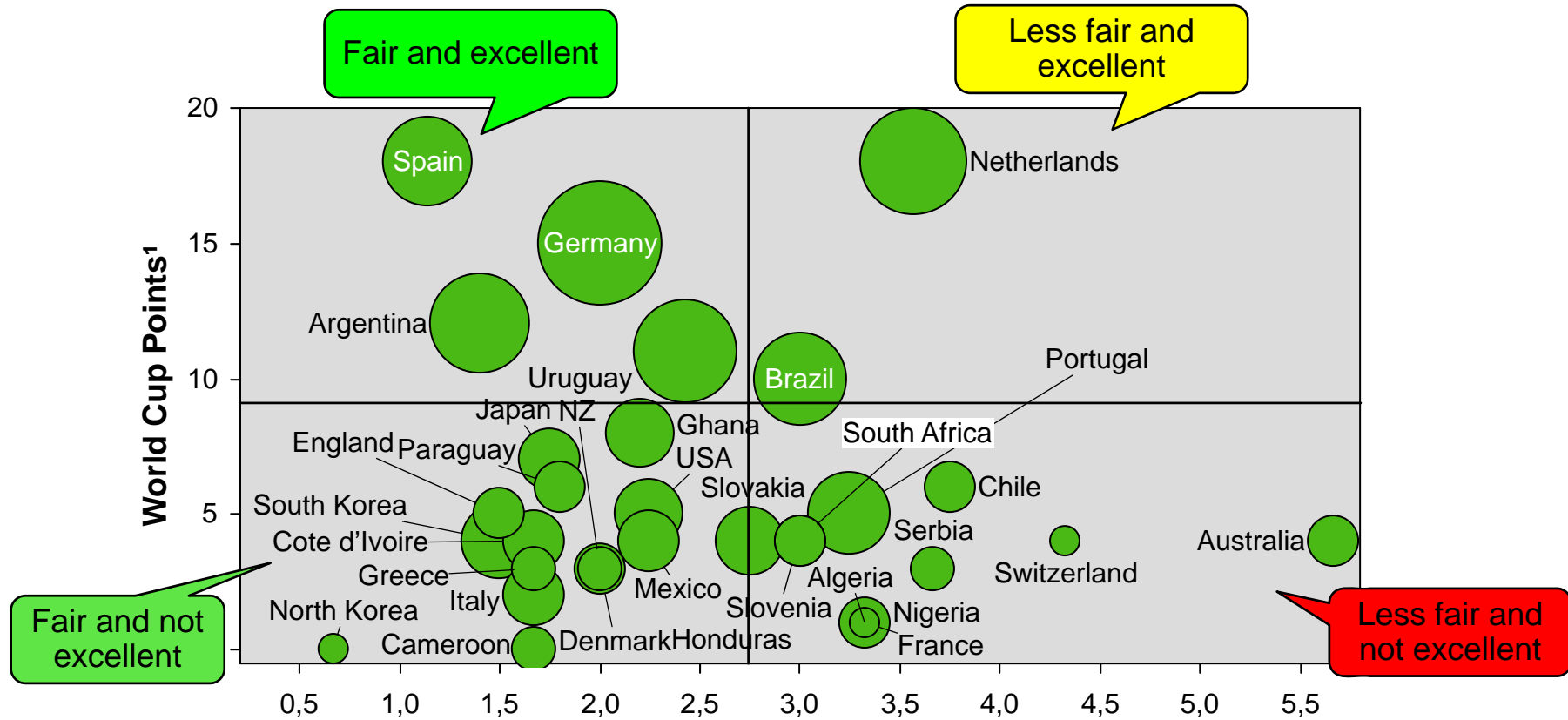
Value of national team
in € mn



Data on teams value is given as of June 2010.
Value of a team is a complex measure of its parameters developed and provided by Transfermarkt GmbH & Co. KG.
Source: <http://www.transfermarkt.de>, A.T. Kearney

Fair teams were more successful – in points and number of goals

Points at worldcup vs. yellow/red cards



Fairness points per match (red, r-y and yellow cards)²

Bubble size: = number of goals. ● = 1 goal.

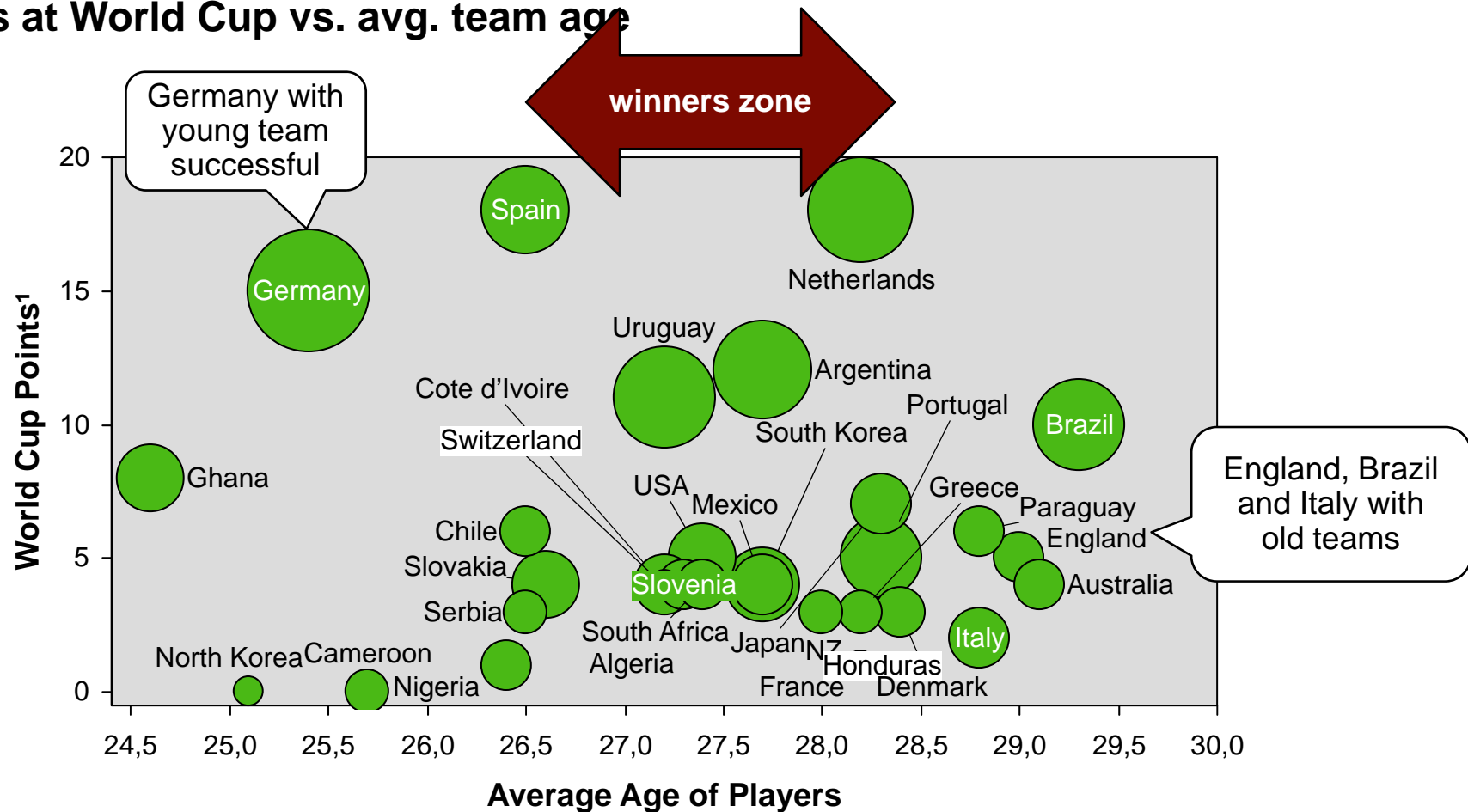
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 The score is calculated as follows: for yellow card team receives 1 point, for yellow-red card – 3 points, for red card – 5 points. The sum of all points is divided by the number of matches.

Source: FIFA, transfermarkt.de, A.T. Kearney

In 2010, winning teams had an average age of 26-28 years

Points at World Cup vs. avg. team age



Bubble size: = number of goals. ● = 1 goal.

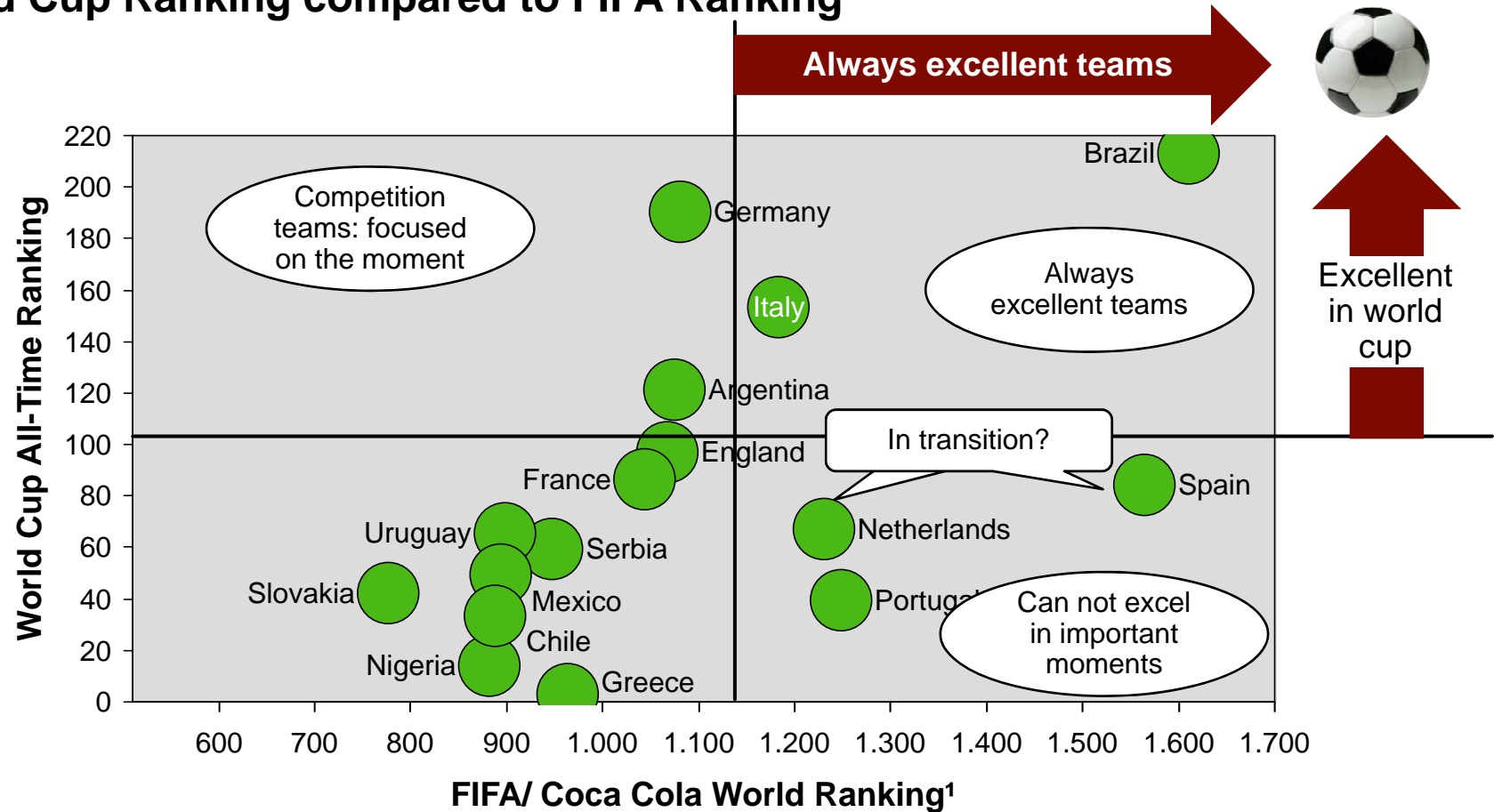
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Source: FIFA, transfermarkt.de, A.T. Kearney

Some countries better in continuous performance, other more in important moments

World Cup Ranking compared to FIFA Ranking



Rankings are given as of 12.07.2010

1) FIFA/ Coca Cola Ranking includes performance in the following match types: friendly, World Cup qualifier or Continental qualifier, Continental finals or Confederations Cup, World Cup finals.

Source: FIFA, A.T. Kearney

A.T. Kearney Football Sustainability Studies – Post World Cup Analysis: Team effectivity index

Rank	Nation	Value of the team in Mil. €	World Cup Points 2010	Team effectivity index
1.	Ghana	58,35	7	119,97
2.	Paraguay	70,65	8	113,23
3.	Uruguay	130	13	100,00
4.	South-Korea	44,35	4	90,19
5.	USA	57,65	5	86,73
6.	Japan	73	6	82,19
7.	Chile	78,95	6	76,00
8.	Netherlands	255,55	18	70,44
9.	Germany	292,5	15	51,28
10.	Slovakia	80,05	4	49,97
11.	Mexico	88,05	4	45,43
12.	Argentina	347,3	12	34,55
13.	Brazil	353,1	10	28,32
14.	Spain	650	18	27,69
15.	Portugal	277,3	5	18,03
16.	England	448,5	5	11,15
...				
29.	Italy	319,5	2	6,26
30.	France	367,5	1	2,72
...				