

WORLD FOOTBALL SUMMIT

THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

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SPSG
CONSULTING
Sports, Partnership,
Sponsorship - Global

INTRODUCTION

The football industry is rapidly growing on a global level and the African continent is no different - one continent that has already hosted top tier competitions such as its first FIFA World Cup in 2010 in South Africa. Many talented professional football players have come out of the region since the 1950's and more exponentially since the 1990's. Beyond the realms of leisure and fandom, football has both a symbolic and cultural significance as it takes part in all aspects of social and economic development in Africa.

BEYOND THE REALMS OF LEISURE AND FANDOM, FOOTBALL HAS BOTH A SYMBOLIC AND CULTURAL SIGNIFICANCE IN AFRICA

In fact, the African continent has enormous potential to become a key destination for the global football industry. Consequently, **World Football Summit** (from here on, **WFS**) aimed to bring the international leading football event to Durban for the first time in March, 2020. During the **WFS Africa**, experts were supposed to discuss key areas such as the legacy of that 2010 FIFA World Cup a decade later, as well as digital adaptation, talent development, new competition models, smart investment, the rise of OTT and sponsorship activation across the continent.

Unfortunately, **WFS Africa** was postponed due to the coronavirus outbreak, but as we reschedule the event, WFS has created a survey to generate further knowledge about the African football industry.

Surveyed were a number of different professionals - including **WFS Africa** speakers and moderators - who were asked to share their expertise within the industry and give further insights across a variety of different topics, including:

- ▶ The economic and social impact of football in the continent
- ▶ The professionalism of the industry
- ▶ The main challenges to tackle heading to 2025

The report has been developed by **SPSG Consulting**, a consulting firm specialised in providing business solutions to corporations, sports entities and public services in the fields of sponsorship, partnership and sport.

WFS would like to thank everyone that participated in the making of this report.

SURVEY METHODOLOGY

The results presented in this report were collected from an online qualitative survey carried out in March 2020.

The survey's respondents are high profile professionals working in the sports industry in various positions at different football clubs and associations, federations and governing bodies, academies, media and agencies, among others.

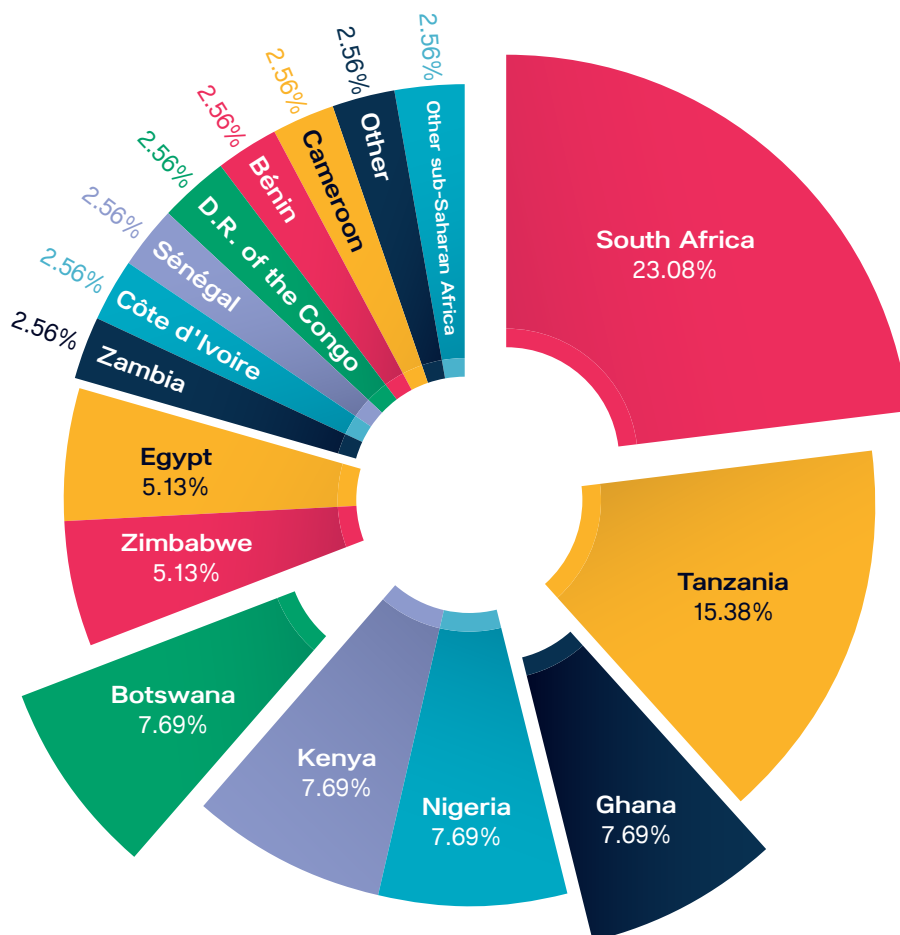


Figure 1: Percentage of respondents by country

They also originated from countries all over Africa, giving a broader vision on their perception of the state of the industry.

In terms of the methodology, respondents were asked to rank different statements from a scale of 1 (totally disagree) to 7 (totally agree) on the following topics:

- ▶ **Football industry in Africa**
- ▶ **Economic and social impact in Africa**
- ▶ **Importance of the revenue streams in the football industry in Africa (from the club perspective)**
- ▶ **Interests of football competitions/leagues in Africa**
- ▶ **Main football industry challenges to tackle in Africa**

Therefore, the report is divided into these main areas.

Some additional data from secondary sources was also provided to have a better comprehension of the industry.

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FOOTBALL INDUSTRY IN AFRICA

SURVEY RESULTS:



In a scale of 1 (minimum – totally disagree) to 7 (maximum – totally agree), experts were asked to share their opinion on the following statements – topics in regards to the football industry in.

Football is one of the most popular sports in Africa and in the past decades the industry has gained a solid international reputation. According to FIFA's *Professional Football Report 2019*, there are 22,525 professional players (data available for 44 countries), with 96% of the countries having more than 75% of top-tier domestic players and a total number of 682 professional clubs (data available for 47 countries) under the member associations of the Confédération Africaine de Football (the African football's governing body; CAF from now on).

PERCEPTION OF CORRUPTION IN THE AFRICAN FOOTBALL INDUSTRY

As per the respondents, one of the main challenges to tackle is the high perception of corruption in the African football industry. In the past decade there has been a wave of poor governance structures, corruption scandals and accusations of financial mismanagement. Despite the numerous issues that football has faced, CAF is already working on rebuilding trust by combating corruption at every level, such as through a newly formed CAF Governance Committee and with the support of the FIFA and the African Union with whom they have signed a Memorandum Of Understanding. They are also tackling other aspects that may threaten the development of the African football industry, like technical and officiating structures and professionalism.

THE PERCEPTION OF CORRUPTION IN THE FOOTBALL INDUSTRY REMAINS AS ONE OF THE MAIN CHALLENGES TO TACKLE IN AFRICA

FOOTBALL LEAGUES AND COMPETITIONS IN AFRICA

Respondents consider there to be room for improvement in raising the level of professionalism of the football leagues and competitions in Africa as, in some cases, they are underfunded - especially in women's football - and could be better managed. Indeed, stronger football structures are needed to fight some of the challenges that hamper the growth of the domestic leagues. One example is a sports facilities deficit, with African countries having, generally speaking, stadiums below FIFA standards or with lack of maintenance. FIFA plans to raise \$1bn to build at least one stadium meeting those standards per country.

Meanwhile, the surveyed experts highlighted a need for improved football performance in comparison to other competitors. In fact, experts stated that the quality of the national and domestic games and PanAfrican leagues in African countries is not as high as it is in Europe. One reason for

that may be the large migration of top African talent moving overseas; players that are looking for more opportunities in bigger and more competitive markets.

TECHNOLOGY IN THE FOOTBALL INDUSTRY

The appliance of new technology advancement can drive the development and evolution of the sport worldwide, and is increasingly doing so already.

In this report, respondents believe that, currently, the level of technology applied to footballers' performance in Africa is significant. Some local elite clubs are already applying systems that enable them to collect data through the monitoring of players during training sessions and matches. Through these technologies, coaches can receive different information about the team's performance and identify areas of improvement so they can personalise training plans and tactics accordingly, through data-based decisions.

RESPONDENTS BELIEVE THAT, CURRENTLY, THE LEVEL OF TECHNOLOGY APPLIED TO FOOTBALLERS' PERFORMANCE IN AFRICA IS SIGNIFICANT

In the same way, technology applied to football stadia is crucial as it can eventually maximize the fan experience by:

1. **Optimising all the different procedures** (i.e. use of electronic systems to enter the stadia, cashless operations, provision of digital information in real-time...)
2. **Driving consumption** (i.e. buying food or merchandise from your seat, personalised offers and promotions...)
3. **Raising fan engagement** (i.e. through offering additional online content while watching the match: stats, highlights...)
4. **Assuring attendants' safety through the monitoring of their behaviour** (i.e. using facial recognition...)

5. Others (i.e. environment sustainability, analysis of the game...)

According to respondents, Africa has many iconic stadia that are embracing technology and applying some of these features. Since 2010, they have continuously undergone a series of up-to-date improvements. For instance, Morocco is the first African country to use the Video Assistant Referee system in domestic league games.

However, these systems are still new to many African regions, and thus there is still a lot of new opportunities to capitalise on existing technologies that can enhance the global African football product by combining the physical world with the digital one: especially if compared with European countries that have been applying technology to the development of sports for longer.

It should also be considered that the Covid-19 crisis is raising important new challenges as football games will need to take appropriate precautions to minimise the risk of contagion. New measures will require more space (as fans, workers and players will need to respect social distancing in the stadium) and information (football teams will need to ensure attendants' security by providing information on the measures incorporated, as well as best practice recommendations), which will assume a higher cost because stadia will be obliged to comply with strict rules and provide sanitary materials and devices to the public. These rules will be extended to greater restrictions on sponsorship activations and, combined, will affect the fan experience on match-days. As a consequence, it's widely expected that fan attendance in stadiums will be limited in the short-medium term.

Therefore, it could be said that the football industry in Africa is evolving, but it's still not as mature as other regions. Many clubs and federations from different countries are still working in terms of establishing sporting regulations, opti-

HEADING TO 2025, THE LEVEL OF PROFESSIONALISM IN THE FOOTBALL INDUSTRY WILL LIKELY INCREASE

mising their commercial structures and maximising fan engagement strategies.

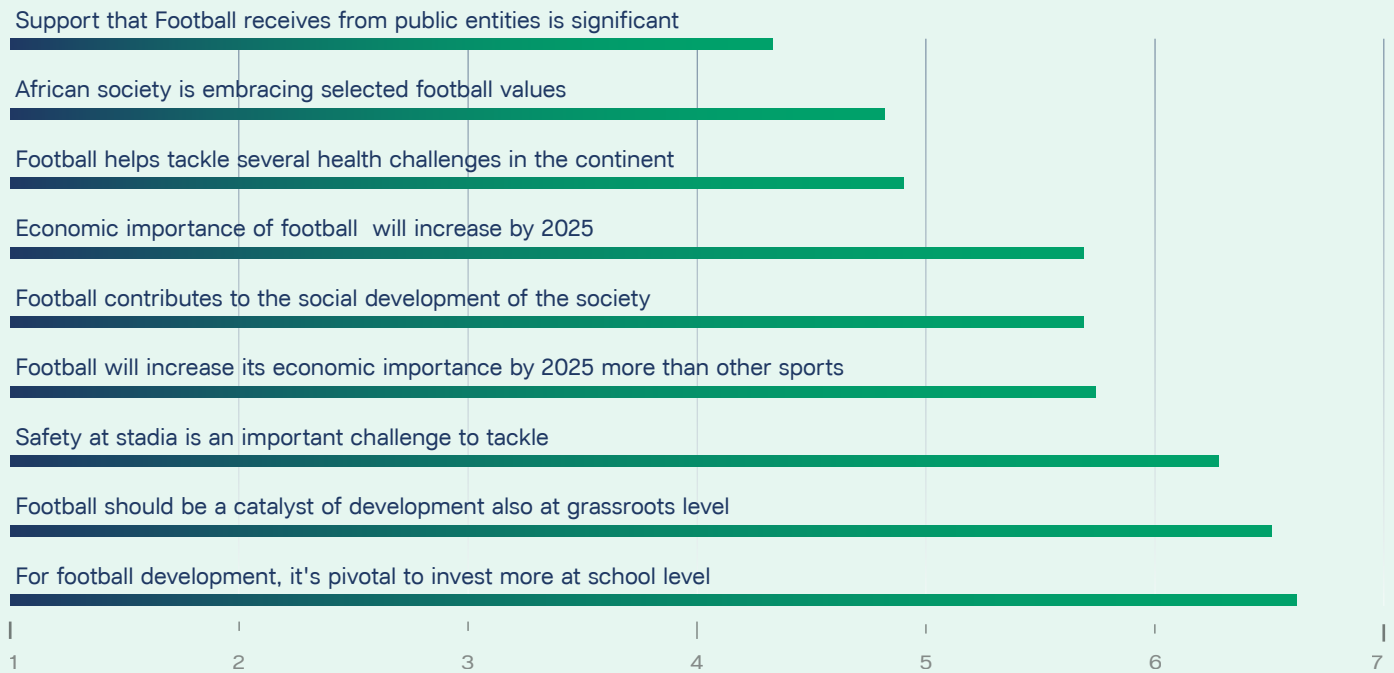
In conclusion, experts consider that the level of professionalism in the football industry will increase by 2025.

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THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

ECONOMIC AND SOCIAL IMPACT **IN AFRICA**

SURVEY RESULTS:



In a scale of 1 (minimum – totally disagree) to 7 (maximum – totally agree), experts were asked to share their opinion about the following statements – topics in regards to the football industry in 2020 in Africa from an economic and social perspective.

ECONOMIC DEVELOPMENT OF FOOTBALL IN AFRICA

Sports can play an important role in countries and regions' economic and social development.

One such example could be the FIFA World Cup held in 2010 in South Africa, which not only showcased the country as a tourism destination internationally, but also directly boosted economic and social development through the creation of jobs, the stimulus of business opportunities for foreign investment, and the upgrade of sports, transportation and urban infrastructures, among other effects.

Similarly, the Rwanda local authorities are already leveraging sponsorship deals to promote the country as a tourism

destination in targeted markets. Visit Rwanda is doing so by sponsoring top-tier European football clubs, such as Arsenal's male side and Paris Saint-Germain's female team. According to the Rwanda Development Board, the Arsenal sleeve sponsorship resulted in an estimated media value equivalent to approximately USD \$44M in just one year. It also stated that there was a significant increase of English tourists visiting the country, which underlines the potential of football as an economic driver for development in a region.

Bearing in mind that football is thriving in Africa, respondents stated that the football industry will keep increasing its economic importance across the continent by 2025 and, eventually, more so than other sports do.

Therefore, the survey respondents consider that football should be a catalyst for development in Africa, not only at an elite-professional level but, even more importantly, at a grassroots level.

**FOOTBALL SHOULD BE A CATALYST
OF ECONOMIC AND SOCIAL
DEVELOPMENT IN AFRICA**

To that aim, it is crucial to invest more in football at school level by building proper training infrastructure that provides youngsters with more high-class facilities and better technical staff in order to enhance their opportunities to succeed.

Due to the high potential of player development in Africa, many high-profile European football clubs and institutions are creating or funding programmes that aim to optimise youth football careers and, eventually, identify talent to funnel into the European football market (i.e. INEOS Football Academy in Rwanda, FC Barcelona academy in Nigeria, RCD Espanyol in Algeria and the Right To Dream Academy in Ghana financed by Manchester City, among others). Therefore, if African regions were able to develop a solid incubator of talent, they would be in a better position to:

- ▶ Fight the exodus of young players to other continents and give better development opportunities to those

that stay locally, which, in turn, would allow the development of Africa's domestic leagues

- ▶ Grow players with potential and transfer them to other clubs, as a way to seek revenue increases

But, first of all, safe, sustainable and properly maintained sports facilities and stadia are needed in areas where football is important for its development. This underlies two main challenges:

- ▶ Grassroots level infrastructures are usually underdeveloped and some of them need to be refurbished
- ▶ High-performance stadia are not always as safe as they should be

According to respondents, assuring safety and security to assistants, players and support staff is one of the main concerns at professional football due to several incidents that have occurred in the past decades, causing important and tragic damages. For example, in 2018 five people died due to a stampede at the Luanda Stadium in Angola, while - the same year - hundreds of people rioted violently at the Moses Mabhida Stadium in South Africa. Currently, in-stadium safety is not only threatened by misbehaviour but also by the risk of infection posed by the coronavirus pandemic that will last for years to come.

Therefore, tackling this security challenge has become one of the main priorities for local authorities in collaboration with FIFA (e.g. establishment of safety & security measures that allow to mitigate risks: crowd control, perimeter protection and emergency measures, etc.). One further example of a recent initiative led by CAF to promote higher levels of safety has been the organisation of its Promoting Stadium Safety and Security workshop, directed towards its mem-

ber associations. Adding to that, authorities will also need to think on establishing new protocols for combating the threat of Covid-19.

SOCIAL DEVELOPMENT OF FOOTBALL IN AFRICA

Furthermore, retired international African players often re-engage with domestic leagues in their homeland, offering them much needed financial support, coaching expertise, and role models that provide much-needed motivation to nurture and prepare young players for what is otherwise a seemingly unattainable international football career.

Economically aside, respondents also believe that the power of football is contributing to the social development of African society, which receives significant support from public entities. Recently, a number of programmes have been created that aim at promoting different social issues through football such as:

- 1. Fostering social integration and unity between children** (i.e. The Real Madrid Foundation has a socio-sporting school at the International School of Hout Bay, Cape Town, where participants play sports, receive extra schooling and take part in social workshops).
- 2. Addressing gender equality and female empowerment in Africa** (i.e. In 2019, the CAF held a series of workshops under its Women Football Administrator Course, with the objective of supporting women involved in administering the game to push it forward. When it comes to the women's game, FIFA's women's football report shows that the estimated total number of female players playing organised football under the CAF banner is 563,554 and the objective is to keep increasing that figure.)

- 3. Tackling several health challenges in the continent** (i.e. promoting physical activity, building awareness on different diseases, and mental health problems, such as TackleAfrica using the power of football to provide HIV and sexual and reproductive health and rights information by reaching out to young people on football pitches.)
- 4. Embracing selected football values to share them with youth** (i.e. teamwork, commitment, effort, leadership, etc. - such as FIFA, the African Union and CAF joining forces to support education using football through its Football for Schools Programme, which plans to contribute to the development of life skills of youth through the promotion of football values.)

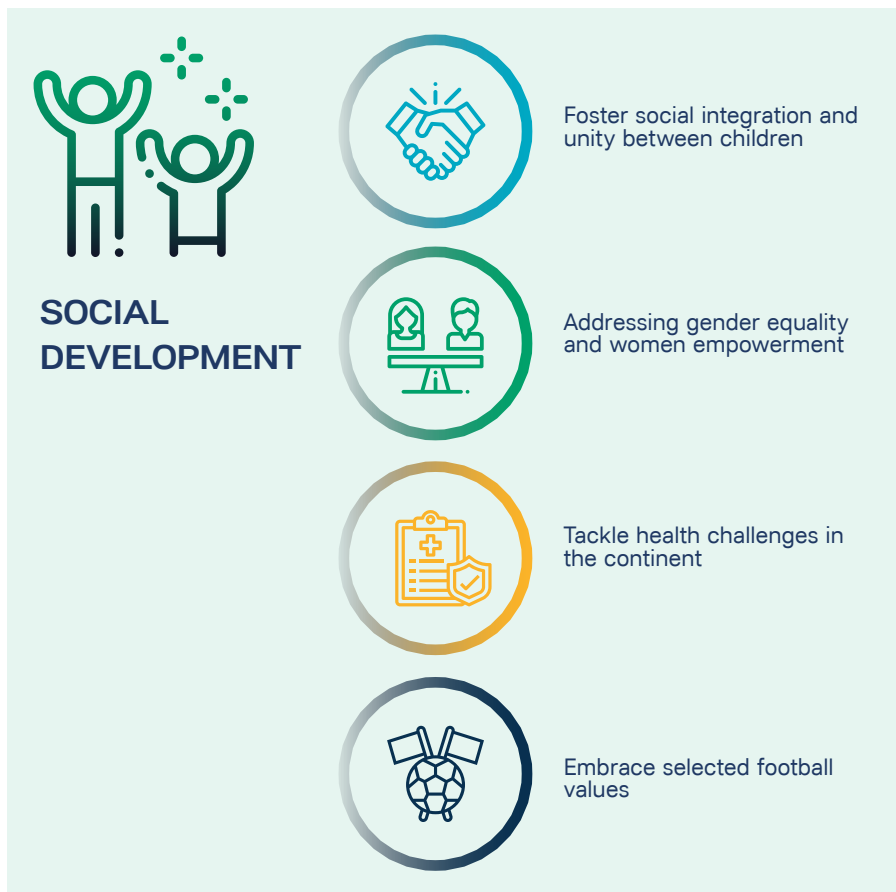


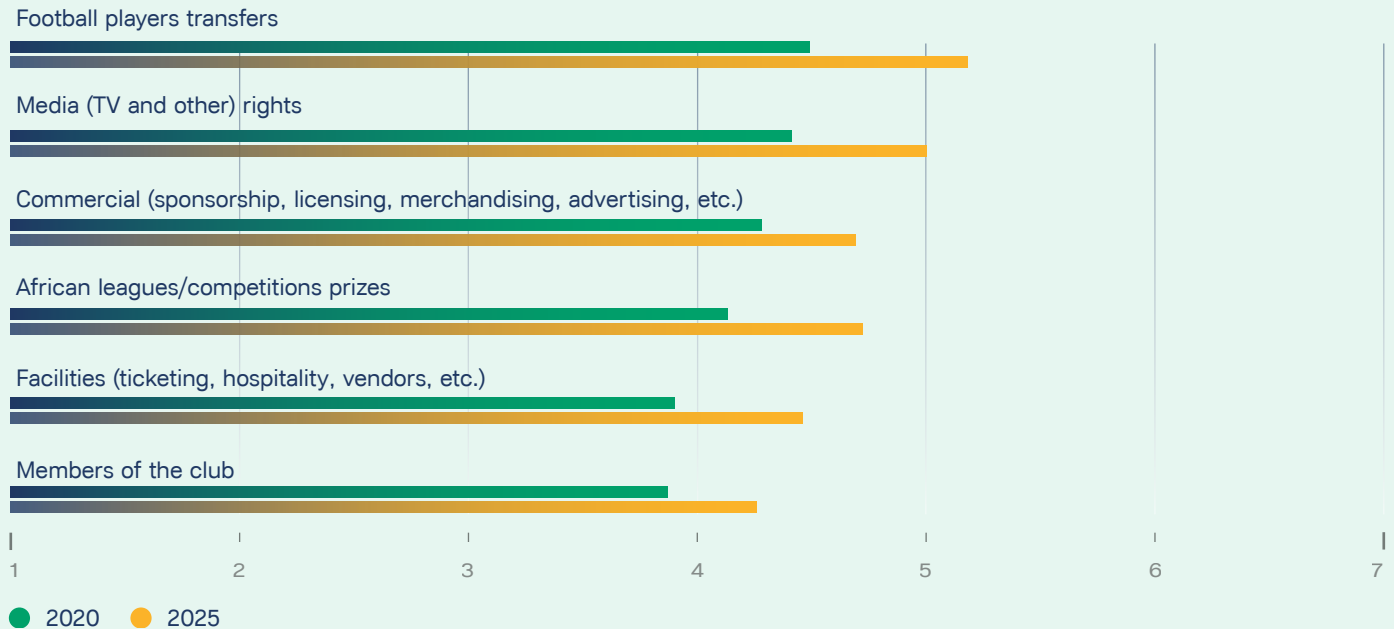
Figure 2: The power of football can contribute to the social development of Africa in different ways

THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

IMPORTANCE OF THE REVENUE STREAMS IN THE FOOTBALL INDUSTRY IN AFRICA

(FROM THE CLUB PERSPECTIVE)

SURVEY RESULTS (2020 VS 2025):



In a scale of 1 (minimum) to 7 (maximum), experts were asked to rank the level of importance of each of the revenue streams that a football club can develop in order to generate significant and incremental incomes.

FOOTBALL CLUB'S REVENUE STREAMS

Football is one of the most followed sports in the world. As a consequence, sport entities (meaning football clubs, federations, leagues, etc.) have had to sophisticate their management structures in order to capitalise on the sport's popularity and be able to commercialise it at different levels:

- ▶ **Media revenues:** Distribution of broadcasting rights revenues to football clubs
- ▶ **Venues:** It includes match day revenue such as ticket sales (for the season or by match), food & beverage sold in the stadium and other services provided

- ▶ **Player transfers:** Selling or loaning football players to other clubs.
- ▶ **Commercial:** It takes into account sponsorship, merchandising, licensing and advertising, among others.
- ▶ **Competition or league prizes:** In most competitions and leagues, the football club winning the competition is rewarded prize money.
- ▶ **Other:** Investment in other football industry stakeholders, revenue share schemes, etc.

In that sense, it is important to note that football teams have first morphed into clubs and then evolved into complete business organisations.

CURRENT SITUATION OF REVENUE STREAMS FOR FOOTBALL CLUBS IN AFRICA

When asked to rank the level of importance of different revenue streams that a football club can develop in order to generate incremental incomes, respondents pointed to football player transfers as one of the most important. According to the *Global Transfer Market Report 2019* (published by FIFA), the football transfer market is showing an upward trend globally both in the number of transfers made and the amount spent on fees. In 2019, clubs completed a total of 18,042 international transfers (involving 15,463 players of 178 different nationalities), which represents a 9.1% increase from 2018, while the value of these international transfers reached USD 7.35 billion, a 5.8% rise on 2018. Evidently, African clubs transfer a significant number of players with to European clubs (such as the Premier League, LaLiga Santander, Bundesliga, Serie A and Ligue 1 Conforama/Uber Eats) and beyond (see annex to find further data on CAF's number of transfers and net value, published by FIFA).

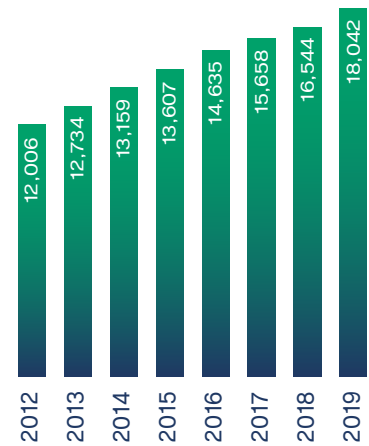


Figure 4: Total number of international transfers by year. Source: Global Transfer Market Report 2019. FIFA

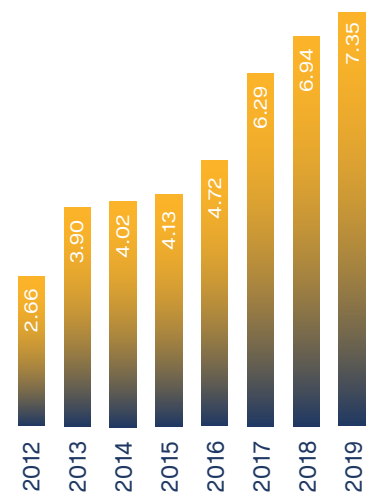


Figure 5: Spending on transfer fees by year (USD billion). Source: Global Transfer Market Report 2019. FIFA

Transfers		Engaging					
		AFC	CAF	CONCACAF	CONMEBOL	OFC	UEFA
Releasing	AFC	845 (-5.9%)	151 (+3.4%)	49 (+81.5%)	255 (+31.4%)	7 (0%)	472 (-7.1%)
	CAF	383 (-2.0%)	1,161 (+2.8%)	18 (-21.7%)	19 (-9.5%)	0 (n/a)	581 (+16.0%)
	CONCACAF	52 (+8.3%)	12 (+33.3%)	457 (-1.5%)	324 (+3.8%)	0 (n/a)	292 (+7.7%)
	CONMEBOL	273 (+8.8%)	18 (-18.2%)	482 (+3.4%)	1,225 (+9.1%)	0 (n/a)	836 (+9.1%)
	OFC	15 (+50.0%)	2 (-33.3%)	4 (+100%)	0 (-100%)	0 (n/a)	16 (+14.3%)
	UEFA	747 (+20.1%)	206 (+4.6%)	363 (+76.2%)	663 (+19.7%)	6 (-14.3%)	8,108 (+10.3%)

Figure 6: Number of international transfers within and between confederations (2019). In parentheses, percentage change from 2018. Source: Global Transfer Market Report 2019. FIFA

Therefore, transfer fees can represent an essential source of income for football clubs (these can take the form of permanent transfers, loans, loan extensions, loan to permanent, sell-on fees...). But, eventually, due to Covid-19, these fees could stabilise or decrease at least in the short and medium-term.

Transfers		Engaging					
		AFC	CAF	CONCACAF	CONMEBOL	OFC	UEFA
Releasing	AFC	37.6 (-2.6%)	9.7 (+250.1%)	6.4 (n/a)	10.7 (+23.6%)	0 (n/a)	54.3 (-42.9%)
	CAF	10.2 (-63.4%)	10.4 (+50.4%)	0.7 (-48.2%)	13.5 (+22,406.7%)	0 (n/a)	45.5 (-15.1%)
	CONCACAF	7.8 (-57.5%)	0 (-100%)	25.4 (+21.6%)	24.3 (+6.8%)	0 (n/a)	148.8 (+146.9%)
	CONMEBOL	60.1 (-25.8%)	6.5 (-78.0%)	113.8 (-4.5%)	54.5 (-29.9%)	0 (n/a)	513.0 (+15.3%)
	OFC	0 (n/a)	0 (n/a)	0 (n/a)	0 (n/a)	0 (n/a)	0.9 (n/a)
	UEFA	423.2 (+60.7%)	14.3 (+1,885.8%)	91.5 (+6.6%)	62.4 (+6.3%)	0.1 (n/a)	5,600.1 (+3.3%)

Figure 7: Value of international transfers within and between confederations (2019, as total transfer fees in USD million). In parenthesis, percentage change from 2018. Source: Global Transfer Market Report 2019. FIFA

Respondents also believe that media rights and commercial revenue can create important revenue opportunities for clubs.

Sponsorship not only implies an important economic inflow for the sponsored property, but also, a platform to gain more exposure nationally and internationally. In recent years, African football has signed some major sponsorship deals. According to the *Professional Football Report 2019* written by FIFA, 60% of top-tier competitions have a title sponsor and the top three sectors of which are telco (50%), media (22%) and F&B (16%). By way of example, Total has become the title sponsor of 10 competitions such as the Total Africa Cup of Nations. Therefore, this data shows the potential of sponsorship revenue for football clubs as well, and not only from brands coming from endemic sectors of activity. Commercial revenue can also be enhanced through other sources such as licensing and advertising.

ACCORDING TO THE PROFESSIONAL FOOTBALL REPORT 2019 WRITTEN BY FIFA, 60% OF TOP-TIER COMPETITIONS HAVE A TITLE SPONSOR

Bearing in mind that - in 2017 - CAF significantly increased prize funds for all of its tournaments, competition prize money also offers an incremental source of revenue for clubs.

Finally, boosting local interest in football is also important as clubs can generate more income on the day of the game (such as ticketing and selling hospitality packages for matches, incomes from members...).

LIKELY SITUATION OF REVENUE STREAMS FOR FOOTBALL CLUBS BY 2025 IN AFRICA

Looking ahead to 2025, respondents stated that there is still huge potential to generate greater incremental income for football clubs. It is important to note that to be able to better monetise the African football product, it's vital for clubs to first work through an engagement and satisfaction process.

Some key activities could include:

- ▶ **Facilities:** Enhancing the fan experience in the stadium so that football followers would prefer to attend the match rather than watch it on TV/online (i.e. improvement of infrastructures, services innovation, etc.). For now, more importantly, stadia will need to ensure the compliance of new protocols to prevent Covid-19 spread and ensure safety.
- ▶ **Media revenues:** Capitalising on the popularity of football to increase domestic leagues' interest and viewership - not only locally, but also internationally.
- ▶ **Commercial:** Building an attractive football image/identity, while offering unique sponsorship packages so that companies want to be associated with African football. Football icons can help engage mass followers and drive other commercial revenues (e.g. merchandising sales, etc.).
- ▶ **Player transfers:** Leveraging all available transfer types (loans, etc.) and improving negotiation capabilities (as a result of better professionalisation).
- ▶ **Competition/league prizes:** Optimise performance on the pitch through the definition of a clear investment strategy aligned in all the functions of a club.
- ▶ **Other:** Tackling legal security challenges to attract local and foreign investment, as well as diversifying the outreach of the club/company/entity (i.e. innovation initiatives).

THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

INTEREST OF FOOTBALL COMPETITIONS/LEAGUES IN AFRICA

SURVEY RESULTS:



In a scale of 1 (minimum) to 7 (maximum), experts were asked to rank the level of interest in Africa for the following Football Leagues / Competitions.

The sports entertainment market is increasingly becoming more saturated. Focusing on football (which makes up just one part of the entire market), there is a significant number of competitions and leagues organised worldwide, all competing for gaining football fans' limited time and attention. Therefore, organisers need to enhance their differentiating factors to outpace their competitors.

In the survey, respondents shared their view on the level of interest in Africa for some of the biggest international and national football leagues and competitions.

Firstly, experts ranked the FIFA World Cup and the Africa Cup of Nations as events raising most interest across the continent. These results show the power of multi-country competitions as the national teams are able to attract local fandoms via emotional connections, such as national pride and a feeling of community.

Secondly, the survey respondents selected some of the biggest European competitions and leagues alongside first divisions of the domestic equivalents in terms of their appeal in Africa. European football is a mature and highly professional market, able to engage audiences worldwide through the offering of both a high-quality broadcasting and footballing product. There may be three main contributors, among others, to the European football success in the African continent:

- ▶ **The national leagues enhance football clubs' rivalries**, which brings excitement to fans watching the games.
- ▶ **European leagues are able to attract top talent** and clubs have rosters composed of some of the best players in the world. The presence of the biggest stars not only upgrades the competitiveness of the matches, but also enables clubs to capitalise on those stars in order to gain more followers. In particular, it is notable that African football fans are following distinguished local players that have moved to European clubs and leagues (i.e. lots of them are playing in the Ligue 1 Conforama/Uber Eats as well as in the Premier League). As stated in the survey's results, the Premier League is one of the most followed leagues in Africa and it may also be due to the large number of legendary African players that are playing - and have played - for different clubs.

- ▶ **European leagues and competitions are accessible in Africa** through different broadcasting partners.

However, the popularity of different football competitions varies from country-to-country (e.g. domestically, the South African Premier Soccer League also generates consistent interest).

To finish, experts consider that national competitions below first divisions and other international competitions apart from Europe (in Asia, South America and USA) do not raise as much interest in Africa.



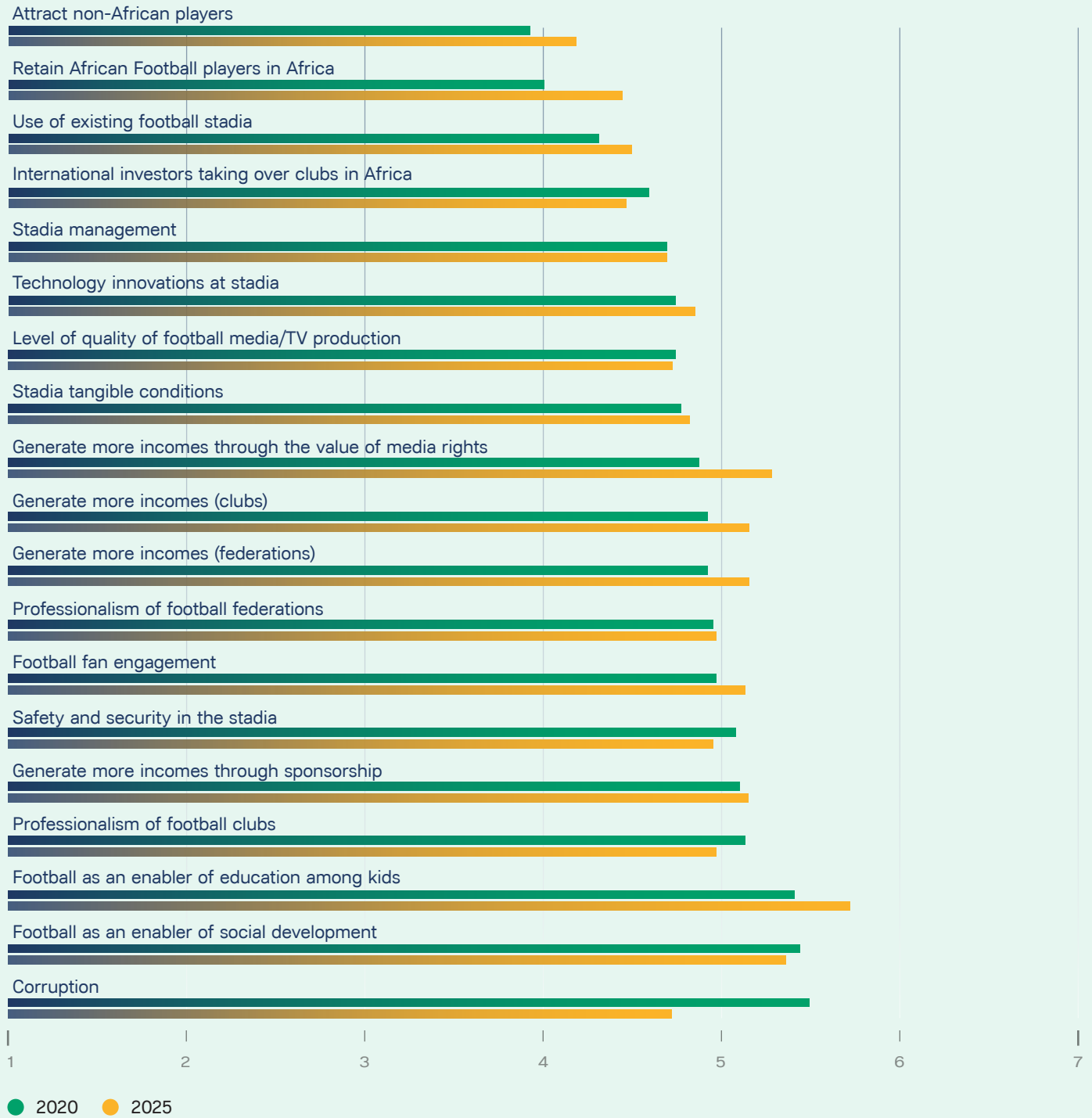
Figure 8: Level of interest in Africa for football competitions and leagues (according to the survey's results).

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THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

MAIN FOOTBALL INDUSTRY CHALLENGES TO TACKLE IN AFRICA

SURVEY RESULTS (2020 VS 2025):



In a scale of 1 (minimum) to 7 (maximum), experts were asked to grade the level of importance of each of the challenges that are listed for the Football industry in Africa in two moments: nowadays and by 2025.

As mentioned previously, currently the African football industry is facing some important challenges that could be summed up by the following:

- ▶ **High perception of corruption and financial mismanagement of football entities.** This perceived lack of transparency, in-turn, translates into a lack of trust. However, experts foresee that a substantial decrease of corruption in African football by 2025.
- ▶ **Leverage on football popularity and its inherent values** as an enabler of social development and education among children.
- ▶ **Professionalism of football entities (clubs, federations and leagues)** which involves an under-exploitation of commercial assets for the generation of incremental revenues and interferes in the development of national football leagues.
- ▶ **Match-day management:** The coronavirus crisis will form a new landscape, where football entities face higher costs to comply with the regulations that aim to ensure greater health and safety (provision of more space and information, etc). Therefore, security in stadiums and innovation in fan engagement will be key moving forward.

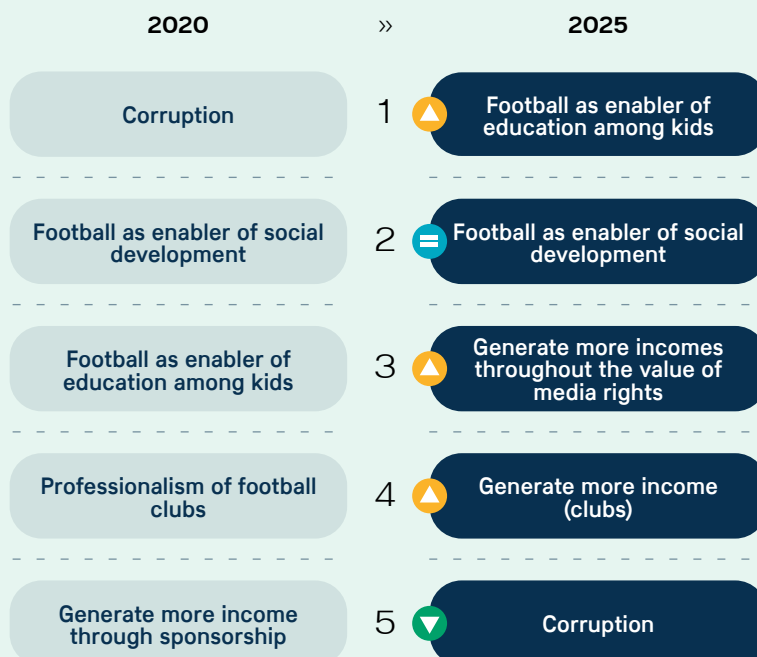
When asked to reflect on the industry's challenges by 2025, respondents stated that anti-corruption efforts will have positive results, and corruption will decrease over time. Other improvers could be the professionalism of football entities (clubs, federations and leagues) and the assurance of in-stadium safety and security (some of the key strategic areas of work).

On the contrary, there are other challenges that require further attention. Economic performance is key for enabling football development at any level. Therefore, the main issue

to address will remain the generation of income for sports entities. In the past few years, we have seen how the media landscape has become more and more fragmented, especially with the rise of mobile devices and platforms in accessing sports content. In a context where football competitions and leagues' media rights can be sold to different broadcasters, one of the main challenges will be to create a high-quality product that is able to increase its value and, consequently, generate more income through media rights.

To finish, another aspect to bear in mind is the need to enhance the positive effects that football can have in youth education with the collaboration of local schools for social development; as well as the optimisation of player development programmes and being able to retain African talent in Africa, while also eventually attracting non-African players, with the aim of improving the whole football product.

EVOLUTION OF THE TOP 5 CHALLENGES IN THE AFRICAN FOOTBALL INDUSTRY:





THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

ANNEX

Source: Global Transfer Market Report 2019, published by FIFA

CAF	2,162	
Nigeria (18)	245	+7.5%
Ghana (21)	226	-1.3%
Côte d'Ivoire (38)	151	+18.9%
Cameroon (39)	138	+15%
Egypt (46)	118	+15.7%
South Africa (51)	105	+40%
Tunisia (61)	91	-18.8%
Senegal (63)	81	+6.6%
Morocco (66)	78	-6%
Congo DR (73)	70	-35.2%
Algeria (80)	61	+84.8%
Togo (80)	61	0%
Libya (86)	55	+103.7%
Mali (89)	50	+4.2%
Uganda (90)	48	-15.8%
Zimbabwe (94)	46	+43.8%
Rwanda (97)	43	+48.3%
Zambia (98)	42	-6.7%
Tanzania (99)	40	+48.1%
Burkina Faso (100)	39	+5.4%
Kenya (100)	39	0%
Guinea (105)	36	-10%
Gambia (106)	35	+29.6%
Burundi (114)	24	-17.2%
Congo (117)	21	-43.2%
Gabon (117)	21	-16%
Mozambique (122)	19	-29.6%
Sudan (123)	18	-25%
Botswana (126)	16	+14.3%
Ethiopia (126)	16	+100%
Angola (128)	15	-34.8%
Mauritania (128)	15	+36.4%
Swaziland (134)	12	-25%
Benin (137)	11	+37.5%
Namibia (137)	11	0%
Niger (142)	9	-30.8%
Chad (145)	8	-20%
Sierra Leone (145)	8	+33.3%
Equatorial Guinea (150)	6	0%
Liberia (150)	6	+50%
Djibouti (154)	5	n/a
Madagascar (157)	4	-20%
Malawi (157)	4	-55.6%
Cape Verde Islands (161)	3	+200%
Lesotho (161)	3	-40%
Comoros (166)	2	n/a

Number of outgoing transfers by association (2019) and percentage change from 2018. In parentheses, global rank.

CAF	
Mali (26)	11
Algeria (28)	8
Tunisia (31)	6.8
Ghana (32)	5.5
Morocco (36)	4.3
Senegal (39)	3
Cameroon (40)	2.6
Côte d'Ivoire (41)	2.2
Nigeria (43)	2
Angola (46)	1.8
South Africa (50)	1.4
Zambia (55)	1.1
Congo DR (56)	1
Burkina Faso (65)	0.7
Guinea (66)	0.6
Namibia (69)	0.5
Gambia (70)	0.5
Zimbabwe (73)	0.3
Equatorial Guinea (75)	0.3
Uganda (79)	0.3
Mauritania (81)	0.2
Kenya (82)	0.2
Burundi (83)	0.2
Tanzania (84)	0.2
Benin (85)	0.2
Rwanda (86)	0.2
Sierra Leone (87)	0.1
Mozambique (88)	0.1
Libya (89)	0.1
Botswana (91)	0.1
Swaziland (93)	0.1
Liberia (94)	0.1
Malawi (95)	<0.1
Togo (96)	<0.1
Niger (99)	<0.1
Congo (100)	<0.1
Chad (102)	<0.1
Cape Verde Islands	0
Central African Republic	0
Comoros	0
Djibouti	0
Eritrea	0
Ethiopia	0
Gabon	0
Guinea-Bissau	0
Lesotho	0

Net value of transfers by association (2019, as total receipts minus total spending on transfer fees in USD million). In parentheses, global rank.

RESOURCES: SECONDARY RESEARCH

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(2020) Morocco is the first African country to use VAR in top-flight league games. BBC Sport.

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(2019) Arsenal sleeve deal gives Rwanda 5% UK tourism boost. SportsPro.

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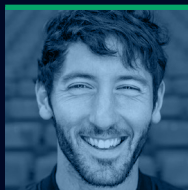
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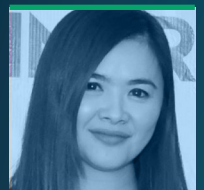
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WORLD FOOTBALL SUMMIT

THE AFRICAN FOOTBALL INDUSTRY AND ITS MAIN CHALLENGES

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World Football Summit is where the football industry's leading stakeholders meet to shape the future of the beautiful game. Our platform has evolved from an annual gathering held in Madrid, focused on the European market, to a growing series of physical and online events that cover the challenges and opportunities of the different regions and sectors in this thriving industry. WFS is powered by a global community of influential professionals sharing a unique passion for the business of sports and a mission to spark discussion, share knowledge and promote innovation to drive progress for the game and the industry.

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