

Module 3. Investing in Property and Land – Land Investment in Sport

Unit 3.1

Introduction

In this module, we will be moving our focus to the concepts of investing in property and land. We will be outlining the reasons why individuals or groups want to invest in property and land, how they can make a good return on investment, and things that any investor should avoid.

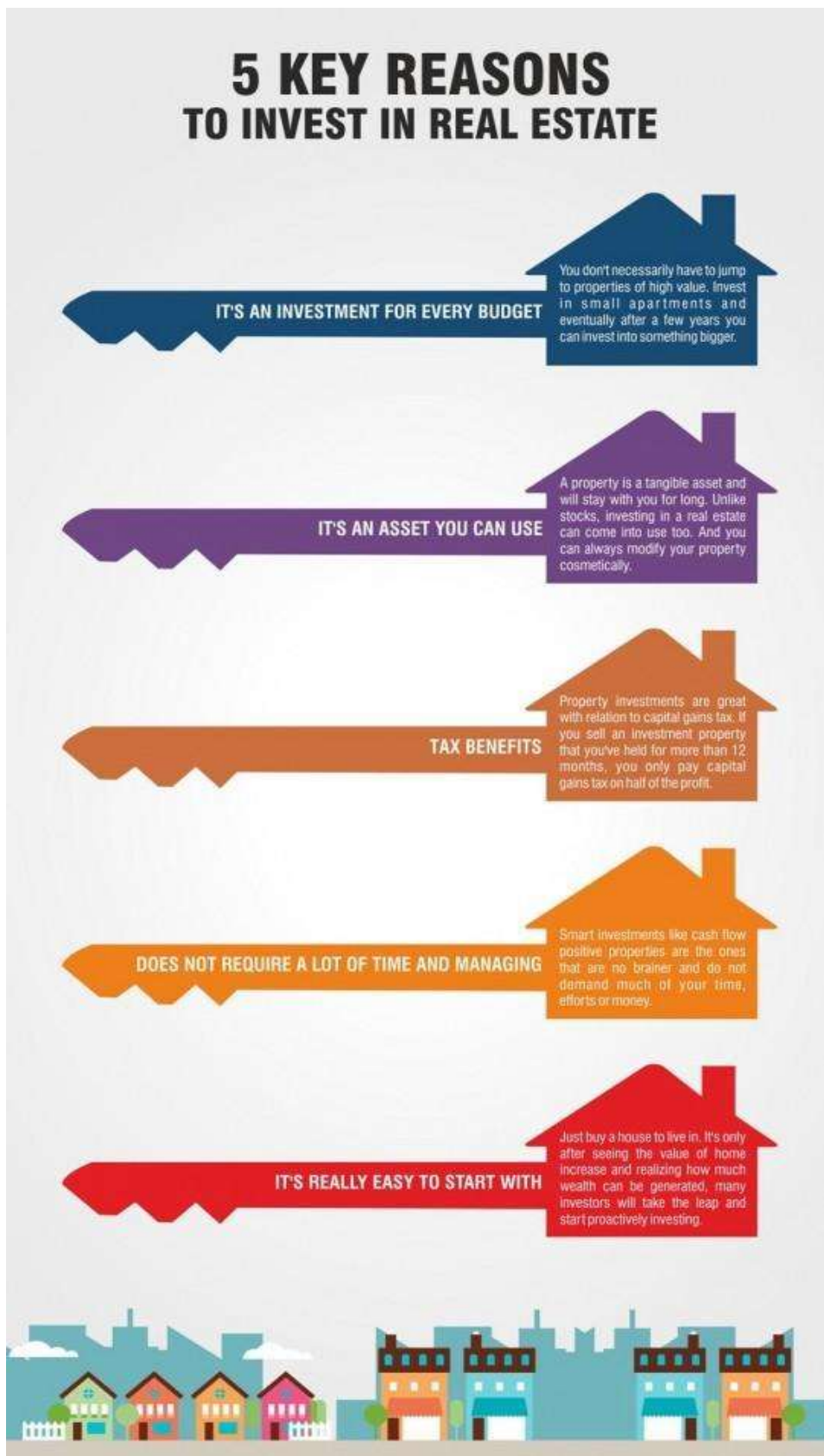
Having covered these basics, we will then move onto this concept and how it is being used within sport. How, for example, clubs and sporting organizations can make smart investment decisions to see positive rates of return which can be used in positive ways by the organization. The module will conclude with a summary section, detailing the key points outlined here. First, let us begin with the basics of investing in property and land.

Investing in Property and Land

With the interest rates globally going through a hard time, savers assets and subsequent purchasing power are not performing as well as they did in the past. Therefore, property, with its relatively save returns, has proved a popular method of investment. We can see some of the motivations and justifications for investing in property in the figure below from Bakeri (2015).



Figure 1: 5 key reasons to invest in real estate



Source: Bakeri, 2015, <https://bit.ly/3Ji9Nwu>



For many, purchasing property is to realise some form of financial return and to strengthen their overall financial position. When purchasing a property, we can then rent it out to other individuals or groups, which can bring us a regular passive income. This income will cover all costs associated with the property, leaving some element of profit for the owner or ownership group.

If this is part of a larger strategy of property and land investment, then ownership of one property can provide leverage to buy others. It can also form part of a larger investment portfolio which focuses on many investment strategies and areas, thereby helping to reduce the risk around the portfolio.

Investors in property and land can also see their investment gaining value due to repairs, renovations, or market conditions. This is particularly useful when considering selling, or again using as leverage, as all costs up to that date can be covered following the sale (Palmer, 2022).

But are things always so positive? Certainly, the last point in the Bakeri (2015) figure suggests that it is easy to start with. This is something that this writer would disagree with. It may be easy, or indeed effortless, for high net worth individuals or investment groups to then turn some of their finances over to property. However, for the vast majority starting out, it is incredibly hard to get finances together to invest in property, taking a lot of work and effort. This is one of a number of incorrect or naïve assumptions that surround the property investment market. Therefore, in the following sections, we will discuss the benefits, drawbacks, and potential pitfalls that could occur when choosing this investment strategy.

An Uneven View

It is often seen as a foolproof way of increasing your bank balance, buy a property, mortgage it, pay the mortgage with rent and then take a bit for yourself. However, Butler (2014) argues that it is not that simple. There are several external factors that owners cannot do much about, if anything at all, which can cause these 'solid' investments to lose value and actually become a burden to the owners.

Butler (2014) highlights the potential drop in savings interest brought on by market fluctuations and the attempts to stave off high levels of inflation. When conditions change, it becomes increasingly harder to make the returns that would have been expected, it may also more seriously impact the ability of investors to make back their initial costs.

There is also an issue surrounding the initial purchase financing that investors should be aware of. There are several ways to finance an investment purchase such as this, for example, we could buy it outright or with a loan from a financial institution. While the amount of money that you have to put down to borrow the remaining amount from a



bank can vary, it is not an insignificant amount of money. Of course, when paying of the loan amount, and its associated interest, this will decrease the amount that the investor will receive in profit.

It therefore could be viewed that we should look to buy any investment property outright to maximise returns. Although this might also not be the best method of managing the investment, it might instead be more financially savvy to borrow a portion of the financial investment required.

The reward that could be gained, and the risk we expose ourselves to, increases the more that we borrow (Butler, 2014). We can make use of a process called gearing, where we leverage debt with our invested equity to enhance our investment performance. The gearing ratio is as follows:

Gearing Ratio = Debt / Debt + Equity

Butler (2014) uses the following example, within the context of property investment, to outline why this might be a prudent way to proceed.

Imagine that we are purchasing

a £150,000 house you can put down £50,000 and borrow £100,000... For example, disregarding borrowing costs, if the property increases in price by 20% over a period of time, the geared investor will make £30,000, which on their capital invested is a return of 60%. (Butler, 2014, p. 177-178).

If, however, as we have outlined before, "the market declines by 20%, they will lose £30,000 of their £50,000 capital invested (a 60% loss)" (Butler, 2014, p. 178).

Of course, we should not forget the potential for losses as Butler (2014) highlights, due to two large financial crashes, in the UK, property values fell and caused losses for investors using this method of purchase.

Furthermore, we need to be mindful that those we let our investments to, whether private or company renters, may not act in our best interests. While they might be willing to pay the rate that we suggest our property is worth, this might not last. Non-payment is a significant issue that many property investors come up against and, of course, when someone is not paying, then a decrease in funds coming in is to be expected. This can cause all sorts of issues for the owners, as they then themselves might encounter issues in paying costs.

Not only will costs be incurred due to non-payment, but also other costs removing the non-paying party from the property. It is difficult to remove someone from a property and can take a considerable length of time, all the while revenue is not being generated. The



removal process can even involve courts that can legally require the property to be vacated, but again this is a cost that must be borne by the owners.

We have put to bed the feeling that investing in property is an easy way to make money and that any returns will be fought for. But what returns should we expect, and how do we get them?

Returns on Investment

It is tricky to pinpoint an exact return on investment that is universally considered to be 'good'. What one investor considers to be a good and worthwhile investment does not meet the requirements of another. Of course, the more money an investor makes from a property, it is more likely that we would prefer that option! However, as we have seen in the previous sections, we need to be mindful of risk. The greater the rewards we could have, the greater the risk of losing our investment becomes.

It is perhaps better to think about our return on investment not in financial terms, but in levels of tolerance. The more risk you as an investor are willing to take, with the ability to absorb any losses, then the higher return on investment you should expect to achieve. However, other investors might be willing to settle for lower returns on investment in the knowledge that their investment is more secure and attracting less risk (Davis, 2022).

For either of these investors, they would consider this to be a good investment. They have found an investment strategy that will fulfil their needs and is within their bounds of tolerance. We must remember that the main aim of these investments is usually to make some form of revenue and even profit. So, how do we work out if an investment is going to meet our financial needs?

There are a couple of ways that we can use to work the potential revenue from an investment in property. One of these is the cost method, which calculates the return on investment by dividing any gain by the property's original costs. An example used by Davis (2022) is the following.

A property was purchased for \$100,000 in cash. After repairs and improvements, which cost you an additional \$50,000, the property is valued at \$200,000. This makes your gain in the property \$50,000 ($\$200,000 - [\$100,000 + \$50,000] = \$50,000$) ... Therefore, the return on investment is $\$50,000 \div \$150,000 = 0.33$, or 33%. (Davis, 2022, para. 4).

Another method is called the Out-of-Pocket method. This works similarly to the cost method, as we combine all of our expenses. Using the same example as above, a property with a purchase price of \$100,000, but instead of paying for it in full, \$20,000 was used as an initial payment with the rest covered by a loan.



As such, your out-of-pocket expense is \$20,000 plus the \$50,000 for repairs and rehab, for a total of \$70,000. With the value of the property at \$200,000, your equity position, or potential profit, is \$130,000... Therefore, the ROI in this case is $\$130,000 \div \$200,000 = 0.65$, or 65%. (Davis, 2022, para. 8)

So, as we can see, the out-of-pocket negates to include the loan that covered the rest of the investment and therefore our return on investment is higher than in the previous method. Although, do remember that we are assuming that we can use this as leverage for further purchases, and we still have to pay it back. There is also a third way, this is known as yield, and we will discuss how to work this out in the following subsection.

Yield

Yield is defined as the earnings generated and realised on an asset over a period of time (Chen, 2022). Some investors get a romantic idea about yield and often think that it is much greater than it actually turns out to be, as costs are underestimated. The reason for this could be anything, but typically, it is getting confused between gross and net rental yield. The figure below details the gross rental yield of a property.

Figure 2: Gross Rental Yield



Source: WestPac, 2022, <https://bit.ly/3cVSxRB>

As you can see, this is very simplistic and might not be the best representation of potential returns on property investment. Therefore, before considering any purchase, we should confirm with ourselves that the yield will meet our goals in any eventuality.

When working out yield, it is important to consider both the initial costs, longer-term costs and also sales costs (Butler, 2014). The initial costs are often linked to the purchase of the investment, but can also include anything that is required to bring the property up to a liveable standard, for example, the “property may well need to be repaired and redecorated, white goods installed, new furnishings purchased if it is to be let furnished, as well as gas and electrical equipment checked and certified”.

Longer, sometimes referred to as ongoing, costs can also use up a significant chunk of any revenue that comes from the investment. These are costs that are to be paid for the

lifetime of the ownership of the property. Property, of whatever type, is a depreciating asset that over time will break and get worse without regular maintenance (Butler, 2014). Therefore, investment in the upkeep of a property is key, if these procedures are followed then the asset can appreciate along with market conditions, but this is no cheap fix. The quality of the jobs carried out is important, so it really does pay to pay for the right people to do any upkeep and maintenance job properly.

Insurance must also be provided to protect the investment against any unseen issues, such as fire or flooding. Once again, coming at a regular cost, which can vary according to claims made to the investors or market conditions. There are other costs to consider, such as offering any property with forms of furnishing and the management of the property. Handing the property over to a management company will, of course, take some of the stress and hassle out of running an investment, but will also eat into profit (Butler, 2014).

We need to be mindful that the occupancy rate of our investment building may not be 100% and as a result, we cannot rely upon revenue in that period. We might actually have to spend more money due to paying all the bills and investing time and money into finding someone to rent the property. Also, do not forget the mortgage payments that must be paid if you have invested in the property by borrowing some funds from a bank. While these will often remain as a fixed amount for a certain number of years, provided you have selected a fixed rate mortgage, they can and do change. When the terms of an agreement come to an end, then the monthly rate that is offered to you could well be greater given market circumstances.

Finally, we need to consider sales costs. A good sale price can bring the yield up several percentage points and of course be healthy for the final profit on any investment. However, this might not play into the investment strategy of a particular individual or group and therefore might not be so important. But if we were to sell, we would need to think about any additional taxes that you would have to pay on any increase in value in the period of ownership. We are now painting a more accurate picture of the costs involved when renting and can therefore propose a more precise understanding of potential rental yield, as this figure demonstrates.



Figure 3: Net Rental Yield



Source: WestPac, 2022, <https://bit.ly/3cVSxRB>

Adding all these costs together, it perhaps paints a picture that property and land investment is not as lucrative or easy as first imagined. So, why would clubs or sporting organizations want to get involved in these fields? This is what we will discuss, and whether they have been successful or not, in the next subsection.

Land Investment in Sport

It is becoming increasingly common to see land investment in the field of sport. As we have discussed in the previous sections, it has been a staple for traditional investors for many years, and therefore it makes sense that sporting organizations would be keen to enter into these agreements to not only make money, but to safeguard their future financial interests. Some of these motivations that sporting organizations may have are listed below.

1. Especially with sports like baseball and football that can utilize their facilities for only so many days during the season, it makes sense to build other nearby money-making assets that can be monetized 365 days a year.
2. Because of revenue sharing rules that may extract a portion of venue-related revenues, being able to generate ancillary revenues from nearby real estate developments creates a flow of monies that are shielded from sharing.
3. Because these ancillary developments boost the revenue-generating capabilities for teams, their ultimate franchise values appreciate more than they would without such developments.
4. As stadium projects increasingly see a higher percentage of private money used in financing than was the case for most of the period from the 1960s through 2010, team owners have all the more reason to think creatively and strategically when trying to maximize the financial yield produced from all developments, both inside and outside their venue.
5. Sports facilities with nearby developments that include hotels, retail, and entertainment make the venue a more attractive destination for special one-off events, be they sporting events, concerts, or conferences/conventions. When these special events are popular and newsworthy, they not only generate economic impact from visitors who travel from out of town to attend these events, but also create marketing value for the community.
6. Because the at-home viewing experience is a competitive alternative to the at-venue experience, these ancillary developments are almost seen as extra (and perhaps necessary) inducements to entice fans to “get off their couches” and make it to the stadium/arena. (Rishe, 2018, para. 11-17)

There is some similarity to these motivations that Rishe (2018) has published. It is mostly about being able to operate the sporting organization as a business, which is key in the modern world of sport, year-round. The increasingly competitive leagues that sporting organizations operate in are driven by significant amounts of money to be invested to compete within them, never mind at the top level.

As sport has developed and the money required to compete has only been getting larger, organizations have had to think of new ways in which to meet these levels. It is no longer sustainable to just rely upon the match day revenue or sponsorship to fund a club. This is



where these elements proposed by Rishe (2018) make sense. Sporting organizations need to utilise their facilities in the most effective manner that they can.

Some sporting organizations have fantastic facilities and stadiums that can hold many thousands of people. However, these are only full for a small amount of time during the sporting season and, therefore, are definitely not utilised effectively. By making their business a year-round entity, sporting organizations can make greater use of these existing facilities. They might do this by increasing other non-sporting events at the stadiums making use of the facility, but also using the amount of land on which a stadium sits. As we will see in a later example, some sporting organizations do this very well, allowing them to collect both active and passive revenues from these secondary buildings.

Some authors consider that investment of this type in sport is not the same as the traditional land investment observed in normal businesses (Siemińska, 2020). It is suggested that these investments require much more careful management than typical real estate investment. This is largely down to the need for constant management before, during, and after the operational stage of the real estate. If the investment were to fail then due to the nature of the relationship between the fans and the community to professional sports organizations, any failure that then harmed the operations of the organization could bring reputational damage on to those to blame. In addition, sporting rules that govern the leagues in which these organizations compete are not the same as normal business rules. We therefore need to be mindful that all spending and revenue generation is in line with these regulations to avoid any issues further down the line for the clubs. So, what investments within sport are we talking about?

Types of Investment in Sport

There are many types of investment, and reasons for doing so, as covered previously, in this field available to those who participate within sport. As such, it is perhaps better to illustrate the potential types of investments that sport organizations can use through some examples.

Chicago Cubs

The Chicago Cubs are a baseball team based in America, with a strong fan base and a long history in the biggest baseball league in the world, Major League Baseball. With a capacity of just over 40,000 the stadium is not the smallest, but certainly not the biggest of venues. Couple this with the fact that the team has not been overly successful in the past decades, therefore missing out on the lucrative post-season play-offs, the owners, the Ricketts family, were looking for more inventive ways to secure additional finances for the organization in the super competitive area.



Figure 4: The New Wrigleyville



Source: White, 2017, <https://bit.ly/3zoVkut>

Their response was to make use of existing and new structures to develop the area around the stadium to increase footfall, traffic and spending around game days, but also out of the season. In the figure above, we can see just how far the new developments will be stretching out from the team's stadium.

The new area was based on the old development, named Wrigleyville, that surrounded the stadium. It was given an uplift which included adding new facilities, such as hotels and bars, to existing and new shopping areas and entertainment facilities.

It is hoped that this will create a festival atmosphere around the stadium, but also encourage more people to visit and stay for longer, spending more. The Ricketts family were central to this expansion, as they see an ability to extend their reach from beyond the walls of the stadium out into the surrounding area (Zumbach, 2018). Increasing not only their wealth, with perhaps more being able to be invested into the team, but also protecting the area in its current form for of the organization.

Luton Town FC

English football club Luton Town also benefited from land investment as part of a club strategy to deliver a new stadium. Having played at their current location, Kenilworth

Road, since 1905, the stadium had become a relic of the past. Due to its age, it required constant repair and the footprint that the stadium was surrounded by housing, limiting its suitability for expansion.

As the stadium fell into decline, the club itself moved higher up the leagues. As the club became more popular and attracted larger crowds from home and visiting fans, it began to outgrow the stadium, which only has a capacity of just over 10,000. In addition, an important part of modern football and indeed sport is to be able to make revenue outside of match day. Due to the ageing and small facilities they were unable to do this effectively and therefore revenue generation was far behind their rivals, impacting on financial ability. It also became apparent that due to the central location of the stadium, the land upon which it currently sits would be valuable for housing development and, therefore, was worth a significant amount of money should it be sold. With all of these factors, it was clear that Luton needed to move to increase the earning potential and to make the club more financially sound. Yet, Luton is not one of the biggest clubs in England and has never played in the Premier League. While its fan base is loyal, it is also on the small side and with no rich investor financing the club, it is therefore not a surprise that the club did not have the cash sitting around to simply build a new stadium.

The ownership group of Luton set about outlining potential new sites for the stadium and found one in the form of a former power station in the centre of the town. With the site, named Power Court, secured by the club and planning permission requested for a modern 17,500-seater stadium, with potential to be increased to 23,000, the work of financing it began.

Figure 5: Luton Town FC Power Court Outline

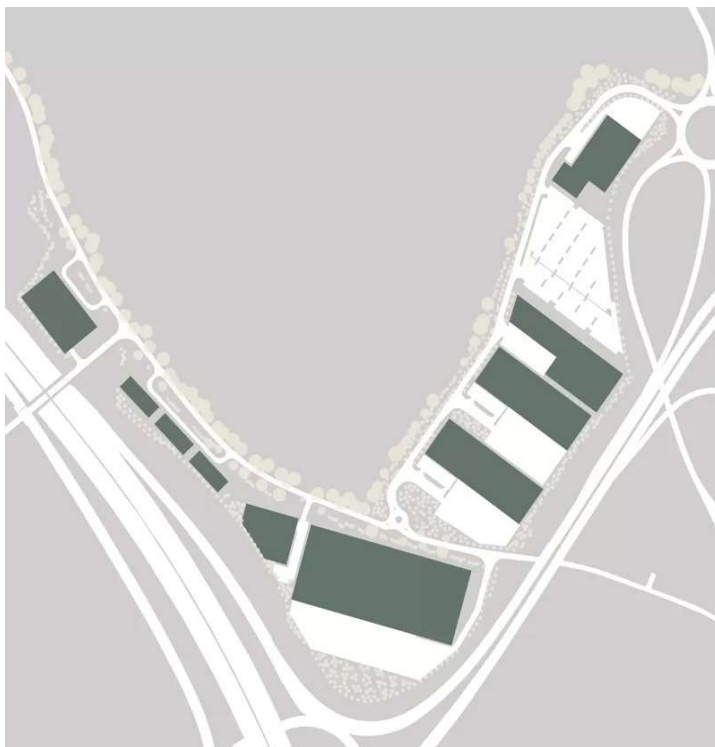


Source: Skyscraper City, 2020, <https://bit.ly/3bkH0eq>

As demonstrated by the above figure, the site itself was much larger than what was needed for the stadium, so additional buildings were included in the plan. Retail space, housing, and community buildings were all added to the planning permission giving the option for the club to either sell off these sections of the larger property to retail or building companies, or develop the sites themselves. Profit from either scenario would then be used to offset the construction costs of the stadium and provide a passive income for the club in the coming years. These plans were approved in 2019 and were the first step in the plan for the club to move stadiums. However, another aspect was equally if not more important and focuses again on land investment by the club.

Newlands Park, a piece of land on the edge of the town, next door to several important transport links, was purchased by the club in 2015. It was purchased with the stadium move in mind and was the sole reason for it. The club ownership reasoned that by purchasing the land, which at that time had no planning permission for anything to be built on it, and then gaining planning permission for retail, office and distribution spaces, the value of the land would increase. The land could then be sold providing, as the additional buildings on Power Court do, the finance needed to complete the project. To provide some clarity, the figure below details some of the plans for the Newlands Park development.

Figure 6: Newlands Park Development Plans



Source: Leslie Jones, 2022, <https://bit.ly/3bf1pl7>

In late 2021, the sale of the land at Newlands was agreed between the club and Morgan Stanley Real Estate Investing (MSREI) and developer Wrenbridge, with planning permission being granted not long after in 2022 (BBC, 2022). The sale of the land coupled with planning permission approval at both Newlands and Power Court has allowed the club to fund the building of a new stadium. It is an excellent example of how land and property investments by sporting organizations can be used to satisfy sporting needs. But it is not the only example.

An important question that needs to be tackled is how are we going to fund these investments in the first place?

How to Fund Land Investments

There are multiple ways in which we can fund these investments, and each comes with its benefits and drawbacks. The most straightforward way would be to rely upon the investment of a majority owner. The owner, or ownership group, could fund the investment outright without the need for any external investment at all. The overriding benefit is of course that potentially costly interest payments on any external funding can be avoided. Therefore, any revenue derived from the investment can immediately be utilised by the organization. However, we must be aware that the relationships between an owner and a sporting organization can change over the course of time.

When large investments such as this are paid for by individuals, the money is loaned by the individuals to the club. While the ownership, in most cases, might not charge interest or take regular payments, it remains an obligation of the club to pay back and in the club accounts. This becomes an issue as an owner holds leverage over the club, they may call in the loan causing financial issues for the club or in extreme cases block access to the facilities themselves. An example of this occurring focuses on Darlington FC, based in the north of England, and their previous chairman George Reynolds. Reynolds took over the club at the turn of the century and immediately set about trying to transform the club by building a 25,000-seater stadium. However, the stadium was far too large for the needs of the club and with Reynolds diverting a lot of his money into the competition of the project, other areas of club operations began to flounder. The club lurched from one administration process to another, before ceasing to exist in 2012 in its previous form after two relegations (Conn, 2012).

It is not just the whim of the owners that could land the club challenged, but factors outside their control. Former owner of Chelsea's, Roman Abramovich, attempts to sell the club were blocked due to concerns from the UK government that the proceeds could be used to finance items related to Russia's invasion of Ukraine (Treisman, 2022). It was then reported that Abramovich was not, as previously stated, willing to write off the £1.6 billion he had loaned the club for various investment projects (Lucas, 2022). This would have, in all likelihood, been the end for Chelsea as a club if this had occurred. In the end, the club



was sold to an overseas ownership group headed by American, Todd Boehly, allowing the club to avoid disaster.

As a result, some other methods are more regularly used, and also it is a fact that not many clubs or sporting organizations have super rich owners who can front the entire cost. A popular method is that of a share issue, where a bit of the organization, or the organizations' development arm, is put into public ownership with the controlling stake retained by the organization itself. Vast quantities of money can be raised this way to cover any building costs, with dividends then paid by the organization to investors at a later date.

Grants are also a useful way of raising funds. They can be accessed from local or national government organizations and can be applied for at numerous times throughout the year. They usually come with cautions that state that they can only be spent on certain things, for example, clubhouse improvement or facilities purchase and must have some benefit for the wider community. If a sporting organization can access these grants than the benefits of these can be substantial as they do not have to be paid back and can be accessed by the biggest to the smallest clubs.

We may also take out loans in much the same way as a normal business does. We, as a sporting organization with some fixed assets such as a stadium or other buildings, can use these as collateral to take out the loan. There are also some loan offers that allow us to take out a loan secured against any future earnings, known as forward funding (Blake, 2019). The bank or investment group will take a cut of any earnings until an agreed amount, covering the investment plus some profit, is paid back. This is becoming increasingly popular for sports organizations as the finance around the competitions that they are in continues to increase.

Land Investment in Sport: Benefits and Drawbacks

Sporting investments of this nature are not immune to the benefits and drawbacks outlined in normal land investment business, in fact, they are often more volatile. While the benefits from land investment can be fantastic and provide a high level of financial income for a sporting organization, if they get it wrong, it can spell disaster, even the end of the business.

As we have seen in the previous sections, having a small group or individual control these investments could be bad for the future of an organization when it comes time to repay any loans or investments.

Benefits

Regardless of the size of a sporting organization, the benefits can be critical. They can help the teams and clubs competing at the top bring in further revenue, which can help them



compete. It can also help them diversify their investments, so if one aspect fails, then they can still maintain a strong business.

Even if the club is much smaller, they can still benefit immeasurably. This can be seen in football with the development of existing club facilities being invested in and converted to 3G or 4G surfaces. Whereas clubs would, of course, seek to rent out any grass surface they have to make additional revenue, they were limited in what they could offer. A grass pitch would become tired and in a poor state of repair after a long season, also it would be at the mercy of the weather, meaning that on poor days or in the winter the potential for revenue would be lost.

With the advent of 3G and 4G pitches, some of these problems have been elevated. The pitches can be used all year-round, making revenue for the club 365 days a year, with very little weather conditions that would mean they were called off. Other sports can also be played on them without the need for drastic pitch changes, further increasing their usage potential. These investments, often built from grants or loans, have made sporting organizations more sustainable, allowing them to be confident that they will still be there for many years to come in their communities.

The benefits do not just have to be limited to the sporting organization, but can also be beneficial to the surrounding community. In both of the reports by Blake (2019) and Zumbach (2018) this was clear to see. Investment was made by English rugby club, Saracens, into their North London home, largely through a government grant from the local authority. However, stipulated within this grant was that the improved facility should be available for us by the local community. Had this not been done, the local community would not have the high-quality sport facility they currently enjoy.

In addition, Zumbach reported that existing businesses around the new Wrigleyville development were extremely optimistic that their businesses would increase in profitability as more people would stay for longer periods of time in the area.

Drawbacks

We have discussed some of the drawbacks as we have moved through this module; however, let us explore some more in depth with the use of examples. Firstly, land is complicated to purchase, let and manage. Investments of this type should not be done without the proper due diligence, as getting it wrong can cause a massive problem for the organization.

Recently, there has been the case of Staines Town FC, based just outside London, who have discovered that they have actually been playing their fixtures on someone else's land. Around a third of the pitch was sold to another party and due to, what is alleged to be, poor due diligence, this had not been noticed by the current owner of the football club



or the management company of the ground. As the issue has now been pointed out, Staines are left in limbo as they wait to find out whether they can play fixtures at their ground next season and what it might cost them to buy back the land.

In addition, even if they are done correctly, that is no guarantee of success. Fortunes in sport fluctuate, a winning team will, almost always, have a larger attendance than a losing one. But there is no magic way of making your team successful. Therefore, if the team is unsuccessful then footfall around the stadium and maybe the land that has been invested in, like Wrigleyville, could lead to a decrease in takings. If you are banking on a certain level of income to breakeven, this could be disastrous for the organization and its long-term financial health.

Consider also the process of land and property investing. It requires a great deal of finance to do it correctly, whether that is refurbishing existing buildings or drawing up plans for new ones. It can also be risky. Much like the reliance upon performance, there is also no guarantee that a planning application will be successful. Take the example of Luton, if either or indeed both of those planning applications had been rejected, the picture could have been much worse for the club. They would have had to produce new plans and go through the process again, wasting all the money they had spent so far. If these were again refused then the outlook for the club would have been bleak with parcels of land, with no planning permission that would not be worth much at all.

So, how do we avoid this? Well, some things are unavoidable sadly, the team might underperform, the permission might be rejected, and this is the nature of business. What we can do is make sure we have planned in great detail what each situation would mean, and then budget accordingly. By having different scenarios outlined, we can then react quickly and efficiently when changes are needed. If we do this, we can mitigate and reassess if the worst were to happen.

Summary

In this module, we have covered the outline of land investment and how it is used in modern society. How we can make sure that we are doing this correctly, but also reaching the targets we have set for ourselves or as an organization. We have discussed sport and its increasing role in this area, and why that is becoming of increasing importance as the industry continues to develop. We have also outlined some of the benefits and drawbacks of investments, whether it is investing in current or new land, and how those can be avoided.



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