



PEAK DEMAND UNDER PRESSURE

What the World Cup is already
revealing about retail readiness



The World Cup is already underway, and for retailers the signal is clear: this is not just a high-profile cultural event. It is a live retail stress test. New research from Manhattan Associates shows there is significant spend on the table, but only for retailers that can execute under pressure.

This is not just a demand opportunity. It is an execution test.

78%

of Brits are set to watch the World Cup, equivalent to around

43 million adults.

76%

of fans are planning World Cup-specific purchases, worth an estimated

£4.5 billion in total spend.



£4.5 BILLION AT STAKE

This summer's World Cup is creating one of the biggest retail moments of the year. Some 78% of Brits, equivalent to around 43 million adults, are following the tournament, and 76% of fans are planning World Cup-specific purchases. That translates into an estimated £4.5 billion in spend.

The average fan expects to spend £136.25, while 28% plan to spend more than £150. Younger consumers are especially engaged, with 18 to 24-year-olds spending above average at £146.12, and 25 to 34-year-olds leading the way at £174.78. Londoners top the regional spend league at £160.82 per person.

This is not fringe spending. It is mainstream, national and time-sensitive.



A NATION READY TO SPEND

World Cup demand is broad, urgent and hard to recover if missed. This is not a story about one hero product category. It stretches across food, drink, apparel, outdoor living and consumer electronics.

Nearly half of fans plan to buy food and snacks for watching at home, over a third will stock up on beer, wine and alcohol, and 16% will buy a new replica kit. Others are investing in the wider occasion, from new BBQs and outdoor cooking sets to upgraded TVs and screens.



43% food and snacks



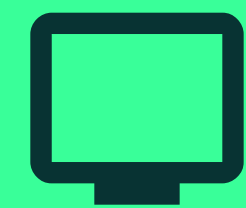
35% beer, wine and spirits



16% replica kit



16% BBQ or outdoor cooking set



10% TV or screen upgrade



THE EMPTY-SHELF RISK

The goodwill around the World Cup disappears quickly when a product cannot be found. Some 84% of fans say they will travel further to track down an item that is out of stock before a game, and 7% would travel more than an hour to get it.

In a fixture-driven shopping window, that means an empty shelf could hand a loyal customer, and their basket, straight to a competitor that is better able to respond in real time.

84%

would travel further for an out-of-stock item

7%

would travel over an hour



THE HIGH COST OF GETTING IT WRONG

That risk is far from hypothetical. Nearly three in four retailers, 71%, say they have already experienced stock shortages or fulfilment failures during previous major tournaments. The problem is especially acute in certain retail categories, and particularly in fashion and apparel, where it reaches 80%.

The financial consequences are equally stark. Some 63% of retailers say a stock failure during the World Cup would cost their business more than £100,000. The average hit is £116,836, rising to £125,557 in fashion and apparel.

71%

of retailers have experienced stock shortages or fulfilment failures

63%

say a stock failure would cost more than £100,000



WHY EARLY PLANNING WINS

The good news is that the data points to a clear playbook. Nearly half of retailers, 47%, begin planning stock and supply chain operations more than six months ahead of the tournament, and 87% start at least three months out. Only 1% say they rely on reactive demand.

The sport, outdoor and leisure sector stands out most clearly. It plans an average of 5.82 months ahead and suffers stock problems in just 45% of cases, well below the 71% market average.

That correlation is difficult to ignore. The sectors that prepare earlier tend to suffer fewer failures.



The correlation is impossible to ignore: the sectors that plan earliest, and invest in the most resilient supply chains, experience the fewest stock failures



MORE THAN FORECASTING ALONE

Planning matters, but planning alone is not enough. Demand during the World Cup moves fast, so retailers need more than a forecast. They need real-time visibility to see what is selling, the flexibility to reallocate stock quickly and the ability to adjust fulfilment before empty shelves turn into lost sales.

The World Cup is not just a demand opportunity. It is an execution test. The retailers that win will be those with a unified, execution-first supply chain that can protect customer promises when pressure peaks.



KEY TAKEAWAYS FOR RETAIL LEADERS

For retail decision-makers, the message is simple. The World Cup is generating immediate, broad-based and time-sensitive demand. Shoppers are willing to switch quickly when products are unavailable. Stock failures are common and expensive. Early planning helps, but execution agility is what protects revenue when pressure peaks.

Retailers cannot treat peak demand as a marketing moment alone. It is an operational test of whether they can turn demand into profitable, reliable customer experiences.





The World Cup turns the nation into a concentrated retail event, where demand moves fast, customers act quickly and weak links become visible almost immediately. With £4.5 billion in World Cup-related spending at stake, the retailers that win will not simply be those with strong offers or smart campaigns. They will be the ones that can execute.

Peak success is not won at checkout. It is won in how well retailers deliver under pressure.

Be ready for the next peak event with Manhattan, powered by real-time inventory visibility, smarter fulfilment and reliable delivery promises.

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ALWAYS AHEAD