



Institute School of Management,  
**Blekinge Institute of Technology,**  
**Sweden**

---

**THE LOGICAL POSSIBILITY FOR A DIVERSE  
REVENUE SOURCE: The English Premier League Big  
Four and Their Foreign Fans**

Master's Thesis in Business Administration<sup>1</sup>

ESEBAMEN, OMEIME XERVIAR  
Supervised by: Thomas Danborg

---

<sup>1</sup> This thesis is submitted (March 2, 2011) to the School of Management at The Blekinge Institute of Technology, Ronneby, Sweden, in partial fulfillment of the award of a Master's of Science degree in Business Administration and Management.

## Abstract

Football otherwise known as soccer (in America) has become much more than just a game to those that follow the game. It has become so much as the way of life for these followers that it is arguably one of cult status because of its strong enduring appeal and elevation to worship by those who follow the game. The English Premier League EPL has made the game even more popular with an estimated half a billion followers from over 200 countries, thus been tagged "The Greatest Show on Earth". With a followership of such magnitude (and one with a potential of increase growth), there is need to look at if foreign football fans are the future and key to really bigger money for these club. The analysis result of the thesis will give to those concerned, a better perspective of the issues in questions, a future outlook and how plans can be affected to address them.

## Acknowledgement

A million hugs to 'The Man Upstairs' for making this a possibility despite all the odds.

To my supervisor (Thomas Danborg), my opponent (Lieke Wang) and my examiner (Eva Wittbom) "thank you for helping to make this a better work."

A big credit to all the various authors referenced during this thesis<sup>2</sup>.

Kenny Bangboye, am indebted to you for been a 'life saver' especially during the first semester of the programme.

To the women in my life – Mum, Ehis, Osato, Angel, Pedita and Gunilla, "thanks for showing me love."

A thousand kisses to my girlfriend Martina. "Though you've never been a fan of football, your support during this work was more ways than one, ineffable."

---

<sup>2</sup> Conscious efforts have been made to cite and credit every reference used during the course of writing this thesis. If there is any source not cited/credited, such action was unintentional.

## Table of Content

Abstract.....	2
Acknowledgement.....	3
Table of Content.....	4
1. <b>CHAPTER 1: Introduction</b> .....	5
2. <b>CHAPTER 2: Methodology</b> .....	12
3. <b>CHAPTER 3: Literature Review: Conceptual framework I</b> .....	17
4. <b>CHAPTER 4: Revenue Models: Conceptual Framework II</b> .....	22
5. <b>CHAPTER 5: Analysis</b> .....	28
6. <b>CHAPTER 6: Conclusion and Recommendation</b> .....	40
7. <b>CHAPTER 7: References</b> .....	44

## List of Figures

<b>Figure 1.</b> Forecasted revenue generation from television rights for 2001 – 2013 football season(s) ..	7
<b>Figure 2.</b> Chapters of the thesis .....	11
<b>Figure 3</b> A flowchart of the methodological process used in the research.....	16
<b>Figure 4.</b> Forms of strategic market planning .....	27
<b>Figure 5</b> Amount of Facebook fans of the clubs as at February 28, 2011 .....	29
<b>Figure 6.</b> Amount of core worldwide fans of the clubs.....	30
<b>Figure 7.</b> Daily worldwide traffic to football clubs websites by unique visitors.....	31
<b>Figure 8</b> Average sales per season 2005-2009 .....	32
<b>Figure 9.</b> Amount paid by non-UK based broadcasting firms for EPL TV right for (1) 2007 – 2010 and (2) 2010 – 2013,.....	34
<b>Figure 10.</b> Total revenue generated from issuance of TV rights worldwide.....	35
<b>Figure 11*</b> An EPL team defensive wall: now (Dec. 2008 pix left) and then (Feb. 1990 pix right).....	35
<b>Figure 12*</b> Number of UK born players in the top four teams during (1) 1998/99 season and (2) 2009/10 season* .....	36
<b>Figure 13*</b> Number of non-UK born players in the top 4 teams during (1) 1998/99 season and (2) 2009/10 season.....	36

# CHAPTER 1:

## Introduction

*Watching football is like watching pornography. There's plenty of action, and I can't take my eyes off it, but when it's over, I wonder why the hell I spent an afternoon doing it.*

- **Luke Salisbury**

## 1.1 Background

Football otherwise known as soccer in America has become much more than just a game to its followers. It has become so much as the way of life for these followers that it is one of cult status because of its strong enduring appeal and elevation to worship by those who follow the game. Ask many football fans and they will tell you that the game of football is their only religion. Truth be told, if football were actually a religion, it will arguably beat Christianity to a distance second place (Johnson, 2001). Just as what make a religion tick is its followers, so has football evolved because of the passion of its fans. Since the game was first played in Britain in the mid 19th century, its followership has grown so large that over three-quarter of the world's population follow the game. Little wonder it is called "the world game" or "the beautiful game"(Dunning, 1999; Hall, 2009).

The same passion or "faithful commitment" that "worshippers" of the game have had for football as a whole is what many have transferred to the English Premiership League EPL nay its elite teams. These football clubs like every other business operating in the same turf with different competitors require the constant inflow of revenue and proper marketability to remain in business. This thesis is aimed at highlighting the feasibility and possibility of these clubs in the same way like other businesses making use of their strategic advantage and strength to generate larger income through diversification which will help lower the clubs reliance on revenue generated in The UK market.

## 1.2 The English Premier League

One football league that is capable of being argued plausibly as the most followed of all football leagues in the world is the English Premiership League EPL (Campbell, 2002). Since its inception on 20 February 1992, it has succeeded in attracting the very best players from every part of the world and as a result, has also won more viewership and fans on a weekly basis from every corner of the globe. Television (and to a large extent the internet) has played a major role in the history of the Premier League. The money from television rights has been vital in helping to create excellence both on and off the field. Promoted as "The Greatest Show On Earth", the Premier League is the world's most popular and most watched sporting league, followed worldwide by over half a billion people in 202 countries (Wilson, 2007)

The 1980s saw a nadir in English football. Facilities at various stadiums were decaying and hooliganism was at its highest. English teams were not allowed to participate in European competitions following the death of 39 fans at Heysel Stadium in Belgium ahead of Liverpool's European Cup Final against Juventus in 1985 (premierleague.com, 2011). The Hillsborough disaster and the Taylor report that came thereafter made matters worse. 96 fans lost their lives and over 150 were injured - crushed during the FA Cup semi-final between yet again...Liverpool and Nottingham Forest. A wholesome overhaul in the way football grounds were run and structured was recommended by Lord Justice Taylor's report – thus leading to the introduction of all-seater stadia that still applies till date (HM Courts Service, 2006; premierleague.com, 2011).

At the end of the 1991 season, a proposal for the creation of a new league was submitted that would bring more money into the game overall. The Founder Members Agreement, signed on 17 July 1991 by the elite clubs, established the fundamental principles for creating the FA Premier League (HM Courts Service, 2006). The newly formed top division would have commercial independence from the Football Association and the Football League, giving the FA Premier League freedom to negotiate its own broadcast and sponsorship agreements. The argument tabled at the time was that the extra income would allow English clubs to compete with teams across Europe (Premier League, 2010).

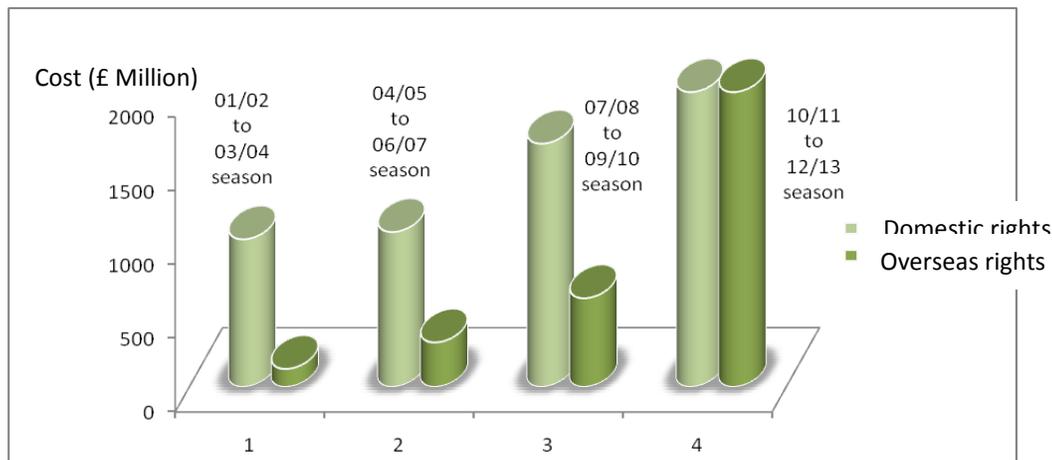


Figure 1. Forecasted revenue generation from television rights for 2001 – 2013 football season(s)

Over time, probably as a result of their financial clout and pre-EPL history, there has emerged “the big four” in the league (BBC Sport, 2008). From the 1996–97 season onwards, the “Big Four” (Arsenal, Chelsea, Liverpool and Manchester United) have dominated the top four spots, thus a place in the very lucrative UEFA Champions League with such success culminating into an ever increasing fan base for these teams. A greater percentage of the fan base is, unlike the pre-EPL era when most of the fans of these teams were residents of cities where these teams are situated, now outside the United Kingdom especially in Africa, Asia and North America.

### 1.3 Motivation of the Study

The typical football fan in the UK may believe that the average English football club has outgrown its role as local community centers that form part of the local and civic pride but sport as a whole in today’s world has become big business. According to Orion Asante (2008), English football clubs may seem to have forgotten their role as places for hope and ambition, places to dream, places to promote community bonding, places for the working class to let off steam every week, to release the stresses and tensions built up working hard for little money but the reality is that things have changed. The average football club in England is now run as a business enterprise.

Since the advent of the English Premier League EPL, the League has grossed the highest revenue of any football league in the world, with total club revenues of €2.326 billion in 2008–09 (The Observer, 2010). It is fair to state that despite this huge revenue generated

by the league, it is an astonishing fact that there has not been a single year since its foundation when the combined Premier League clubs have made a collective pre-tax profit (Waltersa, 2010). For some clubs owners, these Premier League clubs represent ‘trophy assets’ with the potential to deliver a long term return but which at best break even annually, rather than a cash cow delivering an ongoing ‘dividend’ (Dan Jones, 2009). The non-profitability can also be as a result of the fact that the owners are more concerned with the strong brand appeal that these clubs possess and as such used as public relation tool for their other business interest.

In addition, other reasons can be attributed for the poor pre-tax profit. It can also be understood that owners of these clubs as with typical firms have different objectives to “satisfice” which translates to reasons why at the moment, the clubs are not profitable. This include economic to non-economic objectives, which ranges from their desire to have low costs, increase shareholder value and market share in the long run, increase revenues, get a social function, increase the size of the club (in terms of infrastructure, personnel etc) or even down to outright mismanagement of the part of the clubs’ management as evident with clubs like Leeds United, QPR FC and Portsmouth FC that recently went into administration.

According to a research carried out by the Target Group Index, only 38% of adults in the UK ‘follow football’ (Robinson, 2010). Football fans, (those with affective ties to the game, and especially to specific clubs) it turns out, constitute a minority (Giulianotti, 2002). Despite the huge fan base these clubs command, the revenue derived from each fan (customer) by the big four clubs if compared to the revenue per customer of some business like Apple is way too low (Szymanski, 2010). With the amount of money needed to remain competitive especially alongside the best in Europe and at the same time manage their crushing debt profile, there is need for these clubs to fashion out a way of increasing their revenue especially from untapped areas. In doing so, these clubs must identify their target.

As already stated, there were times when the financially committed fans of football clubs were those that reside in the vicinity of the club. If the local fans are complaining of been exploited and the revenue generated from them is not enough to match the competitiveness of these clubs with others in Europe, there is need to look into alternative channels of revenue. Thus, as a result of the worldwide appeal of the game and the English league, it is only necessary to research if foreign fans are the future and the key to really big money for the EPL in general and the big four in particular.

In other words, whatever the primary goal of these clubs as firms may be, revenue is continually needed to meet their main objective especially from diverse sources. With the local fans of these clubs across the UK lamenting the growing cost (financial, emotional and psychological) involved in supporting the EPL big four, it has become imperative to for these clubs to seek other ways of revenue generation.

## 1.4 Research Problems

There is no doubt that since the inception of the new format of the EPL in the early 1990s, the love for the game and followership for the teams as a whole has significantly increased. Week in, week out, no matter the weather condition, hundreds of thousands of football followers adorn their favorite team replicas as a sign of strong connection to such team. They braze the long distance to throw their weight behind these teams where they play in the UK. The emotional connection between football fans and their club delivers exceptional levels of customer dedication. But for the past decade or so, it seems doing so as a local supporter of either of the premierships big four teams has become more and more expensive for the local fans.

No doubt the average fan's hunger for the game is increasing everyday and satisfying this hunger involves many individuals choosing to cut their expenditure in other areas to retain their all important season ticket fix. On one hand with the average regular fan of the EPL big four teams forking out £1,331 supporting their side in 2007 (Virgin money, 2008) and on the other hand bearing in mind the working of the law of demand and supply, it would be interesting to investigate if the future of the most supported teams in the EPL lie outside The UK.

Secondly, the combined figure for the number of staunch worldwide followers of these clubs is estimated to be about 400 million. From the posh estates in Los Angeles to the slums in Soweto, there is one thing that all the inhabitants of these areas have in common. That is their undying passion for the game and for their beloved football team(s) in England. If the groaning of the average fan in the UK under the guise of enormous expenses associated with remaining as a customer of Arsenal, Chelsea FC, Liverpool FC or Manchester United is to be believed, then there may be need for these clubs to look elsewhere for the future generation of revenue.

With the financial fair play rule been introduced by the European football governing body, the crushing weight of debt on these clubs, the need to attract the very best personnel in the business to remain very competitive both in the league and in European championships, increase capacity of home stadia and maintain the other structures like the youth academies, There is need for the EPL big four to diversify their focus on the next way to remain afloat and competitive. With the love of these clubs soaring outside the UK as well as these clubs been reputable world brands, there is the need to also investigate if the average foreign fan is these clubs' next/future meal ticket.

## 1.5 Research Questions

With the motivation for writing this thesis already described above, the following research question was asked to gain insight into the study.

- Is investing in capturing and winning the foreign market a good strategic market move for "the big four"? Are the foreign football fans to these clubs the future and key to really bigger revenue generation and profitability?

## **1.6 Who will Benefit From This Investigation?**

This is a relevant topic because, as earlier stated, the league is one that concerns a large percentage of the world's population. The topic cuts across age, race, gender and status. It is no longer news that the business world is still trying to come out of a recession and while these clubs are drowning in massive debt and are looking for new ways to increase their income, the average fan as a customer needs to know if he is been exploited (or not) or getting full value for the money expended on supporting his club. As a result, (and as already stated), one will not be wrong to state that over half a billion people will be interested in this topic and since they are one way or another actively involved with the EPL, this topic is significant to them in today's practice.

## **1.7 In What Sense will my Contribution Add to What is Already Known?**

With a followership of such magnitude and one with a potential of increase growth, there is need to look into the influence of the league on the fans and vice versa as regards the financial and entertainment aspect. The analysis result of the thesis will give to those concerned, a better perspective of the issues in questions, a future outlook and how plans can be affected to address them.

## **1.8 Research Methodology Employed**

In the quest to answer my research questions, I made use of a combined methodology. The intention was to combine a quantitative preliminary study with a qualitative main study to yield a research project that would best help to answer the questions. Data were collected from various secondary sources likes expert commentaries and secondary sources like articles from journals, newspapers and library sources of the clubs in question ad then they were examined, sorted, coded and categorized according to themes and then analyzed using tables, graphs, images and further discussions. On a defined level, I used recursive abstraction, where the data were summarized; those summaries were then further summarized, and so on. The end result was a more compact summary that ordinarily would have been herculean to correctly recognized and understood without the preceding steps of distillation.

## **1.9 Structure of the Thesis**

This thesis has been sub-divided into five chapters as shown in the figure below. Chapter one (Introduction) deals with the study background, motivation and objectives. While chapter three is used to review the critical points of current knowledge and reviews theories concerning the EPL as it relates to the subject at hand, chapter two (Methodology) describes research methodology, how the study on the topic was conducted, its motivation and an explanation of the methods used. The former (chapter three) is characterized by a logical flow of ideas, comprehensive view of previous research on the topic as well as a synthesis to a useful analytic tool for my investigation. The main aim of the chapter is to keep the reader abreast with up-to-date literature on the topic and form the basis for another goal-future research that may be needed in the area.

Chapter four (Conceptual Framework II) aims to discuss relevant conceptual frameworks on revenue models.

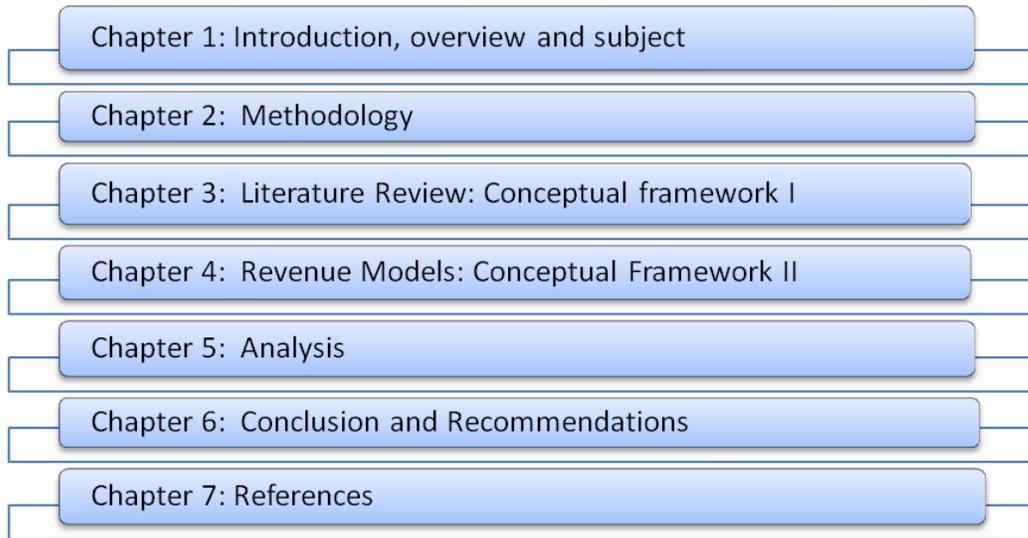


Figure 2. Chapters of the thesis

Chapter five (Analysis and Result) gives a presentation of the results from my gathered information relevant to the investigation and analytic tool used for an in depth discussion of the empirical findings. Chapter six – Summary & Conclusion discusses the findings of the research in relation to the theories present in previous chapters in chapter three and four. It will present warranted conclusions from the evidence highlighted in my analysis.

## CHAPTER 2:

### Methodology

*“It is common sense to take a method and try it. If it fails, admit it frankly and try another. But above all, try something.”*

- **Franklin D. Roosevelt** (32nd President of the United States)

Having established the research question to research on, I decided to make use of a *combined methodology*. This was used because I wanted to combine a quantitative preliminary study with a qualitative main study to yield a research project that would best help to answer the questions (Brannen, 1992). According to Cassell and Symon, (1994), qualitative research on its own is employed when researchers seek to comprehend the frame of reference or background of the research matter in terms of how and the reason why it occurs as well as when the research phenomena is emergent rather than prefigured. Qualitative method provides the flexibility to performing data collection, analysis, and interpretation and descriptive capability to work with the data. A good number of this research method requires researchers to painstakingly code data, recognize, understand and document themes consistently and reliably.

On the other hand, quantitative research refers to the systematic empirical analysis of quantitative properties and phenomena and their relationships with process of measurement is principal because it provides the main connection between empirical observation and mathematical expression of quantitative relationships. It has the advantage of clearly and precisely specifying both the independent and the dependent variables under investigation as well as eliminating or minimizing subjectivity of judgment (Balsley, 1970).

With both qualitative and quantitative features present in this study and as a result of the fact that I used a variety of data sources, including quantitative data, review of records, observation and surveys, a blend of both quantitative and qualitative research methods (especially with the merits that both provide) seemed appropriate.

### 2.1.1 Sampling and Sampling Technique

I chose to make use of secondary data for this thesis because analysis of secondary data saves time that would that would have been expended on collecting own data (especially quantitative data) and it provides larger and higher-quality pool and databases. Also, the use of secondary data for this thesis becomes vital since a major part of this thesis involves looking at past development of the football clubs and their fans, it would not be feasible to carry out a new survey that can sufficiently capture past change and/or developments. Thus, I made a selection of various credible sources where to collect data necessary for this research and because of their very insight knowledge of these clubs and general football matters in relation to finance, the following sources were chosen

- BBC sports - football ([www.bbc.co.uk](http://www.bbc.co.uk))
- Union of European Football Associations UEFA ([www.uefa.com](http://www.uefa.com))
- The official websites and magazines/newsletters of the four clubs  
[www.arsenal.com](http://www.arsenal.com); [www.chelseafc.com](http://www.chelseafc.com); [www.manutd.com](http://www.manutd.com); [www.liverpoolfc.tv](http://www.liverpoolfc.tv)
- Deloitte's Football Money League publications ([www.deloitte.com](http://www.deloitte.com))
- Sport+Markt's European Football Merchandising Report ([www.pr-marketing.org](http://www.pr-marketing.org))
- Football columns of The Guardian newspaper [www.guardian.co.uk](http://www.guardian.co.uk)
- Football columns of The Independent newspaper and [www.independent.co.uk](http://www.independent.co.uk)
- Football columns of The London Evening Standard newspaper and  
[www.thisislondon.co.uk](http://www.thisislondon.co.uk)
- [www.uk.virginmoney.com](http://www.uk.virginmoney.com)

- Commentaries by the commentators and color commentators from live matches involving any of the teams.

I made a search for past information relating to the theme from the above sources and right from the time the decision was made to carry out a research on this topic, I made a *Really Simple Syndication* RSS<sup>3</sup> subscription for web feeds on all the electronic sources listed above. The merit of this approach was that RSS allowed me to avoid manually visiting all of these electronic sources, but instead all new content with related subject matter to this research (a result of a filter I had put in during the RSS definition) is automatically sent to me via a desktop platform I installed on my computer when it becomes available. Information were also gathered from newspaper clippings of The Independent and The London Evening Standard newspapers.

My purpose for using this process of data collection was that I found it to be simple, fast, inexpensive and effective. It helped to achieve the objective of the thesis with already founded and tested information that are readily available. The process for me was basically collecting information from materials that I considered interesting and useful for the purpose of the research and then categorizing and discarding those I think are not so important or useful.

The kind of data to gather, sort and categorize were done with the help of various themes in mind. The themes include

- General knowledge of football clubs' financial activities
- Clubs' strategic market planning and competitive advantage
- Exploration of the football clubs fanbase
- Fans' financial and other commitments to the football clubs

All the data from the electron sources with similar theme were sorted in tabular form with the use of Microsoft excel, then grouped and placed in same folder on my computer while I clipped together any newspaper clippings that had similar theme indicated by the color highlight I had made on such newspaper prints.

## 2.1.2 Data Analysis

In a research of this nature, data analysis is an on-going process, taking place throughout the data collection process. As I came across more data on the subject matter, I reflected upon the emerging themes, adapting and changing the methods where and when I deemed necessary. Analyzing data is about appraising, categorizing, tabulating and suggesting the empirical proofs to address the initial propositions of the study while at the same time ensuring that the basic information therein is not lost (Yin, 2003).

The method I used to analyze the many data gathered was recursive abstraction, where the data were summarized; those summaries were then further summarized, and so on.

---

<sup>3</sup> RSS is a family of web feed formats used to publish frequently updated works in a standardized format. These work may includes blog entries, news headlines, audio, and video (Lippy, 1999)

The end result was a more compact summary that ordinarily would have been cumbersome to correctly recognize and understood without the preceding steps of distillation. In order words, I repeated the distillation of the collected data and information by ‘summarizing summaries’ to help to create compact summaries of the contained information that gives priority to the fundamental messages of the data.

At every stage during the analysis, I made use of selective coding/codes on my data<sup>4</sup>. These came in the form of using highlight markers (on the newspaper clips and electronic documents) to mark important points/lines with short notes beside such highlights to act as my codes. At the basic level, it gave me the ability to quickly recover and collect together all the text and other data that have been associated with some thematic idea so that they can be examined together and different cases can be compared in that respect. The codes are normally a word or short phrase I used to indicate how the associated data segments inform the research objectives. I also for the benefit of speed and efficiency made use of some simple computer program for the coding. These programs did not supplant the construed element of coding but rather the purpose was to improve my efficiency at data storage and retrieval. Coding the data on another hand helped to group the information gathered in identifying the main themes with respect to the aforementioned enquiries as earlier described as well as helping in finding the driver that prompts the story forward.

The final (refined) data especially the quantitative data were then put in tabulated and graphical/charts formats. The tables and graphs were drawn using a simple spreadsheet apparatus like Microsoft Excel because they provided a powerful way to summarize my data. As well known, graphs and tables are very efficient method of communicating numerical information, and as a result, I figured it will be a better way for the reader of this research to understand and retain information that was presented in graphs more than the same information written as a prose. They also provided the flexibility of showing and comparing changes and displaying the relationship between numbers or amounts. Analyses were also presented in other descriptive statistical format e.g. percentages and discussion and interpretations were then made.

As they say “A picture is worth a thousand words”. I also analyzed some part of the data using pictorial presentation because this in some way appeal to more than one sense and just like the use of graphs, it presents an easy understanding of the data. Using visualisation (pictures and images) helped conveyed complex idea with just single still pictures thereby making it feasible to absorb large amounts of data quickly from the perspective of the reader.

### 2.1.3 Source Criticism

---

<sup>4</sup> **Coding** is an interpretive method that not only organizes the data but also provides a medium to introduce the interpretations of it into certain quantitative methods. It is the identification of passages of text (or even images) and applying labels to them that indicate they are examples of some thematic idea.

**Selective coding** is carried out after having found the main variable or what is thought to be the primary, the tentative core. The tentative core is always considered as never wrong. It just more or less fits with the data.

To add additional confidence to the data collected I deemed it necessary to do source criticism were because the closer a source is to the event which it purports to describe the more one can trust the veracity of the information gathered from it. Similarly, if a number of independent sources contain the same message, the credibility of the message is strongly increased. So in order to validate the source of my data they needed to be criticized using a number of inquiries as prescribed by Garraghan (1946). These sets of inquiries together referred to as external criticism are higher, lower and internal criticism. For the higher criticism, it was important for me to know how old are the sources on the subjects I am investigating and when they were written (produced date), which locations they were produced (localization), who the authors of the sources are and on which foundation or pre-existing material they were produced as well as the evidential value of the source(s) contents

### 2.1.4 Conclusion

A pictorial representation (flowchart) of a summarized methodological step-by-step process used in this research is shown below

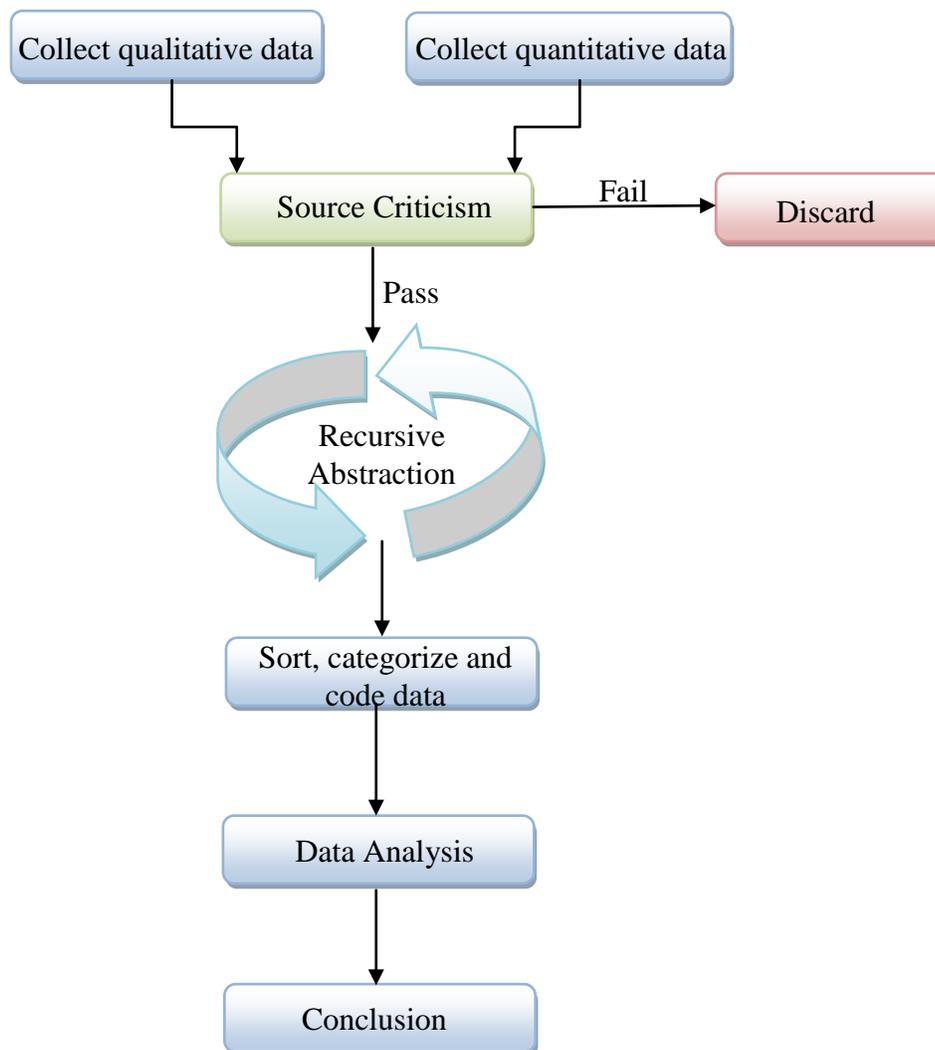


Figure 3 A flowchart of the methodological process used in the research

## CHAPTER 3:

### Literature Review: Conceptual framework I

*The tactical difference between association football and Rugby with its varieties seems to be that in the former the ball is the missile, in the latter men are the missiles.*

- **Alfred E. Crawley** (Author of The Book of the Ball)

Association football, commonly known as football or soccer, is a sport played between two teams of eleven players with a spherical ball (Eric Dunning, 1993). Due to its popularity as the most popular sport in the world, it has become known as “the beautiful game” and is an industry worth over US\$400 billion worldwide. 80% of this is generated in Europe, though its popularity is growing in the United States. It has been estimated that there were 22 million soccer players in the world in the early 1980s, and that number has drastically increased (Mueller, 1995). Penders (2007, p. 25) stated that “*everything starts with the passion for football, but without the passion, everything is nothing*”. Devoted individuals who follow the game are referred to as fans. They not only witness sport events in person or through some form of media as spectators, but they have an abiding interest in the sport, teams and/or players (Wann, Melnick, Russell, & Pease, 2001).

### 3.1 The English Premier League

Football as a game has even become more popular as a result of the followership of the English Premier League-EPL (Wilson, 2007). The EPL (officially known at the moment as The Barclays premier League) is the professional league for association football clubs at the top level (Campbell, 2002). The competition formed as the FA Premier League on 20 February 1992 following the decision of clubs in the Football League First Division to break away from The Football League originally founded in 1888, and take advantage of a lucrative television rights deal. The EPL has since become the world's most watched association football league (Campbell, 2002; The Observer, 2010) and the world's most lucrative football league, with combined club revenues of £1.93 billion (\$3.15bn) in 2007–08 (Wilson, 2009). It is also ranked first in the UEFA coefficients of leagues based on performances in European competitions over the last five years, ahead of Spain's La Liga and Italy's Serie A (UEFA, 2009).

Since the formation of the EPL, only four clubs otherwise known as “the big four” (Manchester United, Arsenal FC, Chelsea FC and Liverpool FC) have predominately dominated the top four spots of the league. The benefits, especially increased revenue, are believed to have widened the gap between the ‘Big Four’ clubs and the rest of the EPL (Norman Hubbard, 2007). Between the 1992/1993 season and the 2008/2009 season the combined financial turnover of the big four and the other clubs in the EPL increased by over 1000% from £170million to £1.90billion. Despite revenues having grown so strong, improved profitability has remained stubbornly elusive. In 1992/93, the first year of the EPL, cumulative operating profits were £33m with 15 of the 22 clubs in the black. By 2007/08 operating profits stood at £185m with only 11 of the 20 clubs delivering a positive return (Deloitte, 2009).

Despite the increases in revenue, the fiercely competitive nature of the league has seen potential profits quickly competed away, with operating margins falling from 16% to below 10% (Dan Jones, 2009). Bad managements and excessive loans (as with the case of Portsmouth FC, Wimbledon FC and Crystal Palace FC to mention but a few) have also not helped the profitability of football clubs. Although, it would be right to state that a number these clubs have other goals which may market share maximization, huge investments made for future dividends, decisions to keep cost as low as possible or even intended to maximize or appreciate the value of the clubs in the long run, owning the

clubs as ‘trophy assets’ with the potential to deliver a long term return or even for public relation gain in the community.

### 3.2 Cost of Been The Local EPL Fan

Oil prices and company directors' pay-rises apart, few things in life are consistently more inflation-busting than season ticket price-hikes (Ingle 2005). This is probably because as demonstrated by Stefan Szmanski and Tim Kuypers in *Winners & Losers, The Business Strategy of Football* the demand for football - like cigarettes and alcohol - is price inelastic (Szmanski 1999).

The literature on American professional sport often assumes that a club's objective is to maximize profit. The assumption could have some plausibility applied to those clubs in England which have become public limited companies with shares traded on the floor of the stock market any departure from profit maximization may provoke the attention of predators. In these cases clubs may be expected to locate on the demand curve at the point corresponding to the quantity where marginal cost equals marginal revenue (Forrest, 2002).

The cost of attending a top flight match involving any of the big four clubs in England has leaped by about 600% since 1989 because they have become box office attractions. Affinity products branded in club colors have been around for a while and they have a steady following of supporters (Knight 2010) but the cost of keeping up with supporter-ship is far weighing down on them and causing some to re-think.

### 3.3 EPL's Popularity Abroad and Its Effect

The league's principal broadcaster has invested substantially in a remarketing of the sport that appeared successfully to change its image. In this, it was helped by significant improvements in stadium facilities, a falling away of the problem of hooliganism and other anti-social behavior at and around matches, and an influx of top-quality foreign players to add glamour to the competition (Boon, 2000).

Broadcasting rights were assigned to subscription television service BSkyB in 1992, move that charged fans for watching top flight football on their screens for the first time in England (Deloitte 2009). The first agreement between the EPL and Sky was worth £191m, a figure that has risen dramatically - the last deal for domestic rights running from 2007 to 2010 for £1.7bn between Sky and Setanta (BBC, 2008). In 2001 alone, the EPL made £1bn from the sale of domestic TV rights and £178m from overseas rights. This may be one factor more than any other that is arguably behind the recent influx of Americans seeking Premiership gold: television revenues especially with the fact that there is now also a growing feeling that the top four clubs in the league may sooner than later attempt to sell their own rights internationally as is done in the Spanish and Italian league (Ghadwick, 2007).

In the paper “*Building global football brand equity: Lessons from the Chinese market*”, the author Bodet, (2009) looked at how the big football clubs are trying to win the Asia market nay Chinese market by expanding their fan base and continuing their grip on

brand patriotism and equity. For example, around £100m of that was spent by NowTV to secure the rights for Hong Kong, Showtime Arabia stumped up around £60m for the Middle East and North African market and WinTV spent £50m to show games in China (BBC, 2008). And this move have thrown open the door to create a wide array of new fan base for the league especially the big four with for example, an estimated audience of one billion watched Manchester United's match with Arsenal in November 2007 (Stevenson, 2008). The EPL has become so much a house hold name that plans were made to further examine a proposal to extend their season to 39 games by staging a new round of competitive fixtures outside the UK from January 2011 (Soneji, 2008).

In Asia, it (EPL) is the most widely distributed sports programme (The Hindu Business Line, 2004). For example, in India, the matches are broadcast live on ESPN and Star Sports., Up to 360 million television audiences watch live EPL matches in China, and due to this popularity, the league has held three pre-season tournaments in Asia while 'the big four' frequently hold their pre season tour outside Europe (Hennock, 2003).

In a similar vein, the popularity of EPL has almost turned the local leagues in Africa non-existent. For instance, Nigerian officials have almost come short of decrying the popularity of the EPL and subsequent media coverage (BBC News, 2008). They claim it is damaging other footballing countries, citing lower domestic attendances when games clash with the EPL fixtures. It has become so popular and amassed so many die-hard fans that in an extreme case, after the 2008 UEFA Champions League Final, seven people died in Nigeria after clashes between supporters of a half of 'the big four' Chelsea and Manchester United (BBC Sports, 2008). In a country of 140 million people, where crowds will stop and watch amateurs playing in the park, professional league games in the country struggle to get more than a handful paying fans to come on match days (BBC, 2008). In short, it has been suggested that the grip the game nay EPL has got on foreign fans of the league is nothing short of colonialism (Onwumechili, 2009). It has gotten so bad that whenever any of the local teams play at the same time as any of the EPL big four games, nobody shows up in the stadia. This has become a very common situation in almost all national football leagues in Africa.

In the opinion of Assante (2008), there is absolutely no doubt that the English league has the capability to go global. This is evident from the fact that for instance there are shops in a number of Asian countries that survive and profit out of nothing but selling fake memorabilia of especially the big four English clubs. One of the most frequent claims made against a big team like Manchester United in the 1990s is, of course, that none of their fans are from region of Manchester. The meaning of this analysis is that Manchester United fans are now attracted from other places across the United Kingdom and beyond even when such cities or towns can boast of having their own football teams that may as well be elite in true sense of it (Mellor 2001).

The arrival of players from developing part of the world to the EPL has over the years added more than just spice to the game as a whole. There are now more than 70% of foreign players in the league and this has made the league a lot more popular in especially those countries that such players originate from. The migration of these foreign players to especially England to earn top dollars offers a lot of inspiration and a source of hope to

especially those ones (without education) that still reside in the developing nations (Poli, 2006).

If numbers are anything to judge the future of the EPL by then the future certainly looks bright. The combined revenue of the premiership big four in conjunction with the other 16 teams of the league last season was a healthy £1.4bn (Deloitte 2008). But the potential for further overseas growth remains - and it is arguable to see if that is where the bigger money will be made. The EPL may be the richest football league in the world but it is still behind the NFL and Major League Baseball in the money-making stakes - both made over £3bn in revenue in 2007 (Stevenson 2008).

## CHAPTER 4:

### Revenue Models: Conceptual framework II

*Some people think football is a matter of life and death. I assure you, it's much more serious than that."*

- **Bill Shankly** (one of Britain's most successful and respected football managers)

## 4.1 Football Clubs' Need For Revenue Generation: The Importance

O'Reilly (2006) research suggests that a myriad of factors contribute to the revenue generation ability of major professional sport teams. The research's results suggest that product and place considerations are most important in achieving revenue while promotion and price considerations play but only a minor role. In this regard, managers of professional sport teams are provided with guidance.

Carmichael et al (2010) investigated the connection between playing success and commercial success in football. Their analysis indicated that on-field success can be directly related to players' skills and abilities and that revenue is positively related to on-field success. Wage expenditure was also shown to systematically reflect player skills and performances. One interpretation of this evidence is that investment in players' skills and ability buys on-field success, and thus rich clubs are able to maintain or even build upon success by spending more on players than less successful clubs.

In light of this, each of the EPL big four teams put in a lot of effort to not just qualify for the lucrative UEFA champion's League at the end of each season, but more than anything else they also set their eyes on winning the EPL (ESPN, 2007). The benefits that come with winning the trophy include not just the huge money prize, but the bragging rights, and the positive PR effect on the team, its brand and other business interest of the owners.

Over a couple of seasons, rising tax rates in Britain combined with an ailing currency has seen the Spanish League become the league of choice for some of the best footballers in the world even some of such players from the EPL (e.g. Cristiano Ronaldo Manchester United to Real Madrid; Javier Mascherano Liverpool to Barcelona FC). While high tax rate of 50 percent is practiced in England, the Spanish government has reduced the tax rate for "foreign executives" down to 24 percent (The Guardian, 2010). As such the English club has to raise more money to lure and pay high profile players in order to make up for the shortfall arising from the deducted tax.

Dan Jones, partner in the Sports Business Group at Deloitte unquestionably thinks that, football's biggest challenge is the need for much greater cost control – notably over players' wages and transfer fees. As such, as long as the EPL big four team continue to desire the influx of high profile players in their teams they would constantly require at least a commensurate influx of revenue to pay their wages.

With UEFA's "financial fair play" rule been introduced from 2012-13 season, the EPL teams in particular would need all the revenue they can generate in order to be eligible to compete in UEFA organized competitions (Marino 2010). This is so because, the rules wants to prevent clubs spending more than they earn and since these clubs depend of recruiting the best (and most times very expensive) personnel in the market to remain competitive, increase revenue will be needed.

The current amount of debt the Premiership owes is about £3.5billion which is approximately 56 percent of all debt owed by football teams in the whole of Europe. £2billion of

that total is owed by the EPL big four. Though the reason for such mammoth debt profile could be attributed to several reasons ranging from investment activities to structural expansion, the clubs needs extra revenue flow to service the loans as well as take care of the day to day running of these clubs.

As already stated in a previous chapter, the literature on American professional sport often believes that a club's aim is to maximize profit (Forrest, 2002). While maximization of profit is given much weight as the primary goal of any football club, the practical scenario is that revenue maximization also holds true. Profit maximization as a goal has a number of drawbacks while revenue maximization through diverse means on the other hand passes all those tests to become a logical goal for any business (Borad 2011). Thus, if the objective of the club is driven by sales including the profits and performance of managers then this will call for revenue maximization or sales maximization. Whereas if it needs to keep all the stakeholders satisfied because shareholders of the club want appreciation in the value of their capital and inflow of dividends, profit maximization becomes the main goal (though, the drawback is that profits are not a physical activity that can be conducted).

Football is well known as a game that is highly influenced by fans and that is why statistically, home teams have a better chance of winning matches because of their massive presence (BBC Sci/Tech, 1999). Clubs as business entities could also want to increase their market share (which indirectly could be related to their fanbase). Studies have been done to show that people have different reasons for becoming fans of different clubs (Bodet, 2009). Some become fans of a particular club because there is a compatriot playing for the team, or because the team has a winning mentality or even because of the team's brand appeal. Due to the fact that clubs understand the importance of having as much fans as they can boast of, they seek the need for more revenue to increase their market share which in the sport world translates to fanbase and the amount of club replica kits sold.

For clubs whose business policies are based on their vision for the future, massive investment is needed to fund their for example, football academies that set up so that they could identify and develop talented players from as age young as seven (BBC Sports, 2011). This is just as it is also deem beneficial to increase the capacity of their various stadia. As already stated above, because clubs already acknowledges the impact that homes fans have over the success of the team, efforts are made to either expand their stadium sitting capacity or build new ones depending on which makes more economic sense.

For whatever the need for revenue may be, revenue diversification will help lower the club's reliance on their products in The UK market and also helps in compensating for conditions brought about by the competitive conditions and product life cycles in their other different product market.

## 4.2 Relevant Revenue Model

Every firm needs revenue to function. As such, whenever a firm is set up, it either unambiguously or implicitly fashion out a specific business plan or revenue model that characterizes the design or architecture of the value creation, delivery, and capture mechanisms employed by the business enterprise (Teece, 2010). The purpose of a revenue model is that it describes the manner and method by which the business enterprise (the clubs in this case) bring value to customers, persuade customers to exchange cash for value, and turn those payments to meet the main goal of the business enterprise: in order words, it reflects the club's management's theory about what the customers want, how they want it, and how the club can in its own way try to do its best to fulfill those needs, get paid in exchange, and become 'satisfice'. In order words, the revenue or business model defines the cause of action of how a business entity creates, delivers, and captures value (Osterwalder et al, 2010).

Two relevant revenue models that I suggest from theoretical perspectives would be beneficial to the clubs in terms of revenue drive are discussed below

### 4.2.1 Bricks-and-Clicks Revenue Model

Bricks-and-clicks is a business model by which a company integrates both offline (bricks) and online (clicks) presences. Thus it is a fusion of traditional ways to conduct a business (i.e. the face-to-face contacts with customers) and the online way of customer interaction. It can also be referred to as click-and-mortar or clicks-and-bricks, as well as bricks, clicks and flips, with flips been reference to the traditional catalogs.

The increase popularized use of the Internet opened up opportunities for online way of doing business. At the onset, doing business was mainly done by companies whose main business focus was Internet-based – and thus the so-called 'clicks' companies. Companies that were already well known joined the use of the Internet when it became apparent that businesses do not have to be limited specifically the face-to-face method or the online trading and such that a blend of both can be beneficial (Markham 2003).

From the late 1990s, it became clear that a business model with this kind of blend is viewed as been better than just either (brick or clicks). Even Andy Grove, chairman of Intel Corporation was in September 1999, reported to have made the statement which recognizes the significance of the business model "*Do you work for a bricks company, a clicks company, or a bricks and clicks company?*"

This model has now generally become very useful to traditional companies with extensive logistics and supply chains. One of the reasons for its favorable outcome is that it is much easier for a traditional company to set up an online presence than it is for a new company to use a successful pure online strategy, or for an online company to establish a traditional presence (including a strong brand).

Bricks-and-clicks business model offers benefit in areas of business where it is better to maintain connection to a physical company and leverage competencies and assets (leveraging of synergies). Other merits include common core competitiveness, supplier net-

works, distribution channels, brand equity and common customer base as well as lower weighted average cost of capital and improve organizational learning (Spector, 2002)

## 4.2.2 Subscription Revenue Model

The subscription business model is a business model where a customer has to part with a fee otherwise known as subscription fee to have access to the product/service. The model is typically established and employed by magazines and newspapers, but is now also put to use by a number of businesses and websites that provide various goods/services.

A common model of some online sites is to provide some content without cost, but limit access to premium features to payers of subscription fee. In such a case, the subscriber-only content is said to be behind a 'paywall'. This model designed like the razor and blades business model (also known as the bait-and-hook model) is an attempt to be a resemblance of the subscription model, but with a formal accord by both parties. This so-called 'contractual' setting facilitates customer relationship management to a large extent because the firm knows who are active customers and or not (Burez, 2006).

The subscription fee could be for a fixed set of goods or services, for unlimited use of a service or collection of services, for basic access or minimal service plus some additional charge depending on usage or even as membership fees to some types of organizations, such as trade unions, or clubs.

According to Greg Ballard CEO of MyFamily.com (a web base content provider that has hugely been successful using this business model), "*subscription-based models can not only work on the Internet, but thrive with compelling content.*" Subscription revenue model greatly reduces uncertainty and the riskiness of the enterprise, while giving the customers the opportunity to become greatly attached to using the provided good/service

## 4.3 Strategic Market Planning

In order to implement the desired revenue model, a well thought out marketing strategy which is the root of a well-written marketing plan has to be drawn. While a marketing plan is made up of a list of actions, a plan that lacks solid strategic base is like a white elephant project. The process involves a number of stages with includes segmenting the market, profiling the market segments and developing a market segment marketing strategy. In order words, the process comes with assessing if the market is attractive or not and also if the company has any competitive advantage over other in the market. Business performance measures of share position, revenue from sales and profitability are also assessed and thereafter conducting a portfolio analysis.

One key market strategy that any company can use to gain competitive advantage is to do product market diversification. According to Product/Market Ansoff matrix, diversification is one of four parts of the main marketing strategies. It lowers a company's reliance on any single product-market and also helps in compensating for conditions brought about by the competitive conditions and product life cycles in different product market.

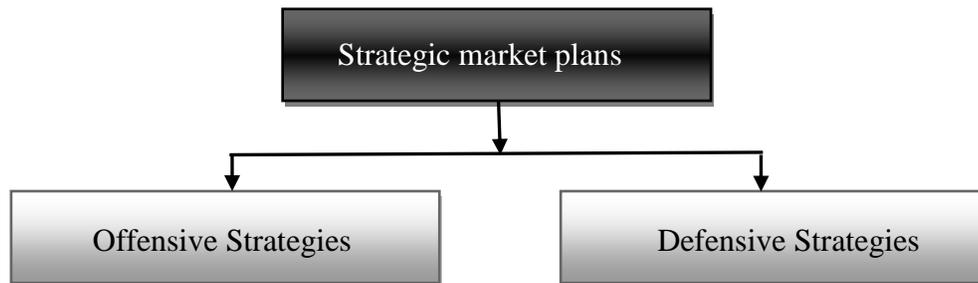


Figure 4. Forms of strategic market planning

Generally, strategic market planning comes in two forms – offensive and defensive strategies. The form of strategy to be applied by a company depend on among other factors, the type of market, market share own by the company and as well as market forces. While offensive market strategy is growth oriented and fashioned after increasing sales and grabbing as much market share as possible, defensive strategy involves a dominant company already with a large chunk of the market share strategizing to protect what it already has (Best, 2004).

## CHAPTER 5:

### Findings and Analysis

*“The more one analyses people, the more all reasons for analysis to disappear. Sooner or later one comes to that dreadful universal thing called human nature.”*

- **Oscar Wilde** (Irish poet 1854 – 1900)

For proper analysis of the data gathered, I linked these analyses with the academic review discussed in chapter two and three. In other words, the research questions defining the objective(s) of the thesis were reviewed with reference to both literature and secondary data collected.

As stated in the last chapter, systematic recursive abstraction was employed on the data-set collected during the process of conducting this research. The data were compiled and abridged (over and over), with the main points highlighted with a series of selected codes derived from the text. These codes were grouped into identical concepts in order to make them more feasible and then categories were created from these concepts which lead to the findings and conclusions.

### 5.1.1 Foreign Fan Base

Ok! First of all, one cannot argue against the fact that the total population of UK is like a drop in the Atlantic Ocean when compared to the estimated 6 billion people on earth with majority of that population living outside Europe. Asia, Africa, America and Middle East have heavier population and bigger followership of the league (Wilson, 2007). The profile of the big four in the EPL is no doubt growing by the day. A look at the fans of these clubs on Facebook shows just how popular they are. The figures below show the core supporters of these clubs. By 'core' it mean those who, quite unprompted, say they are supporters of any of the clubs

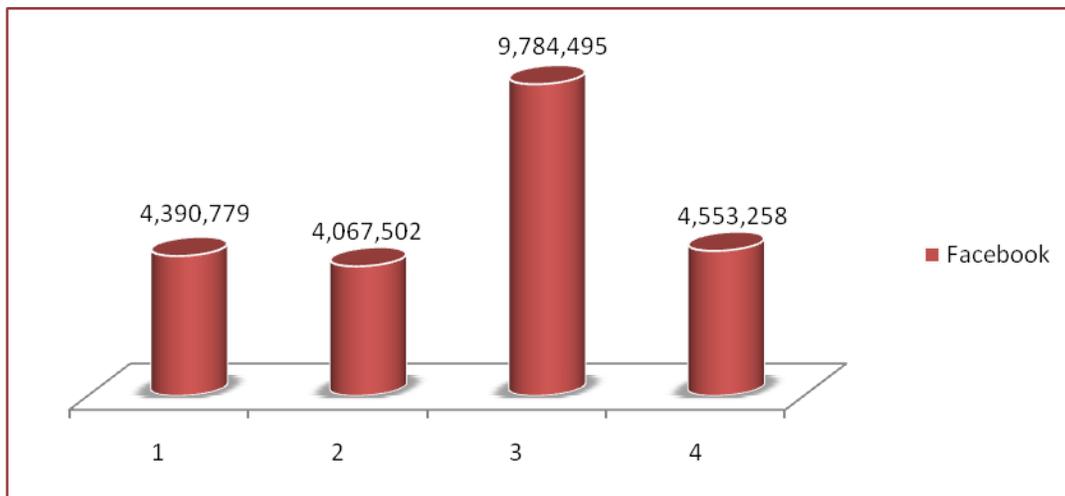


Figure 5 Amount of Facebook fans of the clubs as at February 28, 2011  
source: www.facebook.com

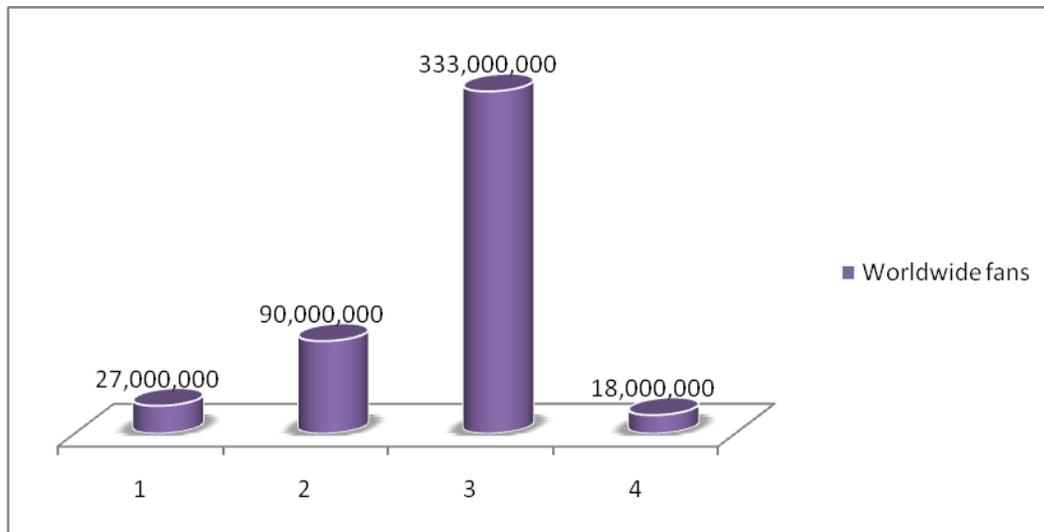


Figure 6. Amount of core worldwide fans of the clubs  
Source: 2005 report by Granada Ventures, TNS (2008), dailymail.co.uk and Deloitte

**Key:**

Arsenal	Chelsea	Manchester Utd.	Liverpool <sup>5</sup>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

From the graph below, it is shown that more visitors - 57%, 47%, 53% and 62% visit manutd.com, liverpoolfc.tv, arsenal.com and chelseafc.com respectively from outside the UK than from within. This study agrees with others studies (Campbell, 2002, Mellor 2001) that argue that fans are now drawn from other towns and cities across the United Kingdom and beyond: places that very probably have their own football teams, professional or otherwise.

The data is derived from a study carried out in 2007 by ComScore world Metrix to study daily worldwide traffic to football clubs websites by unique visitors show that the percentage of visitation from outside UK was always greater than that from within the UK. The study was based on unique visitors worldwide aged 15 and more, excluding traffic from public computers such as Internet cafes, or access from mobile phones or PDAs.

<sup>5</sup> Following the Champions tourney hysteria in 2005, Liverpool's fan base soared to 18 million people worldwide, from just 8 million the year before, according to German sports consultant Sport & Markt AG (source: [www.forbes.com/free\\_forbes/2006/0417/084.html](http://www.forbes.com/free_forbes/2006/0417/084.html)).

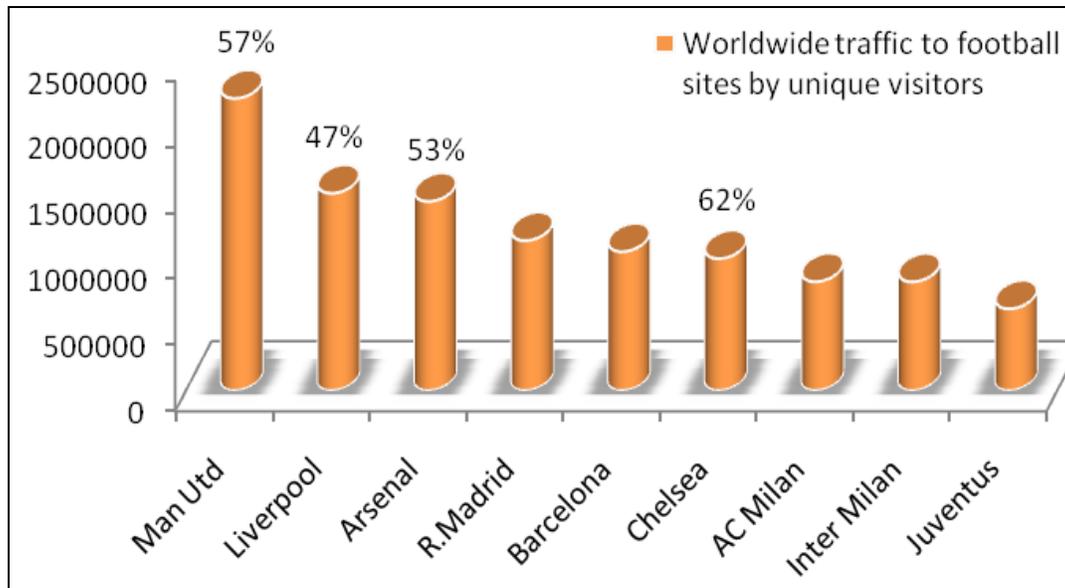


Figure 7. Daily worldwide traffic to football clubs websites by unique visitors  
Source: ComScore World Metrix (2007)

Finding as shown in the graphs (figure 5-7) above show that these clubs have a high number of fans with a big room for growth which confirms some studies (Campbell, 2002) that argues the popularity of the EPL (over other European leagues) with fans living outside The UK. While figure 5 and 7 shows that these clubs have a high concentration of internet active/savvy fans, figure 7 shows that a greater percentage of these fans live outside The UK. The fact that EPL big four can boast of a huge daily internet active fans can help argue that an offensive market planning strategic use of Bricks-and-clicks business model and Subscription Revenue Model will have a huge positive impact on the revenue generation of these clubs especially with the fact that these models are strongly internet based.

A model where fans are (made) to pay for example £1 or less to register/subscribe as a bona fide member of the club, and such subscription will grant the subscriber access to for instance downloads, videos and fantasy football participation on its website, a huge surge in revenue can only be anticipated for the club. A club like Liverpool will be sure of making an additional £2million if its 2million foreign hits subscribes on its website and this is consistent with studies (Drayer, 2009) showing the huge success that fantasy football has shown to have on clubs revenue.

### 5.1.2 Subscription on affinity products

All the big four clubs offer credit cards run by providers like MBNA which among other benefits offer 1point for every £1 spent and have a royalty system; so every time the customer use the card, his/her club receives a contribution and at no extra cost to the customer. These clubs also offer savings accounts run by institution like Britannia where 1.0% of the interest that would have been paid for the customer is paid to the club to help with e.g clubs youth development ([whichwaytopay.com](http://whichwaytopay.com), 2011). But unfortunately at the moment, these services are only offered to fans resident in The UK.

If the data relating to the core fanbase is to be applied in this instance and is related to studies (Knight, 2010) that supporters have strong followership with clubs affinity products and they think of painless ways to financially support their clubs, one can foresee how much will be generated where e.g. Manchester United earn £1 from every of its 333million fans (figure 6) with most of them living outside The UK or even from the 2.5million internet savvy fans as shown in figure 7 who would be happy to subscribe to been officially registered and recognized fan of the club eligible for the clubs only-for-members products and freebies.

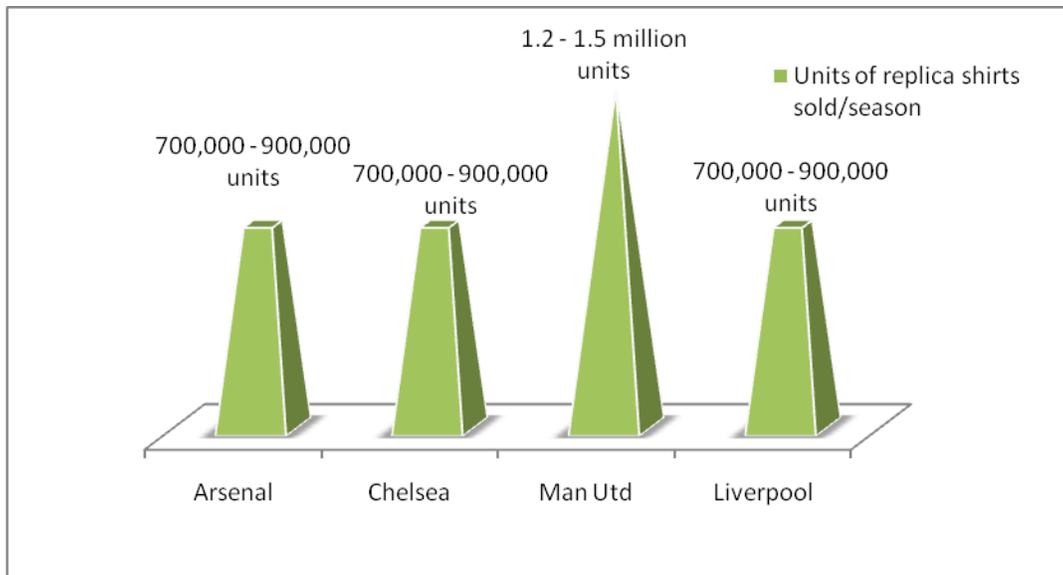


Figure 8 Average sales per season 2005-2009

<b>Replica Shirts</b>	Generates 50% of total merchandising revenue
<b>Domestic Market</b>	93.3% of replica shirts sold
<b>Foreign Market</b>	6.7% of replica shirts sold
<b>Average cost of replica</b>	£43.50

Table 1. Addition fact on sales from replicas

Source (fig.8, table 1): Sport+Markt. Sport Business reports 2010

These clubs like every other well known football clubs sell affinity products like club replica kits and as studies have shown (Knight, 2010; Bodet, 2009) that most fans if not every fan like to feel a sense of belonging and show their commitment by adorning these kits. The table above shows that the clubs are still majorly dependent on the domestic market for the sale of replicas with only 6.7% of the total replicas sold in the foreign market. If this data should be related to figure 7, it means only 6.7% of at least Manchester United's 2.5million, Liverpool's 1.75million, Arsenal's 1.65 and Chelsea's 1.5million foreign fans have been tapped into. This is in itself a very miserly estimate when compared to the total figure for each club shown in figure 6.

The reason for the low foreign sales may not be farfetched. As shown in the table above, average cost of a short sleeve replica shirt is about £43.50 excluding an additional £10 minimum shipping cost because presently, the big four (produce and) ship ordered replica kits from The UK to other parts of the world. Since the purchasing power of foreign fans may not be as high as the average UK fan, a less expensive replica to match the standard of living of an average foreign fan will be ideal.

An offensive market planning strategy with the bricks-and-clicks business model can thus become more beneficial by setting up more production and shipping centers in at least every sub-continent, because, cost of production will reduce (especially in Asia and Africa with cheaper production cost arising from cheaper factors of production) thereby reducing total cost paid per ordered item and increasing total revenue resulting from increased order and purchases.

### 5.1.3 Pre-season Tours

Before the start of a new season, most football clubs carry out their preparation by playing some friendly matches with other clubs. The table below shows the various locations that the EPL big four have had their pre-season tour in the past few years.

	Year		
	2005	2006	2007
<b>Arsenal</b>	Austria, Holland	Austria, Hungary	n/a
<b>Chelsea</b>	n/a	n/a	USA, Holland, Finland
<b>Man Utd</b>	China, Hong Kong, Japan	South Africa	Korea, China, Japan
<b>Liverpool</b>	Japan*	Switzerland, EU	Hong Kong, Holland

	Year		
	2008	2009	2010
<b>Arsenal</b>	Austria, Hungary	n/a	Austria, Poland
<b>Chelsea</b>	China, Malaysia, Russia	USA	Holland, Germany
<b>Man Utd</b>	South Africa, Nigeria	Indonesia, S. Korea, Germany, China	USA
<b>Liverpool</b>	Switzerland, Norway	Thailand, Singapore, Europe	Switzerland

Table 2. List of venues of pre-season tours since from 2005 to 2010

\*the tour was cancelled because Liverpool had to kick-start their European Champions League early

The research findings as shown in the above table goes a long way in supporting the study by Willian (2006) that these clubs are no longer clubs belonging just to the communities in which they were formed and are no longer specific community based but are now global. The EPL big four now use every different opportunity to play mini tournaments, and engage in interactions with organized fan bases at various locations outside UK territories especially in Asia, Africa and America where popularity of the game is huge and the population as well as economy of the people is massively encouraging.

The finding is that it is only Arsenal of the four teams that tend to do their pre-season training not far away from The UK (in Europe). The reason is only down to the coach (Arsene Wenger)'s personal decision not to embark on any long distance pre-season training (Cross, 2010). Of the 40 instances recorded as pre-season destinations on the table, 47.5% were done in Europe while the other 52.5% were outside Europe of which none of the teams had a pre-season training/tour in The UK.

### 5.1.4 Television Right Deals

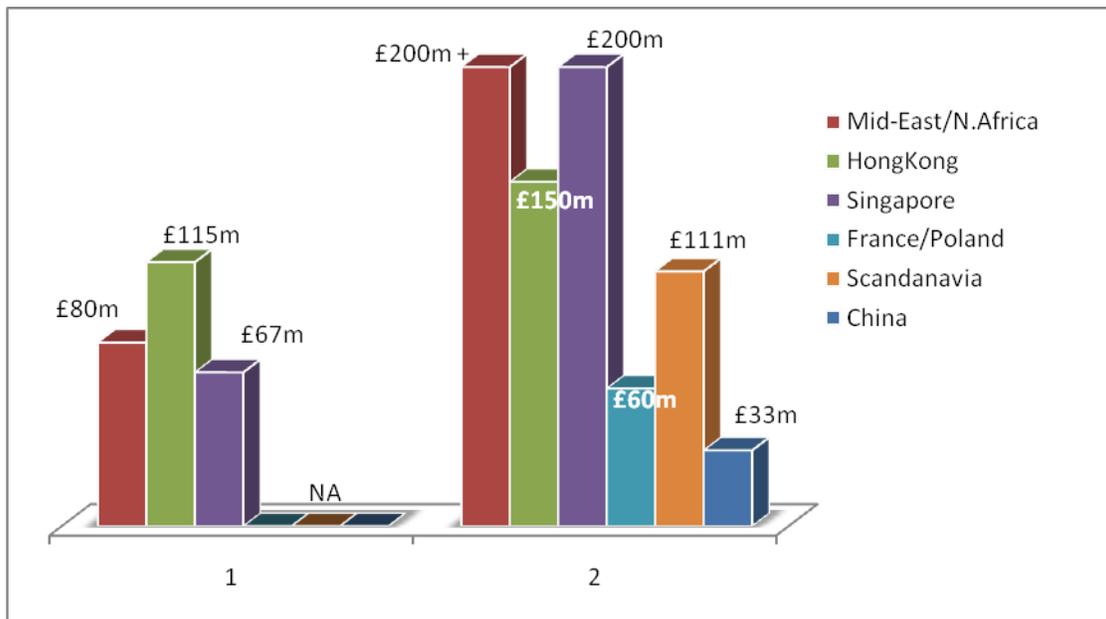


Figure 9. Amount paid by non-UK based broadcasting firms for EPL TV right for (1) 2007 – 2010 and (2) 2010 – 2013  
source: bbc.co.uk; www.independent.co.uk,

Figure 9 shows the revenue generated as TV right from broadcasters out the UK from (1) 2007 – 2010, and (2) 2010 – 2013 and it is seen that the amount Mid East/North Africa, and Singapore paid for TV right for period (1) increased by over 100% in period (2). From Figure 10, the total revenue generated for the right for the year 2010-2013 was about £775million which represents a 124% jump from the year 2006-2009.

From figure 9, the listed countries/regions (from Mid East/North Africa to China) paid a total sum of £754million as TV right license for the period 2010 – 2013. Even though the listed countries or regions is not an exhaustive list of the various regions that bid and won the rights to broadcast the EPL, £754million already represents about 54% of the total sum (£1.4b) generated from issuance of TV rights worldwide for the same period.

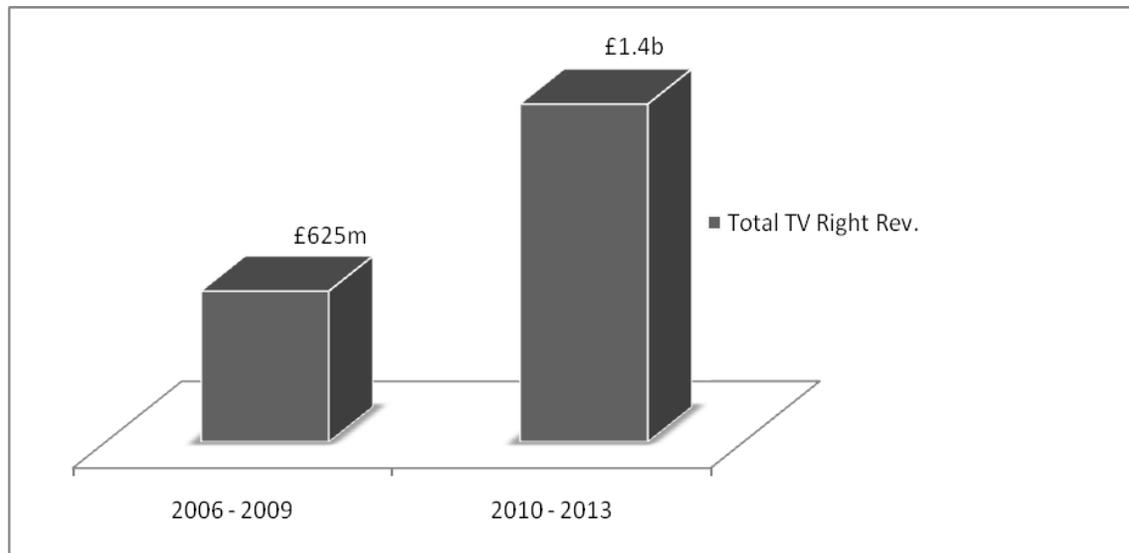


Figure 10. Total revenue generated from issuance of TV rights worldwide.  
Source: [bbc.co.uk](http://bbc.co.uk); [Deloitte.com](http://deloitte.com); [independent.co.uk](http://independent.co.uk)

The data presented in figures 9 and 10 goes to support studies (Crawford 2002) that have shown the key role in the history of sport in general and the EPL in particular that television has played and how the appeal as well as foreign fans' hunger for the game has seen the value of the EPL's TV rights soar.

With the growing feeling that clubs will soon try to sell their own rights internationally. This could mean, say, 10 million fans worldwide paying £1 each to subscribe to watch a Arsenal home game—in other words £10 million per match. With approximately 30 home matches per season, this could mean that big four are able to generate an additional £300 million per year (Ghadwick, 2007).

### 5.1.5 Foreign Players Influx and Influence



Figure 11\* An EPL team defensive wall: now (Dec. 2008 pix left) and then (Feb. 1990 pix right)<sup>6</sup>.

<sup>6</sup> \* Figure 10 – 12 sourced from [www.bbc.co.uk/blogs/olliewilliams/2009/08/how\\_the\\_premier\\_league\\_has\\_cha.shtml](http://www.bbc.co.uk/blogs/olliewilliams/2009/08/how_the_premier_league_has_cha.shtml)

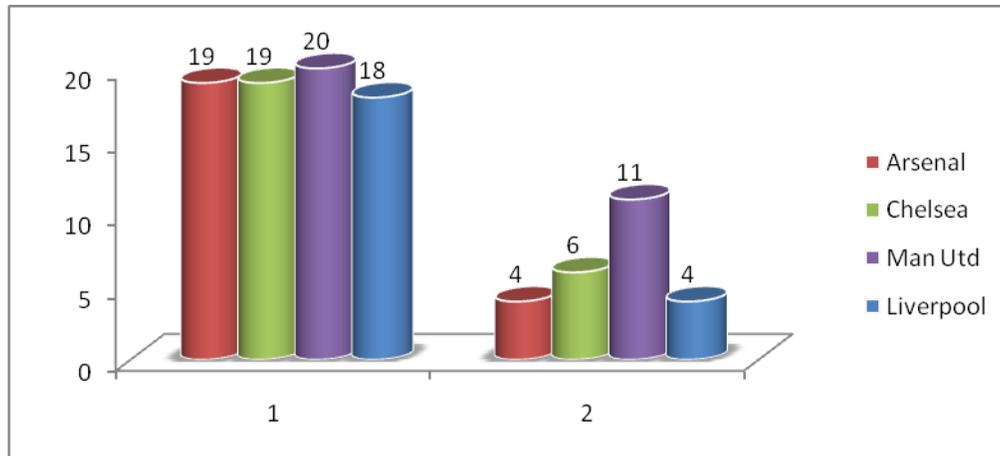


Figure 12\* Number of UK born players in the top four teams during (1) 1998/99 season and (2) 2009/10 season\*.

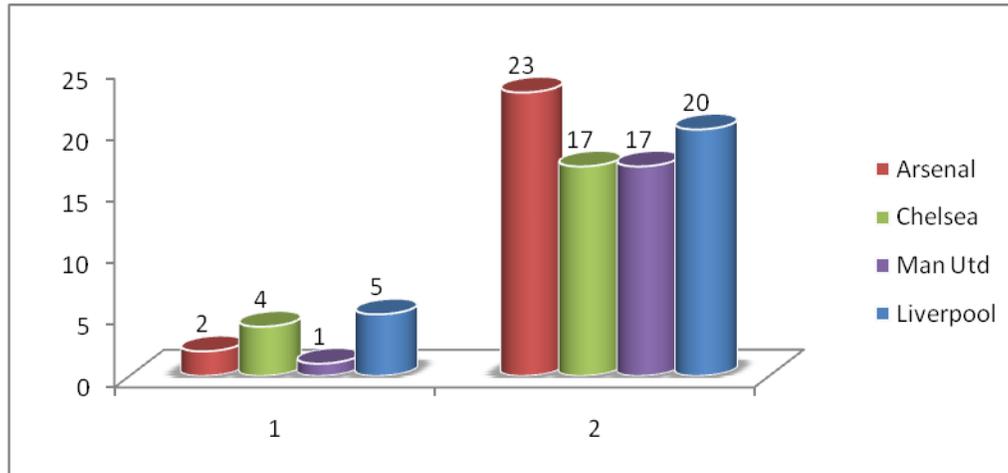


Figure 13\* Number of non-UK born players in the top 4 teams during (1) 1998/99 season and (2) 2009/10 season.

From figure 13, it is seen that only 12 players were registered as ‘foreign players’<sup>7</sup> with the EPL big four teams in 1998/99 season. Nine seasons later, the number jumped to 77 foreign players representing a 641% increase. A comparison between figure 12 and 13 for

<sup>7</sup> Players hailing from outside of the United Kingdom or Republic of Ireland

**Extra:**

Findings show that just 11 players named in the starting line-ups for the first round of matches were ‘foreign’ at the start of the EPL in 1992/93. It was 36 per cent by 2000/01, increasing to 45 per cent in 2004/05 season (Atkinson, 2002).

On December 26, 1999, Chelsea became the first EPL side to field an entirely foreign starting line-up, and on February 14, 2005, Arsenal were the first to name a completely foreign 16-man squad for a match. (BBC sport 2005). The increasing number of foreign born players in the squad of the big four teams can only helped in catalyzing the popularity the league in the countries where those players come from.

the 2009/10 season shows that the percentage of foreign players in each team are Arsenal 85%; Chelsea 73%; Manchester United 60%; Liverpool 83% which represents an average of 75.25% across the four teams.

With studies (Maguire, 2004; Bodet,2009) showing that one major reason people become fans of any particular sports club is because a fellow compatriot plays for the team, the above data shows that there is about 75.25% chance of a non-UK born football follower becoming a new fan of these clubs than a UK born follower.

The figure could also suggest a reason to the data presented in figure 7 why more foreign fans visit the websites of these clubs more than UK fans. This is because the websites provide a firsthand medium to follow their heroes (compatriots) week-in week-out.

### 5.1.6 Influence of Foreign Owners

	Owner(s)	Nationality
<b>Arsenal</b>	Stan Kroenke (majority shareholder)	American
<b>Chelsea</b>	Roman Abramovich	Russian
<b>Man Utd.</b>	Glazer family	Americans
<b>Liverpool*</b>	John W. Henry & Tom Werner	Americans

Table 3. List of the clubs and their respective owners  
\*The last owners (Tom Hicks and George Gillett) are also Americans

All the EPL big four are owned by foreign owners with 75% of those owned by Americans. The acquisition of all four teams by foreign owners (table 3) can also be interpreted as was with same effect that the acquisition of the foreign players by the teams creates. The data above suggest an increase in the popularity of these clubs in their respective countries. This concurs with studies (Osborne, 2010) suggesting that in addition to media making globalization possible insofar as they actually carry sports across the globe, foreign ownership of these clubs, might also facilitate globalization and revenue surge.

The suggestion that foreign ownership of these clubs as depicted in table 3 will positively impact on revenue generation from outside the UK agree with studies by Szymanski (2010) which suggest that it is all about growth and way of increasing the appeal of their franchise in regions of the world where the appeal of the EPL elite teams are becoming or already household names. In Szymanski's opinion, "*These investors think the globalization of football will mean much bigger opportunities to make money...Also, several of them already run sporting franchises in the US, and they think they can draw on that experience to make Premier League clubs more profitable.*" (BBC Sports, 2007)

## 5.1.7 Brand Effect and Sponsorship Deals

Arsenal	Chelsea	Manchester United	Liverpool
Citroën	188BET	Aon (£80m)	Thomas Cook
EA Sports	Adidas (£100m)	Betfred	188BET
Ebel	EA Sports	Chilean Vina Concha y Toro wine	Adidas (£150m)
Emirates (£100m)	Samsung (£50m)	DHL (7 figure deal)	Bank Of America (£5m)
Lucozade Sport	Singha (£8m)	Epson	Carlsberg
Nike (£8m/year)	Thomas Cook (£1.5m/year)	Hublot Watches (£4m)	Espana
O <sub>2</sub>	Viagogo	Kumho Tires	Jack Wolfskin
Paddy Power		MTN South Africa (£5m)	Lucozade Sport
Thomson Sport		Nike (£300m)	Maxxis Tires
		Saudi Telecom	Standard Chartered Bank (£80m)
		Seoul Metropolitan Government	
		Telekom Malaysia	
		Turkish Airways (£2.7m)	

Table 4. List of the various sponsorship deal with companies (in alphabetical order)  
Sources: bbc.com, arsenal.com, Chelsea.com, manutd.com, Liverpool.tv

A look at the table above shows how much these clubs have become sort after brands. It is interesting to note that only Thomas cook, and Thomson Sport are the indigenous companies (from The UK) of all the companies listed on the table and it goes to show how companies from every part of this world (from Standard Chartered Bank South Africa, to Emirates Asia) are willing to pay just to be associated with the football clubs as brand.

These deals are the result of these companies' recognition of the kind of exposure that the clubs will give their products and services to the outside world even to areas where they (the companies) would ordinarily not be able to reach.

For instance, with the first year's investment, Standard Chartered's £80m sponsorship deal with Liverpool FC had already been returned through the sheer volume of media exposure especially in light of a worldwide audience figure of 131million recorded for the first 2010/11 season match between Manchester United and Liverpool, including 58m viewers in China alone, as evidence of the reach of both clubs and the deal itself.

Also, AIG had become the 47th most recognized global brand and had jumped from number 84 to number 30 on Barron's list of most respected companies after its first year sponsoring Manchester United (BBC Sport, 2009).

If the size of sponsorship deals signed by these football clubs with a number of blue chip companies is anything to go by, then one can have a good guess to where the financial future of these clubs lie.

### 5.1.8 Effect of the EPL on Foreign Leagues

The rare occurrence and wonder of fandom for any of the EPL big four teams in Africa is not the only interesting instance of soccer and globalization. The passion shown by Africans in Africa for these clubs has exploded with the increasing availability of television, satellite broadcasts and the ever increasing presence of African players in these teams (Guest, 2009). It is now common place to find in remote areas in Uganda and Kenya the markers of Premiership fandom - from graffiti on rural huts to logos on urban minibuses. The supportership for these clubs in foreign lands is getting so loud everyday that a post on a blog *roadto2010final.blogspot.com*, cites a situation where as a medical doctor in Eldoret, a Kenyan is struggling to keep her marriage intact due to differences with her husband over her zeal and passion for Liverpool FC. In Nigeria the obsession has virtually gone too far. After the Champions League final in May 2008, seven people died in clashes between fans of Manchester United and Chelsea (BBC, 2009). A country like Nigeria that can boast of 140 million people, where crowds will stop and watch amateurs playing in the street, professional league games in the country are played in empty stadia especially when such matches are been played simultaneously with matches involving any of the EPL big four teams in ...far away England.

When in 2008 the debate on whether to hold a 39<sup>th</sup> league game outside the UK was on, Saudi Arabia and a host of other countries said they would be interested - but only if the matches involved big teams such as Manchester United, Chelsea or Liverpool (BBC, 2008).

Japanese Football Association vice-president Junji Ogura was quick to play down the possibility of the EPL staging fixtures in Japan. According to him, the enormous size of the supportership gathered by these teams over the years makes it problematic for the Japanese league. In his words, "*We are, in principle, opposed to having their Premier League games in Japan as we have to protect our league and clubs*".

Even in India with almost 15percent of the world's population, many avidly follow these four big teams and similar top-ranked leagues, while very few Indians have proven to actually follow their own local leagues. It is more common to watch televised international soccer stars than watching live local India premier leagues games. This lack of interest in Indian domestic soccer has hurt the national team-dropping it to an all-time low rank in the FIFA world rankings (Krishnaswamy, 2002; Bandyopadhyay, 2005).

# CHAPTER 6:

## Conclusion and Recommendation

*“It's easier to get an A.A. meeting together than a touch-football game now.”*

- **Christopher Kennedy** (American businessman and son of late US Senator Robert F. Kennedy)

Generating new sources of revenue appeal to these clubs whatever their primary goal as a firm is - be it revenue growth, increase shareholder value, market share or profit margin maximization. The desire to invest heavily in their youth academies (with a view for the future), increase the capacities of their stadia or even in situations where the club

**Question:**

Is investing in capturing and winning the foreign market a good strategic market move for “the big four”? Are the foreign football fans to these clubs the future and key to really bigger revenue generation and profitability?

owners’ primary goal is to maximize firm value e.g. by way of winning trophies, a lot of money is needed to do so. In today’s football world, clubs

with deeper pockets tend to have the better chance of winning trophies. This is because they (with deep pockets) have the capability to attract the very best personnel in the world (even young players to their academies) and it is well known fact that paying the transfer fees and wages for these employees cost a lot of money. Moreover, there is a limit to how far club owners can (individually) go to provide the funds to sustain the competitiveness of their clubs and as such, there has to be a system in place to look to when the need to spend big arises.

Up until the penultimate decade in the 20th century the “big four” clubs were not run as businesses and were proud of it. Although, all that changed with the almost total collapse during the financial depression of the 1980s led to an intentional effort to run the game on business-like fundamental convention, and one cannot but argue that it has been only too successful. As a result of the fact that the local fans in England have become over burdened and the income from sold broadcasting right(s) has been the primary source of overseas revenue, facilitating the financial disparity between these clubs and other competitors, there is need to make even more from these sources and also increase their attraction to their huge fans overseas.

Data have shown that only about 6% of the clubs’ foreign fans purchase replica kits whereas the clubs can boast of more active internet foreign fans than the local ones. An offensive market planning strategy is needed to tap into this yet to be untapped market. The total cost of signing up for a replica could be reduced if the clubs can set up production and shipping locations nearer to where the dense populations of the foreign fans are.

The data gathered have also shown there are several reasons why the foreign market is a very attractive source of revenue for “the big four”. The empirical findings have been shown that these clubs can boast of a huge foreign fans base that would make most manu-

facturing companies go green with envy (figure 5 -7). With a fanbase of such magnitude, an adoption of subscription business model by these clubs will be highly beneficial. Data have shown a model whereby it will involve a token for individuals to be registered bona fide fan of the club with access to club freebies is sure to be win situation for the clubs because, of the affection fans have been proved to show towards their adopted club (Knight, 2010).

The huge and commanding fan base has already caused the rescheduling of matches for far-eastern broadcast markets, endless pre-season overseas tours and presentation for action for a 39th league game to be played abroad. The fact that all the teams have over the past years been involved with pre season tours in Asia, Africa and the USA shows that there is potentially a big market to be tapped (table 2).

Furthermore, empirical findings have shown that all “the big four” teams are owned by owners of foreign nationalities and this is a huge indicator of the interest that non British businessmen has on the teams (table 3). Also influx of high profile foreign born players in the big four teams has helped to market them to more foreign fans (figure 12-13). This is so because a good number of foreign fans follow these teams because of their fellow compatriots playing in these teams thereby giving the “big four” their much-vaunted ‘elite’ status. Even a number of young footballers look to these established foreign players as their idol and model and look forward to someday emulating them (play in the EPL).

In addition, the brand power of these premiership teams has made them very attractive to big companies that recognize the enormous power and benefits that they offer due to the fact that they have been able to penetrate even the most remote part of the world. As a result of the high and wide brand recognition, these clubs need to tap extensively into foreign fans. The reason is that if “the big four teams” with a global following of more than half a billion foreign fans, is compared with Apple<sup>®</sup> which has sold a mere 60 million iPhones<sup>®</sup>, but has a turnover of billions, “the big four” can still be viewed as small businesses. Apple generates about £400 per iPhone sold, while for instance Manchester United's turnover of £278 million is bringing in less than £1 for every global fan. As a result, any course of action that could generate just about £3 per year from foreign fans would at least triple the revenue of these clubs (Szymanski, 2010).

## 6.2 Possible Implications

The implication for these clubs diversifying and tapping into the huge benefits that comes with foreign fans will in no small measure ease the huge dependence and burden that their local fans and customers are been placed. This will in a significant measure positively affect customer satisfaction of the local fans. This is because, the clubs would not have to be massively reliant on the revenue from them (local fans) thereby having some

knock down effect on the price of the clubs' products and increasing customer satisfaction. Also, investing into the foreign fans will surely bring in the much desired revenue which will help in the quest for continuous competitiveness with other world elite teams and at the same time, increase the popularity and worth of their respective brands.

### **6.3 Recommendation and Conclusion**

Football as a game has since its discovery taken over the psyche of man like a fever. It is a game which its popularity cannot be disputed (Dunning, 1999). The same can also be said of the EPL and its "big four" component made up of Arsenal FC, Chelsea FC, Liverpool FC and Manchester United. Their successes on and off the pitch has made them fans favorite. There is no doubt that they boast of numerous fans running into hundreds of millions with a good proportion of those that can be termed as financial paying customers living in the UK. Annually released figures on club revenues have listed these EPL clubs in the world's top 20 for the 2008–09 season (Deloitte 2007).

The articles and data used support the research findings to a large degree that there is massive room outside the UK for the premierships "big four" teams to generate the desired revenue from foreign fans as they are the future of their financial sustainability and profitability. The research findings show the huge and ever growing foreign fanbase, as well as the way these clubs' brand appeal to them (foreign fans and large multi-national companies). There are strong possibilities that the purchasing power of this huge amount of foreign fans (even though they may not have the same purchasing power as the UK fans) can be harnessed if the "goods and services" provided by these clubs are in some way subsidised. For example, the cost of replicas to be sold to foreign fans need not be the same cost as those sold in the UK since the purchasing power of majority of the fans in continents like Asia, Africa and South America is not as high as in developed part of the world like UK. This is important because due to the fact that these clubs have struggled to convert their global appeal into money and the huge chunk of their revenue emanates from customers paying at the turnstiles, there is need to mobilize some resources into harvesting the colossal benefits that foreign fans has got to offer as those benefits include the massive population, premier league-crazy-interest and the robust market.

To the foreign fans, these clubs are no longer community centers or just a team represented by eleven men chasing a round object around the pitch. But rather it is a representation of a huge and well knitted family. In fact, to them it is religion. They breathe and live these clubs and as a result, any little measure taken by their club to generate the fund to remain the best can only bring positives and seen as their little contribution to the growth of their "beloved family".

## CHAPTER 7:

### References

*“County library? Reference desk, please. Hello? Yes, I need a word definition. Well, that's the problem. I don't know how to spell it and I'm not allowed to say it. Could you just rattle off all the swear words you know and I'll stop you when...Hello?”*

- **Calvin and Hobbes** (syndicated daily comic strip)

- Allan, G** "A critique of using grounded theory as a research method" *Electronic Journal of Business Research Methods*, 2003: 1-10
- Anne C. Osborne, Danielle Sarver Coombs**, "Enthusiasts, Invaders, and Custodians: Media Characterizations of Foreign Owners in Barclays Premier League" *IJSC Back Issues*, 2009
- Assante, Orion** "The Premier League has already gone global - and here's why by" February 12, 2008: [www.google.com/url?sa=t&source=web&cd=1&ved=0CBIQFjAA&url=http%3A%2F%2Fwww.sportingo.com%2Ffootball%2Fa6966\\_premier-league-has-alreadyande=qN2UTPvQE4P9Ob78vYgJandusg=AFQjCNEdviNa1DDllmE80gQGcOpgycCOsg](http://www.google.com/url?sa=t&source=web&cd=1&ved=0CBIQFjAA&url=http%3A%2F%2Fwww.sportingo.com%2Ffootball%2Fa6966_premier-league-has-alreadyande=qN2UTPvQE4P9Ob78vYgJandusg=AFQjCNEdviNa1DDllmE80gQGcOpgycCOsg)
- Atkinson, Ron** "England need to stem the foreign tide" *The Guardian*, 09 10, 2002: [www.footballguardian.co.uk/print/0,3858,4487212-3057,00.html](http://www.footballguardian.co.uk/print/0,3858,4487212-3057,00.html)
- Auty, Caroline** "Football fan power and the Internet: net gains?" *Emerald Insight*, 2002: 273-279
- Baimbridge, M , Cameron, S and Dawson, P**"Satellite television and the demand for football: a whole new ball game" *Scottish Journal of Political Economy*, 1996: pp. 317-33
- Bandyopadhyay, B Majumdar and K** "A Sporting Colony of Growing Global Capital: Globalization and Indian Soccer" *Soccer and Society*, 2005
- BBC News** "Is Premier League killing Nigerian football?" July 28, 2008: [www.newsbbc.co.uk/1/hi/world/africa/7526005.stm](http://www.newsbbc.co.uk/1/hi/world/africa/7526005.stm)
- BBC News** "Manchester United debt hits £716m" *BBC Sports*, January 20, 2010: [www.newsbbc.co.uk/2/hi/8470595.stm](http://www.newsbbc.co.uk/2/hi/8470595.stm)
- BBC Sports** "Power of top four concerns Keegan" *BBC Sport*, May 6, 2008: [www.newsbbc.co.uk/sport1/hi/football/teams/n/newcastle\\_united/7384247.stm](http://www.newsbbc.co.uk/sport1/hi/football/teams/n/newcastle_united/7384247.stm)
- Best, Roger** "Market-Based Management" New Jersey: Pearson Prentice Hall, 2004
- Bodet, Guillaume** "Building global football brand equity" *Emerald Insight*, 2009: Pp. 55-66
- Boon, G (ed )** "Annual Review of Football Finance", Manchester: Deloitte and Touche, 2000
- Campbell, Dennis** "United (versus Liverpool) Nations" London: *The Observer*, January 6, 2002: [www.observerguardian.co.uk/osm/story/0,6903,626773,00.html](http://www.observerguardian.co.uk/osm/story/0,6903,626773,00.html)
- Conrad, Mark** "The Business of Sports: A Primer for Journalists" New Jersey: Lawrence Erlbaum Assc, 2006
- Carmichael, F., McHale, I. and Thomas, D.** "MAINTAINING MARKET POSITION: TEAM PERFORMANCE, REVENUE AND WAGE EXPENDITURE IN THE ENGLISH PREMIER LEAGUE". *Bulletin of Economic Research*, no. doi: 10.1111/j.1467-8586.2009.00340.x
- Cova, Bernard** "The postmodern explained to managers: implications for marketing" *Business Horizons*, 1996: pp. 1
- Crawford, Gerry**"Fact Sheet 8: British Football on Television" Centre for the Sociology of Sport, University of Leicester, 06 01, 2002: [www.le.ac.uk/sociology/css/resources/factsheets/fs8.html](http://www.le.ac.uk/sociology/css/resources/factsheets/fs8.html)
- Cronin, J Joseph, Jr , Michael K Brady, and G Tomas M Hult** "Assessing the Effects of Quality, Value, and Customer Satisfaction on Consumer Behavioral Intentions in Service Environments" *Journal of Retailing*, 2000: 193-218
- Dan Jones** "Deloitte ARFF 2009" London: Deloitte, 2009
- Daniel L Wann, Merrill J Melnick, Gordon W Russell, and Dale G Pease** "SportFans: The Psychology and Social Impact of Spectators" London, 2001

**David Forrest, Robert Simmons and Patrick Feehan** "A SPATIAL CROSS-SECTIONAL ANALYSIS OF THE ELASTICITY OF DEMAND FOR SOCCER" *Scottish Journal of Political Economy*, Vol 49, No 3, 2002: 337

**Doley, Amrit** "Why football, the beautiful game, is the most popular sport in the world" 07 01, 2008:  
[www.sportingo.com/football/a9387\\_why-football-beautiful-game-most-popular-sport-world](http://www.sportingo.com/football/a9387_why-football-beautiful-game-most-popular-sport-world)

**Domenico Marino**, "Governance and Sporting Success of Top 20 Football Clubs After Economic Crisis", *Optimal Strategies in Sports Economics and Management*, 2010, 87-95, DOI: 10.1007/978-3-642-13205-6\_5

**Dunning, Eric**. "The development of soccer as a world game". *Sport Matters: Sociological Studies of Sport, Violence and Civilisation*. London: Routledge. p. 103, 1999

**Eric Dunning, Joseph A Maguire** "The Sports Process: A comparative and Developmental Approach" Champagne: Human Kinetic Publishers, 1993

**FIFA** "2002 FIFA World Cup TV Coverage" FIFA official webarchive , 12 05, 2006: [www.web.archive.org/web/20061230124633/www.fifa.com/en/marketing/newmedia/index/0,3509,10,00.html](http://www.web.archive.org/web/20061230124633/www.fifa.com/en/marketing/newmedia/index/0,3509,10,00.html)

**Fisher, R J and Wakefield, K** "Factors leading to group identification: A field study of winners and losers" *Psychology and Marketing*, 1998: pp. 23-40

**Frederick O Mueller, Robert C Cantu, Steven P Van Camp** *Catastrophic Injuries in High School and College Sports Champaign: Human Kinetics*, 1995

**Ghadwick, Simon** "Sport Marketing Around the World: New Zealand" *Sport Marketing Quarterly*, 2007:  
[www.britannica.com/bps/additionalcontent/18/25612155/Sport-Marketing-Around-the-World-New-Zealand](http://www.britannica.com/bps/additionalcontent/18/25612155/Sport-Marketing-Around-the-World-New-Zealand),

**Giulianotti, Gary Armstrong and Richard** "Fear and Loathing in World Football" Oxford: Berg, 2001

**Giulianotti, R** "Avenues of Contestation: Football Hooligans Running and Ruling Urban Spaces" *Social Anthropology*, 2002: Pg 211-38

**Guest, Andrew** "Africa and the English Premier League: A Love Story" 10 24, 2009: [www.pitchinvasion.net](http://www.pitchinvasion.net)

**Hall, S; Mayo, S**: *The Daily Mayo*, 06 May 2009, BBC Radio 5 Live

**Heere, B , and Dickson, G** "Measuring attitudinal loyalty: Separating the terms of affective commitment and attitudinal loyalty" *Journal of Sport Management*, 2008: 227-239

**Heere, B , and James, J D** "Sports teams and their communities: Examining the influence of external group identities on team identity" *Journal of Sport Management*, 2007: pg 319-337

**Heiens, Richard A** "Framework, Market Orientation: Toward an Integrated" *Academy of Marketing Science Review*, 2000: pp.1-4

**HM Courts Service** "the matter of an agreement between the Football Association Premier League Limited and the Football Association Limited and the Football League Limited and their respective member clubs" 2006 [www.web.archive.org/web/20070927222536/www.hmcourts-service.gov.uk/judgmentsfiles/j9/pljmtint.htm](http://www.web.archive.org/web/20070927222536/www.hmcourts-service.gov.uk/judgmentsfiles/j9/pljmtint.htm) (accessed 09 18, 2010)

**Ingle, Sean** "Football fans are idiots" *Guardian.co.uk Sports*, 10 2, 2005:  
[www.guardian.co.uk/football/2005/sep/02/sport/blueprintforabetterfootball](http://www.guardian.co.uk/football/2005/sep/02/sport/blueprintforabetterfootball)

**Ivens, Bjoern Sven** "Governance Norms in Relational Exchange: What We Do Know and What We Do Not Know" 2005: [www.impgroup.org/uploads/papers/421.pdf](http://www.impgroup.org/uploads/papers/421.pdf)

**James, J D** "The role of cognitive development and socialization in the initial development of team loyalty" *Leisure Sciences*, 2001: Pg 233-261

- Janet E Keitha, Dong-Jin Leeb, Rene Gravois Leem** “The Effect of Relational Exchange Between the Service Provider and the Customer on the Customer's Perception of Value” *Journal of Relationship Marketing* , 2004: pp.1533-2667
- JCU** “Primary, Secondary and Tertiary Sources” University Of Maryland Library, August 17, 2007: [www.lib.umd.edu/guides/primary-sources.html](http://www.lib.umd.edu/guides/primary-sources.html)
- John Cross**, "Arsenal pushing Wenger into money-spinning pre-season tour" 16th Sept, 2010, [www.mirrorfootball.co.uk](http://www.mirrorfootball.co.uk)
- Johnson, Jim** “Is football becoming the religion of the masses?” 05 01, 2001
- Joris Drayer**, "The effects of fantasy football participation on NFL consumption: A qualitative analysis", *Sport Management Review* 13 (2010) 129–141
- Joseph Maguire**, "BORDER CROSSINGS: Soccer Labour Migration and the European Union" *International Review for the Sociology of Sport* March 1998 33: 59-73
- Knight, Julian** “Penalty! Fans pay a price for loyalty” *The Independent*, 9 8, 2010: [www.independent.co.uk/money/spend-save/penalty-fans-pay-a-price-for-loyalty-2046362.html](http://www.independent.co.uk/money/spend-save/penalty-fans-pay-a-price-for-loyalty-2046362.html)
- Kolb, Bonita M** “The Evolution of Marketing Theory” Elsevier Inc, 2006: pp.27-29
- Kolbe, R H , and James, J D** “An identification and examination of influences that shape the creation of a professional team fan” *International Journal of Sports Marketing and Sponsorship*, 2000: Pg 23–37
- Kotler, Philip, and Veronica Wong, John Saunders Gary Armstrong** “Marketing defined: Principles of marketing” Harlow: Pearson Educ , 2008
- Kragh, Helge** “An Introduction to the Historiography of Science” London: Cambridge University Press, 1989
- Krishnaswamy V.**, “Football and Globalization” *Frontline*, 2002: pp.10–11
- Linn, Carl Eric** “GENERAL THEORY OF MARKETING” 2010: pp.1- 30
- Lloyd Harris, Emmanuel Ogbonna** “The Dynamics Underlying Service Firm–Customer Relationships Insights From a Study of English Premier League Soccer fans” *Journal of Service Research*, 2008: 382-399
- Madrigal, Robert** “Cognitive and affective determinants of fan satisfaction with sporting event attendance” *Journal of leisure research*, 1995: pp. 205 - 227
- Magowan, Alistair** “Fans hit out at increased kit changes by clubs” *BBC Sports*, July 26, 2010: [www.news.bbc.co.uk/sport2/hi/football/eng\\_prem/8848630.stm](http://www.news.bbc.co.uk/sport2/hi/football/eng_prem/8848630.stm)
- Marsden, David** “postmodern marketing *The Blackwell Encyclopedia of Management*”, 2008: [www.blackwellreference.com/public/tocnode?id=g9780631233176\\_chunk\\_g978140510254419\\_ss1-19](http://www.blackwellreference.com/public/tocnode?id=g9780631233176_chunk_g978140510254419_ss1-19)
- Martin Christopher, Jane Kirkland, John Jeffries, Richard Wilson** “Status report on marketing theory” *European Journal of Marketing*, 1968: pp.230 - 242
- Mary Henock, "Chinese phone maker's fancy footwork", Monday, 27 October, 2003, <http://news.bbc.co.uk/2/hi/business/3207829.stm>
- Matsuoka, H** “Direct and interaction effects of team identification and satisfaction on intention to attend games” *Sport Marketing Quarterly*, 2003: Pp.244–253
- Matsuoka, H , Chelladurai, P , and Harada, M** “Direct and interaction effects of team identification and satisfaction on intention to attend games” *Sport Marketing Quarterly*, 2003: Pg 244–253

**Matthias Krug** "The house that built Barca" Tuesday, 15 February 2011,  
<http://news.bbc.co.uk/sport2/hi/football/europe/9393966.stm>

**Meir, Rudi** "Fan Reaction to the Match Day Experience: A Case Study in English Professional Rugby League" *Football Sport Marketing Quarterly*, 2000: 34 - 42

**Mellor, Gavin** "Can We Have Our Fans Back Now? Football, community and the Historical Struggles of Small-Town Clubs" *SINGER and FRIEDLANDER'S REVIEW*, 2001: Pg 36 - 38

**Norman J. O'Reilly and John P. Nadeau** "Revenue generation in professional sport: a diagnostic analysis", *International Journal of Sport Management and Marketing*, Volume 1, Number 4 / 2006, Pp 311 - 330

**NBF Topics 2010**, "GOING WILD OVER EUROPEAN FOOTBALL"  
[www.nigerianbestforum.com/generaltopics/?p=74031](http://www.nigerianbestforum.com/generaltopics/?p=74031), 10 Nov 2010

**Norman Hubbard** "The best of the rest" *ESPNSoccernet*, January 29, 2007: [www.soccernet.espn.go.com/columns/story?id=405515&root=englandandandcc=5739](http://www.soccernet.espn.go.com/columns/story?id=405515&root=englandandandcc=5739)

**Oberstone, Joel** "Differentiating the Top English Premier League Football Clubs from the Rest of the Pack: Identifying the Keys to Success" *Journal of Quantitative Analysis in Sports*, 2009: Vol 5 : Iss 3, Article 10

**Old, John** "Follow the money" *International Journal of Sports Marketing and Sponsorship*, 2008: Pg 10

**Olden-Jørgensen, Sebastian Til Kilderne** "Introduktion til Historisk Kildekritik" København: Gads Forlag, 1998

**Onwumechili, Chuka** "Nigeria, Football, and the Return of Lord Lugard" *International Journal of Sport Communication*, 2009: Pg 451-465

**PATRICK FEEHAN, DAVID FORREST, AND ROBERT SIMMONS** "Premier League Soccer: Normal or Inferior Good?" *European Sport Management Quarterly*, 2003: Pg 31 - 45

**Patrick J Kaufmann, Louis W Stern** "Relational Exchange Norms, Perceptions of Unfairness, and Retained Hostility in commercial Litigation" *Journal of Conflict Resolution*, 1988 : pp. 534-552

**Poli, Raffaele** "Africans' Status in the European Football Players' Labour Market" *Soccer and Society*, 2006: Pg 278 - 291

**Porat, Amir Ben** "Football fandom: a bounded identification" *Soccer and Society*, 2010: pp. 277 — 290

**Porat, Ben** "Oh, What a Delightful War: Football Fans In Israel" 2008

**Premier League** "A history of the Premier League Premier League" 09 17, 2010:  
[www.premierleague.com/pp/History/0,,12306,00.html](http://www.premierleague.com/pp/History/0,,12306,00.html)

**Pritchard, M P and Negro, C** "Sport Loyalty Programs and Their Impact on Fan Relationships" *International Journal of Sports Marketing and Sponsorship*, 2001: pp.317-338

**Richard Buxton** "Gillett and Hicks increase Liverpool FC debt to £351 4million" May 07 , 2010 :  
[www.clickliverpool.com/sport/liverpool-fc/129030-gillett-and-hicks-increase-liverpool-fc-debt-to-%C3%823514million.html](http://www.clickliverpool.com/sport/liverpool-fc/129030-gillett-and-hicks-increase-liverpool-fc-debt-to-%C3%823514million.html)

**Robert Vallerand, et al** "On passion and sports fans: A look at football" *Journal of Sports Sciences*, 2008: pg 1279 — 1293

**Robinson, Jessica S R** "The place of the stadium: English football beyond the fans" *Sport in Society*, September 2010: Pg 1012 — 1026

**Sanjay Borad**, "Revenue Maximization Vs Profit Maximization", 09 January, 2011,  
<http://www.efinancemanagement.com/finance-financial-management/91-revenue-maximization-vs-profit-maximization>

**Schnaars, Steven** “Marketing Strategy” New York: Free Press, 1998

**Schwartz, Peter J** “The Most Valuable Sports Team Brands” Forbes Magazine, 05 18, 2010:  
[www.forbes.com/2010/05/17/most-valuable-sports-team-brands-business-sports-brands.html](http://www.forbes.com/2010/05/17/most-valuable-sports-team-brands-business-sports-brands.html)

**Seidel, John V** “Qualitative Data Analysis” 1998: [ftp://ftp.qualisresearch.com/pub/qda.pdf](http://ftp.qualisresearch.com/pub/qda.pdf)

**Shank, Matthew D** “Sports Marketing: A Strategic Perspective” New York: Pearson Education, 2004

**Silverman, Ed Hugh J** “Introduction: The Philosophy of Postmodernism” London: Routledge, 1990

**Simon Ghadwick**, "The Americans are Coming", Sport Marketing Quarterly, 2007,16, 123-124

**Singh, J** “Consumer complaints Intentions and Behaviour: Definitional and Taxonomical Issues” Journal of Marketing Research, 1988: pp.93-107

**Slater, Matt** “Premier League still holds golden ticket for fans” BBC Sports, 08 13, 2010:  
[www.bbc.co.uk/blogs/mattslater/2010/08/premier\\_league\\_still\\_holds\\_gol.html](http://www.bbc.co.uk/blogs/mattslater/2010/08/premier_league_still_holds_gol.html)

**Soccernet (ESPN)**, “The best of the rest”. 29 January 2007,  
<http://soccernet.espn.go.com/columns/story?id=405515&root=england&cc=5739>. Retrieved 27 November 2007

**Soneji, David Ornstein and Pranav** “Pros and cons of global Premier plan” February 8, 2008: [www.news.bbc.co.uk/sport2/hi/football/eng\\_prem/7233395.stm](http://www.news.bbc.co.uk/sport2/hi/football/eng_prem/7233395.stm)

**Smith, A** “Sport watching in Australia: A theoretical and empirical overview” Sport Management Association of Australia and New Zealand Conference , 1996

**Stevenson, C Bevan and J** “Premier League going global” BBC Sports, February 7 , 2008: [www.news.bbc.co.uk/sport2/hi/football/eng\\_prem/7232378.stm](http://www.news.bbc.co.uk/sport2/hi/football/eng_prem/7232378.stm)

**Szymanski, Stefan** “Foreign football fans are the key to really big money” London Evening Standard, 07 23, 2010:  
[www.thisislondon.co.uk/markets/article-23859326-foreign-fans-are-the-key-to-really-big-money.do](http://www.thisislondon.co.uk/markets/article-23859326-foreign-fans-are-the-key-to-really-big-money.do)

**Tapp Alan, Jeff Clowes** “Looking Through the Hourglass of Fan Segmentation: Research Findings and Marketing Implications for Live Spectator Sports” International Journal of Sports Marketing and Sponsorship, 2003: Pg 57 - 73

**The Hindu Business Line** "ESPN-Star extends pact with FA Premier League" The Hindu Business Line, March 21, 2004: [www.blonnet.com/2004/03/21/stories/2004032101440300.htm](http://www.blonnet.com/2004/03/21/stories/2004032101440300.htm)

**The Independent** “Finance is beating football and it's the poor fans who pay the penalties” The independent, 9 16, 2003: [www.independent.co.uk/money/spend-save/finance-is-beating-football-and-its-the-poor-fans-who-pay-the-penalties-535986.html](http://www.independent.co.uk/money/spend-save/finance-is-beating-football-and-its-the-poor-fans-who-pay-the-penalties-535986.html)

**Leggett, Theo** “Foreign owners boost UK football” BBC Sports, 2007,  
[www.news.bbc.co.uk/2/hi/business/6938866.stm](http://www.news.bbc.co.uk/2/hi/business/6938866.stm)

**Taro Ozawa et al**, “Market orientation and financial performance of English professional football clubs”, Journal of Targeting, Measurement and Analysis for Marketing, Volume 13, Number 1, 1 September 2004 , pp. 78-90(13)

**Thompson, E P** “The Making of the English Working Class” New York: Pantheon Books, 1963

**Thorhallur Gudlaugsson, Adrianus Philip Schalk** “Effects of Market Orientation on Business Performance: Empirical Evidence from Iceland” The European Institute of Retailing and Services Studies, 2009 : pp.1-18

**Thurén, Torsten** Källkritik Stockholm: Almqvist and Wiksell, 1997

**UEFA** “UEFA ranking of European leagues” UEFA, 2009: [www.xs4all.nl/~kassiesa/bert/uefa/data/method4/trank2009.html](http://www.xs4all.nl/~kassiesa/bert/uefa/data/method4/trank2009.html)

- Vallerand, R J** "On the psychology of passion: In search of what makes people's lives most worth living" *Canadian Psychology*, 2008: pp. 1–13
- Virgin money**, "Average cost of supporting Premiership club in 2007 was £1,331" 2008 [www.uk.virginmoney.com/](http://www.uk.virginmoney.com/)
- Waltersa, Geoff and Sean Hamila** "Financial performance in English professional football: 'an inconvenient'" *Society and Soccer*, 2010: Pg 354–372
- Vass, J S** "Cheering for self: An ethnography of the basketball event New York" iUniverse, Inc , 2003
- Watkins, Thayer** "Kahneman and Tversky's Prospect Theory" 1999: [www.sjsu.edu/faculty/watkins/prospect.htm](http://www.sjsu.edu/faculty/watkins/prospect.htm)
- Williams, John** "Protect Me From What I Want!: Football Fandom, Celebrity Cultures and 'New' Football in England" *Soccer and Society*, 2006: Pg 96 - 114
- Wilson, Bill** "Premier League 'defies downturn'" *BBC News*, June 3, 2009: [www.news.bbc.co.uk/2/hi/business/8078533.stm](http://www.news.bbc.co.uk/2/hi/business/8078533.stm)
- Wilson, Jeremy** "Premier League is world's favourite league" *London: The Daily Telegraph* [www.telegraph.co.uk/sport/main.jhtml;jsessionid=IGZ4VPSTTGE5BQFIQMFSFGGAVCBQ0IV0?xml=/sport/2007/11/06/sfnfro106.xml](http://www.telegraph.co.uk/sport/main.jhtml;jsessionid=IGZ4VPSTTGE5BQFIQMFSFGGAVCBQ0IV0?xml=/sport/2007/11/06/sfnfro106.xml) Retrieved 7 November" November 6, 2007
- Wolfson S, Wakelin D, Lewis M** "Football supporters' perceptions of their role in the home advantage" *J Sports Sci* , 2005 : pp. 365-74
- Wright, Kevin B** "Researching Internet-Based Populations: Advantages and Disadvantages of Online Survey Research, Online Questionnaire Authoring Software Packages, and Web Survey Services" *Journal of computer-Mediated communication*, 2006: Pg 1083-6101
- Yin, R** "Case study research: design and methods" Sage Publications, 1994