



primetime sport soccerex

London February 6th 2014



SOCCEREX TRANSFER REVIEW 2014- WINTER WINDOW



1. Technical sheet

- 2. Winter 2014 transfer window: Premier League vs other top European leagues
- 3. Premier League on going season review
- 4. Case study: Impact of UEFA's Financial Fair Play
- 5. Conclusions
- 6. Annexes





ABOUT SOCCEREX TRANSFER REVIEW

MISSION

Soccerex Transfer Review by Prime Time Sport provides since 2009 (originally established as Football Transfer Review) relevant data and insightful and independent analysis on the variables that influence squad designs and player transfers at main European Clubs

CONTENT

- 2 releases published every year, related to Summer and Winter transfer windows
- The objective is to combine the available data in a way that helps to come-up with insightful analysis, rather than the publication of the information itself
- Addressed to both football industry professionals and those that follow it with special interest



TECHNICAL SHEET



- Data included refer to main divisions of top 5 European leagues (Liga BBVA, Premier League, Lega Calcio, Bundesliga and Ligue 1)
- Transfer data only include fix amounts.
- · Year to year comparisons refer to winter market only, unless otherwise indicated
- Includes transfers that took place until January 31st 2014
- Transfer figures are gross of commissions or revenue share with other stake holders
- Sign-up means new player arrivals (not total number of registered players) and Exits players leaving the team (even if on loan)
- "Top European teams": fix group of teams that according to Prime Time Sport are the most important in Europe (FC Barcelona, Real Madrid, Manchester United, Manchester City, Chelsea, Arsenal, PSG, AC Milan, Inter Milan, Juventus y Bayern Munich).
- On going season review and European Football Table have been produced mainly with 1st half of the season at top 5 European leagues (except where otherwise indicated)
- Neymar move from Santos to FC Barcelona has been kept at 57,1mio€ transfer fee, as officially described by FC Barcelona
- Sales of players (or stakes of economics rights) to investment funds are not considered by the report



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- Event hosting: ESADE Business School



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WINTER 2014 TRANSFER WINDOW TOP 5 EUROPEAN LEAGUES



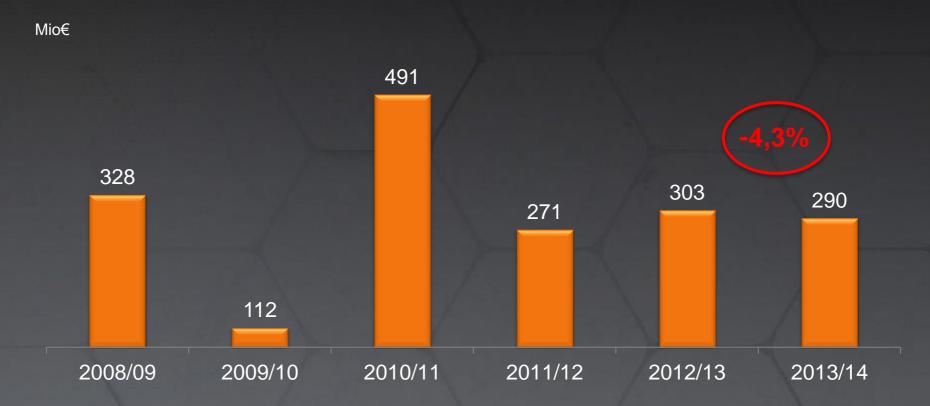


BACKGROUND

- ✓ Summer transfer window was the busiest in history, with top 5 European leagues having increase expenditure by 40% to 2,1bio
- ✓ UEFA Financial Fair Play mechanism, which will not allow to participate in European competitions the teams with more than 45mio€ of accumulated losses during 3 seasons until 2014/15, affects transfer decisions and increase revenue generation needs at top European clubs
- ✓ Wide availability in the market of free players as a result of continued reduction of the number of players in the squads
- ✓ New TV contracts in place at English Premier League as of this season increase purchasing capacity of its sides in more than 50%
- ✓ In England, Manchester United tough season on the pitch required action in terms of bringing a world class midfielder
- ✓ Top Premier League have been signing young talent in recent years that need to gain experience in lower profile teams and leagues
- ✓ In Spain, the difficulty to further grow revenues affecting the majority of clubs, along with new regulations imposed by CSD (government sports body) and LFP (Spanish professional league) result in a more strict control of the expenditure in new players



TOTAL INVESTMENT WINTER SIGNINGS- TOP 5 EUROPEAN LEAGUES



European teams have invested a total of 290mio€ in player transfers at winter window, down 4,3% vs previous season.

Investment has now been stable for 3 consecutive years



WINTER TRANSFER WINTER VS SUMMER- TOTAL EUROPE

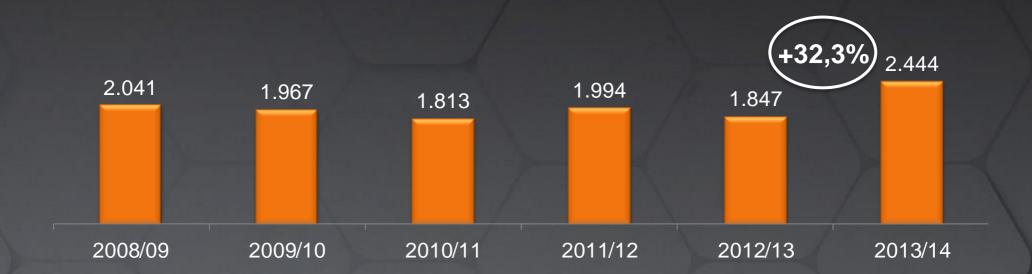


Winter transfer window continues to be a complement to investment taking place in the summer. This January it represented only 13,5% of amount spent in summer 2012



COMBINED SIGNINGS INVESTMENT SUMMER + WINTER TOP 5 EUROPEAN LEAGUES





Combined investment of summer (the main driver) and winter in top 5 European leagues was in excess of 2,4bio€, up 32% vs last season and record high ever



WINTER WINDOW EXPENDITURE BY LEAGUE

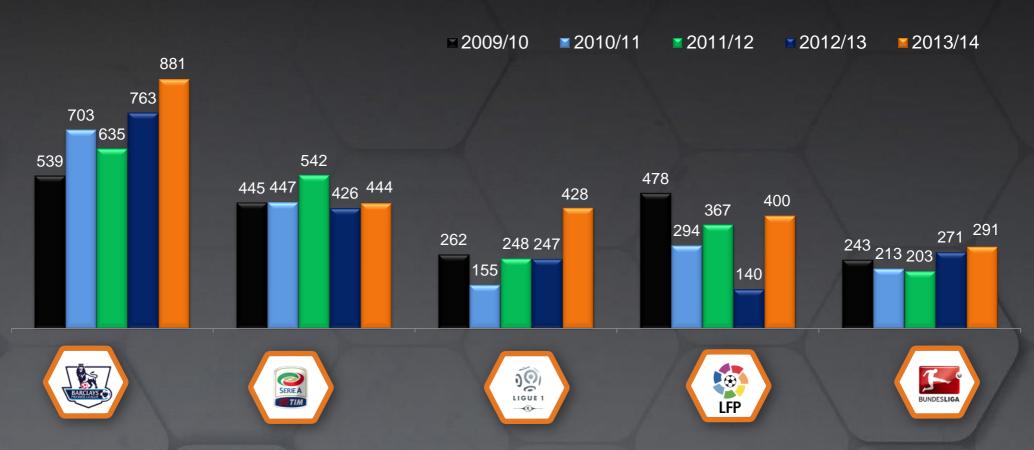


English Premier League lead once again investment in Europe -52% of the total, the highest ever- followed by French League 1. Spending at Italian Serie A droped 54% while La Liga continues at the bottom for one more year



COMBINED SIGNINGS INVESTMENT SUMMER + WINTER TOP 5 EUROPEAN LEAGUES



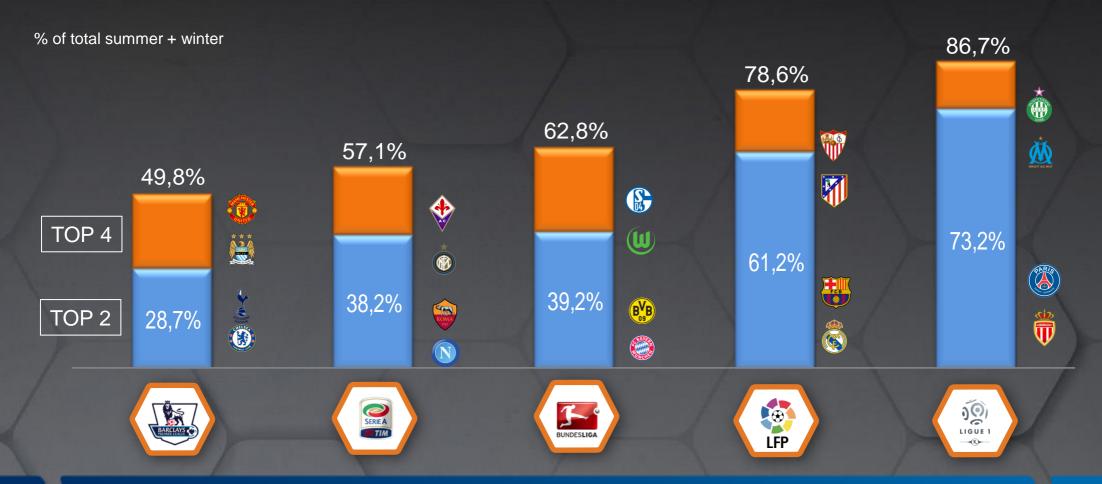


Investment by Premier League sides was the highest ever and approaches 1bio€, as a result of yet another increase in TV revenues.

For second year in a row, Spanish La Liga is the fourth European league in terms of total investment (summer plus winter) in signings



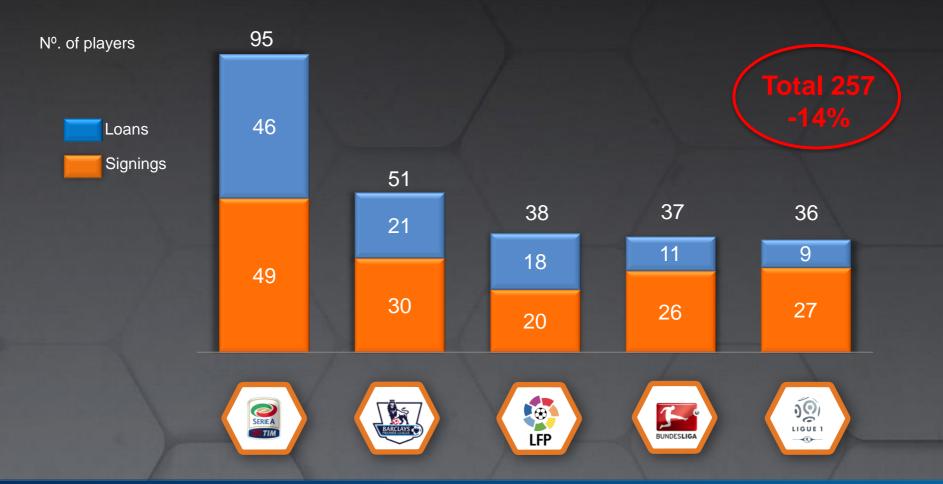
CONCENTRATION OF INVESTMENT BY TOP SPENDING TEAMS 2013/14



Premier League has the smallest concentration as top 2 teams (Chelsea & Tottenham) account for 28,7% of total and top 4 for 49,8% (+ManCity and ManU). On the opposite side, Ligue 1 (PSG and Monaco make 73,2%) and La Liga (Real Madrid and FCB 61,2%) are the most polarized tournaments



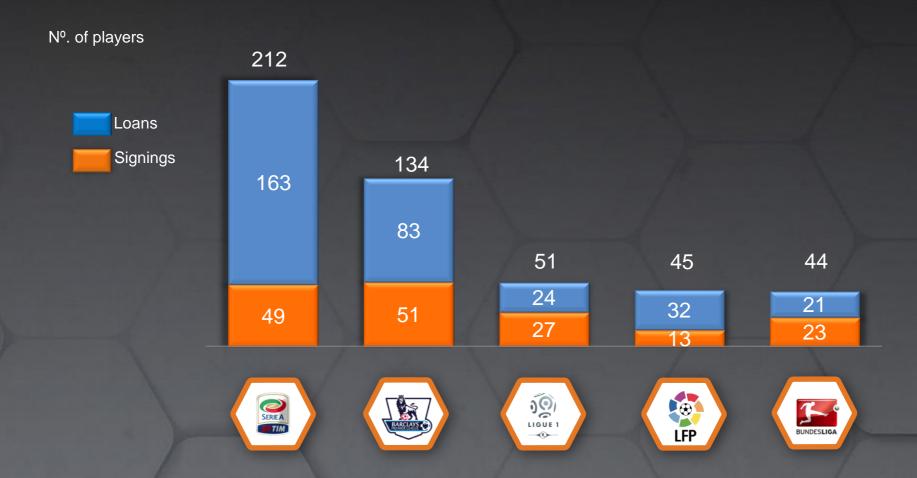
SIGN-UPS BY LEAGUE



Total number of sign-ups in Europe was down 14% to 257. For the 5th season in a row, Italian Serie A registered the highest number of signings (95). Loans and free transfers continue to represent a significant portion of the transactions

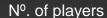


PLAYER EXITS BY LEAGUE





NET ARRIVALS VS EXITS BY LEAGUE





For the 5th consecutive season, all leagues have experimented a net decrease in the number of players, as teams are reducing players payroll.

Premier League had the highest net decrease, which has been growing for 4 consecutive years



TOP 10 CLUBS WITH HIGHEST INVESTMENT IN EUROPE

Mio€



Sale of Mata to ManU helped Chelsea top again a spending table after signing Matic, Zouma and Salah, closely followed by ManU. No Spanish nor German teams in the top 10



TOP EUROPEAN TEAMS INVESTMENT RANKING



7 top European teams (AC Milan, Arsenal, Real Madrid, Juventus, ManCity, Bayern and FC Barcelona) did not spent any cash on transfer fees. For ManCity, Bayern and FC Barcelona it was for the 3rd consecutive winter transfer window



TOP 10 TEAMS IN PLAYER SALES VALUE





Chelsea is the main protagonist of winter window, topping both spending and sales tables. Another Premier League side –Newcastle- and Benfica follow after selling Cabaye and Matic



RANKING TOP EUROPEAN TEAMS IN PLAYER SALES



Besides Chelsea, the only top club with sales activity was FC Barcelona (Sanabria to Italian side Sassuolo)



TEAMS WITH HIGHEST NUMBER OF NEW PLAYERS

Players



New signings table was dominated by Serie A sides. Fulham, Cardiff City and Valencia, the only non Italian sides in the top 10 wit 7, 6 and 5 new players respectively



TEAMS WITH HIGHEST NUMBER OF PLAYER EXITS

Players



On top of Italian sides, Chelsea (13), ManU (12) and Crystal Palace (12) were among the sides releasing the highest number of players in Europa



TOP 10 MOST EXPENSIVE SIGNINGS SEASON 2013/14



Juan Mata signing by ManU for 45mio€ was the most expensive of the winter, followed by Matic and Cabaye (both 25 mi€). 5 of 10 most expensive moves had Chelsea involved, either selling or buying



TOP 10 MOST EXPENSIVE WINTER SIGNINGS OVER THE LAST 5 YEARS



Mata, Matic and Cabaye join historical top 10 of most expensive transfers in a winter window, which is still topped by Fernando Torres move to Chelsea for 58,5mio€. 8 out of 10 most expensive winter signings ever, conducted by Premier League sides



CLUB INVESTMENT RANKING 2013/14 (SUMMER + WINTER)



Real Madrid was the side with highest combined investment (summer + winter) of season 2013/14 with 182mio€, even if not spending in winter, followed by Monaco (178), PSG (136), Chelsea (131) and Tottenham (122). ManCity, Napoli, AS Roma, Dinamo Moscow and Shaktar complete top 10



WINTER 2014 TRANSFER WINDOW TOP 5 EUROPEAN LEAGUES





PREMIER LEAGUE PLAYER SIGNINGS INVESTMENT TRACK RECORD

Mio€



Premier League sides invested 150mio€ at winter transfer window, in line with previous year and only the 4th highest ever as main portion was spent in the summer



WINTER VS SUMMER TRANSFER WINDOWS- PREMIER LEAGUE

Mio€



Winter transfer window continues to be a complement to investment activity that takes place in the summer. This season it represented 20,5% of amount spent in summer 2012



COMBINED SIGNINGS INVESTMENT SUMMER + WINTER - PREMIER LEAGUE

Mio€

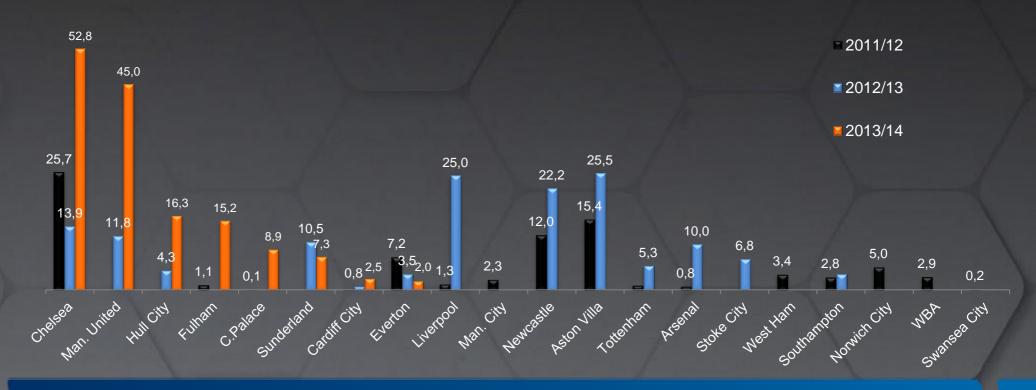


Total investment of Premier League teams during season 2013/14 was up 15% to 881mio€, the highest amount in history, yet not reflecting the full increase in TV rights contracts 2013/16 (+55%)



PREMIER LEAGUE INVESTMENT IN SIGNINGS BY TEAM

Mio€



Chelsea and ManU signings accounted for 65% of total Premier League investment in transfers. Hull City (16,3mio€), Fulham (15,2), Crystal Palace (8,9), Sunderland (7,3), Cardiff (2,5) and Everton (2) were the other teams investing. As much as 12 EPL sides did not splah any cash in transfer fees



TOP 10 SIGNINGS PREMIER LEAGUE WINTER 2014



Mata (45mio€), Matic (25), Mitroglou (15,2), Zouma (14,6), Salah (13,2), Long (8,5), Jelavic (7,8), Scocco (3,7), Bridcutt (3,7) and Hennessey (3,7) where the most expensive signings at winter window in the EPL



TOP 10 MOST EXPENSIVE WINTER SIGNINGS - PREMIER LEAGUE

Mio€





ACCUMULATED 5 YEAR SPENDING OF TEAMS- PREMIER LEAGUE

Mio€



Chelsea is the driving force of winter transfer window in the last 5 years, monopolizing both total expenditure (181mio€) and sales (82). Teams involved in transfers of Juan Mata, Torres and Andy Carrol (Chelsea, Liverpool, ManU and Newcastle) dominate both expenditure and income rankings



PLAYERS SALES VALUE PREMIER LEAGUE

Mio€



Premier League sides sold players for 115mio€ in winter transfer window, up 200% vs previous year. As a result, net investment in winter was down to 35mio€ (-60% vs last year)



NET INVESTMENT PREMIER LEAGUE

Mio€





PLAYER SALES VALUE BY TEAM- PREMIER LEAGUE

Mio€



Besides Chelsea and Newcastle high impact sales (Mata and Cabaye), WBA (8,5mio€), Tottenham (7,9), Everton (7,8) and Cardiff (3,5) have also cashed in from player sales. As much as 14 Premier League sides did not generate any revenue from winter player sales



ACCUMULATED 5 YEAR PLAYER SALES- PREMIER LEAGUE

Mio€





NUMBER OF SIGN-UPS PREMIER LEAGUE



A total of 51 players were signed by Premier League sides in January, of which 25 were on loan (21) or as free agents (4). Percentage of players arriving on loan has grown from 29% to 41%



NUMBER OF PLAYER EXITS- PREMIER LEAGUE





A total of 134 players were released by Premier League sides in January, of which 83 (62%) were on loan. As an average, each team released almost 7 players



NET SIGN-UPS VS EXITS- PREMIER LEAGUE



Just like it happened at the other top European leagues, Premier League sides took advantage of winter transfer window to reduce the number of players in their squads, resulting in a total reduction of 83 players



SIGN-UPS BY TEAM- PREMIER LEAGUE

Nº of players

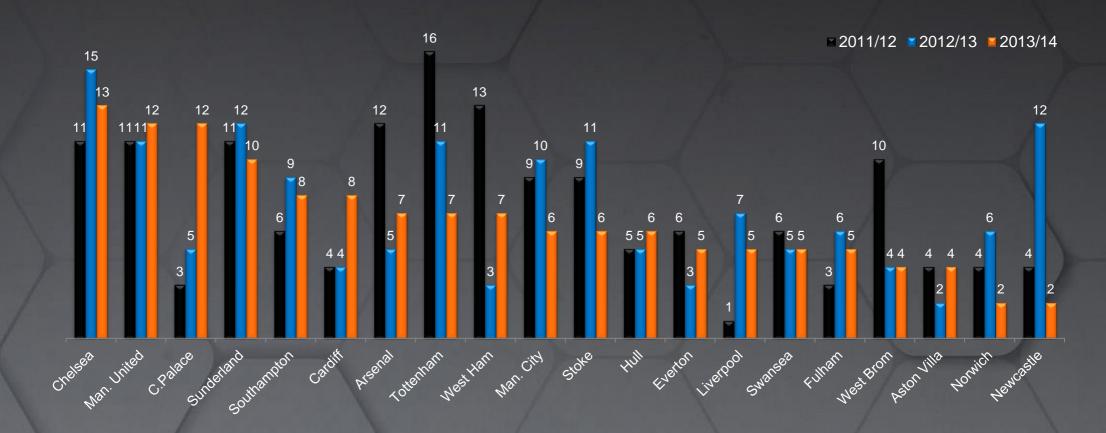


Fulham was the most active signing team by bringing a total of 7 players, followed by Cardiff with 6. In terms of player exists, Chelsea (13), ManU (12) and Crystal Palace (12) lead the table with massive number of loans. ManCity, Tottenham, Liverpool and Southampton were the only sides not signing any new players



PLAYER EXITS BY TEAM- PREMIER LEAGUE

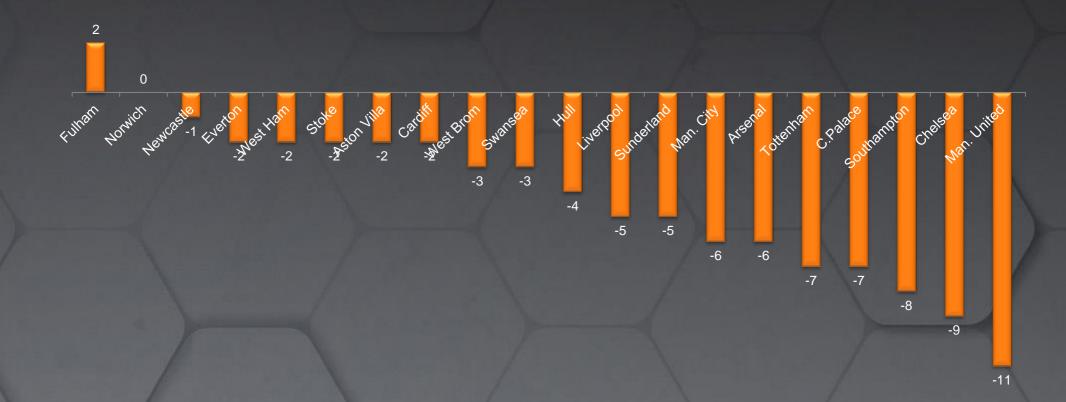
N⁰ of players





NET SIGN-UPS VS EXITS BY TEAM- PREMIER LEAGUE

N⁰ of players





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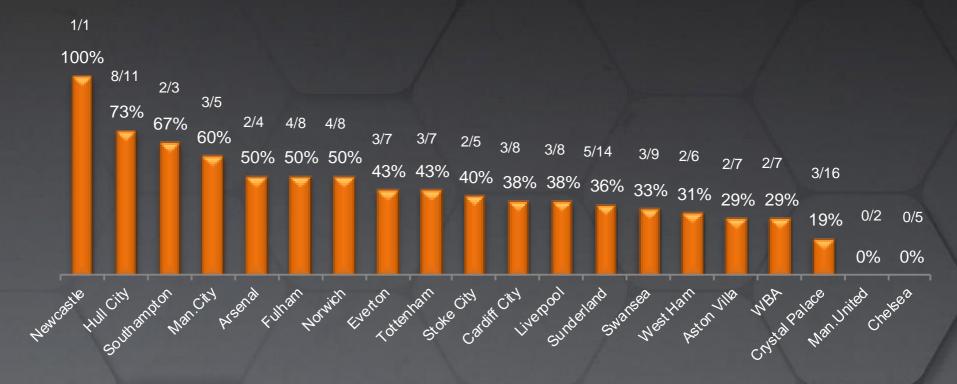
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RANKING USAGE OF NEW PLAYERS 2013/14





Only 39% of players (55 out of 140) that joined Premier League last summer have played more than half of the minutes. Newcastle, Hull, Southampton and ManCity, the sides using more intensively the new signings



PARTICIPATION OF TOP 10 EUROPEAN SIGNINGS 2013/14

%Minutes



Fernandinho has become the most profitable player from top 10 most expensive of last summer. Higüain and Özil also among most profitable. On the opposite side, Willian and Illarramendi. Bale, the most expensive player ever, has participated in only 46% of the minutes



PARTICIPATION OF TOP 10 PREMIER LEAGUE SIGNINGS 2013-14

%Minutes



Manchester City has both the most and least used of most expensive signings of the year. Willian, Schürrle, Fellaini and Lamela, among least profitable signings



RANKING FIELD PLAYERS WITH HIGHEST PARTICIPATION

% minutes played*



John Terry is one of the 5 field players that played all minutes at Premier League so far. Jedinak, the only non defender of the 5



RANKING TEAMS WITH HIGHEST NUMBER OF FIX PLAYERS*

No. of key players*



Aston Villa, Everton and Newcastle are the sides with most stable line-up: 10 of its players have participated in more than 70% of the minutes. ManU, ManCity and Chelsea are the top teams with highest player rotation



NUMBER OF PLAYERS* FIELDED BY TEAM

No. of players*



Fulham is the team that has fielded most different players so far (28). Newscastle and Swansea fielded 22 different players only



PARTICIPATION OF HOME GROWN PLAYERS BY TEAM

No. of players*



ManU is still the side fielding the largest number of home grown players (8 so far). On the opposite side, Hull City is the only premiership team not having fielded any home grown player



PARTICIPATION OF HOME GROWN PLAYERS EUROPE

No. of players*

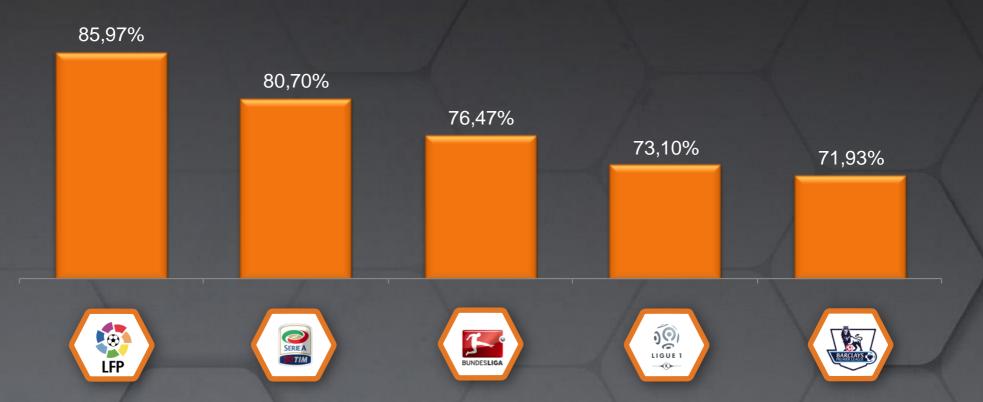


FC Barcelona is well ahead other European teams in terms of home grown players utilization (among those in the top 3 positions of their leagues). No premiership teams in the first positions



AVERAGE % OF POINTS TOP 3 POSITION TABLE

% of points



Premier League is the most competitive league so far during season 2013/14 (top 3 teams have collected 71,9% of the points in average).

On the opposite side, La Liga top 3 teams have collected 86% of the points



AVERAGE GOALS SCORED: TOP 10 IN EUROPE

	Average goal	S	Total						
	favor	Pt	Played	W	D	L	Gf	Ga	Avge Gf
1	Man.City	41	19	13	2	4	54	21	2,84
2	FC Barcelona	50	19	16	2	1	53	12	2,79
3	R.Madrid	47	19	15	2	2	53	21	2,79
4	B.Munich	47	17	15	2	0	44	9	2,59
5	At.Madrid	50	19	16	2	1	47	11	2,47
6	Juventus	52	19	17	1	1	46	12	2,42
7	PSG 100	44	19	13	5	1	44	13	2,32
8	Liverpool	36	19	11	3	5	44	23	2,32
9	B.Dormund BUNDESL	32	17	10	2	5	38	20	2,24
10	SSC Napoli	42	19	13	3	3	41	20	2,16

Manchester City is top scoring side in Europe, with an average of 2,84 goals per game, just ahead of Real Madrid and FC Barcelona (2,79). The Citizens home average is even better with 3,80 goals per game, the highest in Europe in recent years



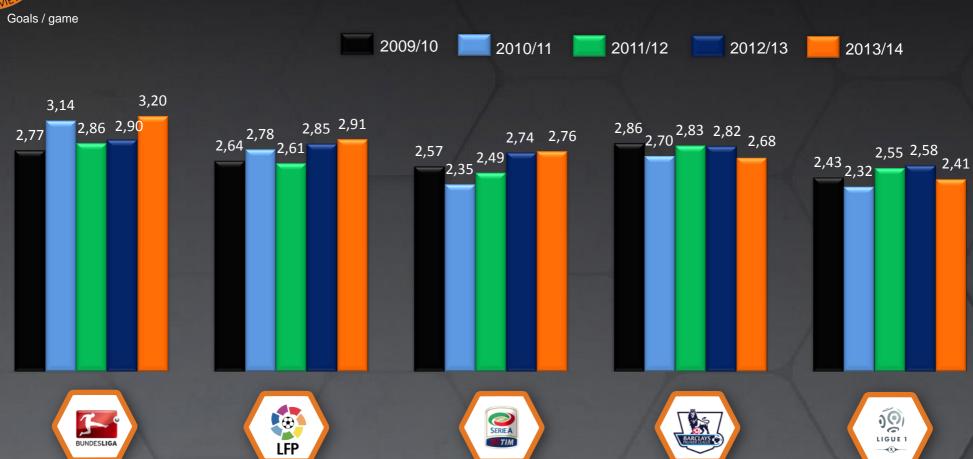
GOAL PROFITABILITY: TOP 10 IN EUROPE

	Goal		Total						
	profitability	Pt	Played	W	D	L	Gf	Ga	prof
1	Lille	40	19	12	4	3	22	8	1,82
2	Tottenham	34	19	10	4	5	22	24	1,55
3	Crystal Palace	16	19	5	1	13	12	28	1,33
4	AS Mónaco	41	19	12	5	2	31	13	1,32
5	UD Levante	23	19	6	5	8	18	27	1,28
6	Nizza	23	19	7	2	10	18	25	1,28
7	Guingamp	24	19	6	6	7	19	19	1,26
8	Stade Reims	29	19	7	8	4	23	21	1,26
9	FC Nantes	29	19	9	2	8	23	17	1,26
10	Toulouse	25	19	6	7	6	20	24	1,25

Tottenham (1,55 points per goal) and Crystal Palace (1,33) are in the European top 3 in terms of goal profitability in Europe



AVERAGE GOALS PER GAME BY LEAGUE



German Bundesliga is the most prolific European league for 4th consecutive season, with record high 3,2 goals per match in average. Premier League has fallen to 4th position for the 1st time (2,68 goals per match, -5% vs previous season)



TOP 10 PLAYERS BY GOAL EFFICACY

Minutes x goal



Liverpool's Luis Suarez achieved the best goals efficacy in Europe by scoring a goal every 66 minutes, close to record rate by Messi at season 2012/13 (scoring every 59 minutes)



SPORTING RESULTS TREND PREMIER TEAMS WITH HIGHEST EXPENDITURE IN SUMMER 2013/1

	Summer	201 ⁻	1/12	2012/13		
Team 	Investment (Mio€)	League position	% points	League position	% points	
Tottenham	122	4	57,89	7	59,65	
Man.City	107	2	68,42	2	71,93	
Chelsea	78	3	63,16	3	70,18	
Liverpool	56	9	43,86	5	63,16	
Arsenal	45	7	57,89	1	73,68	
Southampton 👪	40	17	29,82	9	47,37	
Cardiff City	38	Championship	Championship	16	31,58	
Man.United	34	1	80,70	6	59,65	
Norwich City	29	10	43,86	14	33,33	
Everton	26	5	57,89	4	64,91	

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COMBINED REVENUES TOP 11 ELITE TEAMS







Combined revenues of top European clubs continue to grow and hit yet another record high at season 2012/13 in the verge of 4bio€, fuelling players signing capacity



INVESTMENT IN NEW PLAYERS TOP 11 ELITE TEAMS



Top 11 European clubs spent almost 1bio€ in player transfers (3rd consecutive year growing), the highest amount ever, showing not sign of limitation from UEFA's Financial Fair Play regulation



PLAYER SALES AND NET INVESTMENT TOP 11 ELITE TEAMS



Top European teams did not need to significantly increase income from player sales, and when selling players they normally reinvested the income in bringing new ones



TOP 11 ELITE TEAMS WEIGHT ON TOTAL EUROPE INVESTMENT



The purchasing power continues concentrated in few teams despite Financial Fair Play having come into force



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CONCLUSIONS STR 2014- WINTER (1 OF 5)

- ✓ At the second season of the coming into force of UEFA's Financial Fair Play we can not conclude yet it has helped to reduce the gap between richest and poorest clubs
- ✓ European teams have invested a total of 290mio€ in player transfers at winter window, down 4,3% vs previous season. Investment has now been stable for 3 consecutive years. Winter transfer window continues to be a complement to investment taking place in the summer. This January it represented only 13,5% of amount spent in summer 2012
- ✓ Combined investment of summer (the main driver) and winter in top 5 Europeanleagues was in excess of 2,4bio€, up 32% vs last season and record high ever.
- ✓ English Premier League lead once again investment in Europe -52% of the total, the highest ever- followed by French League 1. Spending at Italian Serie A droped 54% while La Liga continues at the bottom for one more year
- ✓ Investment by Premier League sides was the highest ever and approaches 1bio€, as a result of yet another increase in TV revenues. For second year in a row, Spanish La Liga is the fourth European league in terms of total investment (summer plus winter) in signings



CONCLUSIONS STR 2014- WINTER (2 OF 5)

- ✓ Premier League has the smallest concentration as top 2 teams (Chelsea & Tottenham) account for 28,7% of total and top 4 for 49,8% (+ManCity and ManU). On the opposite side, Ligue 1 (PSG and Monaco make 73,2%) and La Liga (Real Madrid and FCB 61,2%) are the most polarized tournaments
- ✓ Total number of sign-ups in Europe was down 14% to 257. For the 5th season in a row, Italian Serie A registered the highest number of signings (95). Loans and free transfers continue to represent a significant portion of the transactions. For the 5th consecutive season, all leagues have experimented a net decrease in the number of players, as teams are reducing players payroll. Premier League had the highest net decrease, which has been growing for 4 consecutive years
- ✓ Sale of Mata to ManU helped Chelsea top again a spending table after signing Matic, Zouma & Salah, closely followed by ManU. No Spanish nor German teams in the top 10
- ✓ 7 top European teams (AC Milan, Arsenal, Real Madrid, Juventus, ManCity, Bayern and FC Barcelona) did not spent any cash on transfer fees. For ManCity, Bayern and FC Barcelona it was for the 3rd consecutive winter transfer window. Chelsea is the main protagonist of winter window, topping both spending and sales tables. Another Premier League side –Newcastle- and Benfica follow after selling Cabaye and Matic.
- ✓ Besides Chelsea, the only top club with sales activity was FC Barcelona (Sanabria to Italian side Sassuolo).



CONCLUSIONS STR 2014- WINTER (3 OF 5)

- ✓ New signings table was dominated by Serie A sides. Fulham, Cardiff City and Valencia, the only non Italian sides in the top 10 wit 7, 6 and 5 new players respectively. On top of Italian sides, Chelsea (13), ManU (12) and Crystal Palace (12) were among the sides releasing the highest number of players in Europa
- ✓ Juan Mata signing by ManU for 45mio€ was the most expensive of the winter, followed by Matic and Cabaye (both 25 mi€). 5 of 10 most expensive moves had Chelsea involved, either selling or buying . Mata, Matic and Cabaye join historical top 10 of most expensive transfers in a winter window, which is still topped by Fernando Torres move to Chelsea for 58,5mio€. 8 out of 10 most expensive winter signings ever, conducted by Premier League sides
- ✓ Real Madrid was the side with highest combined investment (summer + winter) of season 2013/14 with 182mio€, even if not spending in winter, followed by Monaco (178), PSG (136), Chelsea (131) and Tottenham (122). ManCity, Napoli, AS Roma, Dinamo Moscow and Shaktar complete top 10.
- ✓ Premier League sides invested 150mio€ at winter transfer window, in line with previous year and only the 4th highest ever as main portion was spent in the summer.



CONCLUSIONS STR 2014- WINTER (4 OF 5)

- ✓ Winter transfer window continues to be a complement to investment activity that takes place in the summer. This season it represented 20,5% of amount spent in summer 2012. Total investment of Premier League teams during season 2013/14 was up 15% to 881mio€, the highest amount in history, yet not reflecting the full increase in TV rights contracts 2013/16 (+55%)
- ✓ Chelsea and ManU signings accounted for 65% of total Premier League investment in transfers. Hull City (16,3mio€), Fulham (15,2), Crystal Palace (8,9), Sunderland (7,3), Cardiff (2,5) and Everton (2) were the other teams investing. As much as 12 EPL sides did not splah any cash in transfer fees
- ✓ Mata (45mio€), Matic (25), Mitroglou (15,2), Zouma (14,6), Salah (13,2), Long (8,5), Jelavic (7,8), Scocco (3,7), Bridcutt (3,7) and Hennessey (3,7) where the most expensive signings at winter window in the EPL
- ✓ Chelsea is the driving force of winter transfer window in the last 5 years, monopolizing both total expenditure (181mio€) and sales (82). Teams involved in transfers of Juan Mata, Torres and Andy Carrol (Chelsea, Liverpool, ManU and Newcastle) dominate both expenditure and income rankings



CONCLUSIONS STR 2014- WINTER (5 OF 5)

- ✓ Premier League sides sold players for 115mio€ in winter transfer window, up 200% vs previous year. As a result, net investment in winter was down to 35mio€ (-60% vs last year)
- ✓ Besides Chelsea and Newcastle high impact sales (Mata and Cabaye), WBA (8,5mio€), Tottenham (7,9), Everton (7,8) and Cardiff (3,5) have also cashed in from player sales. As much as 14 Premier League sides did not generate any revenue from winter player sales
- ✓ A total of 51 players were signed by Premier League sides in January, of which 25 were on loan (21) or as free agents (4). Percentage of players arriving on loan has grown from 29% to 41%. A total of 134 players were released by Premier League sides in January, of which 83 (62%) were on loan. As an average, each team released almost 7 players. Just like it happened at the other top European leagues, Premier League sides took advantage of winter transfer window to reduce the number of players in their squads, resulting in a total reduction of 83 players
- ✓ Fulham was the most active signing team by bringing a total of 7 players, followed by Cardiff with 6. In terms of player exists, Chelsea (13), ManU (12) and Crystal Palace (12) lead the table with massive number of loans. ManCity, Tottenham, Liverpool and Southampton were the only sides not signing any new players



SUMMARY: ON GOING SEASON REVIEW

- ✓ Only 39% of players (55 out of 140) that joined Premier League last summer have played more than half of the minutes. Newcastle, Hull, Southampton and ManCity, the sides using more intensively the new signings. Fernandinho has become the most profitable player from top 10 most expensive of last summer. Higüain and Özil also among most profitable. On the opposite side, Willian and Illarramendi. Bale, the most expensive player ever, has participated in only 46% of the minutes
- ✓ Manchester City has both the most and least used of most expensive signings of the year. Willian, Schürrle, Fellaini and Lamela, among least profitable signings
- ✓ John Terry is one of the 5 field players that played all minutes at Premier League so far. Jedinak, the only non defender of the 5. Aston Villa, Everton and Newcastle are the sides with most stable line-up: 10 of its players have participated in more than 70% of the minutes. ManU, ManCity and Chelsea are the top teams with highest player rotation. Fulham is the team that has fielded most different players so far (28). Newscastle and Swansea fielded 22 different players only
- ✓ ManU is still the side fielding the largest number of home grown players (8 so far). On the opposite side, Hull City is the only premiership team not having fielded any home grown player. FC Barcelona is well ahead other European teams in terms of home grown players utilization (among those in the top 3 positions of their leagues). No premiership teams in the first positions



SUMMARY: ON GOING SEASON REVIEW

- ✓ Premier League is the most competitive league so far during season 2013/14 (top 3 teams have collected 71,9% of the points in average). On the opposite side, La Liga top 3 teams have achieved 86% of the points
- ✓ Manchester City is top scoring side in Europe, with an average of 2,84 goals per game, just ahead of Real Madrid and FC Barcelona (2,79). The Citizens home average is even better with 3,80 goals per game, the highest in Europe in recent years
- ✓ Tottenham (1,55 points per goal) and Crystal Palace (1,33) are in the European top 3 in terms of goal profitability in Europe
- ✓ German Bundesliga is the most prolific European league for 4th consecutive season, with record high 3,2 goals per match in average. Premier League has fallen to 4th position for the 1st time (2,68 goals per match, -5% vs previous season)
- ✓ Liverpool's Luis Suarez achieved the best goals efficacy in Europe by scoring a goal every 66 minutes, close to record rate by Messi at season 2012/13 (scoring every 59 minutes)
- ✓ Investment in new players brought better pitch performance, as all 6 top 6 spending sides of the summer in the EPL have improved their points rate. However, Tottenham fails to capitalise on 122mio€ spent in new players last summer



SOCCEREX TRANSFER REVIEW 2014- WINTER WINDOW



- 1. Technical sheet
- 2. Winter 2014 transfer window: Premier League vs other top European leagues
- 3. Premier League on going season review
- 4. Case study: Impact of UEFA's Financial Fair Play
- 5. Conclusions
- 6. Annexes





SOCCEREX TRANSFER REVIEW 2014- WINTER WINDOW





LIST OF HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	Cleverly, Evans, Welbeck, Januzaj, Rafael, Giggs, Fletcher, Fábio
Charles of the Control of the Contro	Terry, Bertrand
Arsenal	Szczesny, Gibbs, Wilshere, Gnabry, Bentner, Akpom
***	M.Richards, Boyata
IIVEROOD S	Gerrard, Sterling, Fanagan, Wisdom, Kelly, Smith
No.	Twonsed, Bentaleb, Kane
AVFC	Clark, Weimann, Agbonlahor, Baker, Albrighton, Herd
18 A 78 Everton	Barkley, Osman, Anichebe
	John
8	Kacaniklic, Briggs, Mesca, Dembélé

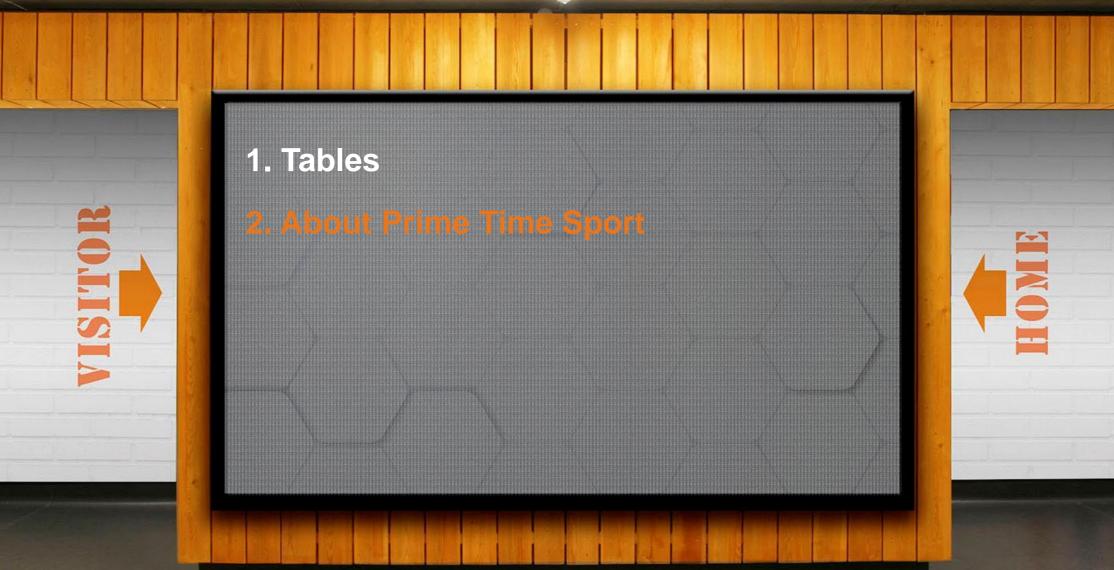


LIST OF HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	Colback
	Williams
	Krul, Ameobi, Taylor, Dummett, Ameobi
wight,	Lallana, Shaw, Ward-Prows, Chambers, Gallagher, Red
S _{IANSEA CUT} O	Davies
TO HAM UNITE	Noble, Tomkins, Cole, Collison, Lee
STOKE	Wilkinson
	Murphy
ALBION	Berahino, Daniels
WILL CITY LEC.	



SOCCEREX TRANSFER REVIEW 2014- WINTER WINDOW





PRIME TIME SPORT BUSINESS AREAS

PLAYER IMAGE RIGHTS

- > Sponsors recruiting
- > Media relationships
- > Social networks
- > Brand & positioning development

STRATEGIC CONSULTANCY

- > Club revenue development
- > Sponsorship activation for brands
- > PR & Communications
- > Sponsor recruitment for brands



- > Player representation
- > International player transfers
- > Academies development
- > Friendly games

CONTENT & CONFERENCES

- > Sports business newspaper reports and articles
- > Book Show Me the Money!
- > Football Transfer Review report
- > Conferences Esteve Calzada





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