



Winter 2015



primetime**sport**

**SOCCEREX** 

London / Barcelona  
February 5<sup>th</sup> 2015

**VISITOR**



- 1. Technical sheet**
- 2. Winter transfer window overview**
- 3. English Premier League on going season review**
- 4. Conclusions**
- 5. Annexes**

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## 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

## SPECIFICATIONS

- 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 31<sup>st</sup> 2015
- 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)
- Sales of players (or stakes of economics rights) to investment funds are not considered by the report
- Nastasic considered a sale on 12mio€ as purchase option only requires him to play 7 matches
- Matchday 16 is not considered for Real Madrid and Sevilla (played on 04/02/2015)

## TEAM

- Director: Esteve Calzada
- Head of content: Bruno Batlle
- Coordinator: Aleix Piqué
- Analyst: Àlex Mas
- Event host: Consejo Superior de Deportes

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1. Review Top 5 European leagues

2. Premier League

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## BACKGROUND

- ✓ UEFA's Financial Fair Play completed first 3 year analysis cycle and is deeply established as a regulation that teams observe cautiously
- ✓ Some leagues have implemented additional and strict financial control on the teams (ie Premier League and La Liga) which translate in reduced margin of manoeuvre at clubs management
- ✓ Winter transfers activity follows a summer window which showed highest investments ever in Premier League (1,028mio€), La Liga (500) and Bundesliga (274) to a 2,2bio€ record combined investment at top 5 European leagues
- ✓ FC Barcelona had no activity due to FIFA ban. Not being able to sign translated into avoiding any player exits
- ✓ French Ligue 1 loses its glamour and power as a result of Financial Fair Play sanctions on PSG and reduced investment by Monaco owners
- ✓ New Asian shareholders at Atletico and Valencia revitalise La Liga investment power and helps to dilute strength of Real Madrid and FC Barcelona duo
- ✓ Great Britain pound increased its value vs Euro in 10% compared to last year's summer transfer window

## TOTAL INVESTMENT WINTER SIGNINGS- TOP 5 EUROPEAN LEAGUES



Mio€

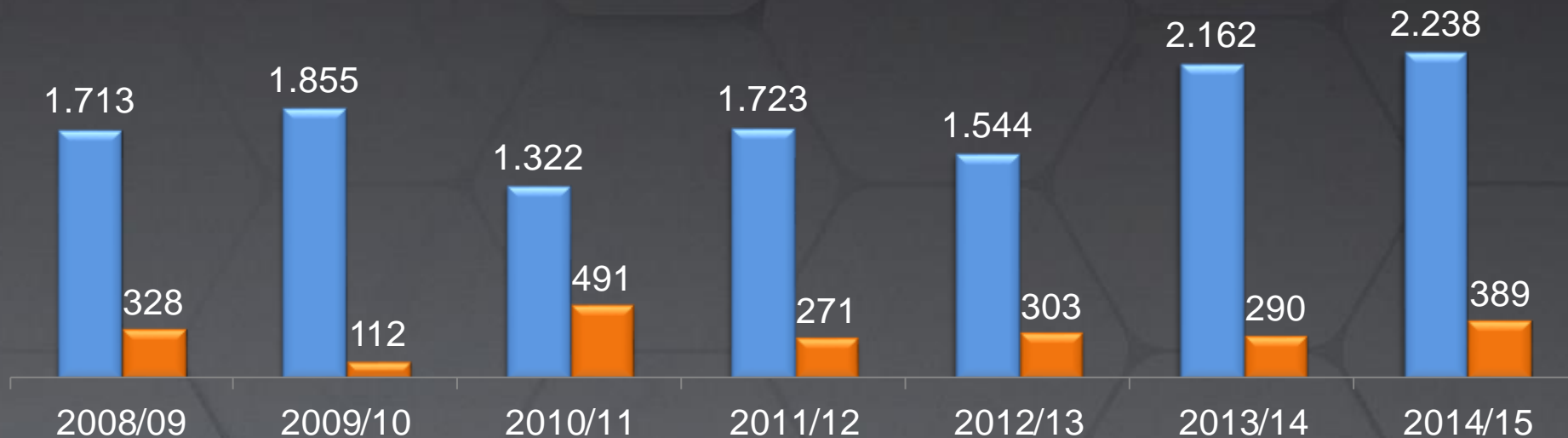


Despite Financial Fair Play restrictions, winter transfers investment in Europe has still grown 34% to 385mio€, highest amount of last 4 years

## WINTER TRANSFER VS SUMMER- TOTAL EUROPE

Mio€

 Summer  
 Winter



Winter transfer window continues to be a complement to investment taking place in the summer. It represents 17% of amount spent in summer (vs 13% last season)

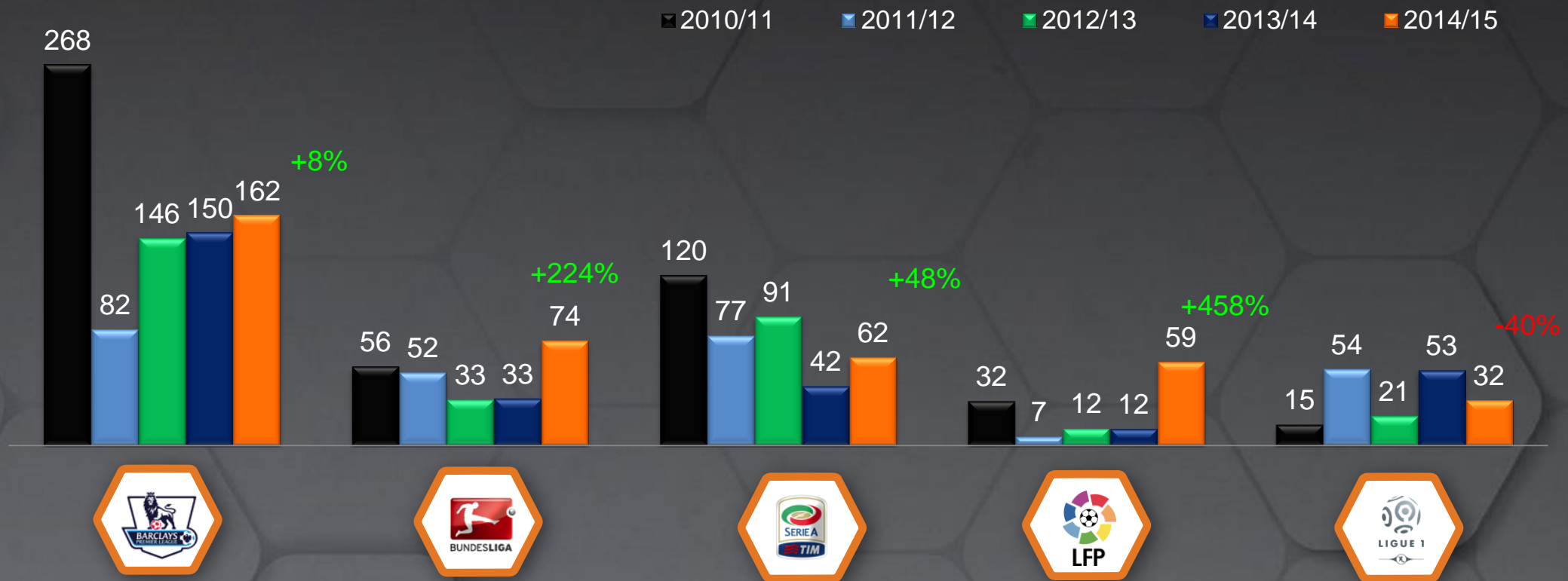
# COMBINED SIGNINGS INVESTMENT SUMMER + WINTER TOP 5 EUROPEAN LEAGUES



Combined investment at summer and winter transfer windows in top 5 European leagues was in excess of 2,6bio€, up 7% vs last season and record high ever

## WINTER WINDOW EXPENDITURE BY LEAGUE

Mio€

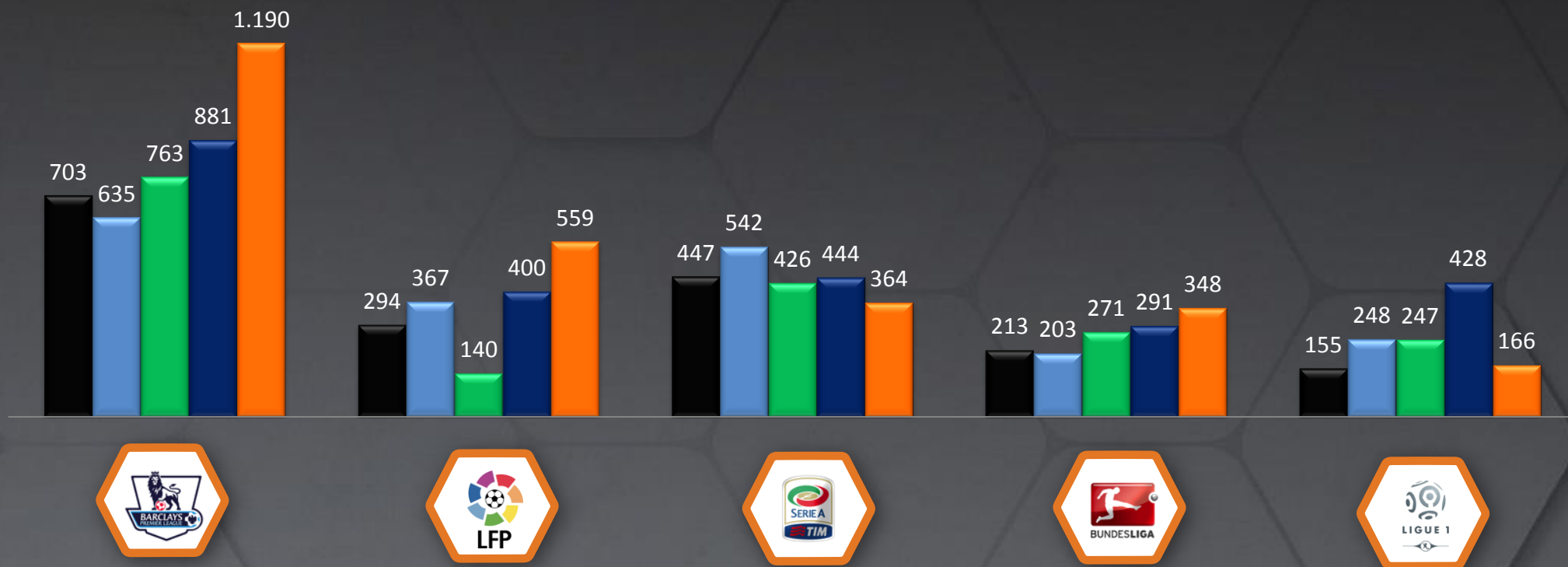


Premier League lead once again investment in Europe, more than doubling that of Bundesliga (2<sup>nd</sup>), yet flat vs previous year. European growth was driven by Bundesliga (74mio€; +224%), Serie A (62mio; +48%) and La Liga (59mio; +491%)

# COMBINED SIGNINGS INVESTMENT SUMMER + WINTER TOP 5 EUROPEAN LEAGUES

Mio€

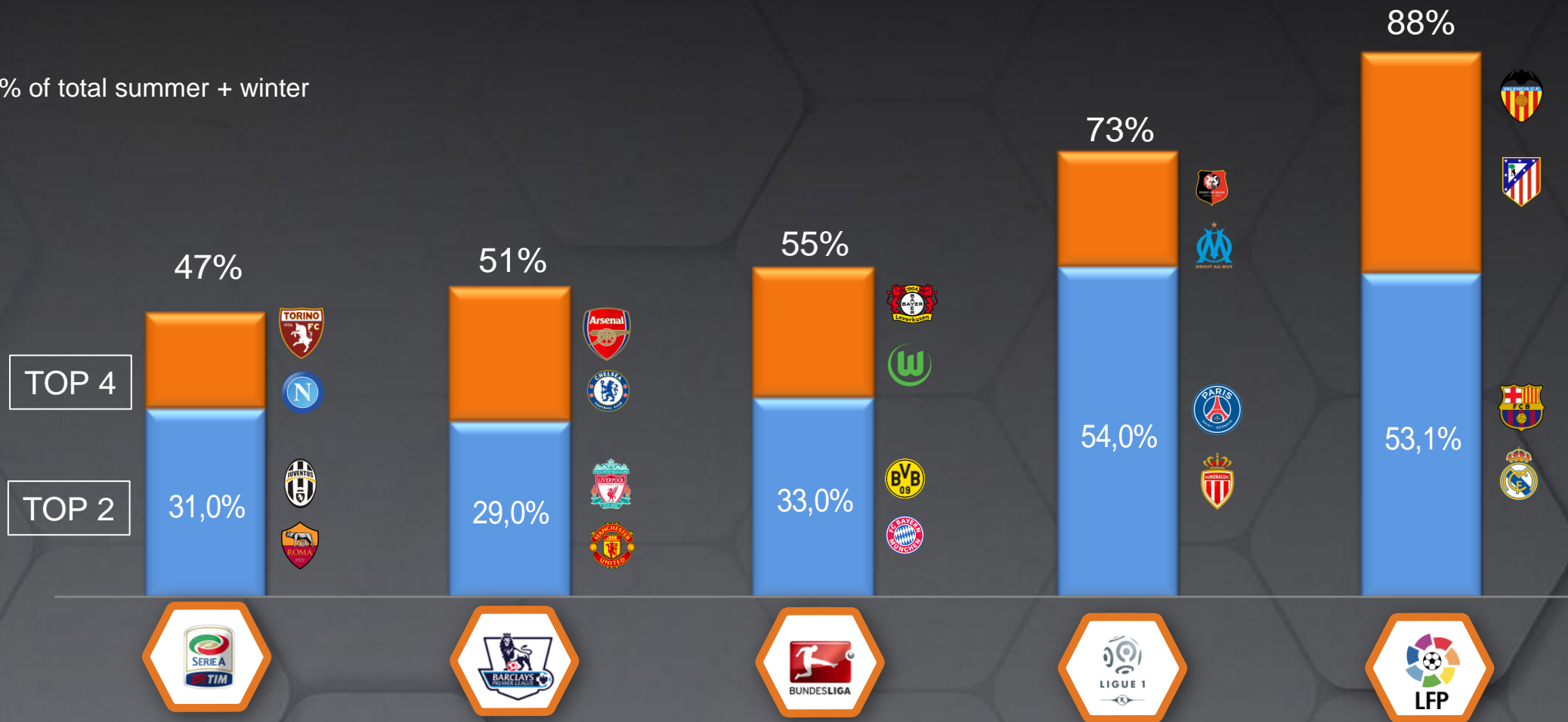
2010/11 2011/12 2012/13 2013/14 2014/15



Combined season investment by Premier League clubs was the highest ever, in excess of 1bio€ (+35%). La Liga (2<sup>nd</sup>) reached 559mio€, followed by SerieA (364), Bundesliga (348) and at distance Ligue 1 (166)

## CONCENTRATION OF INVESTMENT BY TOP SPENDING TEAMS 2014/15

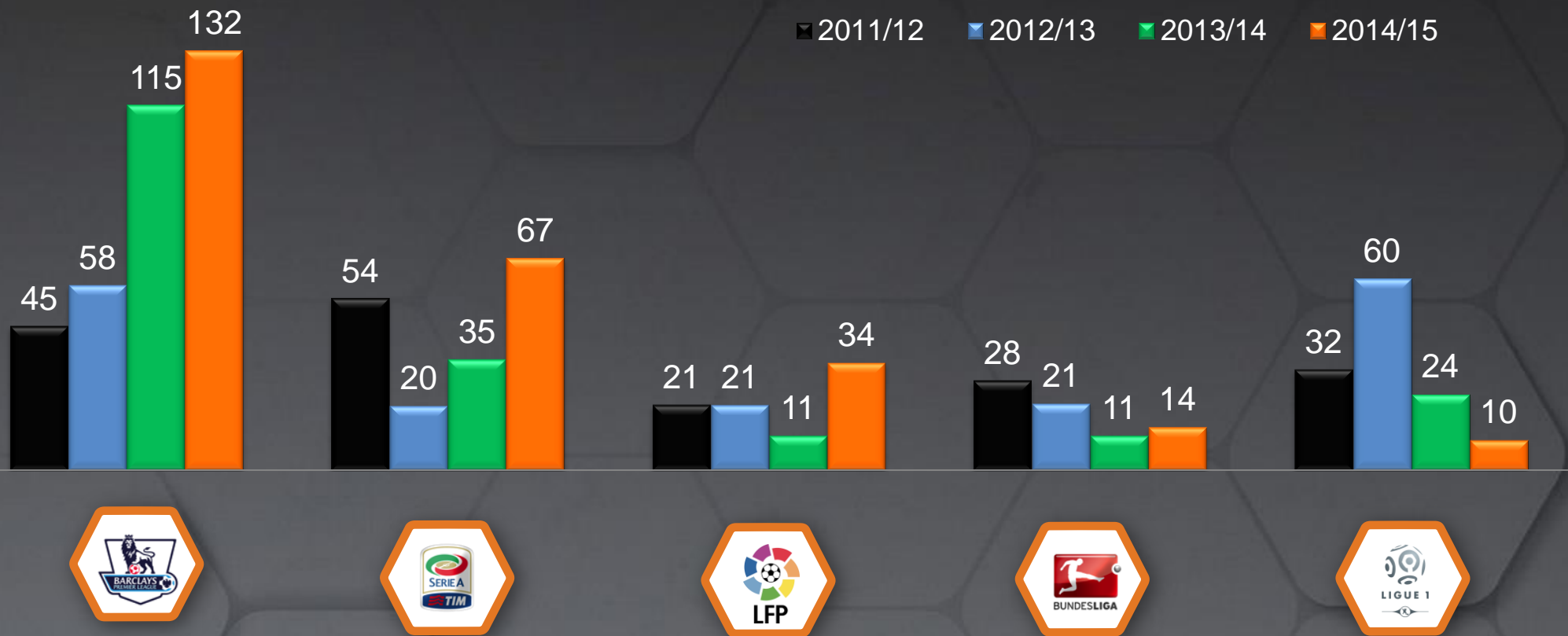
% of total summer + winter



Premier League has the smallest concentration as top 2 teams (M.United & Liverpool) account for 29% of total and top 4 for 51% (+Arsenal and Chelsea). On the opposite side, La Liga is still the most polarized tournament

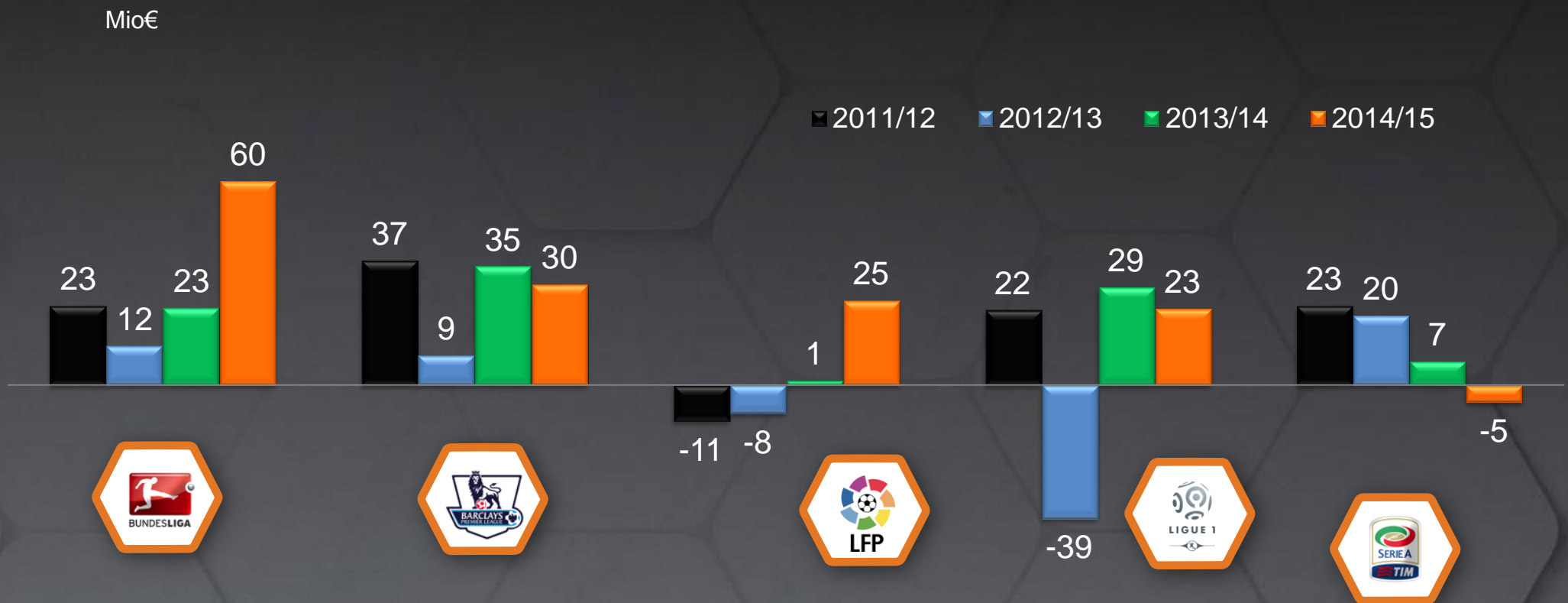
## WINTER WINDOW PLAYER SALES-TOP 5 EUROPEAN LEAGUES

Mio€



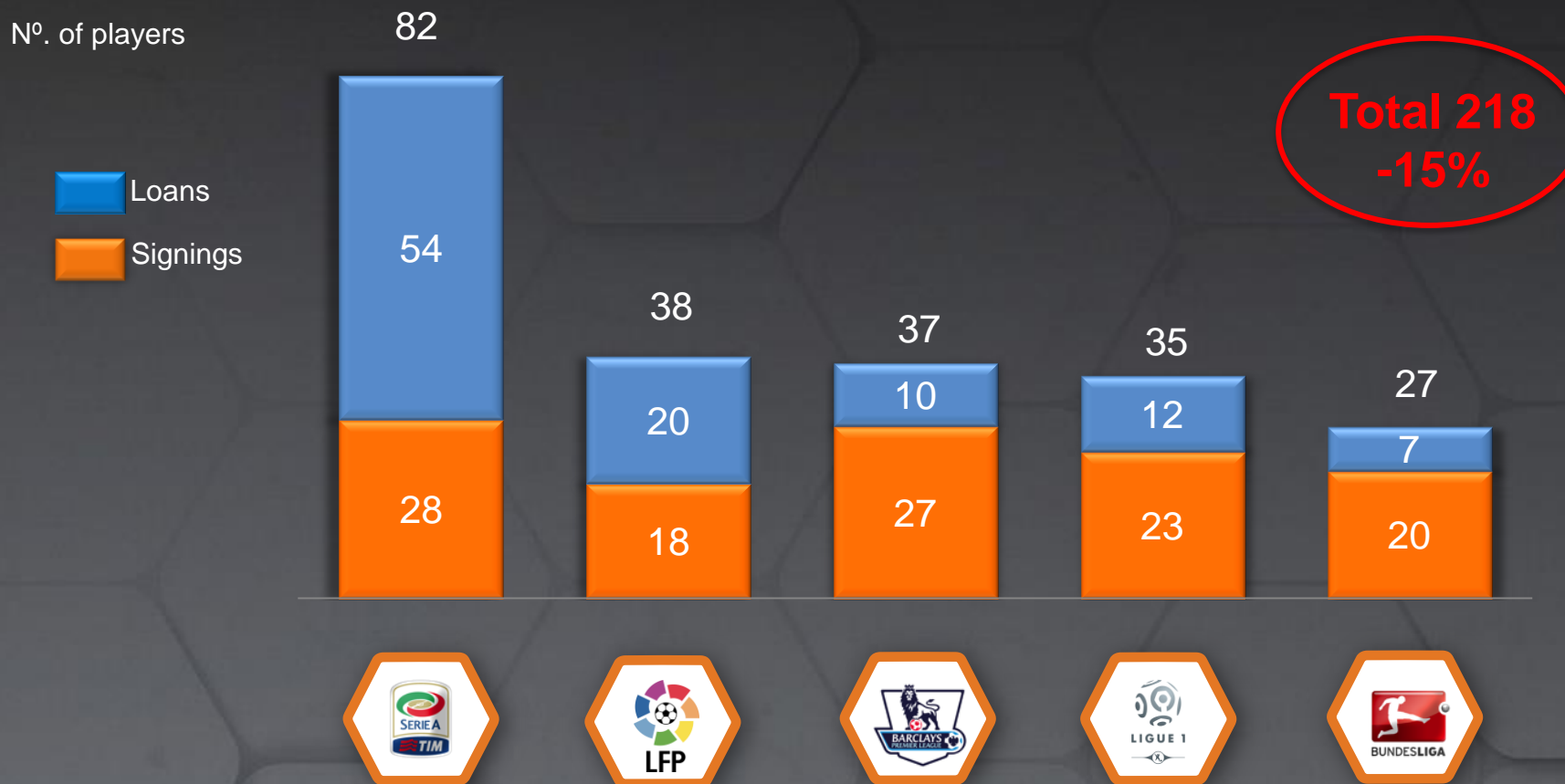
All top European leagues (except France) reached record figures of player sales, as most teams (including top ones) need to sell to be able to afford new signings

## WINTER WINDOW NET SPENDING-TOP 5 EUROPEAN LEAGUES



Bundesliga takes over from Premier League with the highest net investment (60mio€).  
La Liga almost matches Premier League net investment (25 vs 30mio€ respectively)

## SIGN-UPS BY LEAGUE



Total number of sign-ups in Europe was down 15% to 219.  
For the 5<sup>th</sup> season in a row, Italian Serie A registered the highest number of signings (82).  
Loans and free transfers continue to represent a significant portion of the transactions

## PLAYER EXITS BY LEAGUE

Nº. of players

Loans  
Signings



## NET ARRIVALS VS EXITS BY LEAGUE

Nº. of players



For the 5th consecutive season, all leagues have experienced a net decrease in the number of players, as teams are reducing players payroll.  
Premier League had the highest net decrease

## TOP 10 CLUBS WITH HIGHEST INVESTMENT IN EUROPE

Mio€



Wolfsburg tops the spending table after the signing of Schürrle. Chelsea closely follows after reinvesting income in bringing Cuadrado. 5 English teams feature in top 10

## TOP EUROPEAN TEAMS INVESTMENT RANKING

Mio€



5 top European teams (Man United, PSG, Inter, Bayern Munich and FC Barcelona) did not spent any cash on transfer fees.

For Bayern and FC Barcelona it was for the 5<sup>th</sup> consecutive winter transfer window

## TOP 10 TEAMS IN PLAYER SALES VALUE

Mio€



Chelsea is the main protagonist of winter window, topping sales tables for 2<sup>nd</sup> year in a row and being 2<sup>nd</sup> in the investment table.

Benfica repeats as 2<sup>nd</sup> after selling Enzo Pérez and Bernardo Silva

## RANKING TOP EUROPEAN TEAMS IN PLAYER SALES

Mio€



Chelsea is the top club with highest sales activity for 2<sup>nd</sup> year. It is followed by 2 other Premier League sides Manchester City (Nastasic) and Manchester United (Zaha and Keane)

## TEAMS WITH HIGHEST NUMBER OF NEW PLAYERS

Players



Number of signings table was dominated by Serie A sides (including legendary AC Milan). Granada, C.Palace and Cordoba, the only non Italian sides in the top 10

## TEAMS WITH HIGHEST NUMBER OF PLAYER EXITS

Players



Italian sides released the highest number of players in Europe.  
Parma leads the table with 29

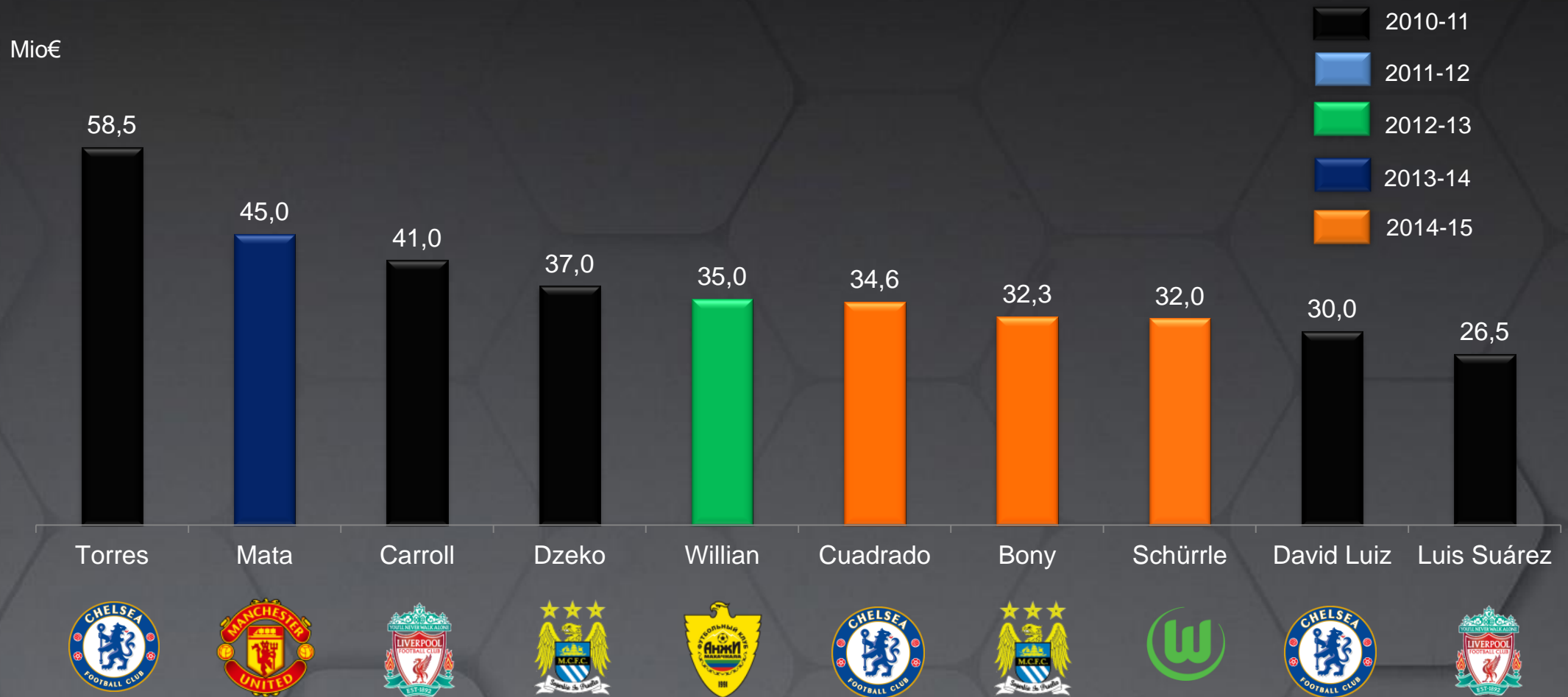
## TOP 10 MOST EXPENSIVE WINTER SIGNINGS 2014/15

Mio€



Cuadrado signing by Chelsea for 34,6mio€ was the most expensive of the winter, followed by Bony and Schürrle (both 32mio€). Monaco is back to the top 10 after bringing-in Bernardo Silva

## TOP 10 MOST EXPENSIVE WINTER SIGNINGS OVER THE LAST 5 YEARS



Cuadrado, Bony and Schürrle 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€. 7 out of 10 most expensive winter signings ever, conducted by Premier League sides

## CLUB INVESTMENT RANKING 2014/15 (SUMMER + WINTER)

Mio€

Summer  
Winter



Manchester United was the side with highest combined investment (summer + winter) of season 2014/15 with 193mio€ followed by FC Barcelona (157) and Liverpool (149 ), none of them spending in winter.

1. Review Top 5 leagues

2. Premier League

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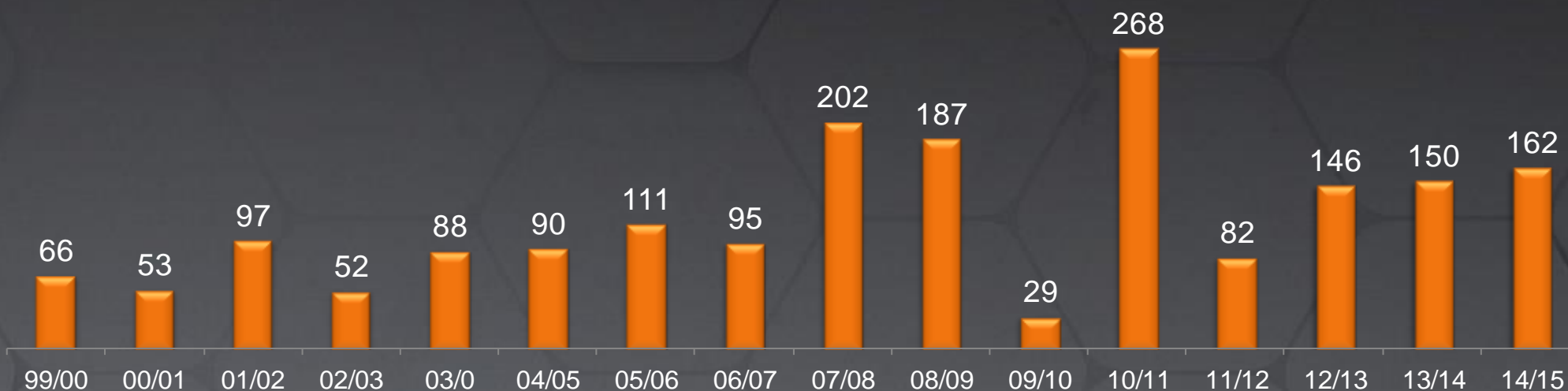


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# PREMIER LEAGUE PLAYER SIGNINGS INVESTMENT TRACK RECORD

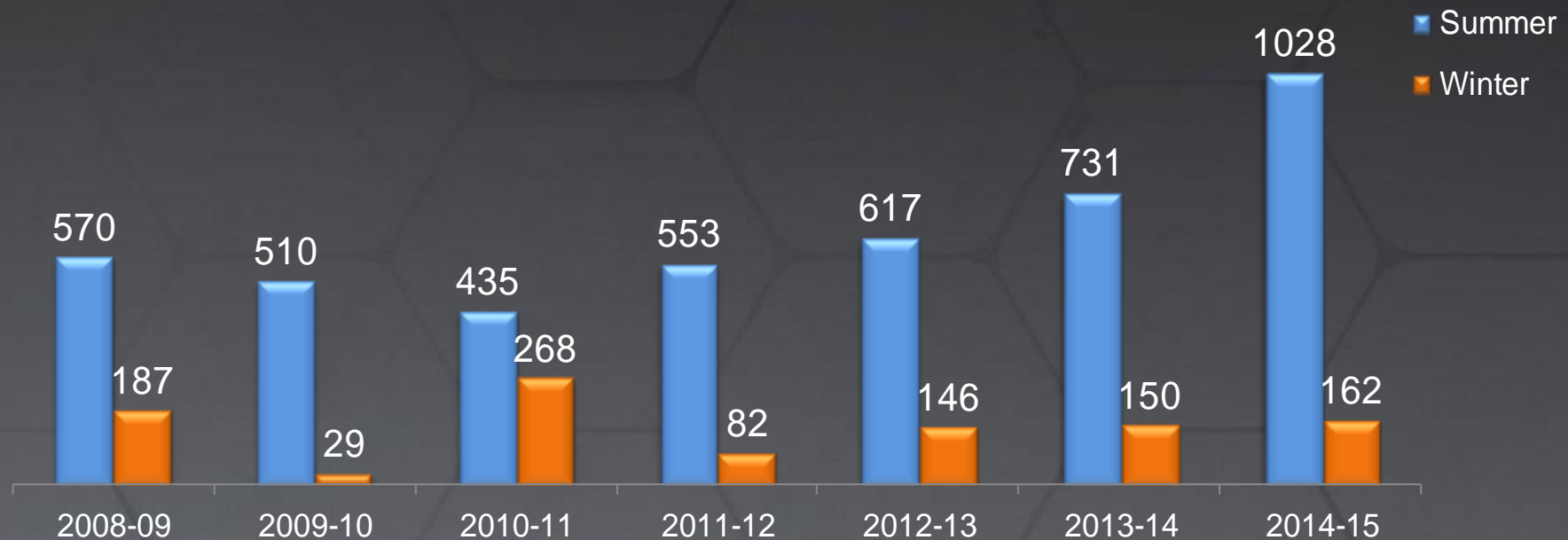
Mio€



EPL sides invested 162mio€ at winter transfer window, up 8% vs last year only thanks to British pound value increase. Most investment conducted 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 16% of amount spent in summer 2014

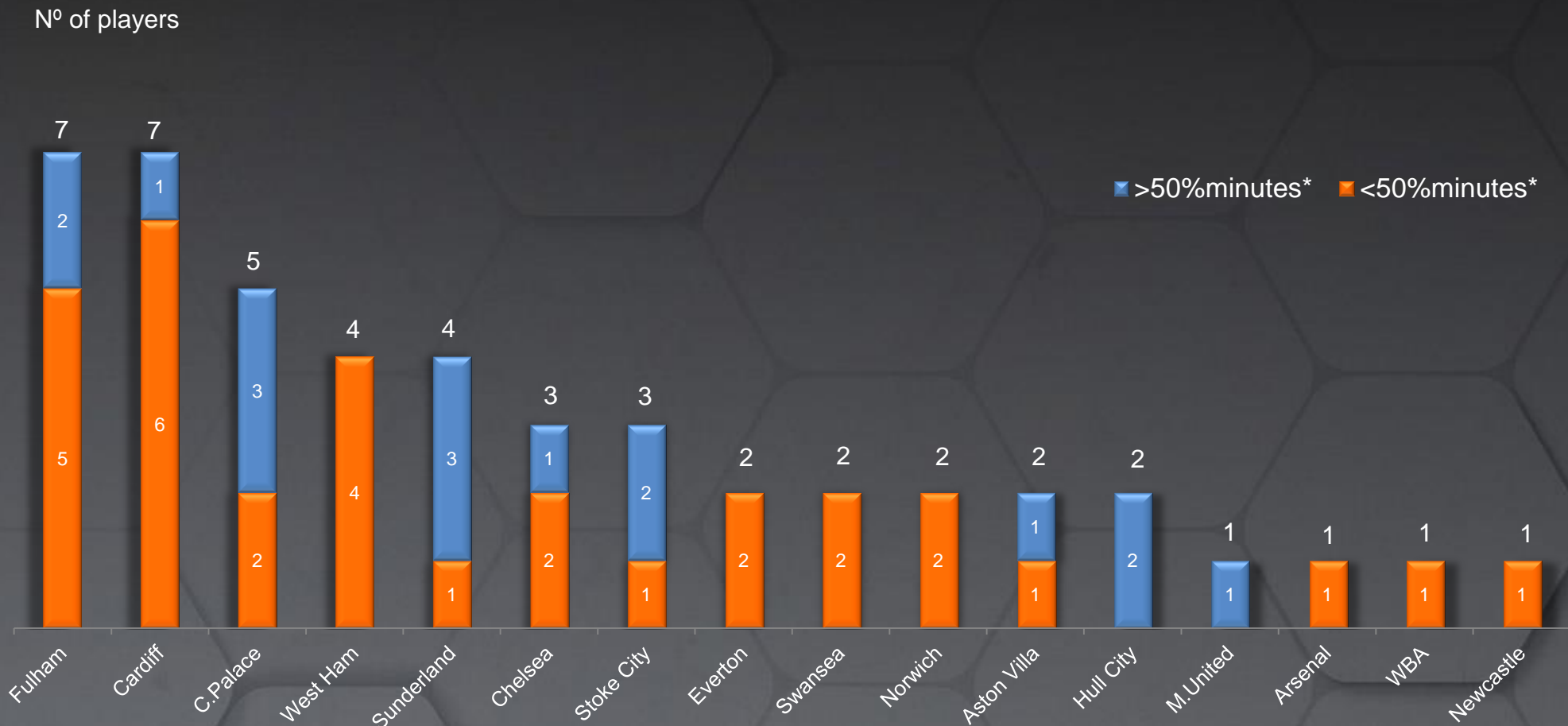
## COMBINED SIGNINGS INVESTMENT SUMMER + WINTER - PREMIER LEAGUE

Mio€



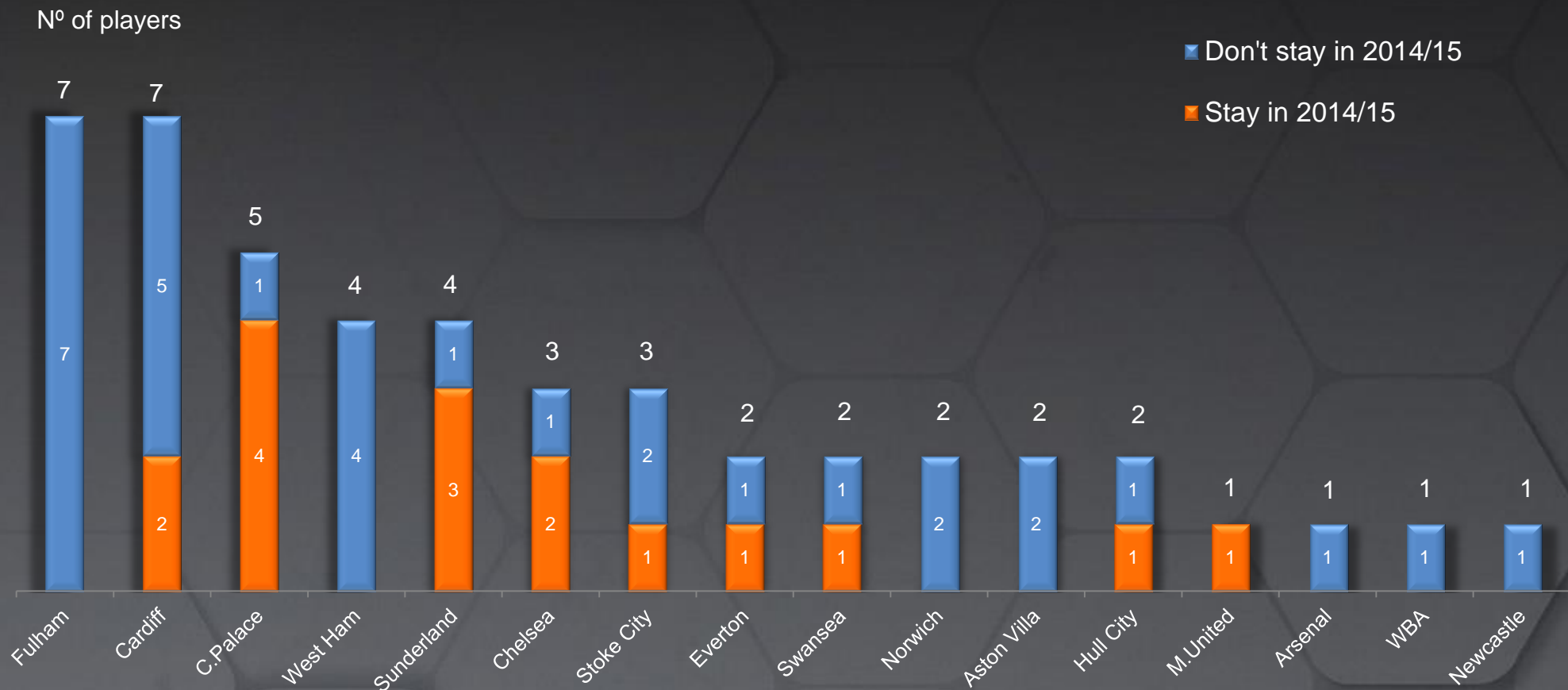
Total investment of Premier League teams during season 2014/15 was up 35% to 1,2bio€, the highest amount in history, driven by major investment conducted in the summer

## PARTICIPATION OF PLAYERS SIGNED IN WINTER 2013/14



Only 16 out of 47 players (34%) signed last winter played more than half of the EPL minutes. Fulham and Cardiff signed 7 players each with low participation and going to relegation anyway

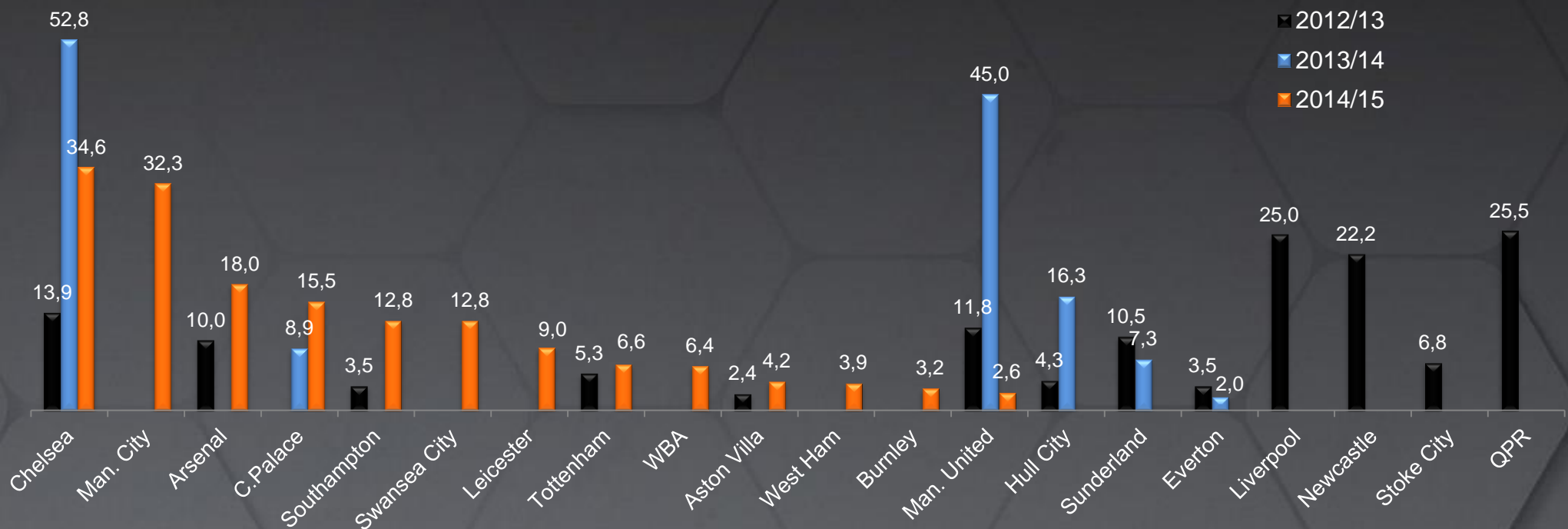
## STABILITY WINTER EPL PLAYERS 2013/14



Only 14 out of 47 players (30%) signed last winter stayed at their teams when season finished.  
9 of the 14 players staying at the teams played more than half of the minutes the previous season

## PREMIER LEAGUE INVESTMENT IN SIGNINGS BY TEAM

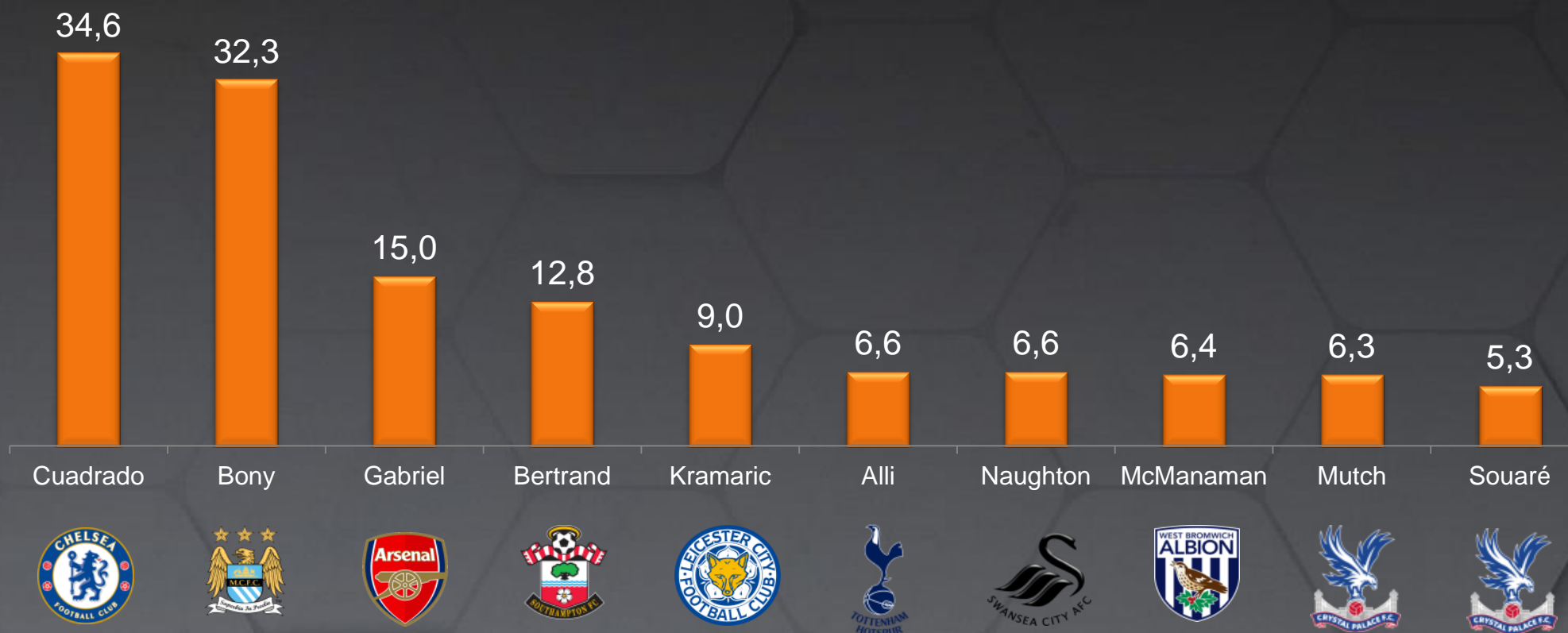
Mio€



Chelsea (34,6mio€) and ManCity (32,3) top investment table following signings of Cuadrado and Bony respectively. 13 teams (vs 5 at La Liga) spent money in transfer fees

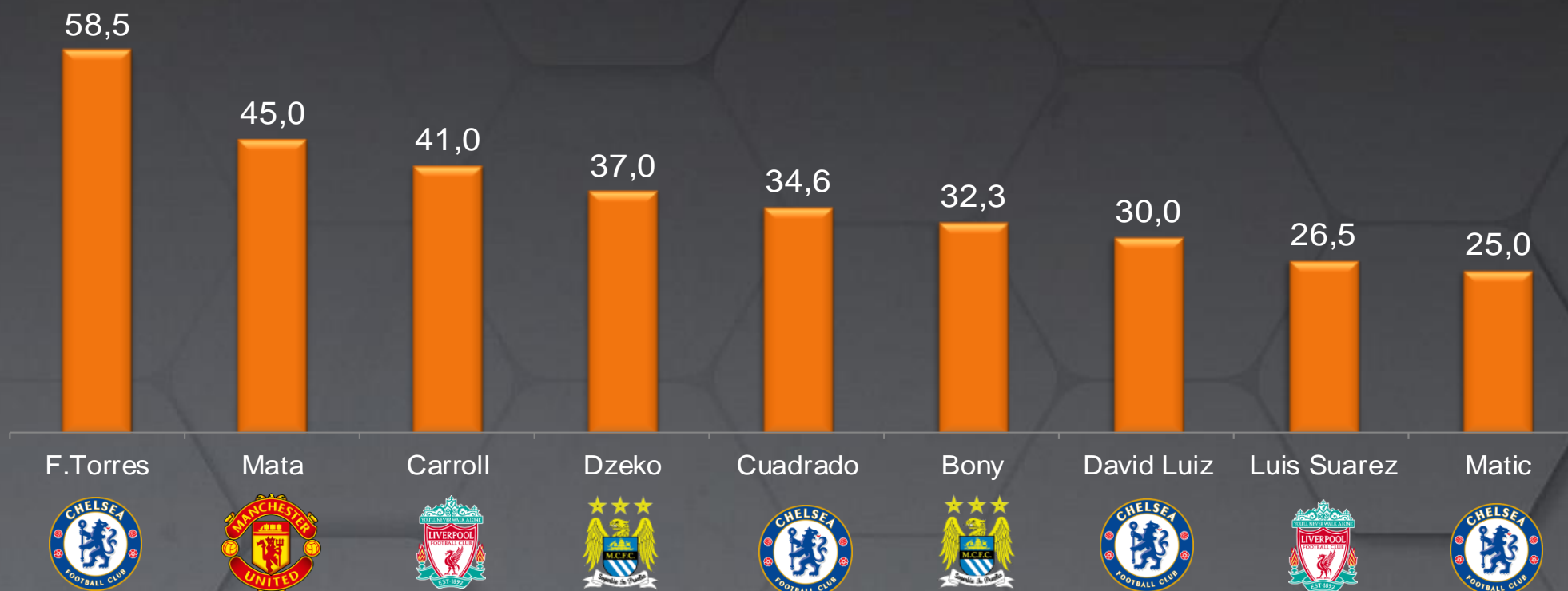
# TOP 10 SIGNINGS PREMIER LEAGUE WINTER 2015

Mio€



# TOP 10 MOST EXPENSIVE WINTER SIGNINGS EVER – PREMIER LEAGUE

Mio€



## ACCUMULATED 6 YEAR SPENDING OF TEAMS- PREMIER LEAGUE

Mio€



Chelsea is the driving force of winter transfer window in the last 6 years, monopolizing both total expenditure (216mio€) and sales (130)

\*Summer window not included

## PLAYERS SALES VALUE PREMIER LEAGUE

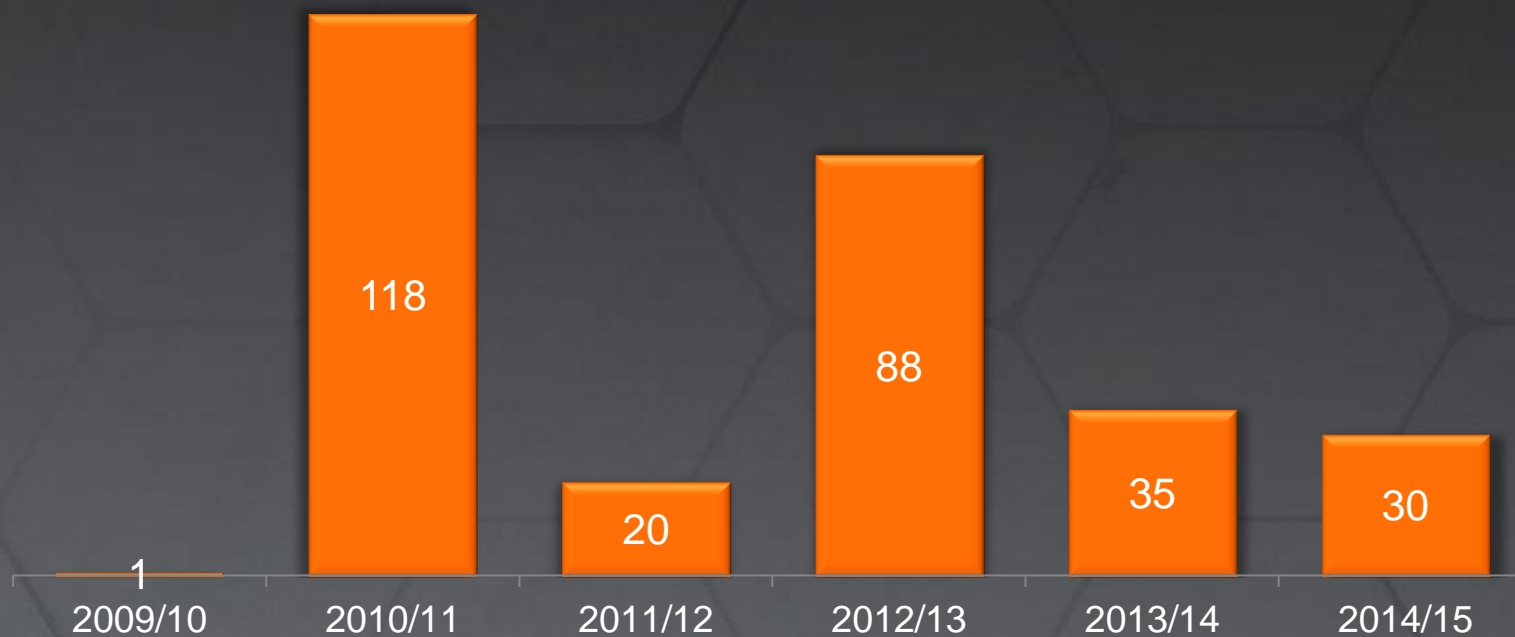
Mio€



Premier League sides sold players for 132mio€ in winter transfer window, and as a result investment in winter was down to 30mio€ (vs 35 last year)

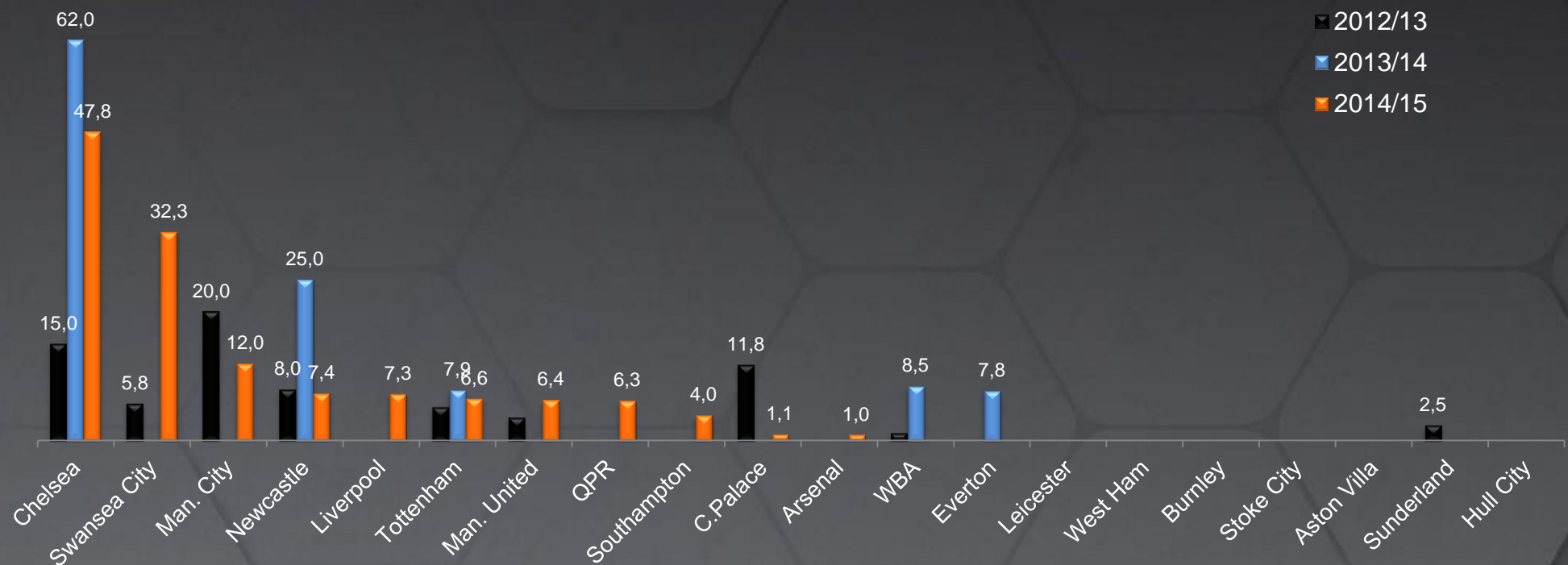
## NET INVESTMENT PREMIER LEAGUE

Mio€



## PLAYER SALES VALUE BY TEAM- PREMIER LEAGUE

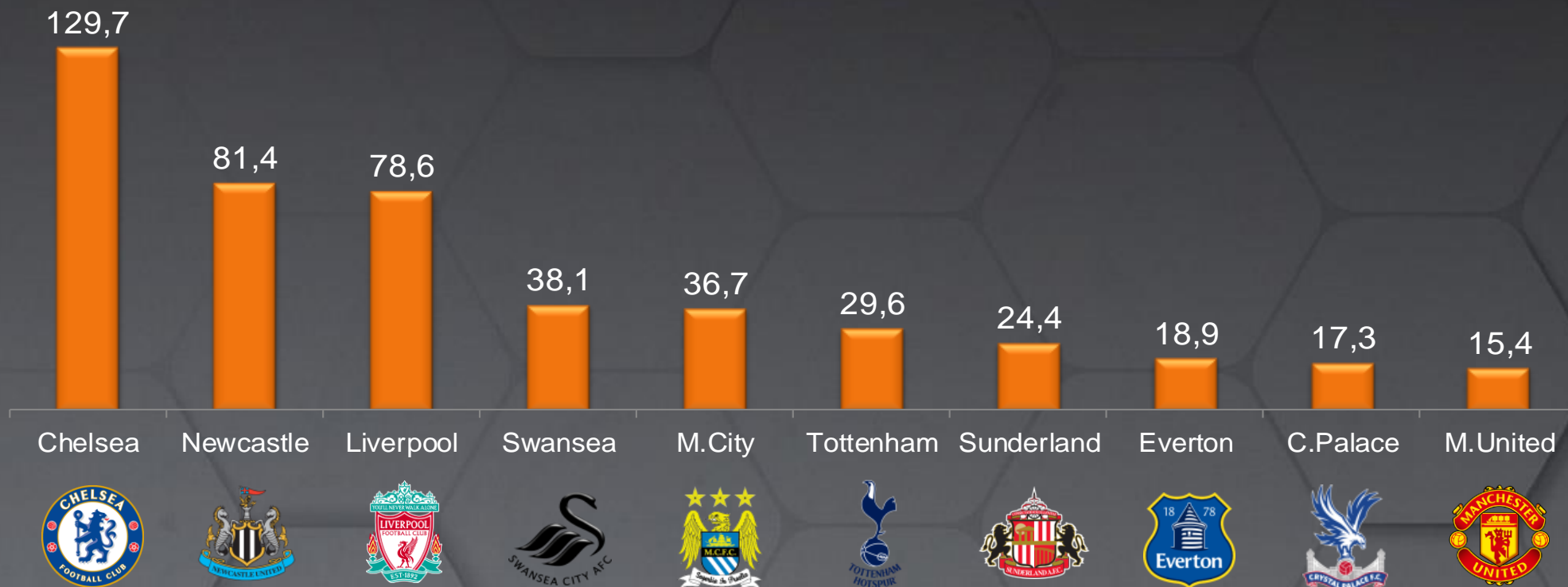
Mio€



Up to 8 EPL teams cashed-in from player sales this winter.  
 Swansea only reinvested 1/3 of money collected from Bony sale to ManCty

# ACCUMULATED 6 YEAR PLAYER SALES- PREMIER LEAGUE

Mio€

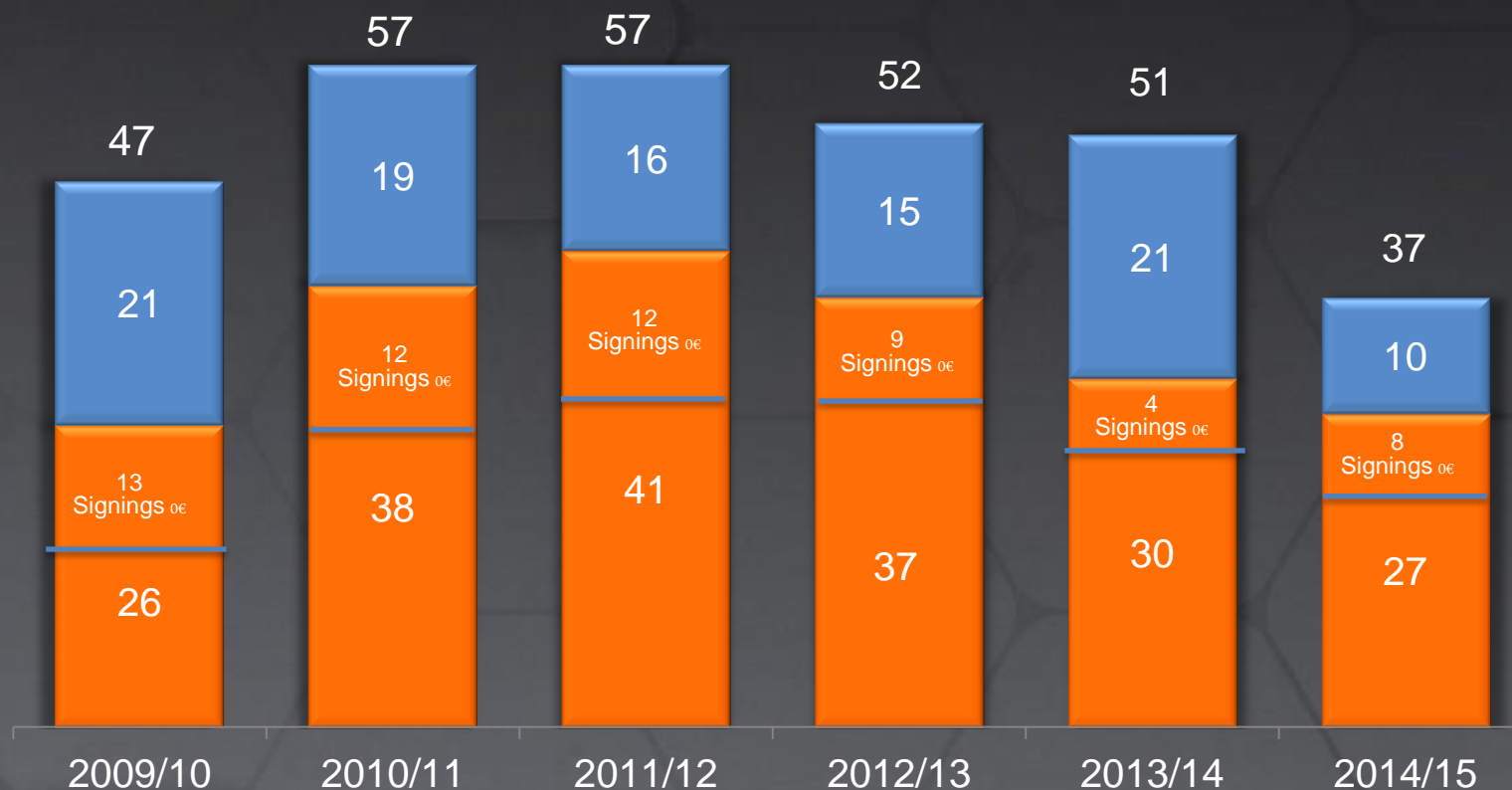


\*Summer window not included

## NUMBER OF SIGN-UPS PREMIER LEAGUE

Nº of players

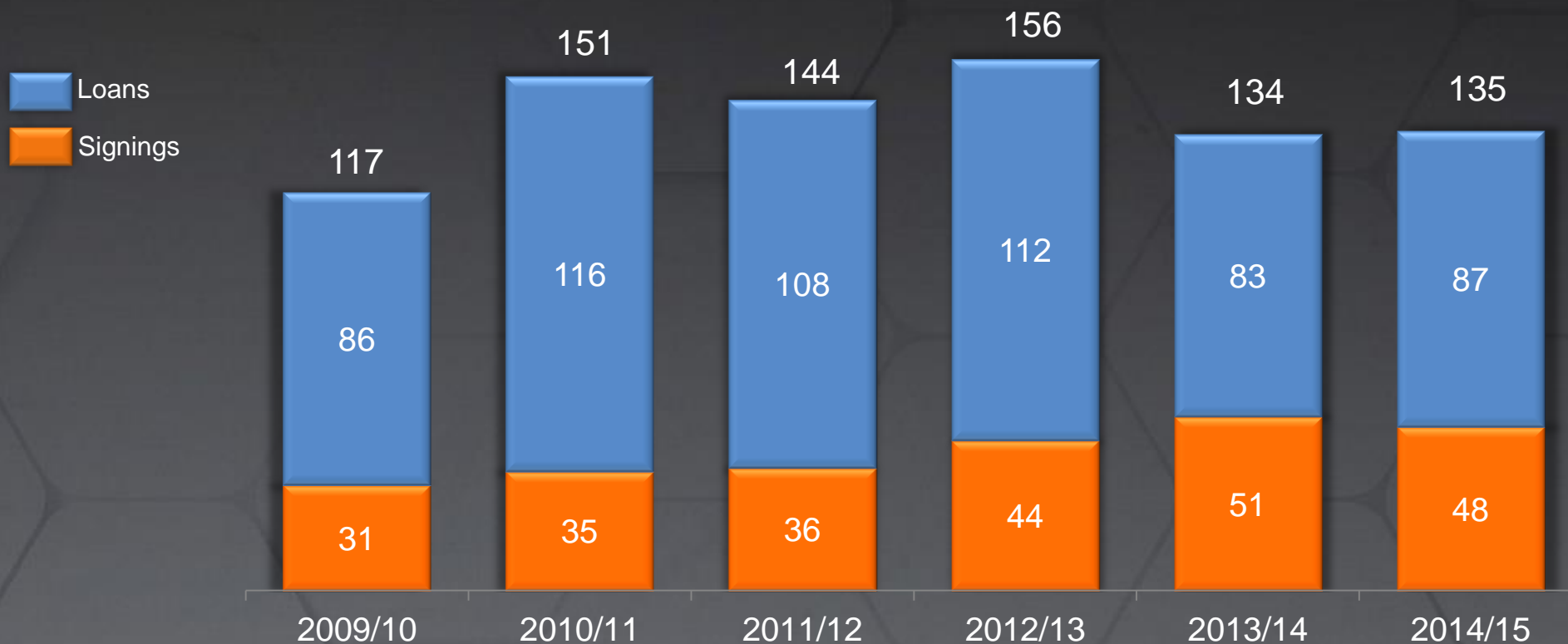
Loans  
Signings



A total of 37 players were signed by Premier League sides in January, of which 10 were on loan

## NUMBER OF PLAYER EXITS- PREMIER LEAGUE

Nº of players

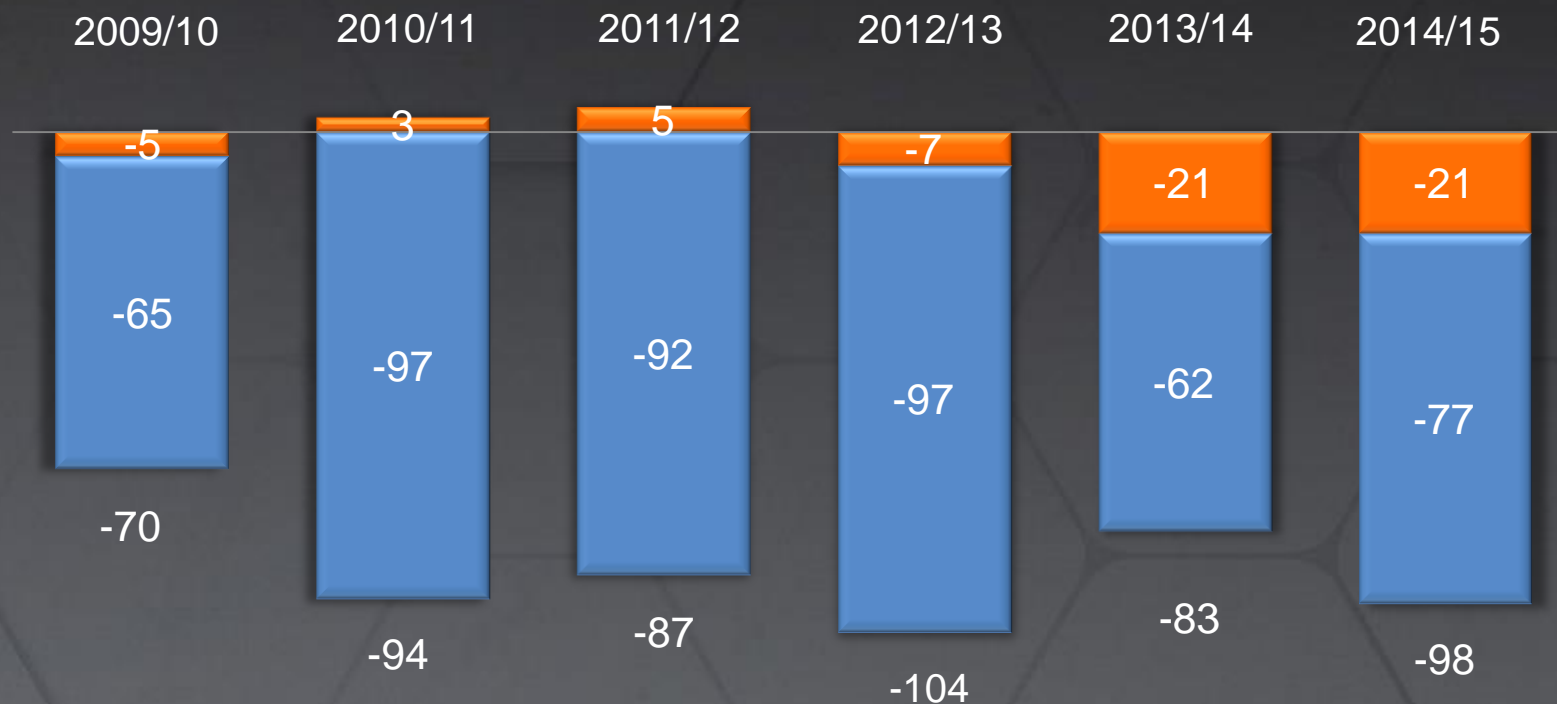


A total of 135 players were released by Premier League sides in January, of which 87 (64%) were on loan. As an average, each team released 7 players

## NET SIGN-UPS VS EXITS- PREMIER LEAGUE

Nº of players

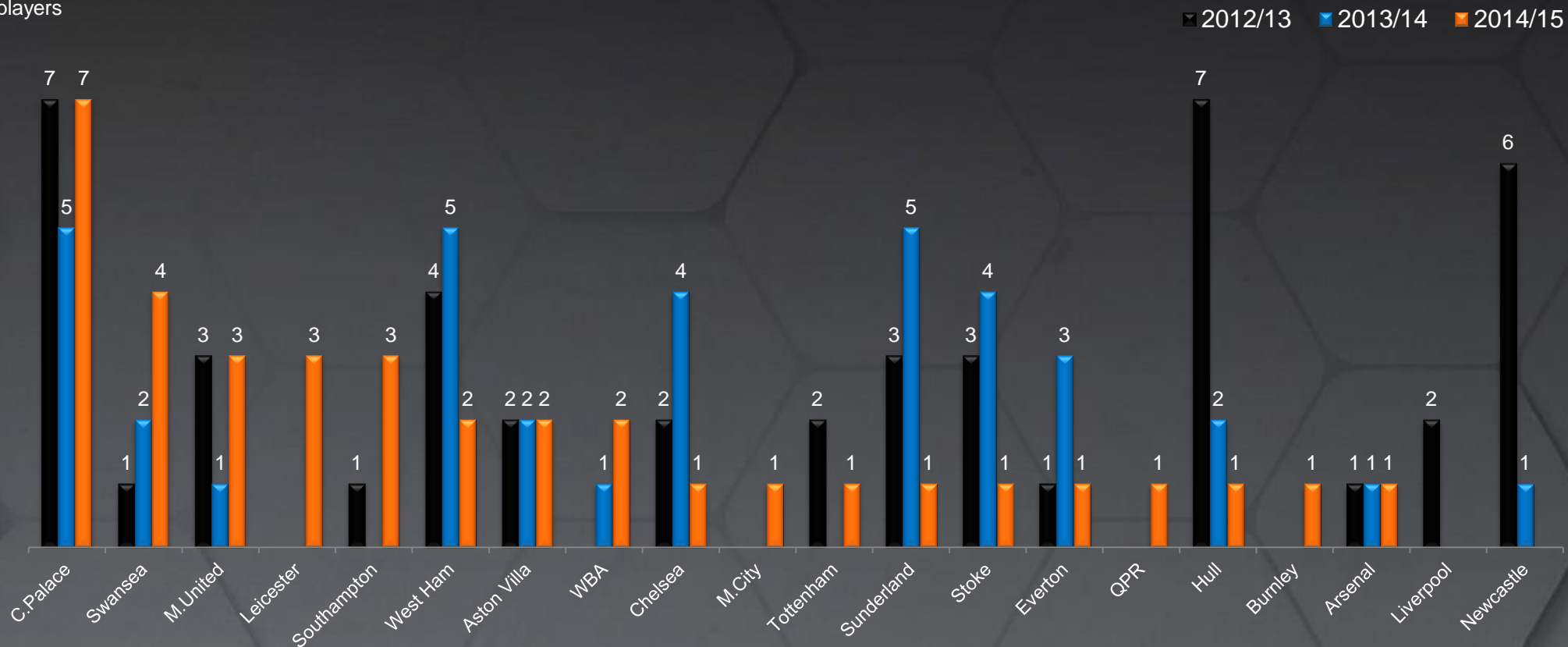
Loans  
Signings



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 98 players

## SIGN-UPS BY TEAM- PREMIER LEAGUE

Nº of players

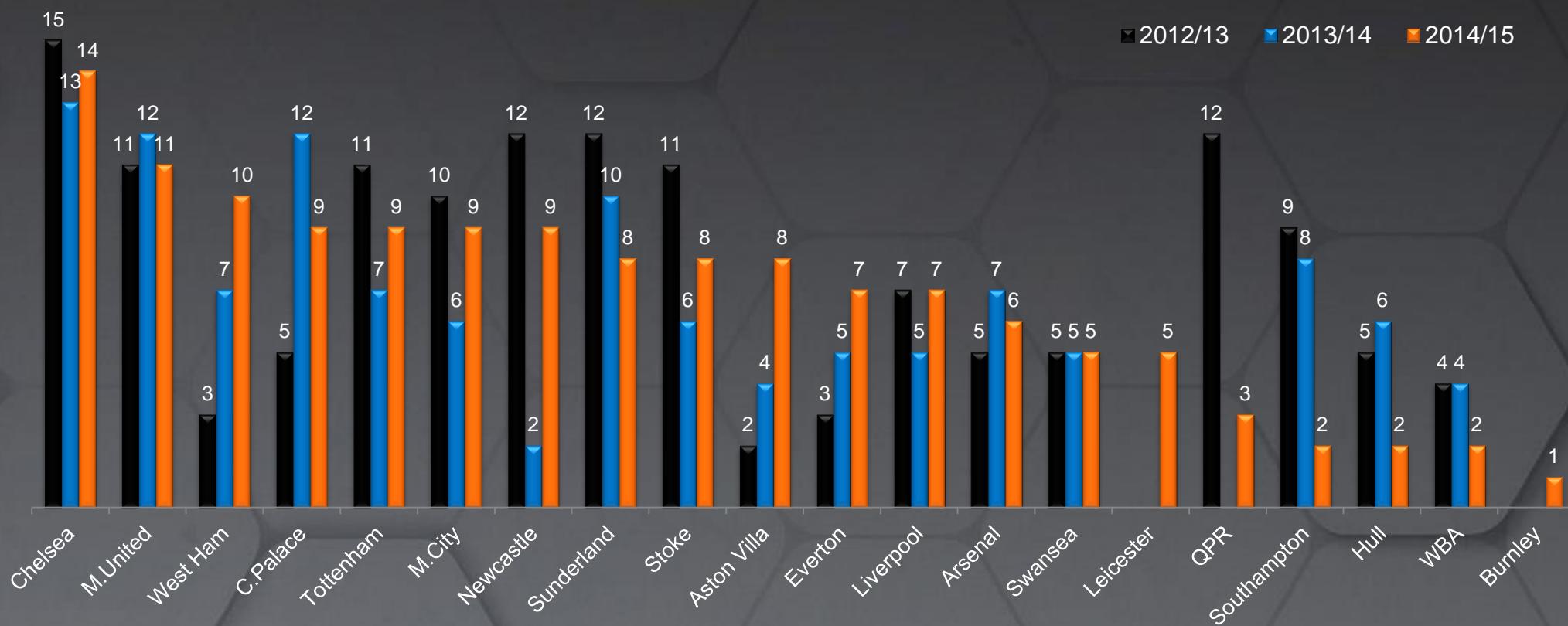


Crystal Palace was the most active signing team by bringing a total of 7 players, followed by Swansea with 4. In terms of player exists, Chelsea (14), ManU (11) and West Ham (10) conducted massive number of loans.

Liverpool and Newcastle were the only sides not signing any new players

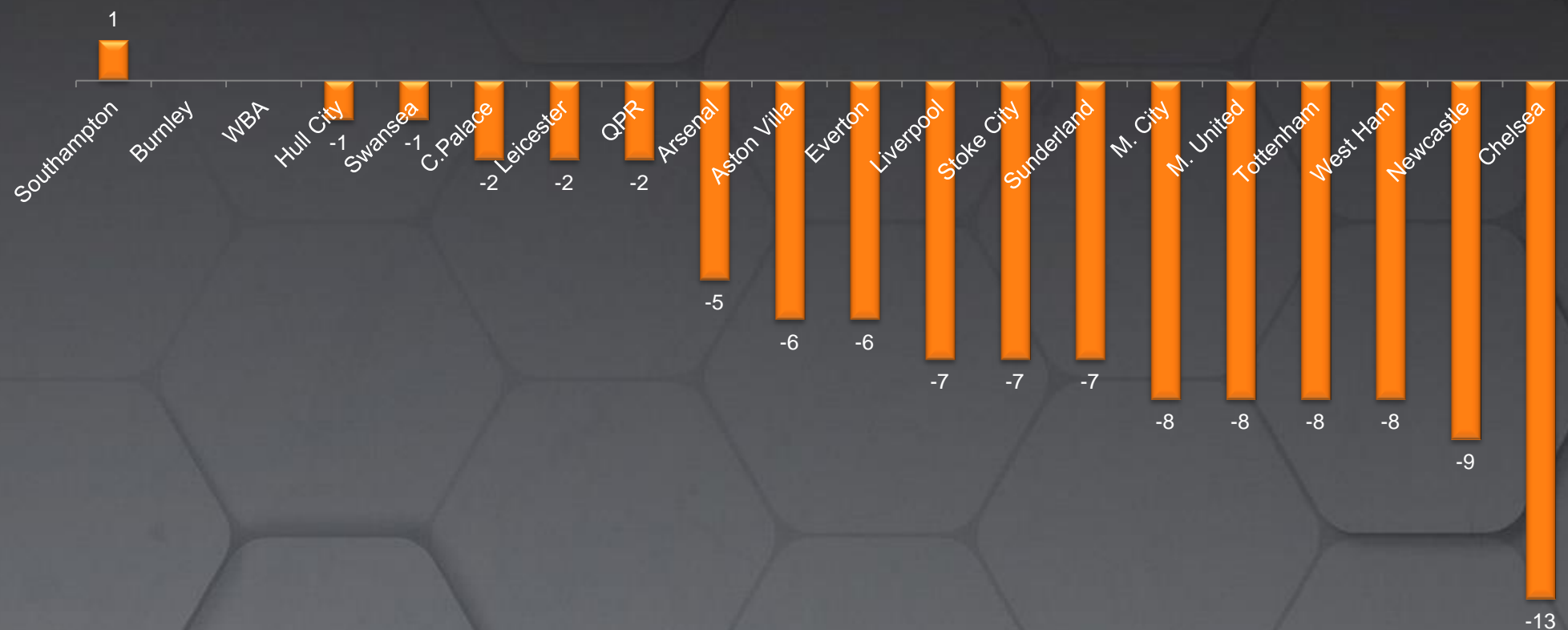
## PLAYER EXITS BY TEAM- PREMIER LEAGUE

Nº of players



## NET SIGN-UPS VS EXITS BY TEAM- PREMIER LEAGUE

Nº of players



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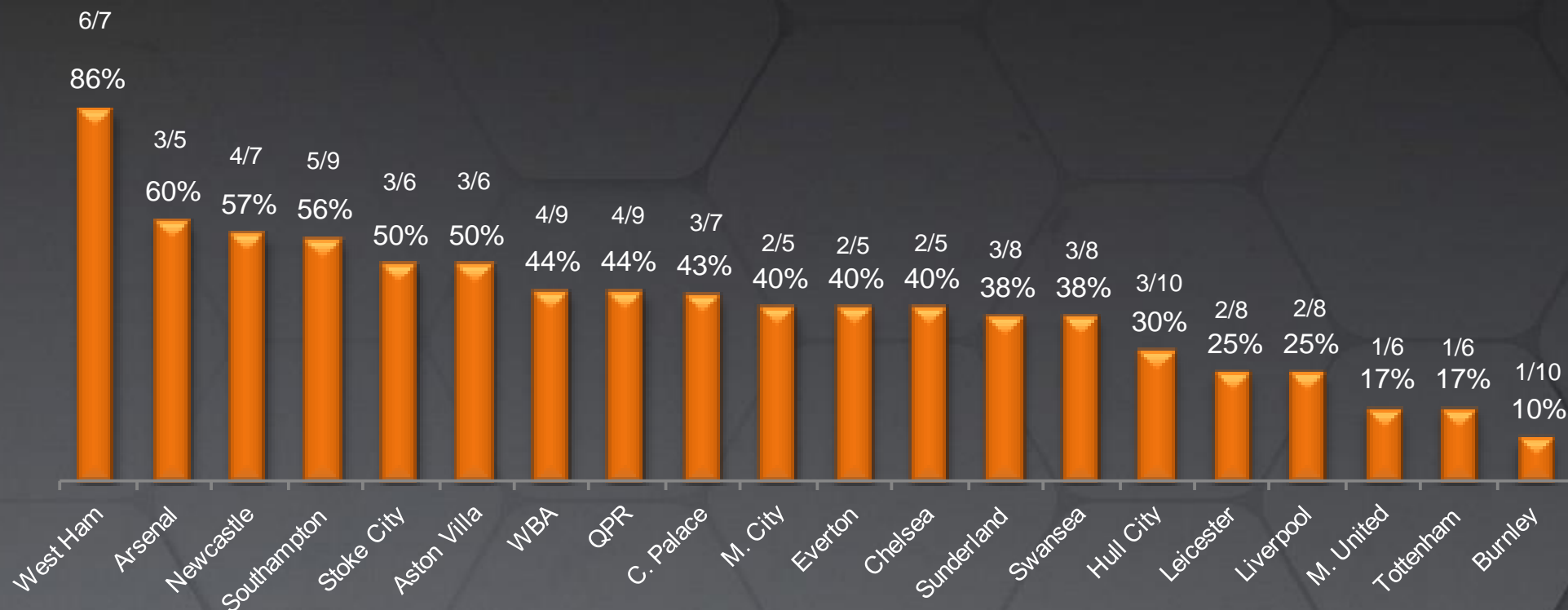
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## RANKING USAGE OF NEW PLAYERS 2014/15

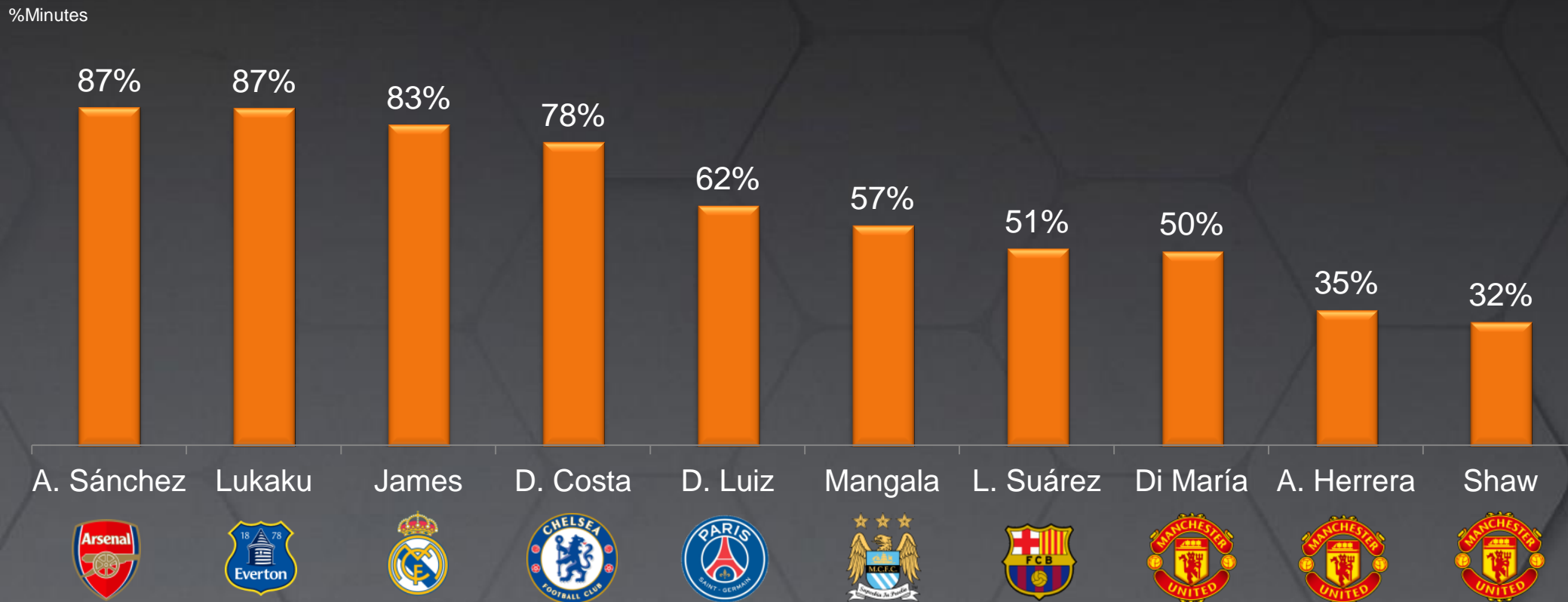
%Players\*



Only 39% of players (57 out of 144) that joined Premier League last summer have played more than half of the minutes. West Ham, Arsenal, Newcastle and Southampton, the sides using more intensively the new signings. On the other end: M. United, Tottenham and Burnley

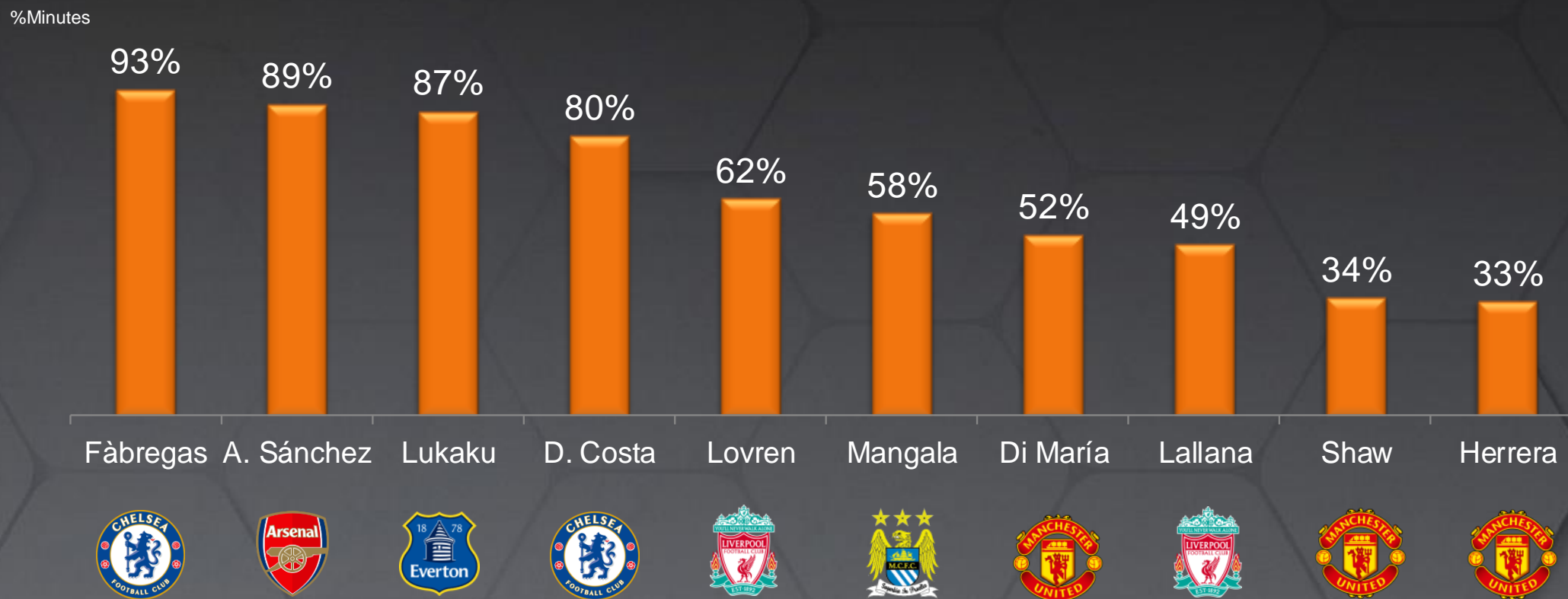
\* % players signed or on loan in summer 2014-15 that played more than 50% of minutes until match day 22

## PARTICIPATION OF TOP 10 EUROPEAN SIGNINGS 2014/15



A.Sánchez and Lukaku have become the most profitable players from top 10 most expensive of last summer. James and D.Costa also among most profitable. On the opposite side, A.Herrera and Shaw. Di María, the most expensive player ever in P.League, has participated in only 50% of the minutes

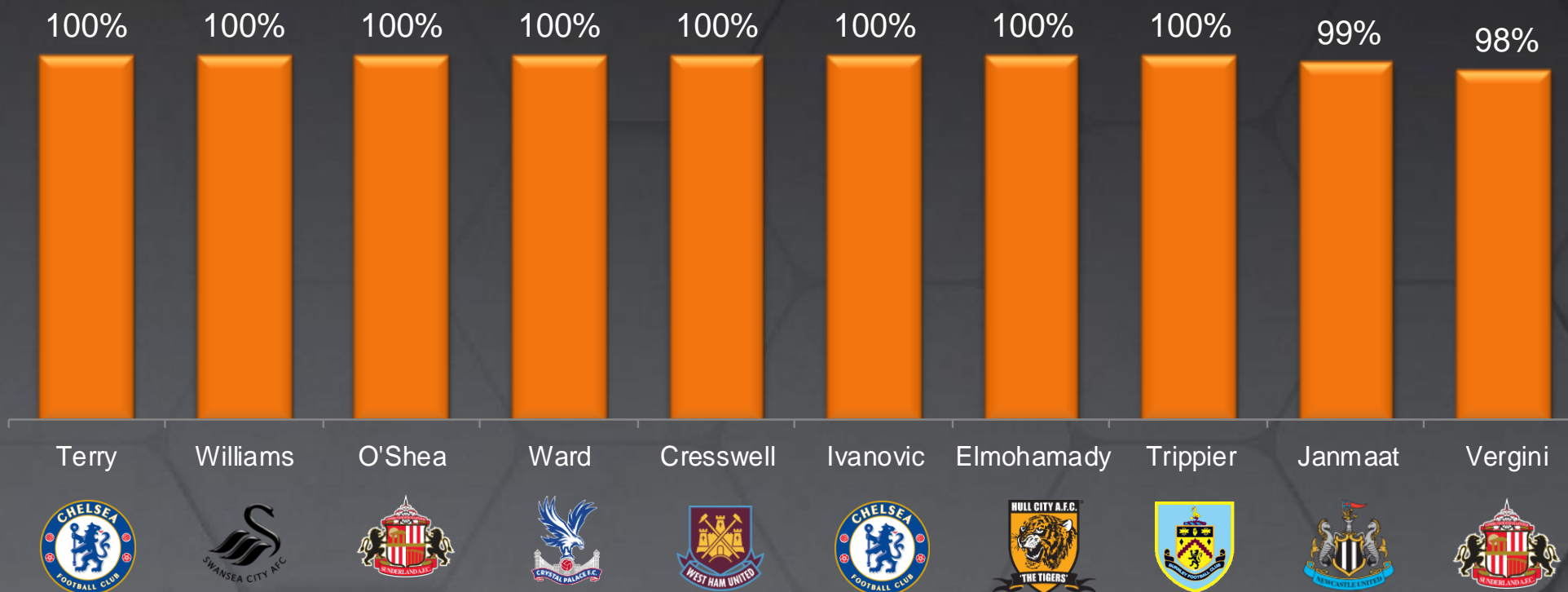
## PARTICIPATION OF TOP 10 PREMIER LEAGUE SIGNINGS 2014-15



Fàbregas, A.Sánchez, Lukaku and D.Costa, being the most profitable signings from top 10 most expensive of last summer. M.United signings, among least profitable signings

## RANKING FIELD PLAYERS WITH HIGHEST PARTICIPATION

% minutes played\*

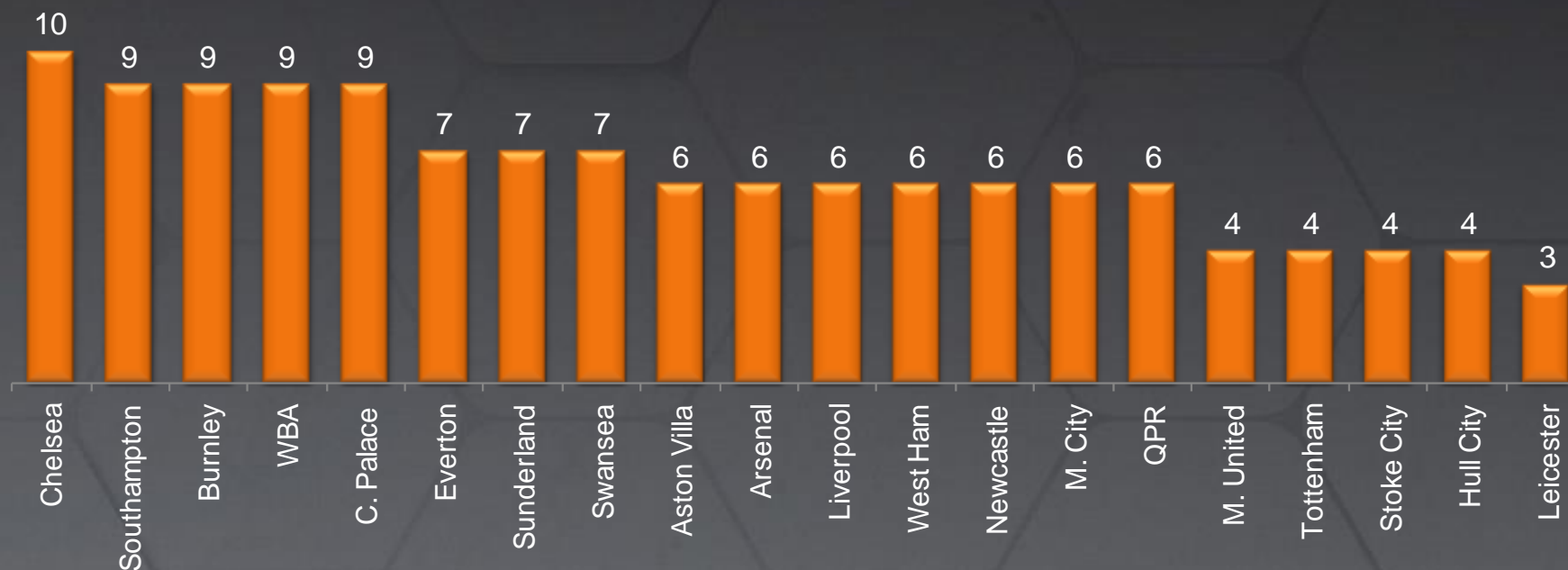


For 2nd year in a row, John Terry is one of the 8 field players that played all minutes at Premier League so far. Elmohamady, the only non defender of the top 10

\* % minutes played until match day 22 of Premier League 2014/15

## RANKING TEAMS WITH HIGHEST NUMBER OF FIX PLAYERS\*

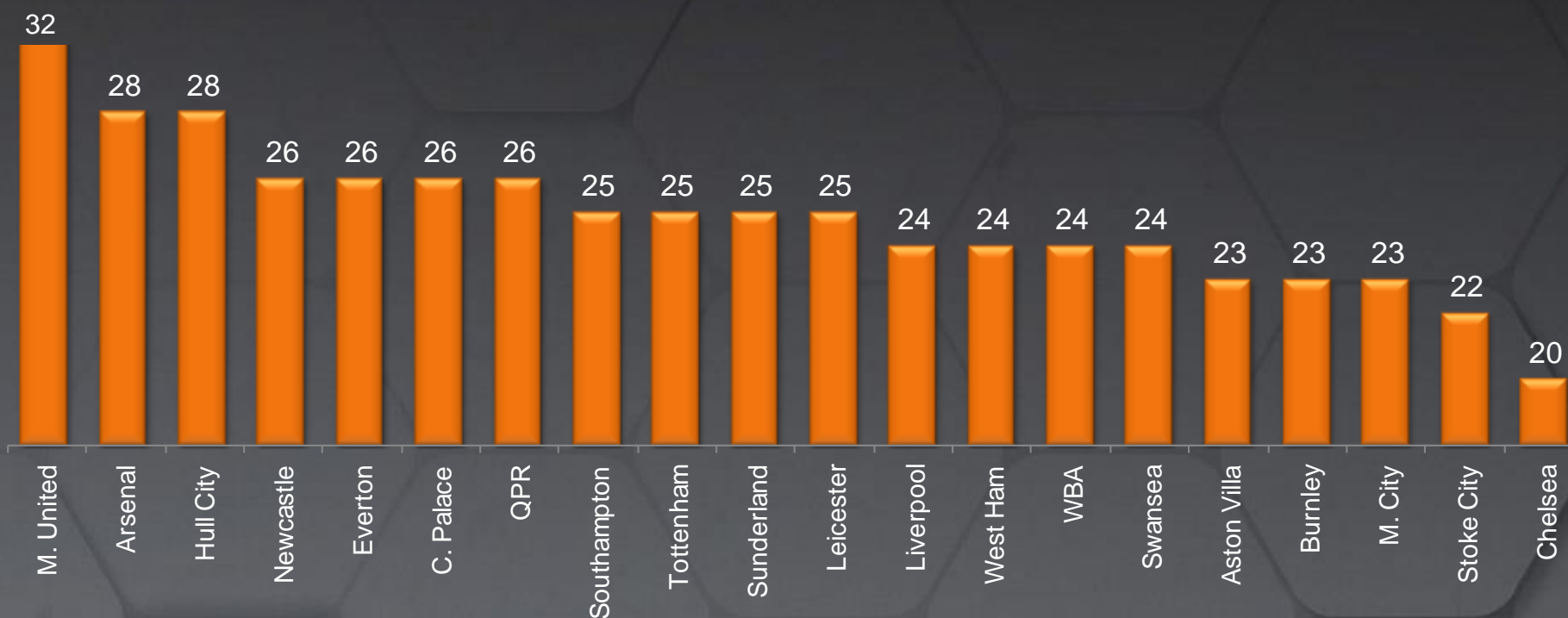
Nº. of key players\*



Chelsea, is the team with the most stable line-up: 10 of its players have participated in more than 70% of the minutes. ManU and Tottenham with only 4 are the top teams with the highest rotation of players

## NUMBER OF PLAYERS\* FIELDDED BY TEAM

Nº. of players\*



M. United is the team that has fielded most different players so far (32). On the other end, Chelsea only fielded 20 different players

\* Players that participated with at least 1 minute until match day 22 of Premier League 2014/15

## PARTICIPATION OF HOME GROWN PLAYERS BY TEAM

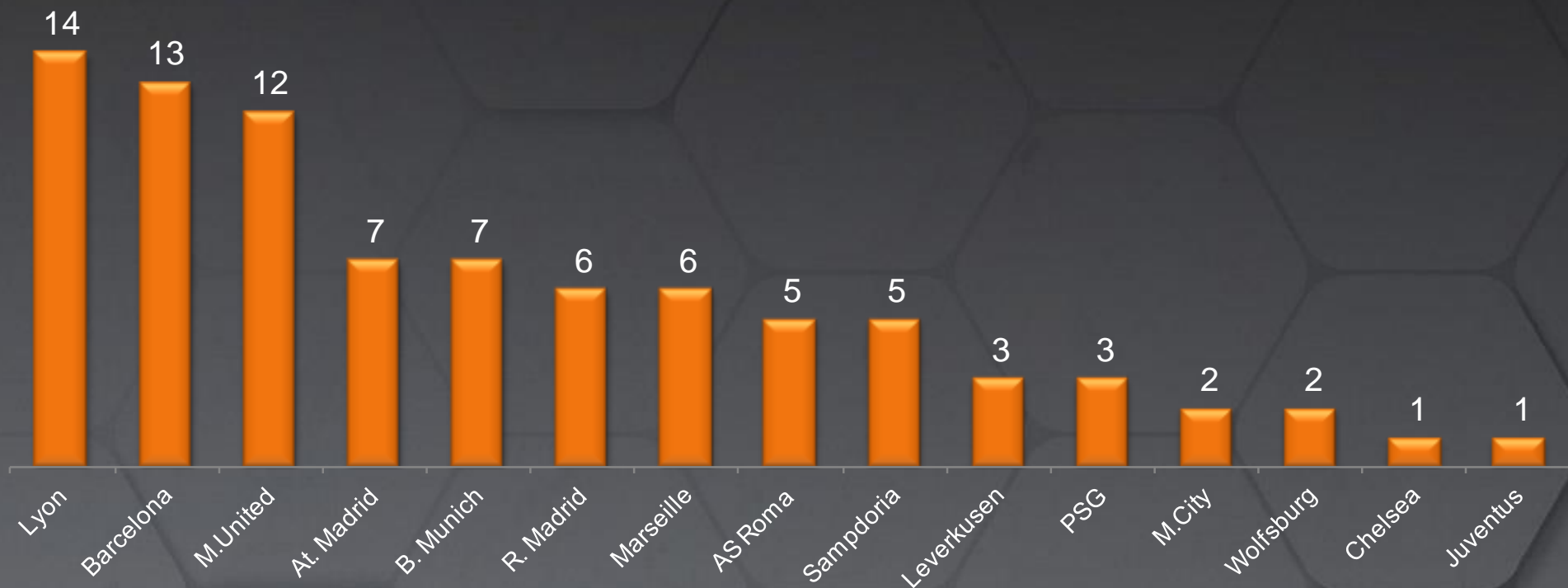
Nº. of players\*



For 2nd year in a row ManU (12) is still the side fielding the largest number of home grown players. On the opposite side, Hull City, Burnley, Stoke and QPR are the Premier League teams not having fielded any home grown player

## PARTICIPATION OF HOME GROWN PLAYERS EUROPE

Nº. of players\*

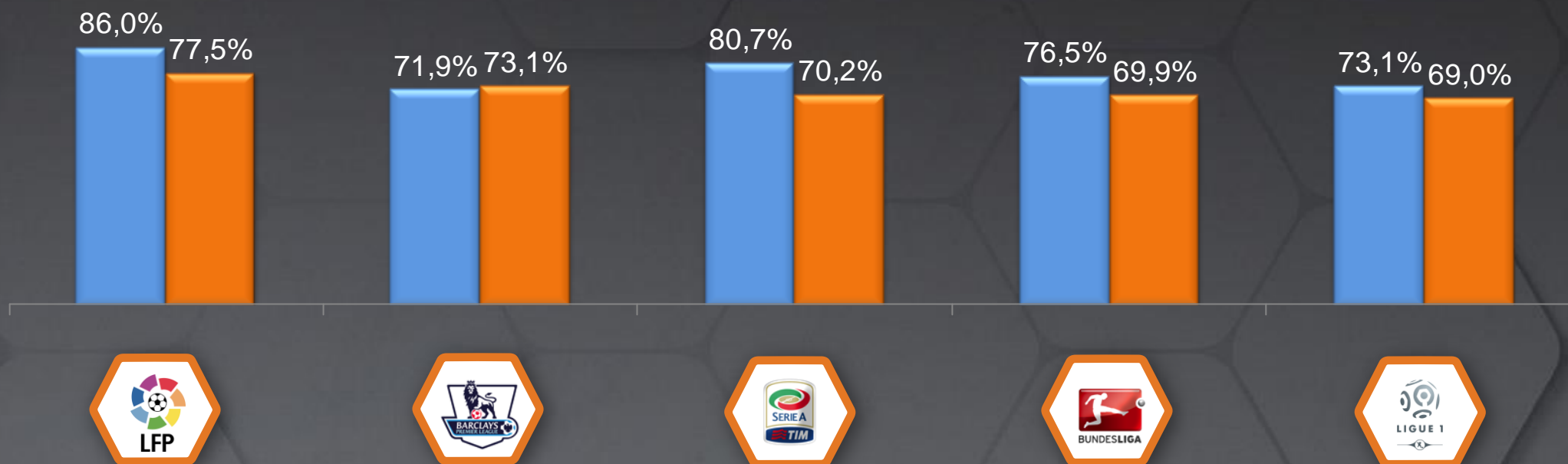


Having used 14 home grown players, O.Lyon finds itself in the first position ahead of FC Barcelona (13), which was on top for the past 5 years. M.United completes the podium with 12. Real Madrid out of the Top 3, going from 8 to 6 home grown players used

## AVERAGE % OF POINTS TOP 3 POSITION TABLE

% of points

2013/14  
2014/15



Ligue 1 is the most competitive league so far during season 2014/15 (top 3 teams have collected 69% of the points in average).  
On the opposite side, La Liga top 3 teams have collected 77% of the points

## AVERAGE GOALS SCORED: TOP 10 IN EUROPE

	Average goals favor		Total						Avge Gf
		Pt	Played	W	D	L	Gf	Ga	
1	Real Madrid 	45	18	15	0	3	62	15	3,44
2	FC Barcelona 	44	19	14	2	3	48	9	2,53
3	B. Munich 	45	17	14	3	0	41	4	2,41
4	Juventus 	46	19	14	4	1	42	9	2,21
5	M.City 	43	19	13	4	2	41	17	2,16
6	Chelsea 	46	19	14	4	1	41	14	2,16
7	O. Lyon 	39	19	12	3	4	40	17	2,11
8	E. Frankfurt 	23	17	6	5	6	34	34	2,00
9	O. Marsella 	41	19	13	2	4	38	17	2,00
10	At.Madrid 	41	19	13	2	4	37	18	1,95

Table after completion of 1st half of each domestic league

## GOAL PROFITABILITY: TOP 10 IN EUROPE

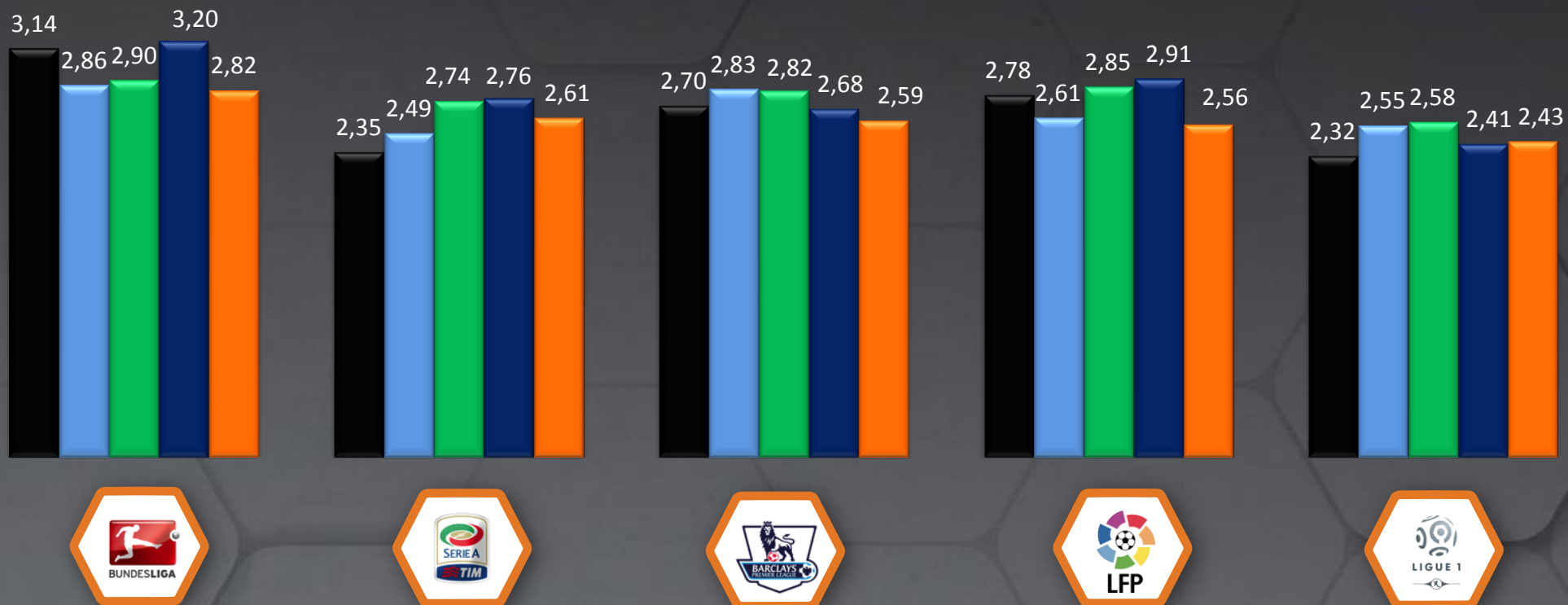
	Goal profitability		Pt	Played	Total					Goal prof
					W	D	L	Gf	Ga	
1	Aston Villa		21	19	5	6	8	11	22	1,91
2	Hamburg		17	17	4	5	8	9	19	1,89
3	Saint-Etienne		36	19	10	6	3	22	12	1,64
4	Nantes		30	19	8	6	5	19	17	1,58
5	Lille		24	19	6	6	7	16	17	1,50
6	Málaga CF		31	19	9	4	6	22	20	1,41
7	AS Monaco		32	19	9	5	5	23	18	1,39
8	Torino		22	19	5	7	7	16	21	1,38
9	Atalanta		20	19	4	8	7	15	24	1,33
10	Stade Rennais		28	19	8	4	7	21	24	1,33

Table after completion of 1st half of each domestic league

## AVERAGE GOALS PER GAME BY LEAGUE

Goals / game

2010/11 2011/12 2012/13 2013/14 2014/15









Average after completion of 1st half of each league

## TOP 10 PLAYERS BY GOAL EFFICACY

Minutes x goal



Goals scored during 1st half of each domestic league

Team	Summer Investment (Mio€)	2013/14		2014/15	
		League position	% points	League position	% points
M. United 	196	6	59,65	3	63,16
Liverpool 	149	5	63,16	8	49,12
Chelsea 	104	3	70,18	1	80,70
Arsenal 	102	1	73,68	5	57,89
Southampton 	73	9	47,37	4	57,89
M.City 	63	2	71,93	2	75,44
Everton 	43	4	64,91	12	36,84
Tottenham 	42	7	59,65	6	54,39
Hull City 	41	10	40,35	17	28,07
QPR 	41	Championship Championship		15	31,58

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## CONCLUSIONS STR 2015- WINTER (1 OF 4)

- ✓ Despite Financial Fair Play restrictions, winter transfers investment in Europe has still grown 34% to 385mio€, highest amount of last 4 years. Considering summer transfer window, total amount was 2,6bio€, up 7% and highest ever
- ✓ Premier League lead once again investment in Europe, more than doubling that of Bundesliga (2nd), yet flat vs previous year. European growth was driven by Bundesliga (74mio€; +224%), Serie A (62mio; +48%) and La Liga (59mio; +491%)
- ✓ Combined season investment by Premier League clubs was the highest ever, in excess of 1bio€ (+35%). La Liga (2<sup>nd</sup>) reached 559mio€, followed by SerieA (364), Bundesliga (348) and at distance Ligue 1 (166)
- ✓ All top European leagues (except France) reached record figures of player sales, as most teams (including top ones) need to sell to afford new signings. As result, Bundesliga takes over from Premier League with the highest net investment (60mio€). La Liga almost matches Premier League net investment (25 vs 30mio€ respectively)
- ✓ 219 players in total were signed at winter transfer window, down 15% vs last year (38% in Italy). Higher number of exits resulted again in less players in the squads

## CONCLUSIONS STR 2015- WINTER (2 OF 4)

- ✓ Winter Transfer Window copes with the needs of the moment with a low success ratio. Only 9 out of the 39 winter signings from season 2013/14 played more than 50% of the minutes on the second half of the competition. And only 13 of them remained in their teams the following season
- ✓ Bundesliga's Wolfsburg tops spending table after paying 32mio€ for Chelsea's Schürrle. The blues are next after reinvesting income on Cuadrado. 5 English teams feature in European top 10
- ✓ 5 high profile teams –ManU, Bayern, FC Barcelona, PSG and Inter did not splash any cash in fees. The catalans were banned by FIFA but are not usual suspects at winter transfer window (only signed players in 2 out of last 10 winter transfer windows). Real Madrid is back with the signings of Lucas Silva and Odegaard
- ✓ Chelsea top players income table for 2<sup>nd</sup> year in a row (47,8mio€ in player sales) and after reaching its record high sales figure in the summer (94mio€). Benfica follows with 42mio€, thanks to sales of Enzo Pérez and Bernardo Silva, accounting for 115mio€ in total at season 14/15
- ✓ Cuadrado signing by Chelsea was the most expensive of the winter (35mio€), followed by Bony (Manchester City) and Schürrle (Wolfsburg), both at 32mio€. All 3 signings join top 10 of most expensive winter signings ever, which is still lead by Torres (59mio€)

## CONCLUSIONS STR 2015- WINTER (3 OF 4)

- ✓ Despite not investing at winter transfer window, Manchester United, FC Barcelona and Liverpool still top season spending after investing in the summer 193, 157 and 149mio€ respectively
- ✓ EPL sides invested 162mio€ at winter transfer window, up 8% vs last year only thanks to British pound value increase. Most investment conducted in the summer (1bio€, highest amount ever). As a result, total investment of the season is up 35% to 1,2bio€, record high in EPL history
- ✓ Only 16 out of 47 players (34%) signed last winter played more than half of the EPL minutes. Fulham and Cardiff signed 7 players each with low participation and going to relegation anyway. And just 14 (30%) continued the following season
- ✓ Chelsea (34,6mio€) and ManCity (32,3) top investment table following signings of Cuadrado and Bony respectively. Both Signings joint historical top 10. 13 teams (vs 5 at La Liga) spent money in transfer fees. Arsenal's Gabriel (15mio€), Southampton's Bertrand (12,8) and Leicester's Kramaric (9) complete top 5 most expensive signings

## CONCLUSIONS STR 2015- WINTER (4 OF 4)

- ✓ Chelsea is the driving force of winter transfer window in the last 6 years, monopolizing both total expenditure (216mio€) and sales (130). This winter it spent 35mio€ and sold for 48mio€. Up to 8 EPL teams cashed-in from players sales. Swansea only reinvested 1/3 of money collected from Bony sale to ManCity

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- ✓ Premier League sides sold players for 132mio€ in winter transfer window, and as a result investment in winter was down to 30mio€ (vs 35 last year)

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- ✓ A total of 135 players were released by Premier League sides in January, of which 87 (64%) were on loan. As an average, each team released 7 players

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- ✓ Crystal Palace was the most active signing team by bringing a total of 7 players, followed by Swansea with 4. In terms of player exists, Chelsea (14), ManU (11) and West Ham (10) conducted massive number of loans. Liverpool and Newcastle were the only sides not signing any new players



## SUMMARY: ON GOING SEASON REVIEW

- ✓ Only 39% of players (57 out of 144) that joined Premier League last summer have played more than half of the minutes. West Ham, Arsenal, Newcastle and Southampton, the sides using more intensively the new signings. On the other end: M.United, Tottenham and Burnley

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- ✓ A.Sánchez and Lukaku have become the most profitable players from top 10 most expensive of last summer. James and D.Costa also among most profitable. On the opposite side, A.Herrera and Shaw. Di María, the most expensive player ever in P.League, has participated in only 50% of the minutes

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- ✓ Fàbregas, A.Sánchez, Lukaku and D.Costa, being the most profitable signings from top 10 most expensive of last summer. M.United signings, among least profitable signings

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- ✓ For 2nd year in a row, John Terry is one of the 8 field players that played all minutes at Premier League so far. Elmohamady, the only non defender of the top 10



## SUMMARY: ON GOING SEASON REVIEW

- ✓ Chelsea, is the team with the most stable line-up: 10 of its players have participated in more than 70% of the minutes. ManU and Tottenham with only 4 are the top teams with the highest rotation of players
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- ✓ M.United is the team that has fielded most different players so far (32). On the other end, Chelsea only fielded 20 different players. For 2<sup>nd</sup> year in a row ManU (12) is still the side fielding the largest number of home grown players. On the opposite side, Hull City, Burnley, Stoke and QPR are the Premier League teams not having fielded any home grown player
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- ✓ Having used 14 home grown players, O.Lyon finds itself in the first position ahead of FC Barcelona (13), which was on top for the past 5 years. M.United completes the podium with 12. Real Madrid out of the Top 3, going from 8 to 6 home grown players used

**VISITOR**



1. Technical sheet
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## LIST OF HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	Evans, Blackett, Rafael, Januzaj, Mcnair, Wilson
	Terry, Aké, Blackman
	Szczesny, Damián Martínez, Gibbs, Wilshere, Gnabry, Coquelin
	Boyata
	Gerrard, Sterling, Flanagan, Lambert
	Twonsed, Bentaleb, Kane, Mason
	Baker, Clark, Grealish, Agbonlahor, Weimann
	Barkley, Osman, Hibbert
	Moore, Schlupp, King
	

## LIST OF HOME GROWN PLAYERS BY TEAM

Club	Home grown players
	-
	Williams, Zaha
	Krul, Taylor, Dummett, Ameobi, Aarons
	Ward-Prowse, Gallagher, Targett, Sinclair
	Cornell
	Tomkins, Noble
	-
	-
	Berahino
	-



## *SOCCEREX TRANSFER REVIEW 2015- WINTER WINDOW*

**1. Tables**

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## PRIME TIME SPORT BUSINESS AREAS

### PLAYER IMAGE RIGHTS

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

### FOOTBALL

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

### STRATEGIC CONSULTANCY

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

### CONTENT & CONFERENCES

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





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