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Exporting Football Talent - Lessons from the English Premier League Model

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Abstract

This study aims to understand how the Premier League works and how the impacts it generates are perceived by the Portuguese to happen within Portuguese Leagues. To do so, two research questions – “How do the economic and social impacts of football compare from England to Portugal?” and “Can Portugal adopt a similar model that substantially enhances their TV Broadcast revenues?” – were developed. Following a qualitative study approach, 313 responses were obtained from an online questionnaire. The results show that Portugal is still far behind England but embracing a similar model will bring a positive economic and social impact, enhancing the way we export talent.

Keywords: Football, England, Portugal, Impact, Economic, Social

1. Introduction

The English Premier League (EPL) is often said to be the greatest football league in the world, characterized by an electrifying stadium environment, intense adrenaline-pumped games, (Pep Guardiola, 2021) and it is well known as a monetary pole. In last year’s summer transfer market, clubs spent over £1.04 billion on 103 permanent signings (Sky Sports, 2021), and that is why they can gather the best players and managers in the world. Usually, we can refer three main factors that distinguish the EPL from the other leagues. In the first place, the English dominance in Europe for the past ten years, being top dogs while contesting for Champions League and Europa League, like in 2019 when they occupied the four final spots in both competitions (The Economist, 2021). Secondly, the number of goals scored in the League, that comes essentially from securing the best strikers in the world such as Cristiano Ronaldo, Mohamed Salah, Harry Kane, Romelu Lukaku (ESPN, 2019). Then, we have assisted to very high levels of the tactical masterclass that are mainly

due to managers like Pep Guardiola, Jurgen Klopp, António Conte, Thomas Tuchel that are considered by France Football as in the Top 50 Managers of All-Time (Forbes, 2021).

If we look at the UEFA's coefficient table (the coefficients are based on the results of the clubs competing within the various European competitions), we can see that in 2021 England ran the show (as we stand, the English have 90.641 and the Spanish are second with 82.570 points). This is very much biased as it takes into consideration only the European competitions. Nevertheless, if we exclusively think from an internal perspective this is also almost true, as what sets this status is the hot competition for the EPL title. Usually, in other European leagues, the run for a championship title is a matter of interest for two or three rival clubs, and we can scope through examples like the Bundesliga where Bayern Munich (the main rival is Borussia Dortmund) are champions since 2013, or the Serie A where Juventus (main rivals are AC Milan and Inter Milan) were champions for nine years in a row (FBref, 2021). In the Premier League, this is not the case as from a starting point we have six major clubs trying to conquer the title (Manchester United, Manchester City, Chelsea, Arsenal, Tottenham Hotspur and Liverpool) and over the last fifteen seasons, they had six different champions (Premier League Explained, 2021).

It is also impossible to talk about modern football whilst not recognizing the fact that it was born in England within the Premier League: that carries history and traditions with it and when players come to play in it, they know that it is different and that is more intense due to that. The style played in this league is characterized by pace and power which brings a lot of energy and adrenaline to the game and makes it possible for a down-table club to win a game against a top table one (FourFourTwo, 2020).

The English games are broadcast live in 188 out of 193 recognized countries in the world. As an example, in the 2018/2019 season there were 262,102 hours of Premier League coverage carried

by 1.03 billion homes for all broadcast types (Premier League News, 2019). The most interesting point of view comes in terms of revenues, as they are distributed collectively by the 20 clubs, instead of just going to the club with higher coverage (Premier League News, 2019). This opens doors for a more competitive league, where clubs have the chance to invest in the transfer market, whether it is in terms of talented payers or staff. Furthermore, even the clubs with lower financial leeway can put in practice good infrastructures that expose more talent, which becomes more attractive for trading. Given this, we believe that looking into this way of working, the Premier League is a potential model to be replicated in Portugal, as to improve Portuguese players and managers' exposure ending up hopefully in their exportation.

Throughout this thesis, we will analyze the EPL model and understand what are indeed the major strategies that are behind its success and its impact, the backend of why they are a good model to follow. Afterward, we will compute a survey to understand the Portuguese perspectives regarding the same impacts but on the “Primeira Liga”, which will be the bridge to compare what measures could be adopted by the “Federação Portuguesa de Futebol”.

2. Literature Review

The following sections propose to present the case of the Premier League, the top English professional league for Association Football, by understanding its model and the different impacts it leads to. We have seen that the English Premier League is known as the best in the world, and if so, we need to understand what their model is, what are the main policies that later generate economic and social impacts, not only in the league but towards the UK. The main goal throughout this section is to gain some inside knowledge that on one hand explains this event and on the other is able to collect information to support our further analysis.

2.1.The EPL Model

The Premier League is the top tier competition of England's pyramid of football, where we see +1500 professional players playing for 20 clubs throughout 38 home and away games, battling to be crowned champions of England (Premier League About, 2021). It occurs from August to May, and at the end of the campaign, the 3 clubs that finish last (*relegation zone*) are relegated to the second tier of English football (Premier League About, 2021).

The league was born in 1992, and a total of 49 clubs have played in it. So far, there have been 7 champions: Manchester United (13), Chelsea (5), Manchester City (4), Arsenal (1), Blackburn Rovers (1), Leicester City (1), and Liverpool (1) (FootballHistory, 2021).

Each one of the 20 clubs works within the rules of football defined by the Premier League, FA, UEFA, and FIFA being also under English and European law (Premier League Rule Book, 2021). Clubs have a chance to propose new rules, and each change or major commercial contract requires the support of at least two-thirds of the votes (14 clubs). All the rules are explicit in the Premier League Rule Book, which is inside the annual handbook, that serves as a contract between both league and member clubs and defines the structure of the whole competition.

2.2. The Economic Impact

Throughout the years the EPL has established a strong international reputation stemming from the high quality of football played. They were able to achieve the highest stadium attendance figures, 96.5% of stadium capacity, and 520,000 season tickets holders (EY Premier League – Economic and Social Impact, 2019). This brings economic benefits in various ways, from the job creation effect to the tourism it might bring to a specific city. For starters, it is important to understand that over the years the Premier League has become a considerable *icon* across the UK. During a regular

season, we see hundreds of thousands of fans travelling from stadium to stadium following their teams adding up with the other millions of fans that watch the games on TV. Taking some data from “EY Premier League – Economic and Social Impact 2019”, the economic impact could be measured through three different areas during the season of 2016/2017. First, in terms of *immediate impact*, £1.7bn is the value spent in the league’s supply chains. 12,400 is the number of employees of clubs and £1.1bn is the total tax contributions from players. Then we have the *visitor economy*. This figure presents some big numbers. On a yearly basis, 686,000 international tourists spend about £555 million. Finally, there is the *income* area: matchday revenues of the league are £614 million, the central broadcast revenues are £2.8bn and the commercial & other revenues represent a total of £1.5bn. This shows an impressive impact, and these days with the increase of the commercial sector (sponsorships, merchandise, retail, apparel & product, and licensing), the broadcasting clubs are becoming brands of their countries and cities. Just to have an in depth look at the big picture, the clubs’ economic impact has risen 800% since 1999 (EY Premier League – Economic and Social Impact, 2019).

Another very hot topic that comes to mind is the shift from local to global in terms of brand recognition, meaning the league’s success at the international level. Since the 2001/2002 season, at least 4 teams have qualified straight to the UEFA Champions League. Every year we have 7 English clubs entering European competitions (EY Premier League – Economic and Social Impact, 2019). Obviously this comes with benefits to broadcasters. In 2016/2017, the EPL alone accounted for £1.1 billion in annual broadcast exports, surpassing the combined revenues of Bundesliga, La Liga, Ligue 1, and Serie A (£0.9 billion), this is not only relevant compared to other leagues but also to other sports, as this broadcast revenue is around 10 times higher than tennis, rugby and cricket combined (British Icon Index II, Populus 2018).

We have assisted to a phenomenon around the world where clubs are bought by extremely rich people or very large funds, but in the last twenty years, this tendency saw an ever bigger reflection in England culminating in the latest acquisition of Newcastle by the PIF (Public Investment Fund of Saudi Arabia) which has a net worth estimated in £320bn, almost 14 times more than the second richest in the British country, Sheikh Mansour, the Manchester City owner (Sky Sports, 2021). These takeovers allow clubs to be financially capable of inside transformations, but especially of attacking the transfers market, which furthermore will allow the clubs to have better teams, become more competitive and a desirable team to watch and follow. We have seen this happening with Chelsea (since Roman Abramovich bought the club in 2003 for £140m and made continuous investments in the squad, that made them achieve great success), Manchester City (since Sheikh Mansour completed a takeover in 2008 bringing with him lots of investment and money that translated into success, as they have won five Premier League titles ever since), Wolverhampton (since Guo Guangchang bought the club in 2016, the team has seen a serious improvement and investment, which made them win promotion to the Premier League in the 2017/2018 season), Leicester City (acquired by the Srivaddhanaprabha family in 2010 and making an incredible campaign since then, going from the third division to the first and then crowned champions in the 2015/2016 season) and many other clubs (Sky News, 2021).

The Premier League Productions, which consists of a partnership between the league and IMG, a major English company founded in 1960 that distributes the matching content to the Premier League's 120 international broadcasts, offers them a high-quality service, using the match footage provided by Sky Sports, BT Sport and BBC (IMG Story, 2021). This kind of service allows the EPL to gain visibility around the globe and increases their overseas broadcast rights earnings, also making a positive contribution to production earnings within the sports market.

2.3 The Social Impact

For the season 2020/2021 there are 63 nationalities on the pitch (FBref, EPL 2021), embracing an even more inclusive and diversified culture in the world of football. Everyone should be able to access football and every day we assist to a growing demand and initiatives promoting it. Take the example of social media. How the fact that a person through his phone can see and keep track of his/her favorite players and clubs influences what we have seen in people around the world replicating goals and imitating player's celebrations because football touches people. In 2018, the Premier League clubs obtained 52 million more fans in social media, where Manchester United was and is still the most followed club on Facebook (74M) and Instagram (51M), with the most felt reactions and most engaged fans around the world (Newton Insight, 2019). This goes to show the deep power of social media in terms of getting people together and reaching millions.

We could think about sponsors as a monetary wallet that clubs have, however, there is another part of powerful brands that encompasses the support and development of communities. Taking Nike as an example, besides being kit manufacturers for 5 clubs in the EPL and having one of the oldest partnerships with the league as ball sponsors (Premier League Season Review, 2021) there is a less known partnership where Nike provides kit and equipment for the youth league development, a scheme running since 2011 where schools need to be registered with PL Primary Stars, and that through the years has engaged and inspired both boys and girls (high-quality equipment makes a lot of difference) to learn, be active and develop important life skills (Premier League News, 2021).

Lastly, there is a point generated by the powerful impact that players have within communities, which is the reduction of racist insults, attacks, and criminality. For example, Mo Salah, an Egyptian Liverpool player has taken part in an important event. Since the 9/11 attacks in 2001, the UK anti-Muslim racism has increased, however a Stanford study to more than 8000 Liverpool fans

showed that the reason for the reduction of this racism in the Merseyside was because Salah was familiarizing his fans with Islam. His image as a friend and a fantastic footballer was breaking down stereotypes of “threatening Muslims” (World Economic Forum, 2019). Thus, this opens potential doors for building social cohesion and anti-racist societies.

Summing up, we’ve seen that the continuous growth of TV broadcasts, the emergence of new sponsors and club owners, the power of social media, the importance of players within communities, and the money football generates are extremely important for the expansion of both clubs and EPL. Past years have allowed them to build a model that translates in being among the bests in world football. It is imperative to understand why such a good model is not being adopted by other leagues, mainly the Portuguese one. To do so, we will analyze the beliefs of the Portuguese people regarding these same impacts. Based in this, two research questions were developed:

RQ1: How do the economic and social impacts of football compare from England to Portugal?

RQ2: Can Portugal adopt a similar model that substantially enhances its TV Broadcast revenues?

3. Methodology

First, it is important to understand the choice of methodology. A case study is a detailed investigation of one or more groups within organizations that intend to provide an analysis of the context and processes involved in the phenomenon under study. This choice of methodology is useful as it responds to “how?” and “why?” questions about a contemporary set of events. The initial stage of a case study is to align the design decisions (Tellis, 1997). This is going to be a single case, as there is a desire for an in-depth perspective of the economic model of this league and what makes it the most valuable (€8.99bn) league in the world (Transfer Market, 2021),

carrying an embedded design (i.e., within this case pay some attention to few sub-units). This is what was followed to organize the information and body of knowledge regarding the EPL. But this workstream of our Field Lab was also concerned with the extent to which the Portuguese viewed the Primeira Liga in terms of the impacts that English associate with the EPL. Therefore, a positivist approach (as the items were already defined in the literature) was raised to measure this through an online survey. A survey is a research method used for collecting data from a predefined group of correspondents as to gain information and insights into various topics of interest, in this specific case it was done online to reach more correspondents as it is less time consuming and easier for further analysis.

The survey was built using Qualtrics so that the quantitative data could be analyzed with statistical significance and we were able to answer the research questions. The target profile was Portuguese people that have the basic knowledge about football, people that just watch football live, as well as those who understand what the main sponsors are or how the TV broadcast revenues model works. The questionnaire was shared through social media (LinkedIn, Facebook, Instagram, and WhatsApp) generating a snowball sampling effect.

4. Analysis and Discussion

4.1 Quantitative Findings

The first part of the questionnaire was built to understand the audience. After that, the goal was to focus on three major topics: TV Broadcast, Club Supporting, and lastly the Social and Economic Impacts (full questionnaire can be found in appendix 4). The questionnaire obtained 313 valid answers. Regarding the sample, 69.67% were male which is aligned with previous research, 53.99% were aged between 20 and 25 years old, 38.34% had a master's degree and 37.06% had a

bachelor's degree, coming in line with the fact that correspondents aged between 20-25 have a higher education.

4.1.1 Social and Economic Impact

There are a lot of economic impacts that result from football, when given a list of some of the most important ones (full list in appendix 4), the Portuguese strongly agreed that *TV Broadcast* (Mean: 4.05; StDev: 1.00), *Increase of Commercial Sector (Sponsors, Retail, Merchandise)* (Mean: 3.58; StDev: 1.09) and *Brand Recognition* (Mean: 3.73; StDev: 1.13) stood out. Even the ones that are not directly impacted, as *Tax Contribution* (Mean: 2.68; StDev: 1.40), that happens as players pay taxes in the country they are playing, contribute somehow to the economy, and the Portuguese agree with that. As said before, clubs being bought by millionaires or funds is something happening a lot in England, yet not in Portugal. Nevertheless, 51.94% agree that clubs should be offered this possibility, 76.24% of those agree that this should be implemented in Portugal and 90.27% agree that this would bring benefits and advantages for the Portuguese clubs when engaging in the transfer market.

To grasp an idea, the average stadium attendance in the major five leagues in the pre-covid season (2018/2019) was the following: Bundesliga – 43,453; EPL - 38,181; La Liga – 27,119; Serie A – 24,706; Ligue 1 – 22,548 (FBref, 2021), while in the Portuguese main league the average attendance in that same season was 11,692 (FBref, 2021). There is indeed a huge discrepancy between these leagues, mainly because the smaller clubs in Portugal don't have the necessary infrastructures to accommodate stadium capacity and there aren't enough funds and financial support. When asked of the average percentage of attendance in Portugal, 45.34% responded it was between 25-50%, which is below the average, 54.4% (appendix 3), but it is a fact that the stadiums at small clubs are not remotely close to being full. To understand what would make

people go more to stadiums, the survey had a section with a variety of options (full list on appendix 4). Here, 35.57% would go more if there were *Accessible and lower prices*, 24.83% believes that *Games at earlier hours during weekends* would increase the attendance, however *Not transmitting the games at the weekends* (a measure like the 3 pm breakout in England) wouldn't make people rush to stadiums. These measures are applicable if clubs are financially capable of building infrastructures adjusted to their needs, paying staff, improving their squads, or even having accessible game ticket prices (since this is one of the biggest revenues). We know that when we think in Portuguese people, they tend to support only big clubs like Sporting, Benfica, and Porto. Even considering that some of them watch other games within the league, this is not enough to support our local clubs as 74% said that they don't go to the stadium supporting their local club independently of supporting one of the three big ones.

On a more social aspect, people agree that: *There is a higher social and cultural diversification in Portuguese football* (Mean: 3.02, StDev: 1.22), *Sponsors supporting the Portuguese leagues should be connected to the communities through events and activities* (Mean: 3.42, StDev: 1.23), and *The football community should be doing more to fight the racism in Portugal* (Mean: 3.21, StDev: 1.67). People also strongly agree on: *Social media allows people to follow closely their clubs* (Mean: 4.02, StDev: 1.02), and *Sponsor initiatives should encourage children to do more sports* (Mean: 4.19, StDev: 1.06). There are mixed feelings relatively to: *Portugal is doing a good job in the social media* (Mean: 2.54; StDev: 1.21), *Clubs would have higher numbers of attendance if they had better social media* (Mean: 2.61, StDev: 1.35), *There should only be league sponsors that support communities* (Mean: 2.53, StDev: 1.55), *In Portugal, I believe there is racism* (Mean: 2.32, StDev: 1.66). All in all, the Portuguese feel that the social impact generated by Portuguese

football is not bad, but there is a lot to work on, mainly with themes related to racism, supporting local communities and social and cultural diversification.

There were some social impacts related to sponsors and, indeed, they should play a bigger role within the Portuguese communities (we've seen the case of Nike in England). It felt important to grab the big picture and understand how many sponsors of the Portuguese main league were known and accompanied by their main activities towards local communities. People believed that the main sponsors for the Primeira Liga were: Bwin, Sagres, and Nike. This only happens as Sagres is the main sponsor of the Portuguese National Team and we see their commercials and campaigns during Europeans and World Cups. Nike is the main sponsor of big clubs, not the league itself and Bwin is part of the new name of Primeira Liga, though the true sponsors are: Bwin (32.86%), Vito (2.54%), Burger King (2.96%), Euro Bic (8.32%) and Select (5.78%). The problem is that we don't see any support to communities by these brands as 92.91% of the survey participants agree.

4.1.2 TV Broadcast

Of all the participants, 58.97% confirm having access to a Portuguese TV Broadcaster, either Sport TV, Eleven Sports, or Benfica TV, and 49.68% said they watch every week Primeira Liga games, but in contrast, 32.47% claimed to watch once a month. However, 56.91% only watch the games from the team they support (46.95% support Sporting, 41.80% Benfica, 8.04% Porto, 3.22% either support another club or none) and the ones that watch other games do it mainly due to interest in following other clubs (63.16%) not because of the quality of the league itself (only 18.05% feel this is the main reason to see other matches). Also, when asked if they watched any other league, 33.21% said that they watched the English Premier League, surpassing the 25.24% that said they didn't watch any other league. On one hand, this backs up the idea that Portuguese people with access to TV Broadcast tend to watch only the top tier clubs in Portugal (Sporting, Benfica, and

Porto), and on the other hand that they use these channels to watch the EPL as much as the Primeira Liga.

Regarding this topic, it was interesting to comprehend if the Portuguese people had any idea about the model used to share the revenues of TV Broadcasts. 58.52% believed that each club needs to negotiate their rights (the correct one), 41.48% believed it was centralized (like the one in the EPL). From the ones considering the centralized model option, 89.66% believe clubs would be able to improve their infrastructures and squads if the revenues were distributed equally and 72.83% felt that this model brings greater equality to the Portuguese leagues. Of those that opted for the first model (each club negotiates their rights) only 14% agree with it, while 61% don't agree with this model, and 25% were indifferent to this. Nevertheless, 55.56% did not show a preference for any other model.

4.2 Research Questions

RQ1: In terms of economic impacts, the major difference is regarding the fact that in England, people support their local clubs and that changes the paradigm, as all clubs can generate much needed game revenues that cover the stadium expenses and staff paychecks. This will bring out even more economic effects be it to club or country, such as Tourism, Job Creation or money spent in Football Supply Chains. On the social impact side, once more, we see that Portugal is not doing enough, the sponsors need to do more for communities, clubs should increase their presence in the social media (like the English clubs do, which motivates people to follow their clubs and support local communities). Following this, club's big star players should take higher stakes onto inclusion and diversification (as the example of the Liverpool player that contributed to the reduction of the Muslim racism in the Merseyside). Portugal is still far behind the EPL, but efforts can be undertaken to improve and be part of the top five leagues in the world

RQ2: As we've seen from the previous analysis the Portuguese recognize that the model used for the TV Broadcast revenues in Portugal does not potentiate the league or clubs. However, they don't show preference for any model. Nevertheless, adopting a similar model like the one in the EPL, where there is a share (ideally not less than 25%) of the TV Broadcast revenues that is split equally among all participants of the league, will see clubs having new revenue coming in. On the same topic, there is space for a more innovative organization, such as *The Premier League Productions* where you can get access to games footage (from Sport TV or Eleven Sports), they can sell the streaming around the world, and maybe one day Portugal will be able to achieve the incredible dimension of England that broadcasts for 188 out of 193 countries and thereby enables clubs and players to achieve higher visibility and somehow get involved in this vision for a shared model.

5. Conclusions and Recommendations

Overall, the outcomes of this case study show us that football organizations and impacts vary a lot from league to league. Depending on the leagues' structure and models, those impacts can be exponential or not and can generate a snowball effect for other countries. To sum up, the Portuguese recognize the power of football towards the clubs and country in economic and social terms, but how it was mentioned before, they also showed us that Portuguese football is still not on the same level (clubs don't have the same financial capabilities and recognition worldwide). The fact that the correspondents agreed that the impacts showed along the survey were generated by football and knowing they were based on the EPL model just reinforces the idea that adopting a similar model to the English one will lead Portugal to levels of competitiveness never seen before.

Regarding recommendations, measures like lower prices, events or activities during matches, and better refereeing will increase the level of stadium attendance, which will by itself allow clubs to generate higher revenues and pay their costs. Towards a more social and culturally diversified country, efforts like being more present in social media or engage sponsors in activities with local communities as well as using big star players to appeal for less racism should be done. In order to have a lower gap between “The Big 3” and other clubs people need to support their local clubs, having a measure such as allowing funds and millionaires to buy smaller clubs as logical leverage for this reduction. Portuguese football needs to start with these little steps to achieve more equal conditions between the clubs leading finally to a more competitive and attractive league. Lastly, on the theme of TV Broadcast, resides the best route for Portugal to improve its visibility and consequently become better at exporting talent. The model that is running in Portugal (each club negotiating their rights) is very unfair, as smaller clubs with lower financial capacity and small number of supporters, can’t show any bargaining power when it comes to negotiating the TV Broadcast rights. The Portuguese are receptive to improvements and for Portugal to increase its visibility and export more talent, some changes need to happen inside out. Improvements in the way TV Broadcast revenues are shared, or even in the way we stream our games around the world is an initial step but the sponsors also need to play a crucial role in communities and society. In the meanwhile, clubs should use their social media also as a weapon for brand recognition. If we want to be seen as a top league, we need to act as one.

Concerning limitations, interviews with supporters of some clubs, both small and big, could have helped in better understanding the reasons behind their choices regarding the survey. So further research should go through qualitative studies at a large scale.

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7. Appendices

Appendix 1: The Economic Effects generated by the EPL

01. Immediate Impact

- ✓ **£1.7 bn** spent in League Supply Chains
- ✓ **12,400** employees at the clubs
- ✓ **£1.1 bn** on players tax contributions



02. Income

- ✓ **£1.5bn** in commercial & other revenues
- ✓ **£614m** on Premier League matchday revenues
- ✓ **£2.8bn** central broadcast revenue

03. Visitor Economy

- ✓ **686,000** international visitor trips
- ✓ **£555m** annual visitor spending
- ✓ **811,000** domestic (away fans) visitor journeys

Appendix 2: Last decade, comparison between top 5 leagues

		1st place	5th place	Last place	Diference 1st-5th	Difference 1st - last	Scored	Nº games	nº teams	Goals p/ game	Avg. Attendance
2020/2021	English Premier League	86	66	23	20	63	1024	38	20	1.35	Covid-19
	La Liga	86	62	30	24	56	953	38	20	1.25	Covid-19
	Bundesliga	78	60	16	18	62	928	34	18	1.52	Covid-19
	Serie A	91	77	20	14	71	1163	38	20	1.53	Covid-19
	Ligue 1	83	60	21	23	62	1049	38	20	1.38	Covid-19
2019/2020	English Premier League	99	70	21	29	78	1034	38	20	1.36	29,796
	La Liga	87	60	25	27	62	942	38	20	1.24	20,695
	Bundesliga	100	63	20	37	80	982	34	18	1.60	29,783
	Serie A	83	70	20	13	63	1154	38	20	1.52	17,708
	Ligue 1	68	41	13	27	55	704	28	20	1.26	22,506
2018/2019	English Premier League	98	70	16	28	82	1072	38	20	1.41	38,181
	La Liga	87	59	32	28	55	983	38	20	1.29	27,119
	Bundesliga	78	55	19	23	59	973	34	18	1.59	43,453
	Serie A	90	68	17	22	73	1019	38	20	1.34	24,930
	Ligue 1	91	61	27	30	64	972	38	20	1.28	22,807
2017/2018	English Premier League	100	70	31	30	69	1018	38	20	1.34	38,310
	La Liga	93	61	20	32	73	1024	38	20	1.35	27,180
	Bundesliga	84	55	22	29	62	855	34	18	1.40	44,511
	Serie A	95	72	21	23	74	1017	38	20	1.34	24,706
	Ligue 1	93	58	26	35	67	1033	38	20	1.36	22,548
2016/2017	English Premier League	93	75	24	18	69	1064	38	20	1.40	35,809
	La Liga	93	67	20	26	73	1118	38	20	1.47	28,257
	Bundesliga	82	49	25	33	57	877	34	18	1.43	41,512
	Serie A	91	70	18	21	73	1123	38	20	1.48	22,047
	Ligue 1	95	62	34	33	61	991	38	20	1.30	20,963
2015/2016	English Premier League	81	66	17	15	64	1026	38	20	1.35	36,461
	La Liga	91	62	32	29	59	1043	38	20	1.37	28,568
	Bundesliga	88	52	25	36	63	866	34	18	1.42	42,608
	Serie A	91	64	28	27	63	979	38	20	1.29	22,162
	Ligue 1	96	60	18	36	78	960	38	20	1.26	20,896
2014/2015	English Premier League	87	64	30	23	57	975	38	20	1.28	36,129
	La Liga	94	76	20	18	74	1009	38	20	1.33	27,683
	Bundesliga	79	49	31	30	48	843	34	18	1.38	43,526
	Serie A	87	63	19	24	68	1024	38	20	1.35	22,057
	Ligue 1	83	69	29	14	54	947	38	20	1.25	22,251
2013/2014	English Premier League	86	72	30	14	56	1052	38	20	1.38	36,670
	La Liga	90	63	25	27	65	1045	38	20	1.38	26,955
	Bundesliga	90	60	25	30	65	967	34	18	1.58	44,743
	Serie A	102	60	25	42	77	1035	38	20	1.36	23,310
	Ligue 1	89	61	23	28	66	931	38	20	1.23	20,953
2012/2013	English Premier League	89	72	25	17	64	1063	38	20	1.40	35,921
	La Liga	100	65	34	35	66	1091	38	20	1.44	27,352
	Bundesliga	91	51	21	40	70	898	34	18	1.47	42,614
	Serie A	87	66	22	21	65	1003	38	20	1.32	23,195
	Ligue 1	83	63	29	20	54	967	38	20	1.27	18,142
2011/2012	English Premier League	89	65	25	24	64	1066	38	20	1.40	34,604
	La Liga	100	56	27	44	73	1050	38	20	1.38	30,272
	Bundesliga	81	54	23	27	58	875	34	18	1.43	45,116
	Serie A	84	61	22	23	62	972	38	20	1.28	22,493
	Ligue 1	82	61	34	21	48	956	38	20	1.26	18,874

Appendix 3: Stadium Attendance in Portugal season 2018/2019

Clube	#Games at home	Average attendance per game	Average attendance
SL Benfica	17	53,824	83.89%
Fc Porto	17	41,626	83.20%
Sporting CP	17	33,691	66.73%
Vitória SC	17	18,249	60.82%
SC Braga	17	12,035	39.74%
Boavista FC	17	8,155	29.80%
Marítimo M.	17	6,622	62.68%
Vi'toia FC	17	4,784	30.43%
GD Chaves	17	4,550	54.17%
Santa Clara	17	4,010	41.94%
Rio Ave Fc	17	3,630	40.53%
Portimonense	17	3,313	56.43%
CD Feirense	17	3,049	55.96%
Belenenses SAD	17	2,889	96.00%
CD Tondela	17	2,702	54.04%
CD Nacional	17	2,595	46.46%
CD Aves	17	2,454	39.41%
Moreirense Fc	17	2,275	36.97%
Average	17	11,692	54.40%

Appendix 4: Questionnaire

Case study Premier League

Start of Block: Default Question Block

Q1 Caro participante,

O meu nome é Salvador Abecasis de Carvalho e agradeço, desde já a sua participação neste projeto de pesquisa. No âmbito da minha tese de Mestrado *Exporting Football Talent - The Case of Portugal* desenvolvi o seguinte questionário que pretende analisar o impacto do futebol em certos fatores na perspetiva dos portugueses. O questionário tem um tempo previsto de 5 a 10 minutos e todas as respostas serão registadas de forma anónima. Mais uma vez, obrigado pelo seu tempo e disponibilidade!

End of Block: Default Question Block

Start of Block: Informação Pessoal

Q4 Género

☐ Masculino (1)

☐ Feminino (2)

Q5 Idade

▼ 15-20 (1) ... >65 (11)

Q6 Nível de Educação

▼ Ensino Secundário (1) ... Outro (5)

End of Block: Informação Pessoal

Start of Block: Case Study - Premier League

Q7 Tem acesso a algum canal desportivo como, por exemplo, Sport TV/Eleven Sports/Benfica TV?

☐ Sim (1)

☐ Não (2)

Q8 Qual o clube que apoia na Primeira Liga?

- ☐ Sporting (1)
 - ☐ Benfica (2)
 - ☐ Porto (3)
 - ☐ Outro (4)
-

Q10 Se escolheu a opção **Outro** por favor indique o mesmo

Q11 Apoia o seu clube local? (mesmo não sendo da Primeira Liga)

- ☐ Sim (1)
 - ☐ Não (2)
-

Q12 Com que regularidade vê jogos da Primeira Liga?

- ☐ Todas as semanas (1)
- ☐ Cada 2 semanas (2)
- ☐ Cada 3 semanas (3)
- ☐ 1 vez por mês (4)

Q13 Vê outras ligas de futebol? Quais?

☐

Não (1)

☐

Premier League (2)

☐

La Liga (3)

☐

Serie A (4)

☐

Ligue 1 (5)

☐

Bundesliga (6)

Q14 Para além dos jogos da sua equipa, vê outros jogos da Primeira Liga?

☐

Sim (1)

☐

Não (2)

Q15 Caso tenha respondido que **Sim** na resposta anterior, qual a razão para o fazer?

- ☐ Qualidade da liga (1)
- ☐ Interesse noutros clubes (2)
- ☐ Seguir potenciais jogadores (3)
- ☐ Apenas para apoiar outros clubes (4)

End of Block: Case Study - Premier League

Start of Block: Emissões Televisivas

Q16 Dos seguintes modelos, qual acredita ser o usado em Portugal para a repartição dos lucros, relativos às emissões dos jogos?

- ☐ Centralizado (1)
- ☐ Cada clube negocia os seus direitos (2)

Q17 Um modelo centralizado é um modelo que se divide de acordo com a seguinte conjuntura:

- 50% distribuído igualmente
- 25% dependente do número de jogos transmitidos
- 25% dependente do lugar classificativo

Q18 Se escolheu a opção **Centralizado** responda as duas questões seguintes

Q19 Acredita que os clubes seriam capazes de melhorar as suas infraestruturas e plantéis, se as receitas televisivas fossem distribuídas igualitariamente?

☐ Sim (1)

☐ Não (2)

Q20 Acredita que este modelo proporciona uma maior igualdade no futebol?

☐ Sim (1)

☐ Não (2)

Q21 Se escolheu a opção **Cada clube negocia os seus direitos** responda às duas questões seguintes

Q22 Numa escala de 0-10 quanto concorda com este modelo?

- ☐ 0 (0)
- ☐ 1 (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)
- ☐ 6 (6)
- ☐ 7 (7)
- ☐ 8 (8)
- ☐ 9 (9)
- ☐ 10 (10)

Q23 Teria preferência por outro modelo?

- ☐ Sim (1)
- ☐ Não (2)

End of Block: Emissões Televisivas

Start of Block: Apoio aos clubesEstádio

Q24 Num ano não pandémico, quantos jogos vai ao estádio?

Q25 Na sua perspetiva, qual é a percentagem média de espectadores num jogo da Primeira Liga?

- ☐ 0%-25% (1)
- ☐ 25%-50% (2)
- ☐ 50%-75% (3)
- ☐ 75%-100% (4)

Q26 Das opções seguintes escolha as que o fariam ir mais ao estádio:

- ☐ Jogos a horas mais cedo (aos fins de semana) (1)
- ☐ Eventos familiares antes e depois dos jogos (2)
- ☐ Melhor arbitragem (3)
- ☐ Preços mais baixos (4)
- ☐ Comidas e bebidas mais baratas dentro dos estádios (5)
- ☐ Prémios nos intervalos dos jogos (6)
- ☐ Entretenimento durante os intervalos (7)

Q27 A não transmissão dos jogos durante o fim de semana iria aumentar as idas ao estádio?

☐ Sim (1)

☐ Não (2)

Q28 De 0 a 10, avalie a seguinte afirmação: "Eu vou ao estádio apoiar o clube local, mesmo que apoie um dos três grandes"

☐ 0 (0)

☐ 1 (1)

☐ 2 (2)

☐ 3 (3)

☐ 4 (4)

☐ 5 (5)

☐ 6 (6)

☐ 7 (7)

☐ 8 (8)

☐ 9 (9)

☐ 10 (10)

End of Block: Apoio aos clubesEstádio

Start of Block: Impactos: Economico e Social

Q29 Dos seguintes impactos económicos indique numa escala de 0 a 5 (0 = discordo totalmente e 5 = concordo totalmente) quais resultam do futebol:

	0	1	2	3	4	5
Criação de Emprego ()						
Turismo ()						
Contribuição de Impostos ()						
Dinheiro gasto nas várias cadeias do futebol ()						
Reconhecimento de Marcas ()						
Emissões Televisivas ()						
Aumento do sector comercial (patrocinadores, retalho, mercadoria) ()						

Q30 Concorda que os clubes possam ser comprados por fundos ou milionários?

☐ Sim (1)

☐ Não (2)

Q31 Se **Sim** responda às próximas duas questões:

Q32 As ligas portuguesas deviam seguir esta medida?

☐ Sim (1)

☐ Não (2)

Q34 Acredita que esta medida aumentava as hipóteses dos clubes portugueses serem mais bem sucedidos no mercado de transferências?

☐ Sim (1)

☐ Não (2)

Q35 Numa escala de 0 a 5 (0 = discordo totalmente e 5 = concordo totalmente) quanto concorda com as seguintes afirmações:

0 1 2 3 4 5

Existe uma maior diversificação social e cultural no futebol português ()	
As redes sociais permitem às pessoas seguir de perto os seus clubes ()	
A Primeira Liga faz um trabalho particularmente bom nas redes sociais ()	
Os clubes teriam um maior número de adeptos a ir ao estádio se estivessem mais empenhados nas redes sociais ()	
Os patrocinadores que apoiam a Primeira Liga deviam estar ligados às comunidades através de eventos e actividades ()	
Essas mesmas iniciativas deviam inspirar crianças a fazer desporto ()	
Só deve haver patrocinadores se estes tiverem um impacto social nas comunidades ()	
A Primeira Liga apoia e promove várias academias e clubes de menor rendimento ()	
Em Portugal acredito que existe racismo no futebol ()	
A comunidade do futebol deveria fazer mais para combater o racismo em Portugal ()	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q36 Das seguintes marcas quais são os principais patrocinadores da Primeira Liga?

- ☐ Bwin (1)
 - ☐ Vito (2)
 - ☐ Sagres (3)
 - ☐ Santander Totta (4)
 - ☐ Burguer King (5)
 - ☐ EuroBic (6)
 - ☐ Nike (7)
 - ☐ Select (8)
-

Q37 Dos patrocinadores seleccionados, já alguma vez viu algum envolvimento dos mesmos com as comunidades locais?

- ☐ Sim (1)
 - ☐ Não (2)
-

Q38 Se respondeu **Sim** à pergunta anterior, quais?

End of Block: Impactos: Economico e Social