

**Journalism Special Investigation:**

**No place like home: An investigation into the effectiveness of new football stadiums**

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### **Abstract**

In the last decade, there have been many major football teams that have moved stadium in search of success in terms of league success, trophies, and finding an identity. While these reasons are largely accepted for clubs parting with millions of pounds, there has been little research or even discourse into whether these moves turned out to be successful.

The special investigation features look at the intangible aspects of these stadium moves and whether fans can ever feel at home again after moving. Supporters, journalists and citizens surrounding the stadiums have all given their thoughts. The features cover the stadium moves of Tottenham Hotspur as an example of a team about to move to their permanent new home, West Ham United as an example of a club that has moved amid animosity, and FC Bayern München as an example of a club who have moved and thrived.

The essay section looks at whether Premier League and major European teams that have moved stadium have benefitted in terms of league positions, physical success and financial gain. The essay attempts to prove a correlation between these definitions of success and moving ground to achieve these feats. Outside factors, such as outside investment, have been highlighted and have been taken into account.

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### **Feature one: Tottenham, Wembley, and the green grass of home**

Wynne Evans is hardly a household name. If you were to ask 100 people what he was famous for, you'd struggle to reach double figures of those who knew. You may not know it but he's infiltrated the homes of nearly every single Briton since 2009.

You see, Wynne Evans is a Welsh tenor, but his most famous role allows him to go under a different name – Gio Compario, the Go Compare advert man.

To attribute this as Evans's only claim to fame would be doing him an injustice, though. Having performed his country's national anthem at over 30 international rugby matches, he fulfilled what was surely a lifelong dream in May 2017. Evans performed a heartfelt rendition of Glory Glory Tottenham Hotspur following their final match at White Hart Lane, as his boyhood club said goodbye to their home stadium of 118 years.

Spurs beat Manchester United 2-1, with goals from Victor Wanyama and club poster-boy Harry Kane ensuring the ground got the perfect send-off, ready to be bulldozed the next day. Home fans invaded the pitch at full-time, knowing it would be the last time they could ever grace the turf for themselves. They eventually made their way back to their seats, ready for the ceremony to follow.

ESPN FC's Dan Kilpatrick was present for the farewell, branded by the club as 'The Lane, The Finale', and he says the match played a small part in a day all about Spurs.

“A couple of journalists went out to feel the atmosphere for colour pieces and people were dancing in the streets, it felt like a party, and I said ‘it’s slightly odd that people are here in Manchester United shirts’ and I completely forgot there was a game on!”

“I’m not entirely convinced everyone at the match had a ticket, and it felt like the match was a minor detail in the Lane’s goodbye. Spurs get a lot of stick but they got the ceremony right, it was an honour to have been there.”

Nearly an hour after the final whistle, a video played over the two infamous White Hart Lane jumbotrons and on television sets all over the world. Sir Kenneth Branagh was sat alone in a movie theatre, narrating the history of White Hart Lane decade by decade, black and white newspaper headlines pasted on top adding further colour to the footage. At its conclusion, nearly 50 Spurs legends and icons were welcomed back to the ground for the final time, flanked by a guard of honour from the current academy squad. Ledley King, Teddy Sheringham, Ossie Ardiles, Ricky Villa... Peter Crouch. ‘One Paul Gascoigne’ rang around the stadium too, as the former midfielder couldn’t make the occasion due to personal issues. The present playing and coaching staff re-emerged, ready for Evans to close formal proceedings. Manager Mauricio Pochettino appeared to shed a tear, such is the impact the club has had on him.

Spurs personnel past and present went around for one final lap of honour at White Hart Lane, ‘Tottenham ‘til I die’ blared out from the emotional onlookers, and a rainbow forming over the East Stand to cap off what was a perfect day that summed up what the ground meant.

Pochettino and chairman Daniel Levy were the last to ever leave the pitch, as Tottenham prepared to play one season of fixtures at Wembley Stadium before moving to their new ground, adjacent to the site of White Hart Lane.

As the old song goes, Spurs were on their way to Wembley.

The temporary move is not without major criticisms, however. Tom Hayward is a lifelong Spurs match-goer and host of The Tottenham Way podcast.

“There is no shine to the national stadium.

“It is and always has been a desolate place to watch football and the FA have made huge errors in every aspect of building, opening and maintaining the stadium.”

Tottenham’s first ‘home’ game at Wembley was against Monaco in September 2016. Spurs were back in the Champions League for the first time in half a decade, but were not allowed to play their home ties at White Hart Lane. Ahead of the 2016/17 season, the club removed a block of the East Stand – containing around 4,000 seats – so that construction of the new stadium across the road could hasten.

And so, over 80,000 Spurs fans packed out Wembley, the majority dressed in trademark lilywhite at request of the club, on a warm, muggy, Champions League night. These were the nights Tottenham not just wanted, but needed. A sea of flags and rounds of sweaty applause greeted the players as the iconic anthem blared out over the Wembley speakers for the first time.



With a few minutes on the clock, the ball fell to Heung-min Son, who fired towards goal. The South Korean's effort was cleared off the line.

"That was a real 'sliding doors' moment," says Dan.

Minutes later, Monaco took the lead, their 500 fans jubilant in one of Wembley's rounded corners. A quarter of an hour later and they were two up. Toby Alderweireld pulled one back for Spurs on the stroke of half-time, but that was all they could muster.

Monaco, who would reach the competitions semi-finals that season, ran out 2-1 winners on a night that was meant to be all about Spurs, a 'glory glory' night.

"If Son scores that first chance, Wembley is rocking and Tottenham fans would probably be saying how great Wembley was. Early goals help Tottenham as teams are encouraged to come out and find a goal themselves, and Spurs just pick them off at will.

"The build-up for the game felt like a cup final, a one-off special event. There was a real party atmosphere around Wembley."

It would be another year before Spurs won a game at Wembley that had any real meaning, losing against Bayer Leverkusen and Chelsea. When September came around again, Pochettino's men exorcised their Champions League demons and slayed Borussia Dortmund 3-1. They would go on to beat European champions Real Madrid there by the same score-line weeks later, but league form continued to suffer.

The general apathy regarding the temporary move isn't shared by all, though. A man that's firmly part of the furniture at Tottenham, standing right between the lengthy queues at Chick King and the lowered barriers at Northumberland Park, is stadium announcer Pete Abbott, and he's commended the club for doing all they can.

"To be fair to the club, I think they've done an awful lot. With the banners and things down Wembley Way, they've tried as much as they could to turn Wembley into a home stadium."

Abbott has been the voice of Spurs games since 1997, and even though he's backing Wembley as a home, there's an understandable eagerness at all levels to return to 'The Lane' in time for next season.

"The new stadium will be something else. I had a sneak preview before Christmas, a little tour, it's so impressive, it makes Wembley look average!

"I'm really excited. As I have an idea now and what it's going to look like and it'll be *amazing*. I think, seriously, you'll struggle to find a better stadium in Europe."

For the fans, it's more of coming out of the darkness and into the light in terms of heading back home.

"I hate Wembley," Tom says, "even more so as a Spurs fan because we definitely do have a mental block about playing there, and it makes my heart sink every time we have a 'home' game there.

"There is absolutely no scope for building affection for a place that regularly embarrasses its own national team."

When you take a step back and look at Wembley from an objective eye, you can start to understand why it has never felt like home for Tottenham. In spite of big wins vs Borussia Dortmund, Liverpool, Real Madrid, Manchester United and Arsenal, it hasn't stopped the criticisms.

Wembley Stadium was built as a venue for the national team, a place to frolic for cup finals. It stands between various cranes and skyscrapers which tower into the heavens. A stone's throw away is a designer outlet, filled with a range of shops and restaurants, adjacent to the popular Wembley Arena. On match-days there are stands propped up for fast food, milking the working man for all they've got.

This isn't what club football is about.

Compare this area to the one Spurs left. To get to White Hart Lane, from any direction and via any mode of transportation, you'll pass at least two pubs and two stores which serve hot food at a reasonable price. The narrow streets don't all lead to the stadium; it is merely part of the community. But that's what football is.

For the residents of the borough of Brent, where Wembley is located, this was a massive culture shock too. They would expect the odd cup final, England international or concert where the stadium would be filled to the brim, but housing a club puts them in this situation every other week.

There were 156 negative representations to Brent council prior to Spurs moving to the borough, including one from residents' group Wembley Champions. Denise Cheong, who's been vocal on the topic of Tottenham playing at the national stadium, felt let down by the council.

"It's very difficult to have any faith in the planning system in Brent Council if this sort of situation occurs on more than one occasion," she said after Spurs were granted full-capacity usage of the ground.

"They need to ideally address that in some way, shape or form. It's not for Wembley Champions to inform residents about everything, that's exhausting.

"There are elderly people who every weekend have to clean up their gardens and areas, who's going to speak up for them?"

"The duty of care that the council has for Brent residents to safeguard their quality of life is what this is about – have they protected residents and businesses this evening?"

Tottenham left White Hart Lane just as they made it the fortress it needed to be. In the 2016/17 season, Spurs won 17 of their 19 league home matches, drawing the other two and dropping just four points there all season. After just two 'home' games at Wembley this season, they had dropped the same amount of points.

"No, it's not the problem, Wembley is not the problem," Pochettino bemoaned at the time having drawn 1-1 with Burnley.

"I think if you watch the game because you understand football like me, or more, I think you will see if you review the game again that was a situation that it's impossible that happened.

"In football if you're not concentrated and focused sometime when you're tired maybe a little bit and you're not 100 per cent you concede or gave the opponent the possibility to score and how was today and how it was against Chelsea (the previous week). That was the key."

It was an uncharacteristically spiteful comment from the Argentine, who has been renowned as one of the most friendly and respectful characters in the modern English game.

Two months prior, Pochettino was the man reduced to tears by the farewell his club gave to their spiritual home – he was now a man with a chip on his shoulder thanks to his sides temporary accommodation. Home is truly where the heart is.

Spurs managed to shake off the ‘Wembley curse’ vibe, but it was too late to ever make the place feel like home. The cost of the new stadium will likely exceed £850m, but to the loyal fans of Tottenham Hotspur and the residents of Brent, it’s cost them a year of their lives.

Word count: 1,955

## **Feature two: A day in the life of West Ham United**

The average football match-day in England is pretty standard. You might meet with your mates a couple of hours before kick-off, have some pints, grab a quick bite, head to your seat, then end up waiting an hour for a train home. Pre and post-match traditions may vary but ultimately you are there for a football match. More often than not your heart will do summersaults throughout in fits of wild passion as your side straddles to the 90-minute mark, winning, losing or drawing. Whatever the outcome, there is always another chance for a team to right their wrongs.

Very rarely do you find yourself witnessing proceedings that bring a furore of emotion to the brim of your being. Well, not ones that don't directly relate to the actual football. On March 10<sup>th</sup> 2018, 56,904 fans were in attendance at the London Stadium to watch West Ham United vs Burnley. What transpired was one of the most iconic games of the season, but not for its footballing content.

“I expected three points and a good day out. Instead, I got the complete opposite.”

James Jones is the founder of West Ham World, a website dedicated to news and views about the Irons, and he was initially optimistic about heading to the London Stadium, both in the long-term and for the match against Burnley.

“On a personal level I was excited about the move [to the London Stadium], but at the same time I was upset that we'd eventually have to leave the Boleyn Ground. That said, I think every fan deep down was excited about what the new stadium might bring to the club in terms of success both on and off the pitch.”

Indeed, a crowd that just 96 seats short of its capacity shows that there is – or was – that level of belief around the club. It was worth their time to go to games still. It may not be around the nitty-gritty streets of the suburb of West Ham (and instead in the completely opposite metropolis of Stratford), but the fans wanted to watch their team play.

Judging by the outcome of the game, you wouldn't have known West Ham started out the better of the two sides, getting into half-time at 0-0.

“We started well and in the first half should've scored a couple to put us in control,” James said.

“At that point I really believed we'd go on to win the game in the second half.

“The atmosphere was good and there seemed to be a good feeling inside the stadium – and then the second half started, Burnley began to slowly gain a foothold on the game and the rest, as they say, is history.”

With 66 minutes on the clock, Burnley played a ball deep into the channels, with New Zealand striker Chris Wood retrieving it and playing a low ball back across the edge of the 18-yard box to Ashley Barnes, who fired it into the top corner. In truth, it wasn't the easiest or clearest of chances, but West Ham were ultimately punished for not taking theirs.

Then things turned sour.

A fan managed to evade the grasp of stewards and make his way from the stands all the way to the pitch to confront those in the famous claret and blue of West Ham United.

“I couldn't believe it,” James said.

“I hate seeing fully grown men behave like that, particularly when it was clear they were having a direct effect on the result.

“At 1-0 down we still have a chance of getting back in to the game if the fans are behind the team but with a couple of fans on the pitch disrupting things the game was only going to go one way, and it did.

After confronting defender Angelo Ogbonna, captain Mark Noble managed to wrestle him to the ground. The invader was eventually dealt with, but not before Noble expressed his concerns to them at how the aggressor managed to even reach the pitch unchallenged.

“I 100% back Mark Noble's decision to wrestle with that fan because he wasn't doing anyone any favours,” said James.

“In my view, if you're going to protest and if you really feel as though getting on the pitch is the only way you can do that, then wait until after the game is done before doing so. Otherwise you're ruining it for everyone else.”

Whether or not this first invasion got into the heads of the West Ham players can't be measured for sure, but it certainly didn't help.

A mere two minutes after the invader was removed from the pitch, Burnley doubled their lead. Boos filled the bowl of the London Stadium. ‘We're not West Ham anymore’ chanted the despairing onlookers.



80 minutes gone – 3-0 to Burnley. If the atmosphere was nauseous before, then it was toxic now. The fans with seats below the directors' box turned their attentions away from the on-field action and had devilish eyes set firmly on their owners. David Sullivan and Karren Brady made their ways to the exits. A shot of club legend Sir Trevor Brooking sitting on his own in said box presents a snapshot of the big picture at West Ham; when all is said and done, the stadium or the owners can never take the club away from its people.

Ben McAleer was at the match as a journalist, and so had a perfect view of the fans' revolt below him from the press box.

"It all happened just below me and you can't blame the fans for protesting against the owners - they've run the club poorly," he said.

"The shot of Sir Trevor Brooking alone in the box was iconic as a West Ham witnessed a low point in the club's season with a lacklustre performance.

"It was embarrassing, to be perfectly candid, not only for those invading the pitch, but the stewards and security who took their time reacting. Noble was right to have a go at the member of security that eventually made his way onto the pitch given the time that had passed before action was taken."

Of course, the shenanigans were not *entirely* finished for the day.

Another lone ranger invader, this time looking more apathetic than aggressive, makes his way to the pitch, picks up the claret corner flag, and holds it aloft in the middle of the pitch. What was probably intended as an emotive gesture instead came off as a

sign of just how out-of-hand the day was getting. This was no longer a football match, but a colossal footnote in the modern history of West Ham United.

Full-time: West Ham United 0-3 Burnley.

A demonstration against the board had been planned before the match, and James spoke of apathy regarding its initial purpose and subsequent cancellation.

“I understood the reasons behind the march but at the same time, I didn't think it would achieve anything.

“I'm glad the organisers managed to get a sit down with Karren Brady and she promised action on a number of important points but marching against the board would never have achieved anything other than recognition that the fans aren't happy.

“But they already know that, have done for two years now.”

With relegation from the Premier League still a possibility, it might not even be the last time this season that we see scenes of this variety at the London Stadium.

“With public spending cuts sweeping the country, it wouldn't be a huge shock to see scenes of that nature again in the foreseeable future,” said Ben, alluding to the fact that the tax-payer contributes a large sum to West Ham's running costs at the ground.

James was somehow even less optimistic, though as a fan fearing the worst, you can't blame him given all that's happened so far. He was, however, willing to rally on the remaining faithful in an effort to help the club beat the drop.

“I certainly hope we don't see them again, but I wouldn't be surprised.

“The way I say it is that fans have made their point now, they've done what they felt they needed to do in order to get noticed - now it's time to get behind the team for every single minute left to play at that stadium, otherwise we'll be going down.

“The players have already said that a negative atmosphere does affect them, so fans need to listen to that and give everything for the rest of the season. If we do go 1-0 down, instead of pitch-invading again, how about coming together and encouraging the players to get back in the game, like they did against Leicester and West Brom earlier this season?”

Vice-chairman Brady infamously led a video unveiling the London Stadium as West Ham's new home. She sold the dream, the fairy-tale, the idea that West Ham could push on and become a footballing powerhouse. She was amongst the first to leave when Burnley scored again and again.

To her credit, she quickly came out with an interview in The Guardian following the Burnley match. The tagline read 'I've never walked away from anything – and I'm not going to start now'. Brady then says in the interview “I don't want to talk about West Ham”. This exchange sums up the problems of the last few years at the club; image is supposedly everything to Brady, Gold and Sullivan, so they must be either oblivious or willingly ignorant at their current and long-standing distaste that the fans hold for them.

Away from helping run West Ham, Brady has a column in The Sun, which she has notably used to try and convince the fans that the stadium move was a good idea, and to try and slander their bitter London rivals, Tottenham Hotspur. In January 2017, she infamously used her inches to belittle striker Harry Kane, criticising him for only

‘assisting’ in the birth of his new-born daughter, as he did not carry her for nine months.

Gold and Sullivan are no angels, either. After prolonging negotiations for Sporting Club de Portugal midfielder William Carvalho, their president, Bruno de Carvalho (no relation), labelled the co-chairmen ‘the dildo brothers’, referencing their incompetence and history working in the pornography industry. West Ham threatened to sue de Carvalho for libel, but charges were later dropped.

Time may have run out for the trio to make a success of things in East London. It’s still a possibility that West Ham won’t even be playing Premier League football next season. While Ben was typing away in the press box, his father, a West Ham fan, was in the stands watching his club implode before his eyes, and as he only had one thing to say about Brady, Gold and Sullivan – “I don’t think they can win the fans back”.

Word count: 1,805

### **Feature three: Bayern Munich and the quest to find home**

“Bayern were not always the biggest team in Munich.”

ESPN FC’s Mark Lovell is spinning some yarn to me about his experiences covering Fußball-Club Bayern München e.V. (or Bayern Munich to you and I). Stationed in Germany for over a decade, Mark tells me that Bayern had humble beginnings, but an array of financial catastrophes had plagued city rivals 1860 Munich.

“[The] son of 1860 president got sent to prison for corruption [and] bribery involved in the contracts in the building of the Allianz Arena.

“The club hasn’t been the same since moving stadium.”

Indeed, things got so out of hand for Bayern’s neighbours that they had to leave the Allianz Arena upon relegation to the fourth tier of German football, returning to the Grunwalder – their initial home until 1972.

In contrast to the soap opera drama of 1860, it’s easy to perceive that life as a Bayern fan is sweet. With five Bundesliga titles, three German Cups and a Champions League all swept up in the past half-decade, including numerous humiliations of bitter rivals Borussia Dortmund, what could fans of the Stern des Südens be unhappy about?

Football runs deeper than silverware, no less so than at an institution like FC Bayern München. The Jewish roots of the club made them a national enemy during the Nazi regime. A true siege mentality had to be created, and it remains at the club today. Not too dissimilar to Manchester United’s ‘Hated, adored, never ignored’, Bayern live by

'Mia San Mia', native Bavarian for 'we are who we are'. It's not just about scoring more goals than the other team inside ninety minutes.

And so, that's where you can begin to understand the modern frustrations, particularly surrounding the Allianz Arena. Any outsider could take one glance at the arguably iconic venue and think 'yeah, playing there would be a dream'.

Martin Brinkmann of Mia San Rot, Bayern's biggest fan blog, doesn't quite share that sentiment.

"I have accompanied FC Bayern in the last 10 years to almost all games in Germany and Europe. Therefore, I now know almost all major stadiums in Europe and see some other stadiums as much better and more attractive."

A damning indictment, but the more you analyse the club's history, the more you can understand why such discourse exists.

Bayern previously played at Munich's Olympiastadion in the north-west of the city, amidst the colourful and architecturally advanced Olympic Park. "A beautiful stadium with a beautiful location", Martin described it as. "But it was just an athletics stadium with a track around it."

"Only about half of the seats were covered. The winter in Germany and especially here in Munich directly at the Alps can be very cold, which is why it was a bit uncomfortable.

"This meant that especially in the games in winter, the number of viewers were significantly lower."

And then, of course, we come to the main reason why clubs build new stadiums – revenue.

“In addition, of course, that the [Olympic] stadium belongs to the city of Munich, which is why Bayern only hired the stadium.”

To become a true footballing superpower, Bayern would have to leave their home of three decades and start afresh. When Germany was awarded the 2006 FIFA World Cup in 2000, the real talk began. Citizens of Munich, including fans of fellow stadium tenants 1860, voted on whether to build a new ground – 66% voted in favour, the will of the people.

Anticipation grew, but before the foundations were even laid in the district of Fröttmaning, there were squabbles. Small issues such as standing places, where the ultras would be and the amount of season ticket holders left an ill taste in the mouths of the Bayern faithful.

These issues are prevalent even within the contemporary era of FC Bayern, but has moving into the €340m in 2005 and dominating German football since changed the tune in southern Germany?

“I think that in the beginning, almost everyone was very euphoric and hardly anyone was afraid that it would not work. It was worse than you imagined.

“The negative aspects become more noticeable over time. The stadium is located outside the city, you have to go quite a long time by subway.

“[It is] in an ugly area between the highway and railroad tracks. Especially the Olympic Stadium with its beautiful park had much more quality of stay here.

“And of course, the cold colour grey dominates the appearance everywhere. There are hardly any red colour accents on the stadium.”

Could it really be that all was not well at home for one of the world’s most successful clubs? I had to find out for myself.

Martin was kind enough to offer me some tips for my travels, little snippets of what to expect and what to take from my experience.

“The most popular beer in Munich is Augustiner,” “When you enter the subway at Marienplatz to the stadium, run to the front, because it is not so crowded,” “After the game on the subway do not go over the first bridge, where the many people are standing, but past the buses over the rear bridge.”

Duly noted.

Saturday November 19<sup>th</sup>, a bitterly autumnal day in Bavaria.

I wanted to experience it all. I took a stroll from my hotel through the centre of Munich, walking from the central train station down between the castle pillars of Karlsplatz Stachus. From there I was swept away by the Christmas markets. Side-streets and alleys acted as catacombs to a more festive stall than the last, serving up turkey and cranberry sauce, beer and bratwurst. And between every single one were dozens of people donning the colours of FC Bayern. This was a culture no less than I expected.



The various hats and scarves, many likely bought from the Bayern store along the stretch from Karlsplatz, were a timely reminder of why I was there. It was time to head to the Allianz Arena.

Locals swarmed the Marienplatz metro station like a shopping mall, which was apt as there were various eateries and shops even underground. Again, nothing was left untouched by the red of Bayern. This was still three hours before kick-off. I couldn't be sure whether this was a culture of Germany or one exclusively to the club, but I couldn't knock how much they loved their side.

Only one line serves the stadium, which seems ridiculous when you consider 75,000 people head there at the same time every other week. Couple that with its remote location on the outskirts of the city and it begs the question as to how so many people get there in time, but answers my earlier one about fans being match ready well before the turnstiles have opened.

Of course, the platform started to fill up.

Then I remembered what Martin told me. "Run to the front." So I did. The arrival of the train was the exact opposite of Moses parting the red sea. While I in neutral black managed to veer off to the front carriage with little hustle or bustle, the crimson crowd made a tough job of filling the varnished wooden carriages.

Eleven stops and eleven waves of fans later and I reached Frotmanning station. After walking over a footbridge to reach the shadows of the stadium, I understood further why match-day begins so early for Bayern fans.

Frotmanning is desolate and barren, with footsteps across gravel sounding eerily similar to boots on sand in every modern war scene. Without the arena, the area is closer to resembling a dystopian landscape than the gorgeous city of which it's actually a part of.

To brighten the grainy path are various stalls selling food and drink, all seemingly set up by the club. I treated myself to a beer (Augustiner, as Martin recommended) and some currywurst with chips. For under €10, it was decent value for money.

With around an hour to go before kick-off, I made the walk up the plains to the main attraction. The iconic outer coating of the arena was not illuminated and so blended into the grey skies above.

For all of my bashing of the outside being an uninspiring landscape, the inside did not disappoint. Past the turnstiles were entrances to the concourses, which were dimly lit and felt like bunkers, soaking in the smells of the refreshments on sale. It was full of life, and while the walls and ceilings matched the consistent grey, it only made the red of Bayern stand out more.

My seat was in the middle tier, sandwiched between the Bayern fans below and the Augsburg travellers above. Scattered around me were fans of either side, almost like a neutral section. You wouldn't get that in England, but the fan culture is different – many a time have I encountered German fans at games in London baffled as to why segregation is needed.

Between tiers were banners for various fan clubs, southern fans, northern fans, foreign fans... Oliver Kahn fans.

Before kick-off, those standing on the Fankurve (home of the Bayern ultras) belted out a number of songs – not chants, songs. One, entitled 'Forever Number One', featured an entirely English chorus and sounded like a mid-80s power ballad.

With minutes to go, Stephan Lehmann – the stadium announcer, well renowned for being charismatic and possessing a voice that could crack the Earth clean open – went through the line-ups.

“IN TOR, NUMMER SECHSUNDZWANZIG, SVEN...” he blared.

“ULREICH!” the fans replied.

“DIE VIER, NIKLAS...”

“SULE!”

And so on and so forth.

At an English fixture, I'd admittedly look down in disgust if anyone tried this method of reading names. This was certainly an experience, though. I was breathless by the time he got to number 'zweiunddreißig', and I was ready for an emotional match where I had no allegiances.

Truth be told, that was as enjoyable as my match-day experience got. Bayern swept up 3-0, with Arturo Vidal tap-in and a brace from Robert Lewandowski comfortably seeing off the visitors. Seven Nation Army played after every goal, which made FC Hollywood really feel like just that. The culture, I found, was *too* different. The ultras were the only fans chanting, and even then I personally couldn't find it endearing, and I'm not sure how the players would either – none of the chants I could make out were about them, but more about the club.

The following day, I arranged to go on a tour of the stadium to try and find some other remnants of fan culture at the club. I made my way back to the Allianz Arena, this time without any fans dotted around Frotmanning. You forget how out of place football stadiums look in society when it's not match-day.

As part of the tour you can visit Bayern's interactive museum, cataloguing the rich 118 year history of Die Roten. Their humble roots, their Nazi opposition, their first titles, their overcoming of 1860, their European conquest – all are charted with artefacts and

documents, relics and ruins. You can't tell me that football is all about what happens on some blades of grass.

They have exhibitions dedicated to some of the finest moments of their history, such as winning the 2001 Bundesliga title in the 95<sup>th</sup> minute of the last game of the season, or their 2013 UEFA Champions League final win against arch-rivals Borussia Dortmund. Quite humbly, they also have ones for their lowest points, particularly their European Cup final defeats at the hands of Manchester United and Chelsea.

My guide, who likely works as a doppelganger for Boris Becker in his spare time, spoke about the club with such pride, such enthusiasm. Of course, that's what he's paid to do, but you can't pay for this kind of raw emotion about a football club. He'd been to the Manchester United and Chelsea losses, but he was also at the Borussia Dortmund win and the thousands of others that preceded it. This was an obsession, one that brings grown men to the very brink of their emotional comfortability.

Football isn't about the tourist. Football isn't about the individual. Football, as I've said, isn't even about winning. It's about finding home. For Munich natives and plenty of others across the globe, this was their definition of home, and I, a Londoner, or any of the people upstairs responsible for building the Allianz Arena, can never take that away from the fans of FC Bayern München.

All that Martin told me was understandable, but ultimately, I think it's only brought the club closer together. If there wasn't some sort of adversity to overcome, Bayern would be a footballing paradise from top to bottom.

But where's the fun in that?

#### **STADIUM INDEX RATINGS:**

**Architecture – 9/10:** The Allianz Arena is iconic, there's no simpler way of putting it. If it could glow in the day, then it'd be perfect.

**Atmosphere – 6.5/10:** The acoustics are good, but European fan culture restricts everyone from truly experiencing it.

**Ease of access to stadium – 7/10:** No problems personally, but if that one metro line suffers problems then there's a big issue.

**Facilities – 8/10:** The lines were short and despite the Allianz Arena being a relatively new venue, fan stickers scratched and half-peeled onto the surfaces were present. True fan culture and no qualms.

**Refreshments – 7/10:** The food inside the stadium was less enjoyable and more expensive than that outside, but still better than most I've had at English football stadiums.

**Safety – 8/10:** Safe-standing has been a success in Germany for years. I do fear what would happen if trouble ensued outside the stadium with only one exit though. Again, only extreme variables to fault.

**Value for money – 8/10:** German ticket prices are notoriously cheap – the refreshments, however, weren't.

**Viewing experience – 8/10:** Sightlines were great, but allowing spectators to smoke in view of the pitch wasn't pleasant.

**Overall – 8/10:** FC Bayern München have a magnificent home, even if their fans aren't too happy with it. It's allowed them to become a global superpower and will be held in the same breath as Wembley and the Bernabeu in years to come.

Word count: 2,348

Total features word count: 6,108

## **Target Publication Analysis**

### **Target publication: ESPN FC**

I have chosen ESPN FC as my chosen target publication. I have written short-form and long-form news for ESPN FC before, while I have also sat in on interviews for their features, and I feel confident that I can write long-form features in their style.

Furthermore, I have interviewed ESPN FC journalists for my features, helping me to have an expert within the target publication provide insight in their specialist areas.

ESPN FC have a range of blog pieces and genres, including long-form features.

ESPN FC is solely a football site – though it does have associated sites such as ESPN F1 for Formula 1, ESPN Scrum for rugby and ESPNcricinfo for cricket. This makes the features, which are all football-related, perfect for the site in the topical sense, unlike if it were for a newspaper where it would be competing for inches with general news and other sports.

The ESPN FC Twitter account has over 1.7m followers, showing the popularity of the site and its wide range of content. This is over 1m more than one of its main competitors, Bleacher Report Football, who have 579k followers. ESPN's general UK account also has only 113.2k followers, and the FC account has more followers than any of the other sport accounts run by ESPN. ESPN FC's content is evidently a major driver in terms of readers to the company, increasing revenue through adverts. The account tweets links to pieces on the site at a frequent rate, making the most of their large following.

While YouGov believes the average ESPN consumer is between 40 and 54 years of age and a male audience of 82.3%, their sizeable Twitter following shows that they are



also popular amongst an audience 20-30 years younger than this. This means that the features can be written for a wider and more general audience.

I mentioned before that I spoke to ESPN FC journalists for a more specialised view on my subjects, and that is because the publication has a unique method of employing journalists to solely cover one club as a correspondent, attending every match and press conference for that club. They will usually only write news and features about that club, though they sometimes write other long-form pieces as well. This structure has allowed my features to benefit from expertise within the company, particularly as these journalists will have been at or covered major events discussed within my features.

There is a wide variety of content on ESPN FC, including tactical writing, videos, streams of ESPN FC's show, features and news. A series of features such as these would fit in on a site with such variety and as big an audience as ESPN FC have.

Word count: 450

**Essay: To what extent does moving stadium impact the success of football clubs in the long-term?**

Stadiums in football represent more than just the architecture in which a team plays its 'home' games. The ramifications extend to financial and psychological reasons for the home side.

Currently, there is a lack of research on the impact of football clubs moving stadium, making this study even more important. Kuper and Szymanski theorised that newer, safer and generally more attractive stadiums will help to increase attendances (2012, p. 219). This in turn would provide a club with a greater source of match-day revenue, and could help them to compete for honours. This essay will examine the relationship to try to discover if there is a link between stadium moves and success in terms of financial gain and on-field success.

The purpose of this essay is to analyse whether football teams moving to new stadiums has had a significant long-term on-field impact on teams, particularly those in the Premier League and challenging for European honours. Since the English top flight formed a breakaway division from the Football League in 1992, all 'new stadiums' will have been built in this period. Of the 49 clubs to have played in the Premier League era, 17 – approximately a third of all teams – of them have built new stadiums.

The initial precursor for clubs moving stadium was for safety as well as for financial gain. Following the Hillsborough disaster in 1989 and the subsequent Taylor Report,

the introduction of all-seater stadia was required. When the Premier League was formed in 1992, the additional broadcasting income made it easier for top flight clubs to plan and build new grounds (Bose, 2012, pages 55-56).

Research has been carried out into whether these teams have benefitted or not by moving stadium. League, cup and continental data from these 17 teams has been analysed ten years prior to relocating and every year since.

The first chapter of this essay will look at why clubs build new stadiums and theories such as home field advantage and the short-term impact of moving stadium. The second chapter will look closely at the 17 top tier teams to have migrated to new pastures in the Premier League era by points tallies and ventures in cups and Europe. The third chapter will compare the fortunes of Arsenal, Bayern Munich and Juventus, who have all built new stadiums since 2005 and have regularly challenged for major European titles.

## Chapter 1

### **Financial Gain**

The main reason for football clubs to build a new stadium was and is to increase their revenue streams through ticketing, though this is not always a certainty (Maguire, 2018). In the case of West Ham United, their move from the Boleyn Ground to the London Stadium has seen a rise in ticketing income of only 6% from £26.9m to

£28.6m. This could be due to outside factors involving rent disputes and the club prioritising filling the stadium in their first season rather than making a major profit.

Tottenham Hotspur “consistently” have the sixth highest revenue in the Premier League – for the 2014/15 financial year, they produced a turnover of £196m, £199m less than competitive rivals Manchester United who finished one point above them in that footballing season’s table (Devine, 2016). With the money brought in through TV rights distributed 50% equally, 25% merit-based and 25% for live games (2015), this is not where the problem lies. Their stadium at the time, White Hart Lane, had a capacity of 36,264, which was the tenth largest in the top flight for that season. To bridge the financial gap, Spurs knew they had to construct a new stadium to increase revenue through ticketing (Devine, 2016). With £41.2m made through match-day income at White Hart Lane with a capacity of 36,264 and the new stadium holding one of 62,062, Spurs are likely to record a new annual match-day income figure of at least £70.5m.

Tottenham can fall back on TV money to help pay off stadium debt as it makes up just under 50% of their income. For 16 of the 17 sides that have moved stadium and played in the Premier League since inauguration, they built their stadiums at a time where income relied more on ticket receipts. Ten of these sides played outside the top flight when they moved in, reducing the benefits of broadcasting income too. For example, Arsenal began to finance building the Emirates Stadium in 2004 when match day income was their greatest source of revenue at the time. Arsenal’s Highbury held 30,000, below main rivals Manchester United’s Old Trafford which held 68,000.

Arsenal built the Emirates Stadium – with a capacity of 59,867 – without state funding

or a wealthy benefactor, relying on a record-breaking naming rights deal with Emirates Airlines (2004), with the club describing the sponsorship as “the biggest deal undertaken in English football”. Arsenal had to sell off on-field assets to pay back lenders. By the time Arsenal’s stadium debt became manageable, a decade had passed in which commercial income and broadcasting income were bigger earners than match-day income for most Premier League sides. For the 2014/15 season, Arsenal made £128m from broadcasting revenue, £103m from commercial revenue and £100m match-day revenue due to the Premier League’s new TV deals (O’Connor, 2016). In the 2005 Deloitte Money League, ten years prior to these figures, Arsenal made £59.8m from broadcasting revenue, £21.4m from commercial revenue and £33.8m from match-day revenue (Millward, 2005). While match-day revenue has improved by approximately 200% as Arsenal would have hoped, the significant rise in the other areas levelled the financial playing field for clubs traditionally smaller than them. Deloitte commented that the rise in broadcasting income in-particular has helped clubs such as West Ham United and Leicester City significantly boost their wealth (2017).

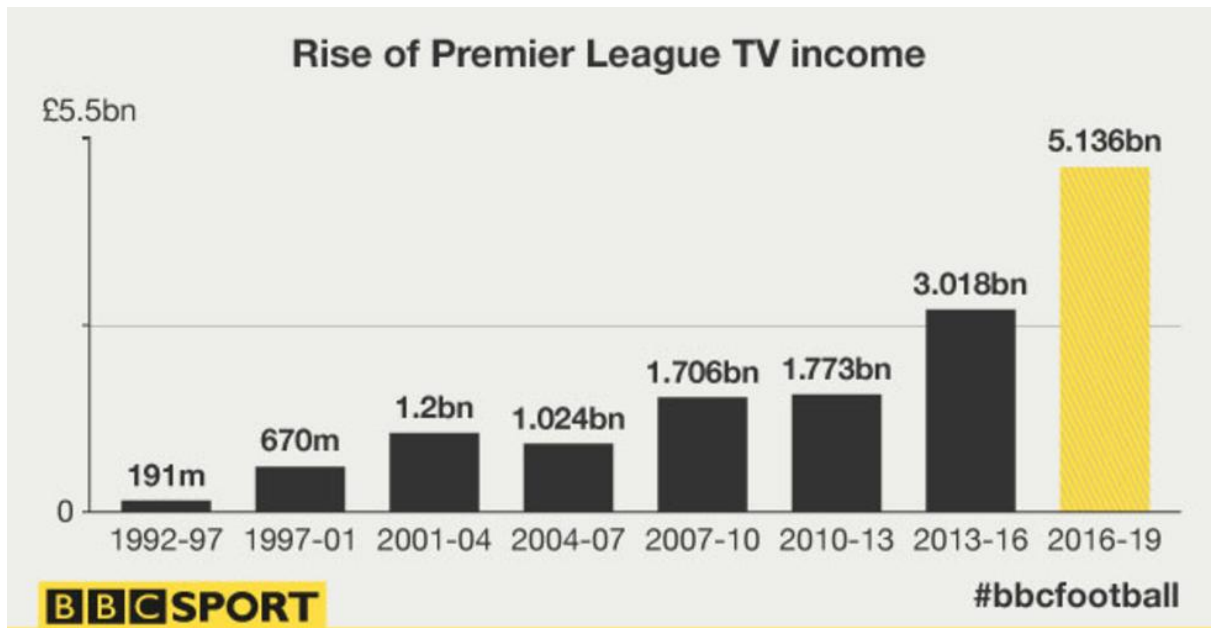


FIGURE 1: RISE OF PREMIER LEAGUE TV INCOME

### Home Advantage

Home advantage is an important factor in sports, and football is no different. From 1992 – 2011, more than half of the teams to have played in the Premier League demonstrated a clear home advantage in terms of goals per game (Taylor, Home Advantage in the Premiership, 2011). When updating the statistics to 2013 and expanding the parameters to Spain’s La Liga, France’s Ligue 1, Italy’s Serie A, and Holland’s Eredivisie, there’s a clear pattern of teams performing better when playing at home – only in Portugal’s Primeira Division is there an imbalance of sides picking up more points than the hosts, with seven of the 16 sides having better or equivalent away results (Atkins, 2013). As well as intangible factors such as familiarity with surroundings helping the home side, a study by the University of Bath showed that referees tend to give more decisions in favour of the hosts, and that home sides tend to play with more aggression in front of larger crowds (Dawson, 2006), which provides

another benefit for moving to a new, bigger stadium in that these larger attendances will theoretically bring out the best in players.

In the short term, moving stadium has proven to slightly reduce home advantage in an extended study of 27 sides that had played in the Football League and moved stadium prior to 2012. Looking at figure 2 (Taylor, Home Sweet Home, 2012), the six-year period before and after moving stadium shows that, in terms of goals, home-field advantage drops from a high of 0.5 to 0.34.

How Levels of Home Field Advantage Change With A Change Of Ground.

Season.	Average HFA (in goals) for Relocating Teams.	Weighted Average HFA for All Seasons.	Team HFA as a % of League Average.
3 Years Before Move.	0.40	0.40	100
2 Years Before Move.	0.40	0.40	100
Last Year In Old Ground.	0.50	0.41	122
First Year In New Ground.	0.34	0.39	88
Second Year In New Ground.	0.34	0.37	92
Third Year In New Ground.	0.37	0.39	95

FIGURE 2: LEVELS OF HOME-FIELD ADVANTAGE CHANGE WITH A CHANGE OF GROUND

## Chapter 2

Since the founding of the Premier League in 1992, 17 clubs have competed in the league with stadiums constructed after that year. 10 of these managed to break into the top flight at their new grounds, while the remaining seven moved while playing in the Premier League.

## CLUBS BREAKING INTO THE PL WITH NEW STADIUMS

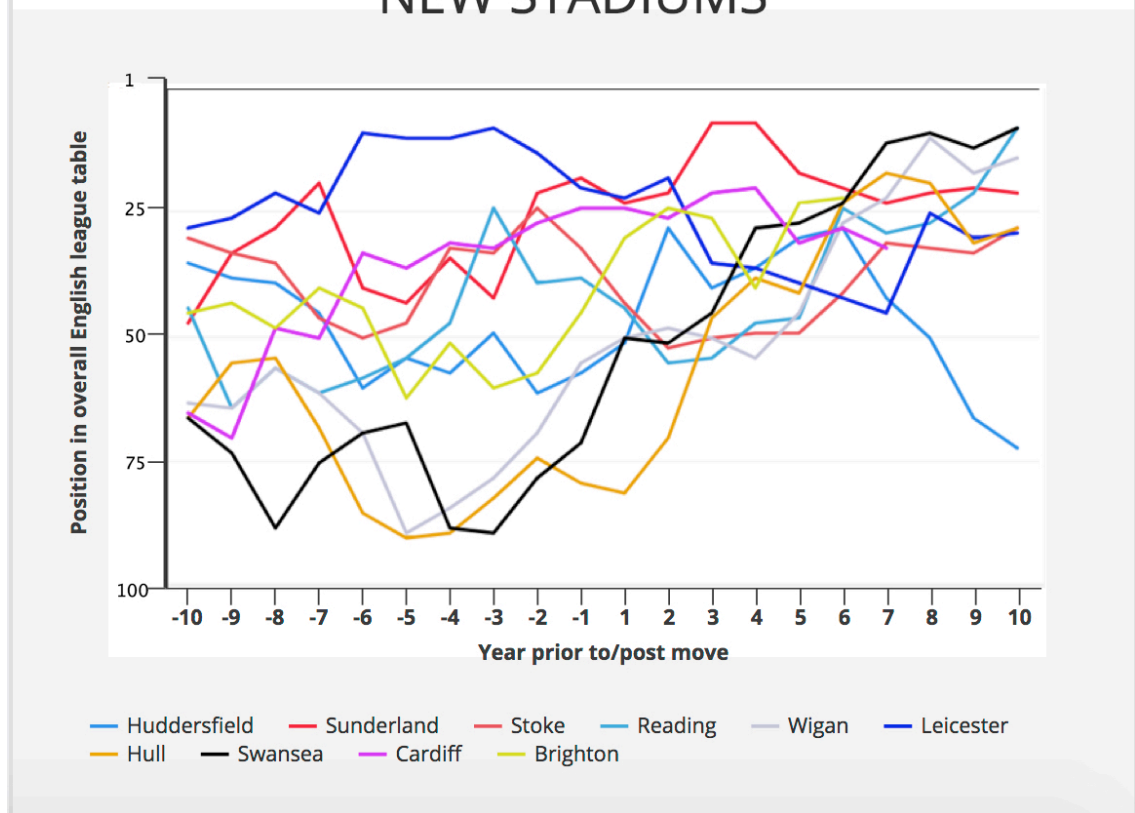


FIGURE 3: CLUBS BREAKING INTO THE PL WITH NEW STADIUMS

Figure 3 shows the progress of the teams who broke into the top tier within their new stadiums. League positions are worked out by combining the four professional divisions of English football. Of these ten sides, only Leicester City and Sunderland played in the Premier League or old Division 1 within ten years prior to moving stadium.

Looking at the graph after sides moved ground, there is an almost consistent upward trajectory across the next ten-year period. Swansea City and Reading finished the highest after ten years in their new stadiums in 8<sup>th</sup> place, both breaking into the Premier League from the lower divisions, with Swansea even finishing 90<sup>th</sup> out of 92 in



the Premier League and Football League pyramid three years before moving. Swansea would also go on to win the League Cup at their new home, their first piece of English silverware in their history. Swansea and Reading's 8<sup>th</sup>-placed finishes were the highest in their respective histories.

Wigan Athletic, who spent most of the ten years prior to moving stadium in the third and fourth tiers, finished the post-ten-year period as an established Premier League club. They would also go on to win the FA Cup in 2013, the only silverware in their history to date, and reached their first ever cup final in 2006 in the League Cup.

Hull City, like Wigan and Swansea, spent many seasons in the bottom tier of the Football League. However, the club achieved two consecutive promotions after moving to the KCOM Stadium, before reaching the Premier League three years later. Though they were relegated in 2010, Hull would be promoted again in 2013 for two seasons and in 2016 for one. They also reached the FA Cup final in 2014, the first in their history.

Stoke City struggled in their formative years at their new stadium, but would achieve promotion to the Premier League in 2008 and, as of the time of this essay, have not been relegated since. They reached their first FA Cup final in 2011, and competed in the Europa League for the first time the following season.

Of these sides, only Huddersfield Town were not playing in the top two tiers at the end of the first ten years at their new stadium, and only themselves and Leicester were in a

worse position from when they moved in. However, since then, Huddersfield have won promotion to the top tier for the first time since 1972, and Leicester have managed to win the Premier League title. As two of the sides to move stadium earlier – Huddersfield in 1994 and Leicester in 2002 – it could be argued that they are reaping the longer-term rewards of moving stadium.

Cardiff City and Brighton & Hove Albion are yet to complete ten years in their new homes, but both have managed to break into the Premier League before this time span is up.

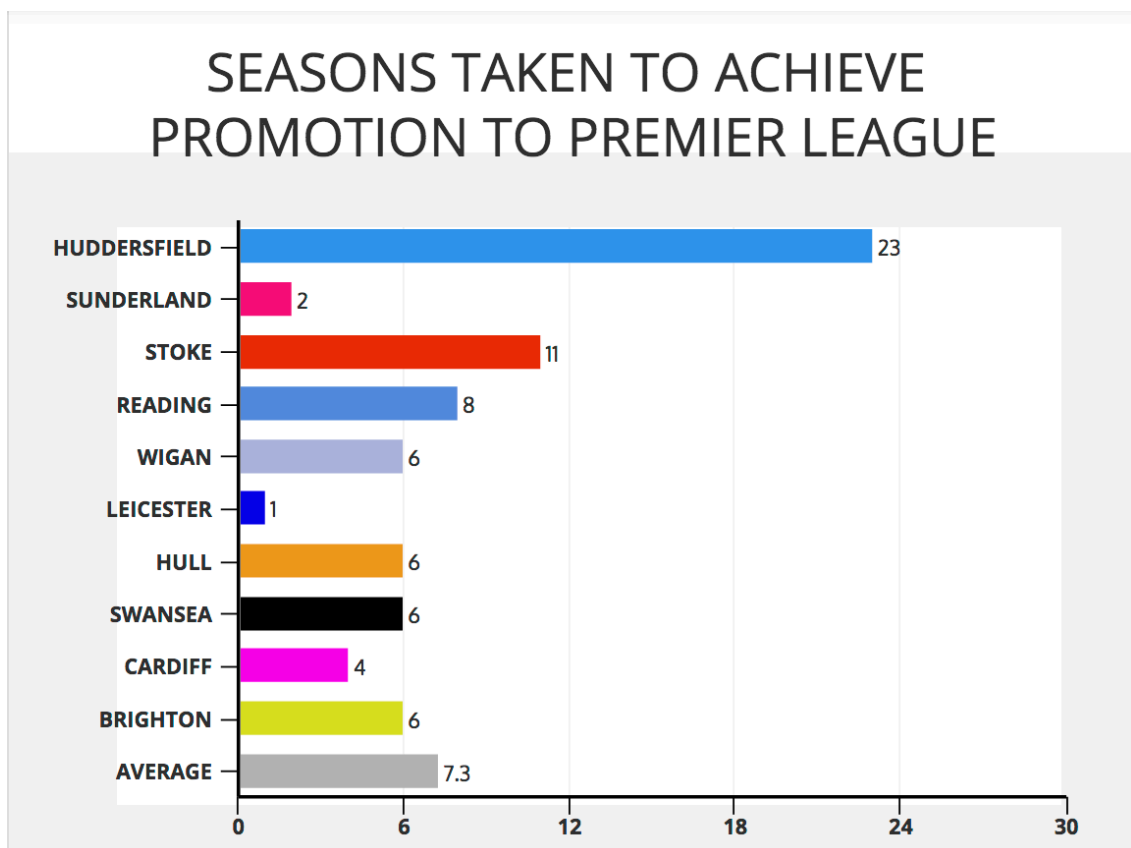


FIGURE 4: SEASONS TAKEN TO ACHIEVE PROMOTION TO PREMIER LEAGUE

As figure 4 shows, the only sides that took longer than the initial ten-year period after moving stadiums to achieve Premier League promotion were Huddersfield and Stoke –

both of whom currently reside in the top flight – and the average time taken to reach the top tier was 7.3 seasons.

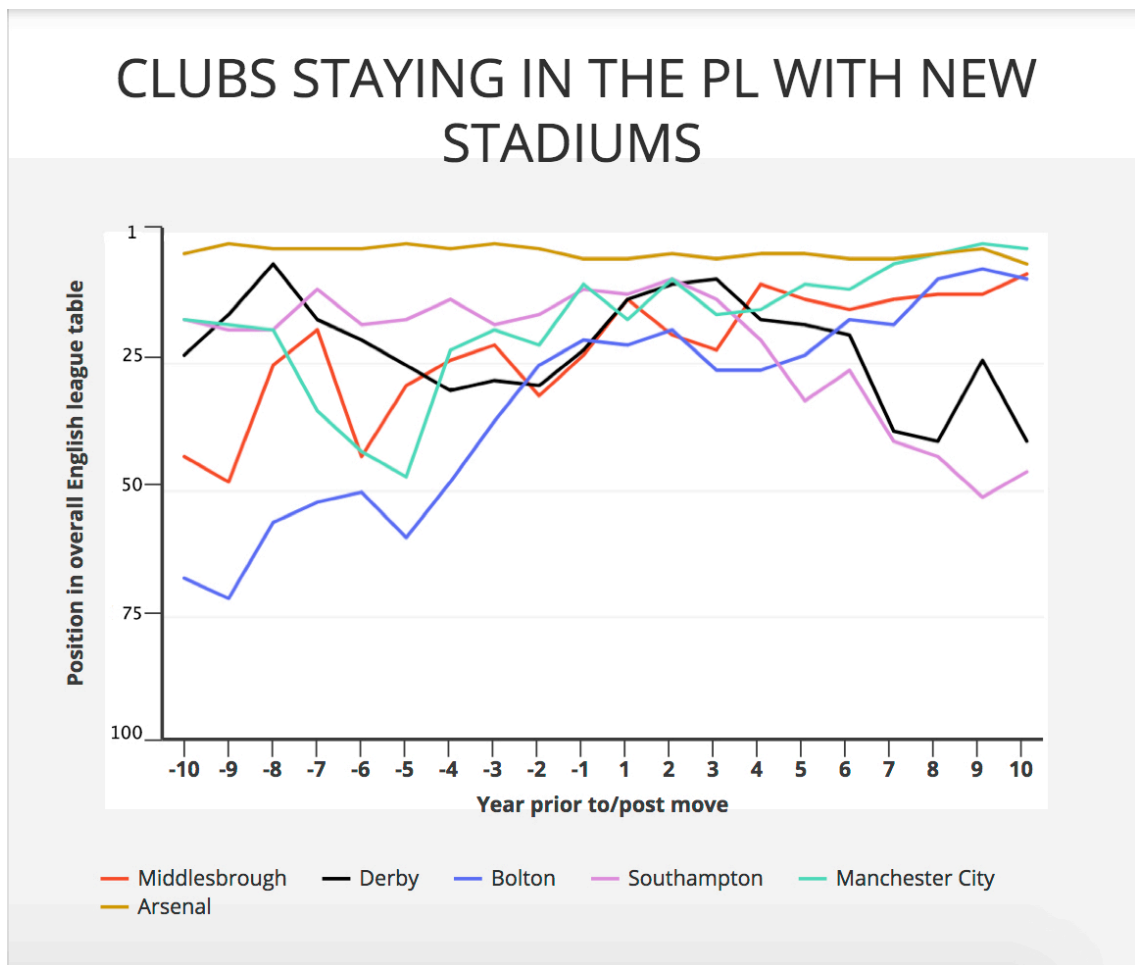


FIGURE 5: CLUBS STAYING IN THE PL WITH NEW STADIUMS

Figure 5 charts the progress of teams that moved stadiums while playing in the Premier League. West Ham United moved to the London Stadium from the Boleyn Ground in 2016 and so have been omitted from the graph due to the lack of useful information it would represent.

Of these sides, only Derby County and Southampton had managed to fall from the top flight by the end of the first ten-year period at their new stadiums. Southampton, much like Huddersfield and Leicester, have managed to recover from this initial

setback though, and have since won promotion back to the Premier League, finishing in the top eight for four seasons in a row and qualifying for the UEFA Europa League twice.

While Derby and Southampton faltered in this period, there was relative success for the remaining four sides, with Manchester City the main beneficiaries. In 2008, the club were bought by the Abu Dhabi United Group, making City one of the most financially powerful football clubs in the world instantly. Their first action was to sign Brazilian forward Robinho from Real Madrid for a British record £32.5m, beating Chelsea to get his signature (2008). From there on, City have made major strides, qualifying for the UEFA Champions League, winning the FA Cup, two League Cups and two Premier League titles. How much of this can be put on the stadium move is not quantifiable, but there is an argument that moving stadium raised the profile of the club and bringing them to the attention of the Abu Dhabi United Group.

Bolton Wanderers and Middlesbrough both managed to consolidate their Premier League status in the ten years post-stadium move after spending much of the previous time period fighting to get to and stay in the top division. Both ended the latter ten-year period qualifying for the UEFA Cup having never played in UEFA competition prior to their stadium moves. The two met in the 2004 League Cup final – Middlesbrough won 2-1, claiming for them their first ever trophy.

Arsenal won three league titles in their final ten years at Highbury before moving to the Emirates Stadium. Since then, they are yet to win a league title again, though were

a consistent top-four side until the final year in the post-stadium ten-year period.

Arsenal's fortunes will be discussed further in chapter 3.

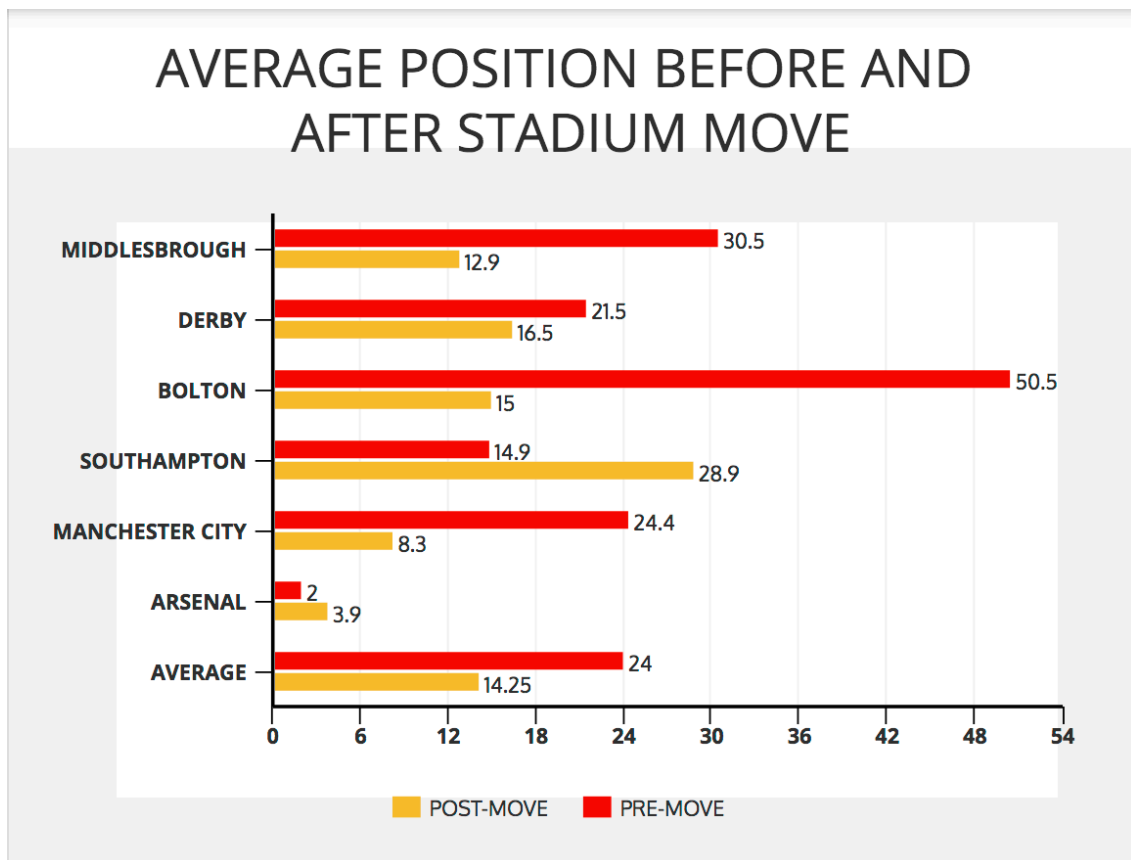


FIGURE 6: AVERAGE POSITION BEFORE AND AFTER STADIUM MOVE

Figure 6 shows that only Arsenal and Southampton's league performances were hindered over the initial ten-year period following their stadium moves. The average position of these sides in the post-move period increased by 9.75 places.

### Chapter 3

Since 2005, three consistent members of Deloitte Money League's top 20 clubs in terms of revenue have moved stadium in the pursuit of wealth and success – Arsenal,

Juventus and Bayern Munich. To determine whether their stadium moves could be classified as a success, they will need to be looked at first individually, and then collectively.

Bayern Munich were the first of these sides to move ground, leaving the Olympic Stadium for the Allianz Arena in 2005. Figures 7 and 8 show the sources of their income prior to and post-stadium move, as well as their performances in the league, domestic cup and UEFA Champions League.

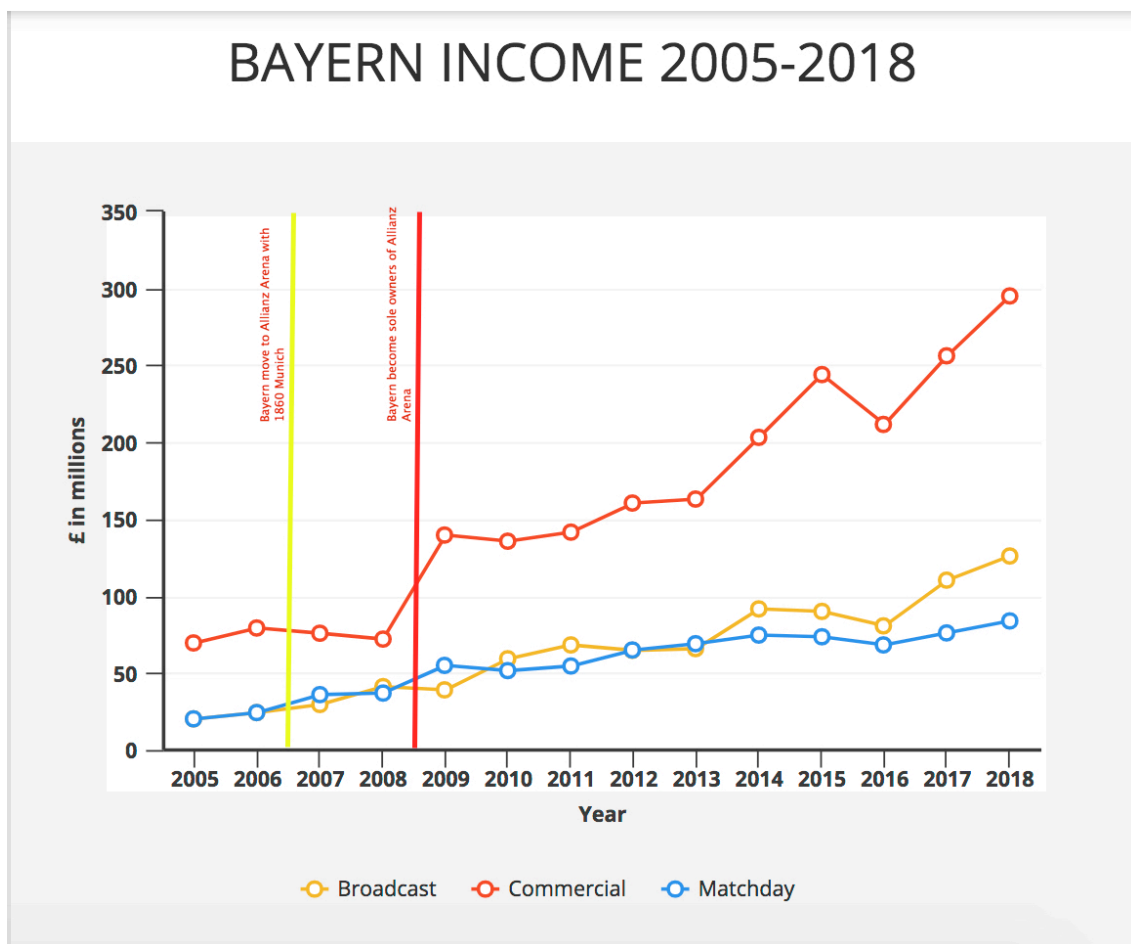


FIGURE 7: BAYERN INCOME 2005 – 2018

Bayern	Broadcast	Commercial	Matchday	Total	LEAGUE	UCL	CUP
2005	£20.25m*	£69.6m	£20.25m*	£110.1m	2 <sup>nd</sup>	R16	QF
2006	£24.35m*	£79.3m	£24.35m*	£128.0m	1 <sup>st</sup>	QF	W
2007	£29.6m	£75.9m	£36.0m	£141.5m	1 <sup>st</sup>	R16	W
2008	£41.2m	£72.1m	£37.0m	£150.3m	4 <sup>th</sup>	QF	R3
2009	£39.1m	£139.7m	£55.0m	£233.8m	1 <sup>st</sup>	DNQ	W
2010	£59.3m	£135.7m	£51.6m	£246.6m	2 <sup>nd</sup>	QF	QF
2011	£68.3m	£141.6m	£54.6m	£264.5m	1 <sup>st</sup>	RU	W
2012	£64.8m	£160.5m	£65m	£290.3m	3 <sup>rd</sup>	R16	SF
2013	£65.9m	£163.1m	£69.1m	£298.1m	2 <sup>nd</sup>	RU	RU
2014	£91.7m	£203.2m	£74.7m	£369.6m	1 <sup>st</sup>	W	W
2015	£90.1m	£244.0m	£73.6m	£407.7m	1 <sup>st</sup>	SF	W
2016	£80.7m	£211.6m	£68.3m	£360.6m	1 <sup>st</sup>	SF	SF
2017	£110.4m	£256.2m	£76.1m	£442.7m	1 <sup>st</sup>	SF	W
2018	£126.1m	£295.1m	£83.9m	£505.1m	1 <sup>st</sup>	QF	SF

FIGURE 8: BAYERN PERFORMANCE 2005 - 2018

It should be noted that Deloitte release these figures in the January or February after a season ends. For example, Bayern's 2005 income is taken from their results for the 2003/04 season.

All three sources of Bayern's income have grown exponentially since moving to the Allianz Arena, particularly since they bought the stadium outright from former tenants 1860 Munich. Their first year of being sole owners saw their commercial income increase from £72.1m to £139.7m – an increase of almost 100%. Match-day income has grown to £83.9m from £36.0m since first moving.

Bayern's performances on all fronts show their dominance in Germany and on the continent. The club have only failed to win four of the 12 Bundesliga titles on offer since moving to the Allianz Arena and won the UEFA Champions League in 2013,

reaching the final in 2010 and 2012 also. They have won the DFB-Pokal six times since moving, attributing to a third of their all-time wins in the competition.

In the Deloitte Money League 2018, Bayern ranked as the fourth richest club in the world behind mainstays Real Madrid, Manchester United and FC Barcelona. Bayern ranked 9<sup>th</sup> when Deloitte started making figures public from the 2003/04 season, and their total income had grown by £495m.

Arsenal moved from Highbury to the Emirates Stadium in 2006. Figures 9 and 10 show their sources of revenue and their on-pitch performances.

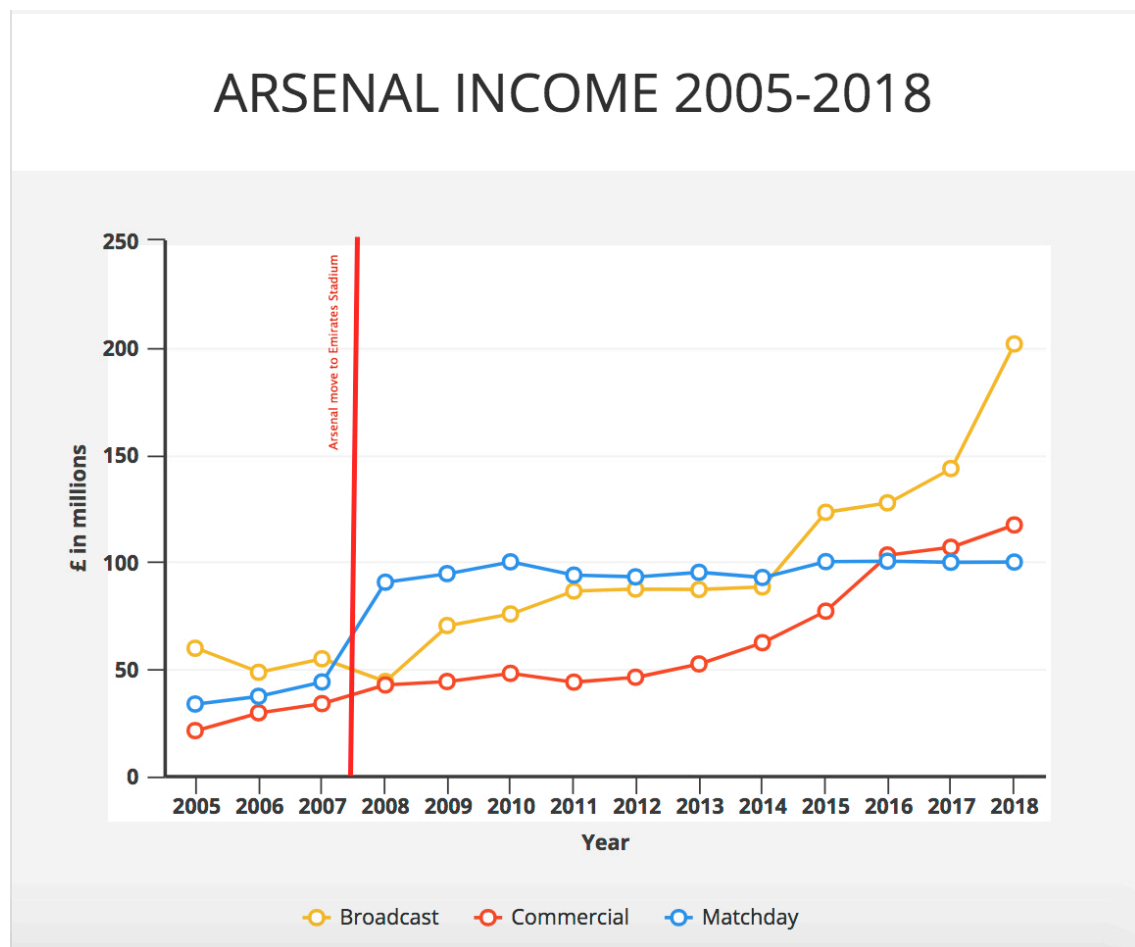


FIGURE 9: ARSENAL INCOME 2005 - 2018



Arsenal	Broadcast	Commercial	Matchday	Total	LEAGUE	UCL	CUP
2005	£59.8m	£21.4m	£33.8m	£115.0m	1 <sup>st</sup>	QF	SF
2006	£48.6m	£29.7m	£37.4m	£115.0m	2 <sup>nd</sup>	R16	W
2007	£54.9m	£34.0m	£44.1m	£133.0m	4 <sup>th</sup>	RU	R4
2008	£44.3m	£42.7m	£90.6m	£177.6m	4 <sup>th</sup>	R16	R5
2009	£70.4m	£44.3m	£94.6m	£209.3m	3 <sup>rd</sup>	QF	R5
2010	£75.8m	£48.1m	£100.1m	£224.0m	4 <sup>th</sup>	SF	SF
2011	£86.5m	£44.0m	£93.9m	£224.4m	3 <sup>rd</sup>	QF	R4
2012	£87.4m	£46.3m	£93.1m	£226.8m	4 <sup>th</sup>	R16	QF
2013	£87.2m	£52.5m	£95.2m	£234.9m	3 <sup>rd</sup>	R16	R5
2014	£88.4m	£62.4m	£92.8m	£243.6m	4 <sup>th</sup>	R16	R5
2015	£123.2m	£77.1m	£100.2m	£300.5m	4 <sup>th</sup>	R16	W
2016	£127.6m	£103.3m	£100.4m	£331.3m	3 <sup>rd</sup>	R16	W
2017	£143.6m	£106.9m	£99.9m	£350.4m	2 <sup>nd</sup>	R16	R6
2018	£201.7m	£117.3m	£100.0m	£419.0m	5 <sup>th</sup>	R16	W

FIGURE 10: ARSENAL PERFORMANCE 2005 - 2018

Arsenal's main source of income immediately after the stadium move was from match-day. at £90.6m, it was more than double the figures for broadcast and commercial income. This figure has not changed too much since Arsenal moved to the Emirates Stadium though, only seeing a maximum rise of £9.8m in that time, with an average match-day income of £96.4m – the highest of these figures coming when Arsenal made deep-runs in the Champions League or FA Cup. As expected, broadcast income outstripped match-day income in 2015, with commercial income surpassing it a year later. Arsenal's lack of league and European titles could explain why these figures did not immediately jump in the same way match-day income did.

Arsenal may have won three FA Cups since moving stadium, but as explained in chapter 2, their lack of further success cannot be ignored. They won a league title and reached the final of the Champions League in their final three seasons at Highbury, but have yet to recreate or build on that at the Emirates. Their total income may have

improved by £404m, but their position in the Deloitte Money League has never been higher than 6th, which is where they were recorded in 2005 and finally in 2018. These figures are enough to suggest that Arsenal may have stagnated or that their stadium was not built to prime them for future success, but to maintain the level they were initially performing at.

Juventus moved from the Stadio Delle Alpi to the Stadio Olimpico di Torino in 2006. However, this stadium was owned by the council, limiting their potential commercial and match-day income. In 2012, they moved to the Allianz Stadium, which Kuper and Szymanski highlighted as one of the best examples of a jump in attendances (2012). Figures 11 and 12 show their fiscal and footballing progress.

# JUVENTUS INCOME 2005-2018

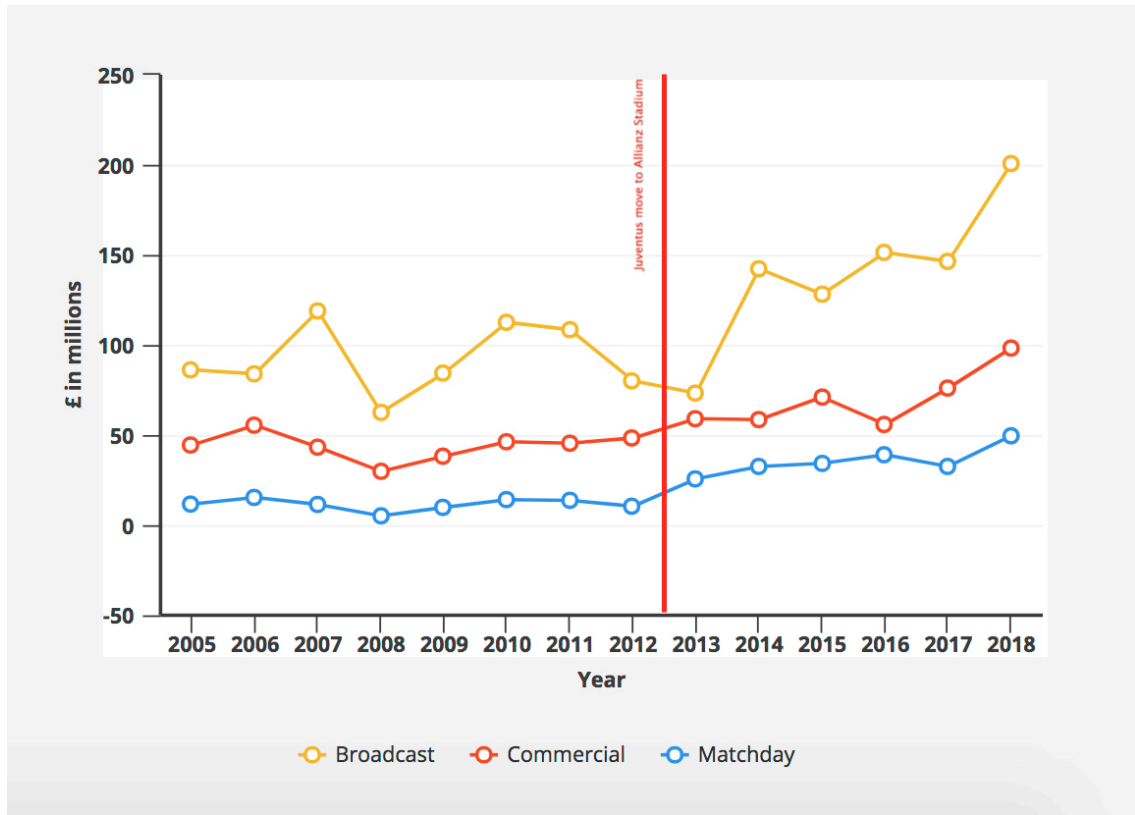


FIGURE 11: JUVENTUS INCOME 2005 - 2018

Juventus	Broadcast	Commercial	<del>Matchday</del>	Total	LEAGUE	UCL	CUP
2005	£86.2m	£44.5m	£11.7m	£142.4m	3 <sup>rd</sup>	R16	RU
2006	£84.0m	£55.5m	£15.4m	£154.9m	1 <sup>st</sup> *	QF	R16
2007	£118.9m	£43.3m	£11.5m	£173.7m	20 <sup>th</sup>	QF	QF
2008	£62.6m	£29.9m	£5.2m	£97.7m	21 <sup>st</sup> *	DNQ	R3
2009	£84.4m	£38.3m	£9.9m	£132.6m	3 <sup>rd</sup>	DNQ	QF
2010	£112.6m	£46.3m	£14.2m	£173.1m	2 <sup>nd</sup>	R16	SF
2011	£108.5m	£45.5m	£13.8m	£167.8m	7 <sup>th</sup>	GS	QF
2012	£80.1m	£48.4m	£10.5m	£139.0m	7 <sup>th</sup>	DNQ	QF
2013	£73.3m	£59.1m	£25.7m	£158.1m	1 <sup>st</sup>	DNQ	RU
2014	£142.3m	£58.6m	£32.6m	£233.5m	1 <sup>st</sup>	QF	SF
2015	£128.2m	£71.1m	£34.3m	£233.6m	1 <sup>st</sup>	GS	QF
2016	£151.4m	£55.9m	£39.1m	£246.4m	1 <sup>st</sup>	RU	W
2017	£146.4m	£76.1m	£32.6m	£255.1m	1 <sup>st</sup>	R16	W
2018	£200.7m	£98.3m	£49.6m	£348.6m	1 <sup>st</sup>	RU	W

FIGURE 12: JUVENTUS PERFORMANCE 2005 - 2018

There are a few anomalies with Juventus's data, mainly due to the 2006 Italian match fixing scandal known as 'Calciopoli'. They finished 1<sup>st</sup> in the 2004/05 Serie A season, but due to the scandal they were stripped of it and no side was ever deemed the championship winner for that season. They also initially finished 1<sup>st</sup> in the 2005/06 season, but again they were stripped of this championship and all of their points, finishing bottom of Serie A and being relegated. They also lost their Champions League berth for the 2006/07 season. During these years, Juventus's income understandably and noticeably decreases, dropping below the £100m mark to £97.7m following their season in Serie B and a campaign without European football.

After returning to Serie A, they were unable to win it cleanly without a stadium of their own. They relied heavily on broadcast income, which was often more than double that of their commercial and match-day income. Since moving, all three sources have more than doubled from the 2010/11 season to the 2016/17 season.

After finishing 7<sup>th</sup> in their final two seasons at the Stadio Olimpico di Torino, Juventus have won every Serie A title since moving to the Allianz Stadium in 2011, setting a new record of consecutive Serie A wins with six in a row. They have reached the Champions League final twice and won the last three Coppa Italia's. They may have dropped from 5<sup>th</sup> to 10<sup>th</sup> in the Deloitte Money League, but their overall income has increased by £206.2m and their on-field success following such a scandal shows that they have been vindicated in moving stadium.

## INCOME OF MAJOR EUROPEAN CLUBS 2005 - 2018

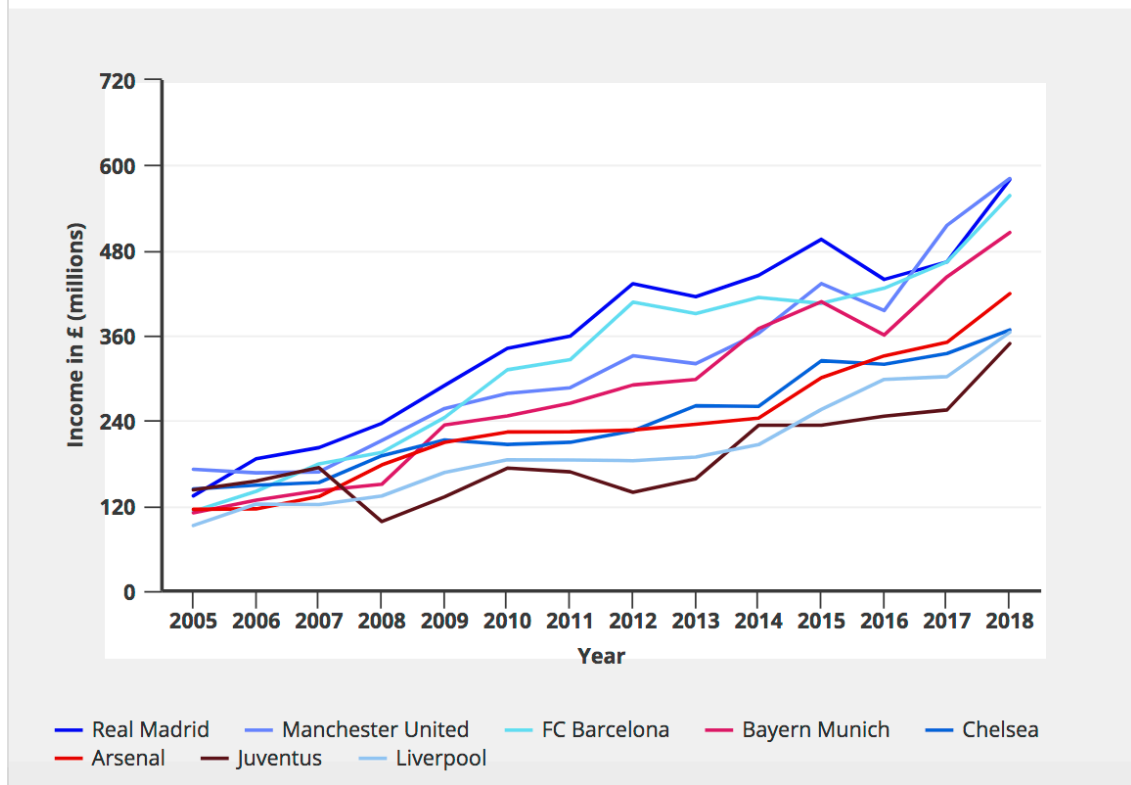


FIGURE 13: INCOME OF MAJOR EUROPEAN CLUBS 2005 - 2018

Figure 13 shows the total income of major European clubs from 2005 – 2018, with teams remaining at one stadium in blue colours and teams who moved stadiums in red colours. The main conclusion from the graph is that the top four of Real Madrid, FC Barcelona, Manchester United and Bayern Munich have moved away from the chasing pack. Continental and domestic success as well as having larger stadiums to begin with have helped the former three in terms of commercial and match-day revenue, while Bayern could also rely on their new source of match-day revenue. Arsenal ended up ranking fifth in 2018, and while Juventus were ranked the lowest of these clubs, they are still the top earning Italian club. The gap between all of these sides was £79.2m in

2005, compared to £232.6m in, again proving that moving stadium is as much about keeping up with the standard as it is about moving forward.

## Conclusion

Across the various factors, influences and outcomes of moving stadium, there is enough evidence to suggest that clubs building new grounds is good for their long-term ambitions at least, and usually as well in the short-term.

There is a demonstrable home advantage on a game-by-game basis, and while that has statistically declined in recent years, there are other factors in the modern game which may have affected that, such as advancements in scouting and player recruitment at all levels, potentially balancing the playing field.

Clubs that successfully broke into the Premier League with new stadiums showed a clear positive correlation in the long-term. Of the ten teams studied, only Huddersfield Town had drastically fallen after moving into their new stadium, but would find themselves promoted to the Premier League in 2017.

For Premier League clubs, the majority that have moved stadiums have managed to benefit in terms of league position and cup performance, with only one team in the study – Derby County – not seeing a particular form of improvement since moving stadium.

Elite clubs that moved stadium showed that building a new home is as much about consolidation as it is about moving forward in search of silverware. Only four different clubs have occupied the top three spaces in the Deloitte Money League since 2008 – Real Madrid, Manchester United, FC Barcelona and Bayern Munich. Bayern are the only side to have built a new stadium to break into the top three, but this shows the monopoly of finances in football. If there is a consistent streak to the richest clubs in football, the next best thing is to win trophies. Bayern and Juventus have managed to consolidate and build on the fiscal side as well as the football side, but Arsenal have struggled to match both since they moved ground.

The lack of public data available regarding sources of clubs' revenue made finding links harder to come by besides from those in the Deloitte Money League. If said data was on-hand, then a clearer link could be made between finances and success.

There was also a lack of academic research on the subject. Arguments were hard to form with this backing, with some having to come from journalists. The recency of the subject is likely to have attributed to the lack of professional discourse.

Most of the research is original and there is not much in the way of comparison. Wider parameters and word count could have compared Premier League clubs to others abroad and not just Juventus and Bayern.

Word count: 3,698

## Appendix

### Feature One:

#### Feature one: Tottenham, Wembley, and the green grass of home

Name	Date	Method	Contact
Denise Cheong	17/3/17	Face-to-face	Denise511@hotmail.com
Tom Hayward	13/12/17	Email	TomH@arthritiscare.org
Pete Abbott	16/1/18	Telephone	07775938626
Dan Kilpatrick	9/2/18	Telephone	07784210858

#### Feature two: A day in the life of West Ham United

Name	Date	Method	Contact
James Jones	13/3/18	Email	James@westhamworld.co.uk
Ben McAleer	20/4/18	Email	ben@whoscored.com

#### Feature three: Bayern Munich and the quest to find home

Name	Date	Method	Contact
Mark Lovell	10/11/17	Twitter	@LovellLowdown
Martin Brinkmann	15/11/17	Email	martinbrinkmann@yahoo.de

#### Essay data – years of clubs moving stadium

Huddersfield Town – John Smith’s Stadium – 1994

Middlesbrough – Riverside Stadium – 1995

Sunderland – Stadium of Light – 1997

Derby County – Pride Park – 1997

Bolton Wanderers – Macron Stadium – 1997

Stoke City – bet365 Stadium – 1997

Reading – Madejski Stadium – 1998

Wigan Athletic – DW Stadium – 1999



Southampton – St Mary’s Stadium – 2001

Leicester City – King Power Stadium – 2002

Hull City – KCOM Stadium – 2002

Manchester City – Etihad Stadium – 2003

Swansea City – Liberty Stadium – 2005

Arsenal – Emirates Stadium – 2006

Cardiff City – Cardiff City Stadium – 2009

Brighton & Hove Albion – Amex Stadium – 2011

West Ham United – London Stadium – 2016

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**STATEMENT OF ORIGINALITY**

I confirm that to the best of my understanding this work has been prepared in accordance with the university's regulations and guidelines on referencing and is substantially my own work.

Signed.....