

EXPLORING CORRELATIONS BETWEEN THE MONETARY SIZE OF A SOCCER
CLUB AND THE SUCCESS OF ITS YOUTH PROGRAM AT PLAYER
DEVELOPMENT

By

EGAN CONRAD BAILEY

A Thesis Submitted to the Honors College

In Partial Fulfillment of the Bachelor's degree

With Honors in

Marketing

THE UNIVERSITY OF ARIZONA

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Approved by:



Madhu Viswanathan

Assistant Professor, Dept. of Marketing

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Abstract: Soccer is an extremely popular and lucrative sport played worldwide. Players from all around the world are scouted at young ages for soccer talent. The most talented young prospects may earn a chance to train at the academy of a professional soccer club. This thesis explores the correlations between the monetary size of European soccer clubs and the relative success or failure of their academy, based on analyzing a pool of several thousand individuals using self-made determinants of success and classifications. The unfortunate result is that there is effectively no correlation between the two variables. Although there are many factors that contribute to the success or failure of an academy, this paper concludes that individual club academy failures or successes to develop these players depends largely on the risks that clubs are willing to take on young academy players. Academies at clubs that are unsuccessful must be more risk-averse than their competitors.

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Introduction

The modern sport of “football” traces its origins back to the 1860’s, when a group of London sports clubs decided to establish the fundamental rules and regulations of their matches. Eventually, some clubs split to form their own “rugby” association, while the basic structure of modern football rules finally came into common practice around 1869⁽¹⁷⁾. Throughout this thesis I will be using the term “soccer” to refer to the sport, which I know isn’t a name used much around the world, but I wouldn’t want this paper to be confused with American “football”. Unlike many other sports that are much higher-scoring, such as baseball and basketball, soccer is a game in which there are a select few moments that can drastically impact the end result. Perhaps as a result, the sport has lacked an extensive statistic-tracking system for much of its history. Although recently the tracking and use of data has expanded significantly concerning baseball and basketball with the advent of Sabermetrics and APBRMetrics, many categories of

player interaction have been tracked for decades (many with large numbers of occurrences throughout the course of a season)^(7, 26). Soccer has trended towards increasingly complex and detailed statistics, beginning with the formation of Opta and Prozone, so-called “performance analysis” companies, in the mid 1990’s^(1, 25). Statistical analysis of “the beautiful game” has been largely ignored in academia, the few papers that I was able to find dealing with the sport of soccer focused largely on the societal impact of the sport, both in the social groups that it spawned, and the economic impacts that it has had since its emergence as an extremely lucrative professional sport. This thesis will attempt to determine if there is a correlation between the “size” (measured in annual revenue) of a professional club, and the impact that its youth programs have on their parent club.

Thesis Question

Exploring correlations between the monetary size of a soccer club and the success of its youth programs at player development.

Thesis Rationale

At the very least, the soccer clubs themselves should care, because the larger the club, the more resources that *could* be brought to bear on youth development. Whether or not larger clubs are producing talent compared to their smaller competitors is an important potential correlation to examine, and it should be a warning sign if the youth programs of clubs are seemingly underperforming relative to their size. In terms of a personal goal, I’m not so naïve as to presume that my thesis will produce incredible, ground-breaking results. I’m interested in the sport of soccer and in stats, and I believe that at least in academia, there is a lack of statistical analysis of

soccer. I hope my thesis will start conversations and expand the literature on soccer, especially scholarly writings.

My research hopes to find some kind of correlation between club size and the success of their youth programs at producing players for their senior team. Concerning youth programs, I have created a somewhat simple, yet broad and inclusive definition of a developed youth prospect, which I will call “homegrown players” for the rest of the paper so as to distinguish my own definition from whatever may constitute my reader’s definition of a developed youth prospect. Also, I have created a simple valuation of these prospects that allows me to more clearly determine correlations between their effectiveness and attributes related to the size of their respective clubs. In an effort to of club size, mainly using revenue, but also using transfer expenditures and annual transfer profit and losses to each of the clubs in my study. My methods and results are explained in greater detail later on in the document, but what immediately follows is expansion on the reasoning behind this paper and the current state of the sport of soccer in academia.

Soccer and Society

Soccer’s popularity is extremely widespread. It can bring a country’s people together as they celebrate their national teams. In 2010, South Africa hosted the World Cup. One South African wrote a paper detailing how the work to host the 2010 World Cup was a catalyst for South African society to confront a variety of social challenges ⁽²⁹⁾. From the cultural importance of soccer and its place in South African society as a primarily Black sport (contrasting with the sport of Rugby, played primarily by Whites), to the infrastructure improvements required to move millions of tourists all around the country. South African politicians from various parties united to try and bring enough resources to bear and host the tournament. Socially, South

Africans came together to cheer for their National Team, something that happened all too rarely since Apartheid ended. In many countries such as England, soccer often has social class implications, and its popularity among non-performers (people who don't actually play the sport) has been increasing rapidly ⁽¹⁶⁾. The competition between clubs has given rise to aggressive behavior between supporters groups, the most rabid of which are dubbed "hooligans", but the positive social connections brought about by the shared affiliation with specific soccer clubs should not be ignored.

Current State of Soccer in Academia

Most current research and scholarly effort within the sport mirrors subject areas in the preceding paragraph. Papers focus on the impact that soccer has on societies, the social groups that form around it. Some papers examine the economic impact of soccer, often on a large scale. Not only are clubs engaging in the purchase and sale of players with contracts ranging in the tens to hundreds of millions of dollars, their economic impact extends beyond just the players on the field. Special events like the World Cup can have lasting positive economic impacts due to things such as renovated stadiums or improved infrastructure, even if the economic gain from tourism is more short-lived ⁽³⁾. For individual clubs, the impact of a single stadium construction produces huge economic benefits, albeit on a more local scale. The more competitive the team, the more people who are drawn to the stadium, which only increases the positive economic impact of the club on the surrounding area ⁽⁵⁾. I believe that soccer represents a field of statistics and study that is just waiting to be analyzed.

Why These Correlations Matter

A strong correlation between club size and youth academy success would have a large number of important outcomes. Clubs would be incentivized to increase the resources spent on development, which should have a positive outcome for youth players, while the increase in competitiveness could have a positive impact on both people and the bottom line.

If clubs invest more in youth development, youth players will play in, and benefit from, a more far-reaching development infrastructure, simply because of increased competition between teams as more resources are allocated towards youth development. As clubs compete, they'll begin to expand parts of their youth structure. They'll want more coaches of a higher quality, bigger and better training facilities, and more scouts, not out of charity for the players, but out of a drive to be as competitive as possible. As they continue in this arms race for top youth talent, teams will begin to scout other parts of their home country and abroad in an ever-increasing range. At present, there are places like London, with over a dozen *professional* clubs competing for the youth of its metro area (over 40 when you include semi-pro and amateur sides). Yet large cities such as Newcastle and Birmingham City have only 2 or 3 clubs competing for the majority of their youth products. Even in countries with extremely well-developed youth systems, such as Germany, there are gaps in player scouting and coverage (in Germany's case, this includes many cities in East Germany). In severely under-scouted countries such as China, Indonesia, and the Philippines, there are enormous gaps in scouting, covering tens of millions of youth prospects. Gaps that could be filled with greater club investment.

As clubs invest in development, they should see an increase in the numbers of youth players that enter the first team. The more youth players they develop and insert into the lineup, the less money they will need to pay to bring in players from other clubs. For example, a club like SC Paderborn in Germany cannot hope for Bundesliga titles with such a tiny budget

compared to perennial champions Bayern Munich, but if they can remain in the Bundesliga while clubs like Hamburg or FC Nuremburg spend significantly more money, that's a success in and of itself, and it helps the club's bottom line if it can save them money. Clubs could do many things these savings, and from an altruistic perspective, things which could benefit lots of groups, not just their board of directors. They could use their windfall to make improvements on their stadium, thus making their fans have a more enjoyable game experience. They could increase the accessibility of their team by lowering ticket prices, not only rewarding long-time fans, but also allowing new ones to see the games. They could even use the extra money to fund charity events benefiting their community as part of their corporate citizenship.

Methodology

Below is the reasoning behind the stats that I tracked, how I tracked them, and behind which clubs and leagues I decided to compare.

League and Club Selection

There are a total of fifty-nine unique soccer associations in UEFA, many with multiple professional divisions, so there must be some sort of narrowing down to specific leagues and clubs. I have decided to focus on a set of 6 professional leagues. Each one is considered the "top flight" professional division by its soccer association. Three of these leagues are rated among the best in Europe⁽²³⁾, and they correspondingly possess the most talented (and expensive) players and clubs in the region. These leagues often purchase top talent to continue to compete at the highest level of soccer for as long as possible. The other three leagues are smaller "feeder" leagues. Their clubs often find and develop young talent as a crucial part of their club's business model. They often sell these players to other/larger clubs for a profit. There are a total of 110

clubs in these 6 leagues in any given year, and with yearly relegation of the poorest-performing clubs into lower leagues, there are even more unique clubs competing in these leagues over the course of a decade. As such, I have decided to focus my attention on a set of 5 clubs per league. Some of these are large clubs, within their own league as well as in the world, while others are much smaller. The two constants are that all of them have remained in the top flight for the last 10 years, and all of them have youth academies. It's extremely difficult to stay in a top division for so long, which greatly reduces the number of clubs available to choose from. Even large, illustrious clubs, with great players, stadiums, and fans, are occasionally relegated, and as such are not included. This creates a more uniform set of possible clubs. Their financial, transfer, and academy regulations are the same every year, and they operate with the same financial rewards each year. However, the clubs are skewed towards the larger, more financially stable ones. In the end, the clubs that have been chosen are a mix of large and small, some well-known for player development, others well known for purchasing the most expensive talent instead.

Determining Successful Youth Programs

A successful youth program for the purposes of my thesis is one that produces first-team players. Ultimately, it's preferable that these players are produced consistently year-to-year, and that they are able to be consistent contributors to their teams. I will use the term "homegrown player" to refer to these players. To be considered a homegrown player, the player must be 21 or younger and have spent at least one season in a club's youth system. The term is intended to designate players that are purchased *with the intent to develop* them into first-team players. If the player is loaned out to other professional clubs, they will not count as a homegrown player unless they have already completed at least one year at their parent club's academy. Although they are still under the supervision of their parent club, these loaned players aren't being

developed *at their parent club and under its academy system*. If a player has appeared in league games within the first season at their club, they will automatically not be considered to be a “homegrown player”. This is to prevent classifying young players who are being bought for their immediate team impact from being considered a developing player. Youth academies are run a variety of different ways and using many different tactics, often unique to each team. From weekly training regimens to meal plans to specific tactics and focuses on various soccer skills, each club’s academy has a multitude of factors that contribute to its success. Many people have written articles on the relative success of certain coaching styles and training methods, and there are professional coaching schools and materials that enumerate coaching characteristics to generate good development, but in pursuit of originality and for simplicity’s sake, I have decided not to focus on the contributions of those factors ⁽⁶⁾. The larger the fraction of minutes that homegrown players receive during league games compared the number of minutes available overall, the better the program is. This was chosen as the main determinant of success for several reasons. For one, it focuses solely on youth development within the youth academies, not player development as a whole, because it rewards players who are brought up through the youth academy of the club, not players who get developed in the first team who happen to be young.

Of course, there are other stats that can be useful in determining a successful youth program. For this study, I also tracked the number of homegrown individuals used each year, as a way to distinguish clubs that perhaps developed a small number of often-used players, versus a large number of players used sparingly. In addition, I created and tracked a special category of homegrown players. Players played what were considered “significant” minutes if they received at least 400 minutes throughout the course of each season. This was to further distinguish

between players used for very small amounts of time and the presumably more effective players given a significantly longer amount of time during the season.

Reasoning Behind Club Selections

The biggest limiting factor was that the clubs selected had to play in their top domestic league for the entire time frame of my thesis (2004-5, to 2013-14), which creates an almost unavoidable bias with my teams, which is that my available pool of teams is then skewed towards the largest and most powerful clubs in each league. Every club goes through periods of uncertainty and struggles, but often only the largest and most powerful clubs have the money and talent to retain a spot in the top division, even over a time period as relatively short as a decade. I made sure to select clubs that met that high standard so that I could compare their teams more fairly in what is already an extremely subjective field. I couldn't very easily compare, for example, the "effectiveness" of a youth program in the 2nd Bundesliga, with a team from the Bundesliga. At that point, the criterion for an effective youth program must be changed, because there is an assumed difference in quality when considering the success of a team in a lower league vs. the success of a team in a higher division. Who can say that a second place finish in the 2. Bundesliga is harder or easier to accomplish than a 10th place finish in the next division, and how much more or less difficult is it? How much better or worse are Homegrown players that play in lower divisions, compared with players in the division above? At least when the teams are playing the entire time within the same division, the talent of the players has by default a certain common baseline. In an effort to remove some of this bias towards 'club largesse' in my data, I tried to select a wide variety of clubs, with various sizes and from various top divisions in Europe. Some clubs were chosen because they were some of the largest and richest in their league, others were chosen because they operated on much smaller budgets than their

competitors, yet still found ways to stay within the top division. And lastly, I tried to hedge even further with at least one club in each country that was somewhat between the two extremes.

Other Leagues and Regions

There are dozens of other top divisions that could have chosen, not only in Europe but around the world ⁽²²⁾. The clubs and leagues that have been chosen represent a swath of European soccer leagues that are often in competition/cooperation with each other, be it European club competitions for the former, or player transfers illustrating the latter. There are of course, many storied clubs throughout the Americas, Africa, and Asia. But there are significant complications trying to compare and contrast clubs from these regions. The biggest problems revolve around the rules and regulations regarding player movement. Movement of players between countries is not only governed by FIFA, but also by a wide variety of individual immigration and work-visa policies that vary significantly country by country ^(19,14,20). Labor laws within each of the countries used in this thesis can affect player movements as well (e.g players from outside of the EU playing in the UK), however the EU has by comparison much more consistent labor laws applied across the board ⁽²⁰⁾.

Data Collection

I ended up looking at around 2200 individual players, using the Transfermarkt database to determine where each player began their career, determining if they had spent time in a youth academy, their appearances for each club, and any subsequent loan or transfer away from the club ⁽¹²⁾. If the prospect did not fall into my study parameters, I took no information down. If they did, I determined the number of minutes they had played for the first team each year active, and then considered their transfer history when applicable.

Club Valuation

I decided to use revenue as the main source of value for the clubs. Ideally, I'd like to have used a complete club valuation, such as the ones that Forbes does, but valuations do not exist for a majority of the clubs that I selected (for example, Forbes' yearly valuations include only the top 20 clubs), and I do not have the requisite expertise or resources to put together reasonable valuations myself. Especially considering that many clubs don't provide significant amounts of financial data available to the public (as is their right, they don't have to release data that they aren't legally obligated to). Instead, I used a series of Deloitte publications aimed at identifying the largest clubs based on revenue. For teams that were enumerated by name, or teams that released annual reports or balance sheets, I was able to use extremely specific numbers. For a few of the smaller teams, I was unable to get ahold of any sort of financial information, so I instead used Deloitte's average revenue generated by a team in their league. What follows is a breakdown of the sources of the revenue numbers for each league:

English Premier League: All numbers were taken from a Deloitte publication ⁽⁹⁾. None averaged.

German Bundesliga: Bayern Munich, Borussia Dortmund ⁽⁹⁾, Wolfsburg ⁽¹³⁾, Hannover 96 ⁽¹⁸⁾, Werder Bremen ⁽¹⁵⁾.

Ligue 1: PSG, Marseille ⁽⁹⁾, OL ⁽²⁴⁾, OGC Nice, Toulouse ^(21, Averaged Revenue).

Belgian Pro League: KRC Genk, RSC Anderlecht, Standard Liege, Cercle Brugge, KSC Lokeren ^(21, Averaged Revenue).

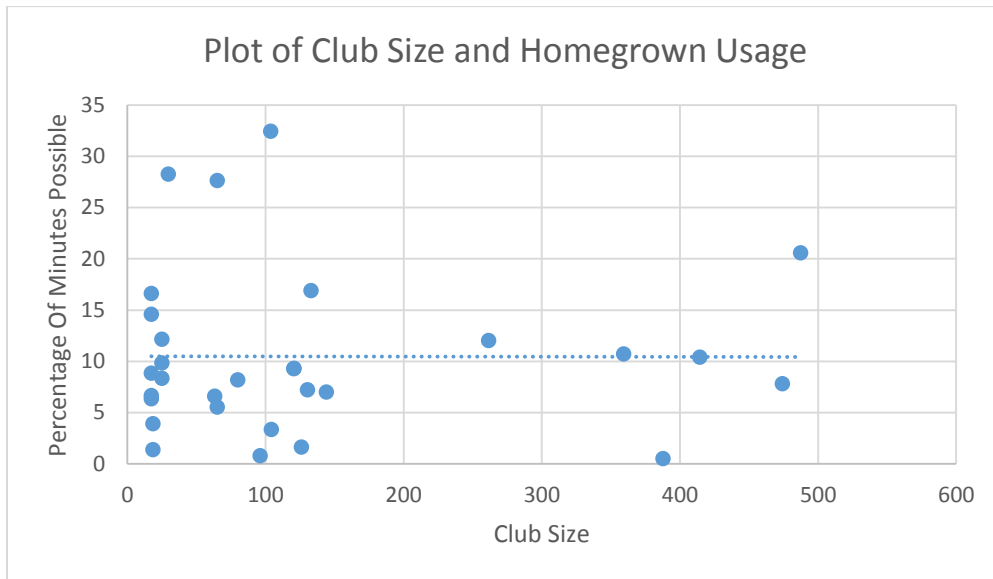
Dutch Eredivisie: Ajax ⁽²⁾, NAC Breda, FC Groningen, SC Heerenveen ^(21, Averaged Revenue), PSV Eindhoven ⁽¹⁰⁾.

Portuguese League: Benfica⁽⁹⁾, *Porto*⁽⁴⁾, *Sporting CP*⁽³⁰⁾, *Vitoria FC*, *SC Braga*⁽²¹⁾

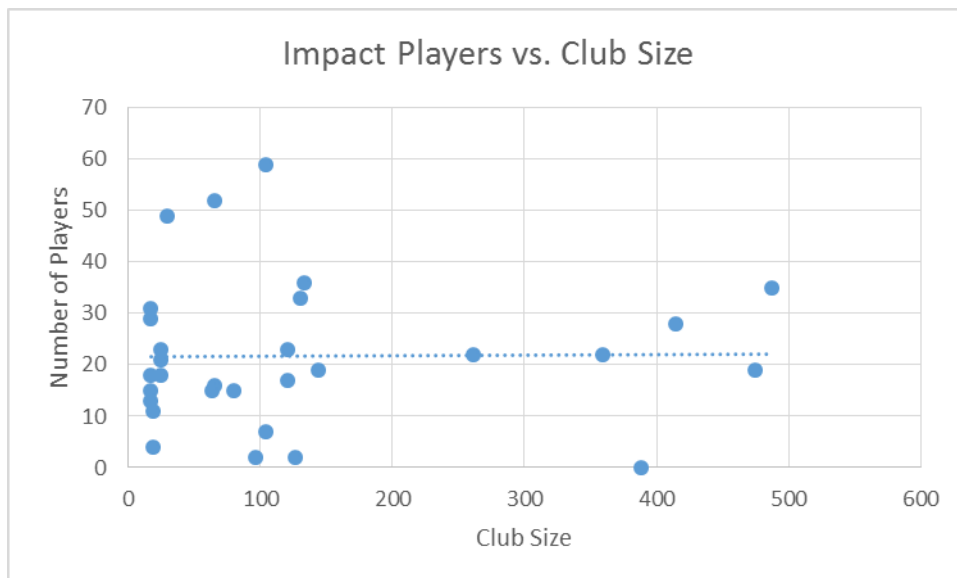
Parameters of Study

If a player started a game on the senior team before the starting season of 2004-2005, or after my cutoff of the 2013-2014 season, he was not considered a “Homegrown” player because he was outside of the range that I chose to focus on. If a player was transferred in and then appeared in at least one league game within the first 6 months, then he was not considered a homegrown player. These players contribute too early to be considered prospects that are being developed. Lastly, if a player appeared in a league game for the first time with his team when he was over the age of 21, he was not considered a homegrown player. This is to address problems relating to the loaning out of players. Oftentimes, teams will take a player from their youth academy and loan them out to another professional team to get experience. This is not a problem, but the age cutoff of 21 prevents situations where, for example, a player is loaned out for 5 or 6 years, often to many different teams, and then comes back to his parent club. The player may have started out as a 19-year-old prospect, but now at the age of 25, with years of professional experience at other clubs, it seems absurd to me to still consider him a youth prospect developed by his parent club. These players have simply spent so much time being developed by another club that I can’t be sure which club gave him the skills necessary to succeed, and therefore I cannot designate him as a homegrown player.

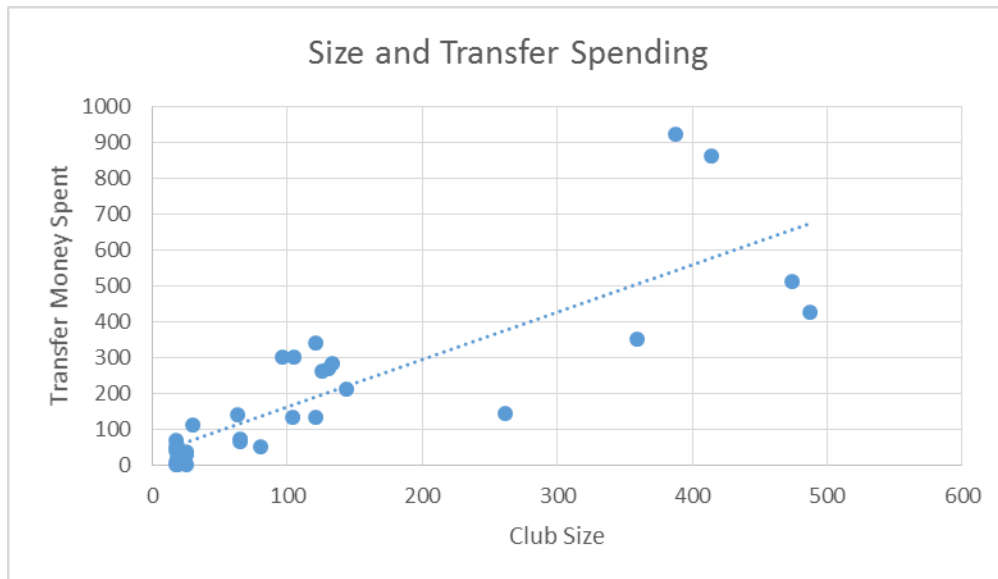
Results: In the end, the results were not quite what I was expecting. There was almost no correlation (-0.00289) between the sizes of the clubs and how often they used homegrown players, which was very surprising.



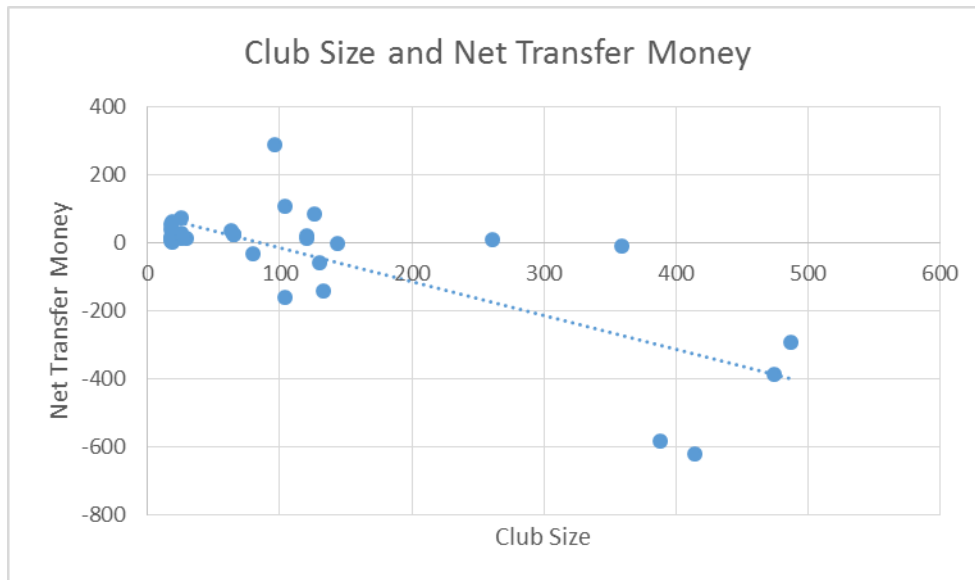
The correlation between the number of “impact” players and club size was equally uninspiring, at 0.0086.



There were however, a pair of very strong correlations that were interesting. The first was the rather obvious strong, positive correlation of club size and transfer spending. The larger the club, the more they spent on their transfers. This was a positive correlation of 0.828.



Second, there was a strong correlation of $-.755$ between club size and net transfer valuations. The larger the club, the greater the chance for a negative net transfer balance. This was likely skewed to a stronger correlation, because a select few very large clubs ended up having extremely negative transfer balances, so I'd imagine that in a larger study or one focusing on smaller teams, this correlation would not be as strong.



At the very least, these stronger correlations are evidence that the clubs that pulled in more revenue were in fact significantly larger clubs than their competition, and therefore revenue was a reasonable choice as a determinant in club size.

Potential Factors Contributing To Results

Quality of Youth Coaching: This factor is a seemingly obvious one. In theory, if the coaching staff surrounding youth prospects is high, it stands to reason that the quality of youth players will be better than the prospects that are surrounded by less-talented coaching staffs. Similar logic follows the idea that students presumably do better if their teachers are “better” at teaching, and some studies have shown that “more qualified” teachers produce better students ⁽⁶⁾.

Unfortunately, there does not seem to be a study conducted to empirically prove this sentiment true in a soccer sense, although there are parallels between teacher qualifications and the level of coaching license earned by an individual coach. In any case, this is a factor that does not fall within this paper’s ability to prove. While it may well turn out to be a significant factor in youth development, this paper will not consider it beyond this point.

Reputation of Youth Academy: Once again, another potential factor in youth player development. A youth player will presumably be directed by his agent/family/friends towards the more successful youth academies, or at least towards ones with good reputations. This could mean that more talented prospects decide not to play with less-effective or well-known institutions, thus leading towards more quality youth players for the clubs with the best reputations. This is an interesting topic for a marketing major, as it deals with many factors that go into a consumer's (in this case the youth player is considered a consumer of the training and expertise of the youth academy that he chooses) decision-making process, but once again it ultimately falls outside the scope of this thesis. Equally unfortunate, there is a lack of study in this area as well, but it could be a useful topic for others to examine.

Clearly Defined Youth Academy Goals: A report by the European Club Association found that having clearly defined academy goals was important to developing youth players ^(10, 26). Certainly it makes sense that teams which clearly define goals for their academies will have a clear benchmark for success, which could lead towards a more successful academy overall as teams adjust their strategies if they meet or exceed their goals. Once again, however, this thesis does not lend evidence for or against this theory.

Conclusion

The data that I collected ended up not resulting in a strong correlation. However, there is a factor that has not been raised that I believe could explain the results of my thesis. Risk aversion. The larger clubs should theoretically be able to attract the best talent. They have the means to hire the best coaches. The means to scout and purchase the best youth prospects from around the world. The means to offer the best facilities and the most attractive training environments. Some may already have reputations for good youth development. If these clubs

were using their youth academies to their fullest potential, there would be an extremely strong positive correlation between the size of the club and the success of the youth academy. Instead, there's very little correlation between the two variables, in either direction. Some clubs are good at it, some are not, so overall club revenues seem to be a poor indicator of youth development. The reason that my data does not result in a correlation may be twofold. The top clubs are willing to spend significant amounts of money on proven players that can contribute immediately, but only a fraction on prospects that they can develop. This shows an aversion to risk. The "risk" in this case is both the potential damage to overall results and the potential loss of money on a prospect that does not end up transitioning into the first team. Instead of risking competitive games, many teams, even the most successful, are content to spend large sums of money on the professional players of other leagues. And on the other side, the smallest clubs are poor youth developers because they lack the capital to invest in their youth academies. Instead, they become like an extension of the larger clubs, using large numbers of youth prospects from *other* larger teams. Even getting no correlation is slightly useful. Revenues are clearly now not an indicator of academy success. And if it isn't some kind of risk aversion or lack of capital that's keeping certain individual clubs from having successful academies, then it could be incredibly useful to instead study the clubs that are more mid-sized; large enough to have to choose between purchasing expensive players and investing in their youth academy. Certainly money (or potential money) does not seem to be a very good indicator of success using my entire dataset, and unfortunately the middle 15 clubs in my data would not constitute enough data for a good trend line. Hopefully further, more expansive research will uncover potential correlations between club size and youth development, but that's for someone else to write a thesis about.

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Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.2	0.45	2.2	1.79	8.1	2.4
Money Received From Transfers	3.95	1.95	6.68	4.65	4.05	0.1
Net Transfer Value	2.75	1.5	4.48	2.86	-4.05	-2.3

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	3	3	7	8	8
Number of "Impact" Players (>400 min) "Homegrown" Player	0	2	0	2	5	6
Profit From Loans/Sales	0	0	1.5	0	0.3	0
Minutes Played	39	3153	561	2096	6296	8173
Total Possible Minutes	29700	29700	29700	29700	29700	29700
Percentage of Total Minutes Possible	0.131313	10.61616	1.888889	7.057239	21.19865	27.51852
Expenditures on All Homegrown Players	1					
Overall Homegrown Profit	28.95					

10-'11	11-'12	12-'13	13-'14	
0.15	6.15	12.3	4.5	39.24
2.5	21.13	9.05	0	54.06
2.35	14.98	-3.25	-4.5	14.82

10-'11	11-'12	12-'13	13-'14	
9	6	3	4	52
6	4	1	3	29
0	19.35	8.8	0	
11131	5927	2309	3573	
29700	29700	29700	29700	
37.47811	19.95623	7.774411	12.0303	14.56498

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.8	6.8	13.5	9.73	6.9	1.2
Money Received From Transfers	2.25	5.6	13.8	13.1	11.8	0.35
Net Transfer Value	0.45	-1.2	0.3	3.37	4.9	-0.85

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	2	2	2	2	5
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	1	1	2	3
Profit From Loans/Sales	0	0	0	0	2.5	0
Minutes Played	371	610	993	1320	1769	3811
Total Possible Minutes	29700	29700	29700	29700	29700	29700
Percentage of Total Minutes Possible	1.249158	2.053872	3.343434	4.444444	5.956229	12.83165
Expenditures on All Homegrown Players	2.05					
Overall Homegrown Profit	27.15					

10-'11	11-'12	12-'13	13-'14	
3.12	8.3	4.25	12.87	68.47
14.7	30	5.48	24.65	121.73
11.58	21.7	1.23	11.78	53.26

10-'11	11-'12	12-'13	13-'14	
6	7	3	6	36
3	1	2	4	18
0.2	26.5	0	0	
4509	2509	3098	7172	
29700	29700	29700	29700	
15.18182	8.447811	10.43098	24.14815	8.808754

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	3.39	1.3	4.2	3	1.65	8.69
Money Received From Transfers	6	4.37	3.08	0	24.26	0.35
Net Transfer Value	2.61	3.07	-1.12	-3	22.61	-8.34

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	0	2	5	6	6
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	2	4	5	5
Profit From Loans/Sales	0	0	0	0	21.76	0
Minutes Played	0	0	3421	7485	6500	7715
Total Possible Minutes	29700	29700	29700	29700	29700	29700
Percentage of Total Minutes Possible	0	0	11.51852	25.20202	21.88552	25.97643
Expenditures on All Homegrown Players	0.4					
Overall Homegrown Profit	43.06					

10-'11	11-'12	12-'13	13-'14		
12.73	5	8.59	2.85	51.4	
12.15	28.7	12.3	1.55	92.76	
-0.58	23.7	3.71	-1.3	41.36	

10-'11	11-'12	12-'13	13-'14		
8	4	4	5	40	
4	2	4	5	31	
0	21.2	0.5	0		
8527	3637	5082	6949		
29700	29700	29700	29700		
28.71044	12.24579	17.11111	23.39731	16.60471	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	0.1	0	0	0	0.275	0
Money Received From Transfers	0.1	0	1.03	0	3.1	1.2
Net Transfer Value	0	0	1.03	0	2.825	1.2

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	1	2	1	1	2
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	1	1	0	1
Profit From Loans/Sales	0	0	0	0	0	0
Minutes Played	9	40	1012	647	5	746
Total Possible Minutes	29700	29700	29700	29700	29700	29700
Percentage of Total Minutes Possible	0.030303	0.13468	3.407407	2.178451	0.016835	2.511785
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	0					

10-'11	11-'12	12-'13	13-'14		
0	0	0	0	0.375	
0	0	1.45	0.7	7.58	
0	0	1.45	0.7	7.205	

10-'11	11-'12	12-'13	13-'14		
4	4	4	7	27	
3	3	3	3	15	
0	0	0	0		
2773	4042	4647	5783		
29700	29700	29700	29700		
9.3367	13.60943	15.64646	19.47138	6.634343	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.05	1.78	0	0.6	0.325	0.55
Money Received From Transfers	0	1.35	2.27	0.05	8.05	0
Net Transfer Value	-1.05	-0.43	2.27	-0.55	7.725	-0.55

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	2	2	3	3	2
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	1	0	0	1
Profit From Loans/Sales	0	0	0	0	0	0
Minutes Played	0	503	614	129	629	812
Total Possible Minutes	29700	29700	29700	29700	29700	29700
Percentage of Total Minutes Possible	0	1.693603	2.06734	0.434343	2.117845	2.734007
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	6					

10-'11	11-'12	12-'13	13-'14		
0.875	0	0.75	1.74	7.67	
0	2.75	7.8	1.6	23.87	
-0.875	2.75	7.05	-0.14	16.2	

10-'11	11-'12	12-'13	13-'14		
4	4	4	4	28	
3	4	2	1	13	
0	2.5	3.5	0		
4837	4926	3301	2982		
29700	29700	29700	29700		
16.2862	16.58586	11.11448	10.0404	6.307407	

	Money Spent on Transfers	Money Received From Transfers	Net Transfer Value
KRC Genk	39.24	54.06	14.82
Anderlecht	68.47	121.73	53.26
Standard Liege	51.4	92.76	41.36
Cercle Brugge	0.375	7.58	7.205
KSC Lokeren	7.67	23.87	16.2

Percentage of Total Minutes Possible	Club Size	Number of "Impact" Players (>400 min)
14.56498316	17.3	29
8.808754209	17.3	18
16.6047138	17.3	31
6.634343434	17.3	15
6.307407407	17.3	13

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	25.75	11.2	24	88.2	0	74.7
Money Received From Transfers	1.03	7.05	2.5	36.15	10.9	22.95
Net Transfer Value	-24.72	-4.15	-21.5	-52.05	10.9	-51.75

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	3	3	3	4	6
Number of "Impact" Players (>400 min) "Homegrown" Player	1	1	2	2	2	4
Profit From Loans/Sales	0	0	2.5	0	0	4.2
Minutes Played	697	2285	4918	3025	3698	9721
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	2.070707	6.788473	14.61081	8.986928	10.98633	28.87998
Expenditures on All Homegrown Players	2.45					
Overall Homegrown Profit	9.25					

10-'11	11-'12	12-'13	13-'14		
	17	52.1	70.3	62	425.25
	6	5	0.5	40	132.08
	-11	-47.1	-69.8	-22	-293.17

10-'11	11-'12	12-'13	13-'14		
	8	6	7	5	46
	7	6	5	5	35
	0	0	0	5	
12506	12716	10074	9532		
33660	33660	33660	33660		
37.15389	37.77778	29.9287	28.31848	20.55021	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	0	1.73	11.7	10.7	13.75	10.9
Money Received From Transfers	10.15	4.25	16.95	5.28	12.3	6.35
Net Transfer Value	10.15	2.52	5.25	-5.42	-1.45	-4.55

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	3	4	5	3	3
Number of "Impact" Players (>400 min) "Homegrown" Player	1	2	2	2	2	2
Profit From Loans/Sales	0	0	0	0.1	0	0
Minutes Played Total Possible	964	2893	3915	1829	2588	5250
Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	2.863933	8.594771	11.63102	5.433749	7.688651	15.59715
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	47.1					

10-'11	11-'12	12-'13	13-'14	
5.25	11.5	26.65	52.6	144.78
4.3	12.14	34	47.18	152.9
-0.95	0.64	7.35	-5.42	8.12

10-'11	11-'12	12-'13	13-'14	
3	2	3	3	30
3	2	3	3	22
0	10	0	37	
8174	3609	5401	5743	
33660	33660	33660	33660	
24.28402	10.72193	16.04575	17.06179	11.99228

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	9	15.19	15.35	26.1	5.8	13
Money Received From Transfers	6.45	11	10.7	23.01	3.4	32.38
Net Transfer Value	-2.55	-4.19	-4.65	-3.09	-2.4	19.38

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	1	2	4	2	4
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	1	1	1	2
Profit From Loans/Sales	0	0	0	0	0	0.375
Minutes Played Total Possible	409	232	1665	1275	1432	4176
Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	1.215092	0.689245	4.946524	3.787879	4.254308	12.40642
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	0.875					

10-'11	11-'12	12-'13	13-'14	
16.24	8.8	14.1	10.25	133.83
21.5	20.25	13.1	13.6	155.39
5.26	11.45	-1	3.35	21.56

10-'11	11-'12	12-'13	13-'14	
6	6	5	7	39
3	3	3	3	17
0.3	0.15	0.05	0	
4637	4789	6653	6025	
33660	33660	33660	33660	
13.776	14.22757	19.7653	17.89958	9.296791

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	8.5	9.98	10.2	30.71	33.1	27.3
Money Received From Transfers	0	13.3	1.12	14.41	3.03	3.4
Net Transfer Value	-8.5	3.32	-9.08	-16.3	-30.07	-23.9

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	2	2	1	1	0
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	1	0	0	0
Profit From Loans/Sales	0	0	0	0	0	0.9
Minutes Played	202	786	2414	284	60	0
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	0.600119	2.335116	7.171717	0.843731	0.178253	0
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	1.55					

10-'11	11-'12	12-'13	13-'14	
55.65	49.1	27.1	51.6	303.24
59.65	12.13	21.85	16.05	144.94
4	-36.97	-5.25	-35.55	-158.3

10-'11	11-'12	12-'13	13-'14	
1	4	2	2	16
1	0	2	2	7
0	0.35	0	0.3	
433	799	1194	5016	
33660	33660	33660	33660	
1.286393	2.373737	3.547237	14.90196	3.323827

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.88	5.35	1.5	9.6	6.4	2.05
Money Received From Transfers	0.65	0.3	4.73	1.01	3.14	0.8
Net Transfer Value	-1.23	-5.05	3.23	-8.59	-3.26	-1.25

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	4	2	3	4	4
Number of "Impact" Players (>400 min) "Homegrown" Player	1	0	1	1	2	3
Profit From Loans/Sales	0	0	0	0.025	0	0
Minutes Played	433	584	2101	1637	3033	4063
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	1.286393	1.734997	6.24183	4.863339	9.010695	12.07071
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	5.675					

10-'11	11-'12	12-'13	13-'14		
	1	4.2	9.55	10.5	52.03
	0.55	0	3.17	4.7	19.05
	-0.45	-4.2	-6.38	-5.8	-32.98

10-'11	11-'12	12-'13	13-'14		
	2	3	2	4	29
	2	2	2	1	15
	0.55	0	0.1	5	
	5465	4492	3743	1916	
	33660	33660	33660	33660	
16.23589	13.34522	11.12002	5.692216	8.160131	

Team Name	Money Spent on Transfers	Money Received From Transfers	Net Transfer
Bayern Munich	425.25	132.08	-293.17
Borussia Dortmund	144.78	152.9	8.12
Werder Bremen	133.83	155.39	21.56
Wolfsburg	303.24	144.94	-158.3
Hannover 96	52.03	19.05	-32.98

Percentage of Total Minutes Possible	Club Size	Number of "Impact" Players (>400 min)
20.55020796	487.5	35
11.9922757	261.5	22
9.296791444	120.7	17
3.3238265	104.37	7
8.160130719	80	15

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	12	46	15.08	31.25	40.15	12
Money Received From Transfers	3.92	25	16.03	57.1	25.8	47.7
Net Transfer Value	-8.08	-21	0.95	25.85	-14.35	35.7

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	3	2	1	5	3	5
Number of "Impact" Players (>400 min) "Homegrown" Player	2	1	1	2	2	2
Profit From Loans/Sales	0	0	0	1.5	4.8	0
Minutes Played	3580	2856	3184	4608	2526	3012
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	9.516215	7.59170654	8.463583	12.2488	6.714514	8.00638
Expenditures on All Homegrown Players	2					
Overall Homegrown Profit	42.65					

10-'11	11-'12	12-'13	13-'14	
23	65.48	53	52.25	350.21
9.6	78.29	67.15	12.15	342.74
-13.4	12.81	14.15	-40.1	-7.47

10-'11	11-'12	12-'13	13-'14	
2	5	7	5	38
1	3	4	4	22
0.5	33.4	2.55	1.9	
1698	5550	6590	6653	
37620	37620	37620	37620	
4.513557	14.75279	17.51728	17.68474	10.7009569

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	8.84	16.54	24.7	24.9	55.9	46.9
Money Received From Transfers	3.43	6.4	1.83	21.65	3.77	22.1
Net Transfer Value	-5.41	-10.14	-22.87	-3.25	-52.13	-24.8

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players	1	4	5	4	3	5
Number of "Impact" Players (>400 min)	1	3	5	2	1	1
"Homegrown" Player Revenue	0	0	0	11.9	0	3.5
Minutes Played	1899	4290	8339	4812	3520	3425
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	5.0478469	11.40351	22.1664	12.79107	9.356725	9.1042

Expenditures on All Homegrown Players	0.285
Overall Homegrown Profit	17.215

10-'11	11-'12	12-'13	13-'14	
37.4	20.34	27.83	19.44	282.79
28.4	43.75	3.2	8.1	142.63
-9	23.41	-24.63	-11.34	-140.16

10-'11	11-'12	12-'13	13-'14	
6	9	9	6	52
4	7	7	5	36
0	0	0	2.1	
6274	8559	11526	10790	
37620	37620	37620	37620	
16.6773	22.7512	30.63796	28.68155	16.86178

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	161.9	91.73	88.4	59	30.5	30
Money Received From Transfers	3.3	34	52.6	44.65	44.55	3.92
Net Transfer Value	-158.6	-57.73	-35.8	-14.35	14.05	-26.08

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players	0	2	3	1	4	4
Number of "Impact" Players (>400 min)	0	0	0	0	0	0
"Homegrown" Player Revenue	0	0	3	0	0.5	0.8
Minutes Played Total Possible	0	231	135	15	388	128
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0	0.614035	0.358852	0.039872	1.031366	0.340245
Expenditures on All Homegrown Players	18.785					
Overall Homegrown Profit/Loss	-1.725					

10-'11	11-'12	12-'13	13-'14	
121.5	103.45	107.7	127.25	921.43
16.5	32.4	25.45	80.43	337.8
-105	-71.05	-82.25	-46.82	-583.63

10-'11	11-'12	12-'13	13-'14	
2	2	2	3	23
0	0	0	0	0
5.8	3.46	0	3.5	
541	92	110	193	
37620	37620	37620	37620	
1.438065	0.244551	0.292398	0.513025	0.487241

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	11.88	32.53	22.1	33.35	25.08	23.3
Money Received From Transfers	45.4	7	2.5	15.8	13.3	28.34
Net Transfer Value	33.52	-25.53	-19.6	-17.55	-11.78	5.04

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players	1	3	3	3	6	6
Number of "Impact" Players (>400 min)	0	0	2	1	3	2
"Homegrown" Player Revenue	0.4	0	0	0	0	0
Minutes Played Total Possible	28	206	1381	1232	2335	2631
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0.0744285	0.547581	3.67092	3.274854	6.206805	6.99362
Expenditures on All Homegrown Players	6.46					
Overall Homegrown Profit/Loss	17.74					

10-'11	11-'12	12-'13	13-'14	
1.7	7.2	21.65	31.8	210.59
6.6	26.8	18.75	46.1	210.59
4.9	19.6	-2.9	14.3	0

10-'11	11-'12	12-'13	13-'14	
6	7	4	5	44
3	3	2	3	19
0.6	2.3	15	5.9	
4487	2960	4087	6889	
37620	37620	37620	37620	
11.92717	7.868155	10.8639	18.31207	6.97395

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.5	12.48	7.5	77.95	157.35	147.3
Money Received From Transfers	11.79	32.58	4.2	10.3	26.58	30.95
Net Transfer Value	10.29	20.1	-3.3	-67.65	-130.77	-116.35

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players	4	7	6	6	9	8
Number of "Impact" Players (>400 min)	2	5	5	5	5	3
"Homegrown" Player Revenue	0.15	0	0.9	0	0	12.5
Minutes Played	1686	4802	6415	8733	8909	3828
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	4.48165869	12.76449	17.0521	23.21372	23.68155	10.17544
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	29.21					

10-'11	11-'12	12-'13	13-'14	
182.45	96.05	61.95	116	860.53
37.61	29.7	44.3	11.71	239.72
-144.84	-66.35	-17.65	-104.29	-620.81

10-'11	11-'12	12-'13	13-'14	
4	2	1	2	49
1	1	1	0	28
9.16	4.7	1.8	0	
1771	2054	616	214	
37620	37620	37620	37620	
4.707602	5.459862	1.637427	0.568846	10.37427

Team Name	Money			Percentage of Total Minutes Possible	Club Size
	Money Spent on Transfers	Received From Transfers	Net Transfer Value		
Arsenal	350.21	342.74	-7.47	10.70095694	359.3
Aston Villa	282.79	142.63	-140.16	16.86177565	133
Chelsea	921.43	337.8	-583.63	0.487240829	387.9
Everton	210.59	210.59	0	6.973950027	144.1
Manchester City	860.53	239.72	-620.81	10.37426901	414.4

Number of "Impact"
Players (>400 min)

22

36

0

19

28

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	7.4	15.5	9.25	26.02	34.25	12.3
Money Received From Transfers	20.28	13.25	7.68	52.25	37.85	13.14
Net Transfer Value	12.88	-2.25	-1.57	26.23	3.6	0.84
Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	4	7	5	9	11	10
Number of "Impact" Players (>400 min)	1	2	2	5	8	8
"Homegrown" Player Profit From Loans/Sales	0	0.3	0	2	0	0.5
Minutes Played	1598	5610	4019	7858	11954	15014
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	4.747475	16.66667	11.93999	23.34522	35.51396	44.60487
Expenditures on All Homegrown Players	5.3					
Overall Homegrown Profit	42.2					

10-'11	11-'12	12-'13	13-'14	
5	13.28	5.72	6.8	135.52
29.2	13.63	32.75	23.9	243.93
24.2	0.35	27.03	17.1	108.41

10-'11	11-'12	12-'13	13-'14	
14	12	13	11	96
11	9	6	7	59
2.5	0.3	27.6	14.3	
18110	16179	15064	13737	
33660	33660	33660	33660	
53.80273	48.06595	44.75342	40.81105	32.42513

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	0.145	0	0.7	0.58	0.075	0
Money Received From Transfers	1.97	0	1.25	1.78	2.9	0
Net Transfer Value	1.825	0	0.55	1.2	2.825	0

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	2	2	5	5	4
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	0	1	2	1
Profit From Loans/Sales	0	0	0	0	0	0
Minutes Played Total Possible	0	726	349	984	2560	1849
Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	0	2.156863	1.036839	2.923351	7.605466	5.493167
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	3.7					

10-'11	11-'12	12-'13	13-'14	
0	0	0	0	1.5
0.75	0.45	0.8	3.65	13.55
0.75	0.45	0.8	3.65	12.05

10-'11	11-'12	12-'13	13-'14	
5	5	4	3	35
3	4	4	2	18
0	0	0.7	3	
4802	6060	7390	3237	
33660	33660	33660	33660	
14.26619	18.00357	21.95484	9.616756	8.305704

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	2.05	0.7	1.86	7.5	8.03	1.96
Money Received From Transfers	0	0	4.25	16.95	4.3	10
Net Transfer Value	-2.05	-0.7	2.39	9.45	-3.73	8.04

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	1	1	6	4	3
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	1	3	2	3
Profit From Loans/Sales	0	0	0	0	0	0
Minutes Played	119	21	493	3304	3501	4204
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	0.353535	0.062389	1.464646	9.815805	10.40107	12.4896
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	4.168					

10-'11	11-'12	12-'13	13-'14	
1.9	1.96	2.83	0.65	29.44
0.275	11.5	6.29	4.24	57.805
-1.625	9.54	3.46	3.59	28.365

10-'11	11-'12	12-'13	13-'14	
5	7	7	3	38
3	4	2	3	21
0	0	0.168	4	
4597	7626	5966	3238	
33660	33660	33660	33660	
13.65716	22.65597	17.7243	9.619727	9.824421

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	12.02	6.75	16.05	18.6	19.8	7.1
Money Received From Transfers	31.9	15.63	10.45	23	23	6.3
Net Transfer Value	19.88	8.88	-5.6	4.4	3.2	-0.8

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	2	3	3	3	4
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	0	2	2	0
Profit From Loans/Sales	0	0	0	0	4	0
Minutes Played	0	621	630	2865	3488	796
Total Possible Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	0	1.84492	1.871658	8.511586	10.36245	2.364825
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	5.45					

10-'11	11-'12	12-'13	13-'14		
	9.5	27.25	8.8	14.39	140.26
	6.05	15.8	1.45	43.83	177.41
	-3.45	-11.45	-7.35	29.44	37.15

10-'11	11-'12	12-'13	13-'14		
	5	6	3	7	36
	1	1	2	6	15
	0	0	1.45	0	
	1101	2924	1261	8455	
	33660	33660	33660	33660	
3.270945	8.686869	3.746286	25.11884	6.577837	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	1.53	1.4	8.26	8.85	7.3	3.5
Money Received From Transfers	2.95	18.1	0.325	25.4	25.1	9.8
Net Transfer Value	1.42	16.7	-7.935	16.55	17.8	6.3

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	4	3	4	6	5
Number of "Impact" Players (>400 min) "Homegrown" Player	1	2	1	3	1	0
Profit From Loans/Sales	0	0	0	0	0	0
Minutes Played Total Possible	1013	2665	860	4953	1810	576
Minutes	33660	33660	33660	33660	33660	33660
Percentage of Total Minutes Possible	3.009507	7.917409	2.554961	14.7148	5.377302	1.71123
Expenditures on All Homegrown Players	0.26					
Overall Homegrown Profit	5.34					

10-'11	11-'12	12-'13	13-'14		
	2.5	1.45	2	1.9	38.69
	2.25	2.35	15.1	12	113.375
	-0.25	0.9	13.1	10.1	74.685

10-'11	11-'12	12-'13	13-'14		
	4	6	7	8	49
	2	3	3	7	23
	0	0	4.1	1.5	
	2161	7256	6223	13267	
	33660	33660	33660	33660	
6.420083	21.55674	18.48782	39.41474	12.11646	

Team Name	Money			Percentage of Total Minutes Possible	Club Size
	Money Spent on Transfers	Received From Transfers	Net Transfer Value		
Ajax	135.52	243.93	108.41	32.42513369	103.8
NAC Breda	1.5	13.55	12.05	8.3057041	25.1
FC Groningen	29.44	57.805	28.365	9.824420677	25.1
PSV Eindhoven	140.26	177.41	37.15	6.577837195	63.3
SC Heerenveen	38.69	113.375	74.685	12.1164587	25.1

number
of
"Impact"
Players
(>400
min)

59
18
21
15
23

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	27.5	18.2	16.5	20.5	10.5	15.5
Money Received From Transfers	17	12.43	4.5	14.8	21.75	6.3
Net Transfer Value	-10.5	-5.77	-12	-5.7	11.25	-9.2

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	2	4	6	6	4
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	3	4	2	3
Profit From Loans/Sales	0	0	0	2.2	1.75	0.2
Minutes Played	24	281	3692	4310	2627	4709
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0.063796	0.746943	9.813929	11.45667	6.982988	12.51728
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	23.65					

10-'11	11-'12	12-'13	13-'14		
	9	107.1	149.95	135.9	510.65
	7	9.4	4.75	26.5	124.43
	-2	-97.7	-145.2	-109.4	-386.22

10-'11	11-'12	12-'13	13-'14		
	5	3	5	3	39
	2	2	2	1	19
	0	0.5	0	19	
5741	2687	3783	1460		
37620	37620	37620	37620		
15.2605	7.142477	10.05582	3.880914	7.792132	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	26.25	49.5	29.95	49.4	57.8	81.7
Money Received From Transfers	22.5	43.4	47.33	65	34	53
Net Transfer Value	-3.75	-6.1	17.38	15.6	-23.8	-28.7

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	2	3	4	4	6
Number of "Impact" Players (>400 min) "Homegrown" Player	0	2	2	2	3	0
Profit From Loans/Sales	0	0	0	0	20	37.5
Minutes Played Total Possible	385	996	1894	4282	4257	653
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	1.023392	2.647528	5.034556	11.38224	11.31579	1.735779
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	69					

10-'11	11-'12	12-'13	13-'14		
28.44	4.6	8.75	4	340.39	
10.82	22	30.1	24.5	352.65	
-17.62	17.4	21.35	20.5	12.26	

10-'11	11-'12	12-'13	13-'14		
4	7	7	6	45	
1	3	4	6	23	
0	0	6.5	5		
1472	4049	7565	9258		
37620	37620	37620	37620		
3.912812	10.76289	20.10898	24.60925	9.253323	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	30.28	15.33	11.43	30	35.92	42.3
Money Received From Transfers	50.4	13.85	9.88	33.9	23.65	27.8
Net Transfer Value	20.12	-1.48	-1.55	3.9	-12.27	-14.5

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	6	3	5	2	3
Number of "Impact" Players (>400 min) "Homegrown" Player	1	1	1	1	0	1
Profit From Loans/Sales	0	0	0	0	16	0
Minutes Played Total Possible	1475	1671	3179	3074	26	2098
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	3.920787	4.441786	8.450292	8.171186	0.069112	5.576821
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	16.5					

10-'11	11-'12	12-'13	13-'14		
41.5	11	8.7	42.05	268.51	
21.6	0	29.8	1.05	211.93	
-19.9	-11	21.1	-41	-56.58	

10-'11	11-'12	12-'13	13-'14		
3	3	4	2	33	
2	2	3	2	14	
0	0	0	0.5		
3543	3662	5591	2764		
37620	37620	37620	37620		
9.417863	9.734184	14.86178	7.347156	7.199096	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	3.55	4.75	13.15	2.2	20.25	3.5
Money Received From Transfers	5	0.25	5.35	8.5	35.9	1.4
Net Transfer Value	1.45	-4.5	-7.8	6.3	15.65	-2.1

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	1	2	4	3	2
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	1	2	2	2
Profit From Loans/Sales	0	0	0	0	8.5	0
Minutes Played	0	450	3443	4078	1806	2370
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0	1.196172	9.152047	10.83998	4.800638	6.299841
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	12					

10-'11	11-'12	12-'13	13-'14		
3.1	8.35	6	0	64.85	
23	0.6	8.7	0	88.7	
19.9	-7.75	2.7	0	23.85	

10-'11	11-'12	12-'13	13-'14		
3	5	6	4	30	
1	1	3	3	16	
3.5	0	0	0		
1165	936	3555	2892		
37620	37620	37620	37620		
3.096757	2.488038	9.449761	7.6874	5.501063	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	3	11.4	6.9	8.4	9.8	6
Money Received From Transfers	0	0	5.8	2.4	22.5	11.95
Net Transfer Value	-3	-11.4	-1.1	-6	12.7	5.95

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	6	6	7	8	8	10
Number of "Impact" Players (>400 min) "Homegrown" Player	4	3	2	4	5	6
Profit From Loans/Sales	0	0	0	0.15	0	0
Minutes Played Total Possible	3971	2988	3026	5153	12700	15624
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	10.55556	7.942584	8.043594	13.6975	33.75864	41.5311
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	26.85					

10-'11	11-'12	12-'13	13-'14		
	0	13.34	1	13.65	73.49
16.65	4.8	14.6	20.7	99.4	
16.65	-8.54	13.6	7.05	25.91	

10-'11	11-'12	12-'13	13-'14		
	11	10	8	5	79
	7	9	8	4	52
	0	1.2	7.5	18	
17408	19943	16989	6126		
37620	37620	37620	37620		
46.27326	53.0117	45.15949	16.28389	27.62573	

Team Name	Money Spent on Transfers	Money Received From Transfers	Net Transfer Value
PSG	510.65	124.43	-386.22
OL	340.39	352.65	12.26
Marseille	268.51	211.93	-56.58
OGC Nice	64.85	88.7	23.85
Toulouse	73.49	99.4	25.91

Percentage of Total Minutes Possible	Club Size	number of "Impact" Players (>400 min)	
7.792131845		474.2	19
9.253322701		120.5	23
7.199096225		130.5	33
5.501063264		65	16
27.62573099		65	52

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	27.5	18.2	16.5	20.5	10.5	15.5
Money Received From Transfers	17	12.43	4.5	14.8	21.75	6.3
Net Transfer Value	-10.5	-5.77	-12	-5.7	11.25	-9.2

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	1	2	4	6	6	4
Number of "Impact" Players (>400 min) "Homegrown" Player	0	0	3	4	2	3
Profit From Loans/Sales	0	0	0	2.2	1.75	0.2
Minutes Played Total Possible	24	281	3692	4310	2627	4709
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0.063796	0.746943	9.813929	11.45667	6.982988	12.51728
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	23.65					

10-'11	11-'12	12-'13	13-'14		
	9	107.1	149.95	135.9	510.65
	7	9.4	4.75	26.5	124.43
	-2	-97.7	-145.2	-109.4	-386.22

10-'11	11-'12	12-'13	13-'14		
	5	3	5	3	39
	2	2	2	1	19
	0	0.5	0	19	
5741	2687	3783	1460		
37620	37620	37620	37620		
15.2605	7.142477	10.05582	3.880914	7.792132	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	26.25	49.5	29.95	49.4	57.8	81.7
Money Received From Transfers	22.5	43.4	47.33	65	34	53
Net Transfer Value	-3.75	-6.1	17.38	15.6	-23.8	-28.7

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	2	3	4	4	6
Number of "Impact" Players (>400 min) "Homegrown" Player	0	2	2	2	3	0
Profit From Loans/Sales	0	0	0	0	20	37.5
Minutes Played Total Possible	385	996	1894	4282	4257	653
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	1.023392	2.647528	5.034556	11.38224	11.31579	1.735779
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	69					

10-'11	11-'12	12-'13	13-'14	
28.44	4.6	8.75	4	340.39
10.82	22	30.1	24.5	352.65
-17.62	17.4	21.35	20.5	12.26

10-'11	11-'12	12-'13	13-'14	
4	7	7	6	45
1	3	4	6	23
0	0	6.5	5	
1472	4049	7565	9258	
37620	37620	37620	37620	
3.912812	10.76289	20.10898	24.60925	9.253323

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	30.28	15.33	11.43	30	35.92	42.3
Money Received From Transfers	50.4	13.85	9.88	33.9	23.65	27.8
Net Transfer Value	20.12	-1.48	-1.55	3.9	-12.27	-14.5

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	2	6	3	5	2	3
Number of "Impact" Players (>400 min) "Homegrown" Player	1	1	1	1	0	1
Profit From Loans/Sales	0	0	0	0	16	0
Minutes Played Total Possible	1475	1671	3179	3074	26	2098
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	3.920787	4.441786	8.450292	8.171186	0.069112	5.576821
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	16.5					

10-'11	11-'12	12-'13	13-'14		
41.5	11	8.7	42.05	268.51	
21.6	0	29.8	1.05	211.93	
-19.9	-11	21.1	-41	-56.58	

10-'11	11-'12	12-'13	13-'14		
3	3	4	2	33	
2	2	3	2	14	
0	0	0	0.5		
3543	3662	5591	2764		
37620	37620	37620	37620		
9.417863	9.734184	14.86178	7.347156	7.199096	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	3.55	4.75	13.15	2.2	20.25	3.5
Money Received From Transfers	5	0.25	5.35	8.5	35.9	1.4
Net Transfer Value	1.45	-4.5	-7.8	6.3	15.65	-2.1

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	0	1	2	4	3	2
Number of "Impact" Players (>400 min) "Homegrown" Player	0	1	1	2	2	2
Profit From Loans/Sales	0	0	0	0	8.5	0
Minutes Played	0	450	3443	4078	1806	2370
Total Possible Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	0	1.196172	9.152047	10.83998	4.800638	6.299841
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	12					

10-'11	11-'12	12-'13	13-'14		
3.1	8.35	6	0	64.85	
23	0.6	8.7	0	88.7	
19.9	-7.75	2.7	0	23.85	

10-'11	11-'12	12-'13	13-'14		
3	5	6	4	30	
1	1	3	3	16	
3.5	0	0	0		
1165	936	3555	2892		
37620	37620	37620	37620		
3.096757	2.488038	9.449761	7.6874	5.501063	

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Money Spent on Transfers	3	11.4	6.9	8.4	9.8	6
Money Received From Transfers	0	0	5.8	2.4	22.5	11.95
Net Transfer Value	-3	-11.4	-1.1	-6	12.7	5.95

Season	04-'05	05-'06	06-'07	07-'08	08-'09	09-'10
Number of "Homegrown" Players Used	6	6	7	8	8	10
Number of "Impact" Players (>400 min) "Homegrown" Player	4	3	2	4	5	6
Profit From Loans/Sales	0	0	0	0.15	0	0
Minutes Played Total Possible	3971	2988	3026	5153	12700	15624
Minutes	37620	37620	37620	37620	37620	37620
Percentage of Total Minutes Possible	10.55556	7.942584	8.043594	13.6975	33.75864	41.5311
Expenditures on All Homegrown Players	0					
Overall Homegrown Profit	26.85					

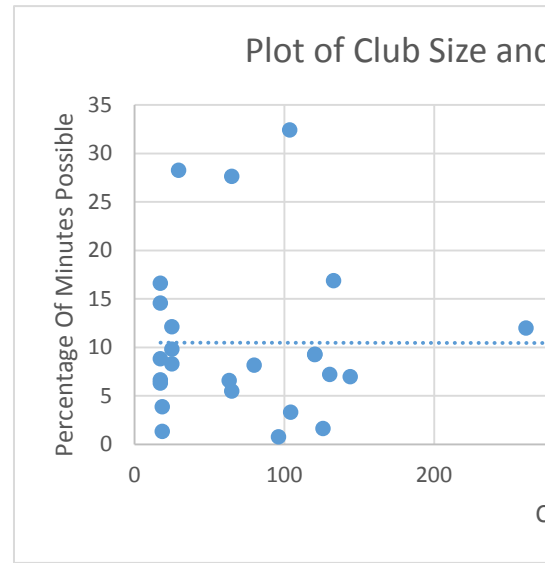
10-'11	11-'12	12-'13	13-'14		
	0	13.34	1	13.65	73.49
16.65	4.8	14.6	20.7	99.4	
16.65	-8.54	13.6	7.05	25.91	

10-'11	11-'12	12-'13	13-'14		
	11	10	8	5	79
	7	9	8	4	52
	0	1.2	7.5	18	
17408	19943	16989	6126		
37620	37620	37620	37620		
46.27326	53.0117	45.15949	16.28389	27.62573	

Team Name	Money Spent on Transfers	Money Received From Transfers	Net Transfer Value
PSG	510.65	124.43	-386.22
OL	340.39	352.65	12.26
Marseille	268.51	211.93	-56.58
OGC Nice	64.85	88.7	23.85
Toulouse	73.49	99.4	25.91

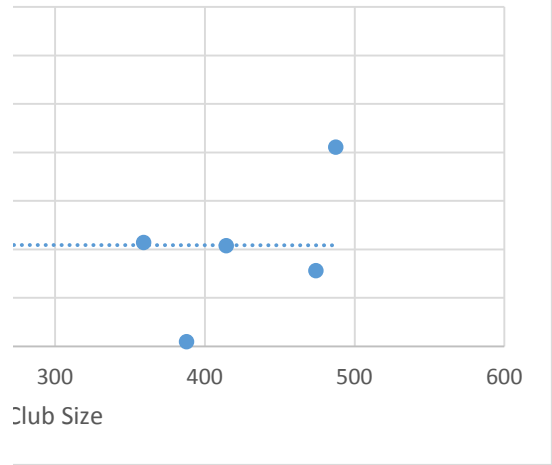
Percentage of Total Minutes Possible	Club Size	number of "Impact" Players (>400 min)	
7.792131845		474.2	19
9.253322701		120.5	23
7.199096225		130.5	33
5.501063264		65	16
27.62573099		65	52

Club Size	Percentage of Total Minutes Possible
17.3	14.56498316
17.3	8.808754209
17.3	16.6047138
17.3	6.634343434
17.3	6.307407407
474.2	7.792131845
120.5	9.253322701
130.5	7.199096225
65	5.501063264
65	27.62573099
103.8	32.42513369
25.1	8.3057041
25.1	9.824420677
63.3	6.577837195
25.1	12.1164587
359.3	10.70095694
133	16.86177565
387.9	0.487240829
144.1	6.973950027
414.4	10.37426901
126	1.617508418
96.13	0.763973064
29.6	28.24949495
18.6	1.344444444
18.6	3.88047138
487.5	20.55020796
261.5	11.9922757
120.7	9.296791444
104.37	3.3238265
80	8.160130719



Correlation -0.00289

d Homegrown Usage

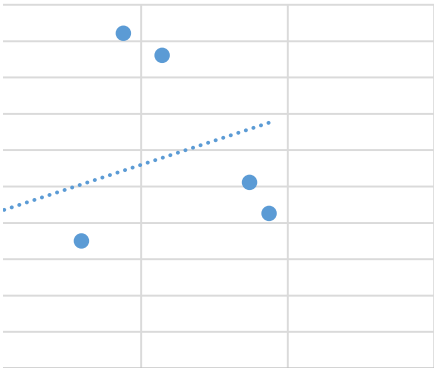


Club Size	Transfer Money Spent
17.3	39.24
17.3	68.47
17.3	51.4
17.3	0.375
17.3	7.67
474.2	510.65
120.5	340.39
130.5	268.51
65	64.85
65	73.49
103.8	135.52
25.1	1.5
25.1	29.44
63.3	140.26
25.1	38.69
359.3	350.21
133	282.79
387.9	921.43
144.1	210.59
414.4	860.53
126	263.07
96.13	302.06
29.6	112.68
18.6	18.835
18.6	3.535
487.5	425.25
261.5	144.78
120.7	133.83
104.37	303.24
80	52.03



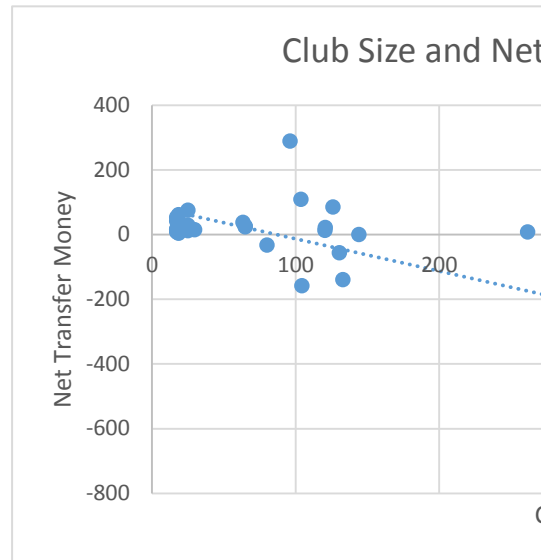
Correlation 0.827837

Spending



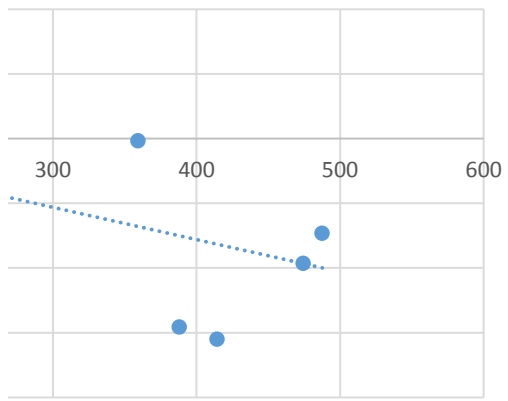
0 400 500 600
Size

Club Size	Net Transfer Money
17.3	14.82
17.3	53.26
17.3	41.36
17.3	7.205
17.3	16.2
474.2	-386.22
120.5	12.26
130.5	-56.58
65	23.85
65	25.91
103.8	108.41
25.1	12.05
25.1	28.365
63.3	37.15
25.1	74.685
359.3	-7.47
133	-140.16
387.9	-583.63
144.1	0
414.4	-620.81
126	84.83
96.13	289.03
29.6	15.02
18.6	60.905
18.6	3.535
487.5	-293.17
261.5	8.12
120.7	21.56
104.37	-158.3
80	-32.98



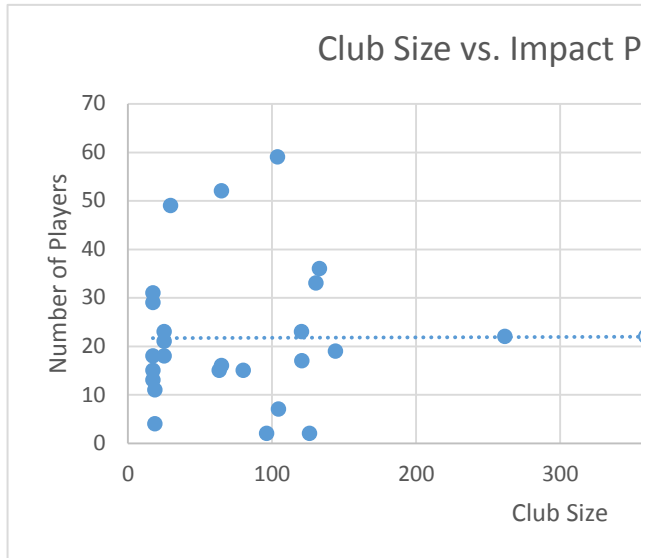
Correlation -0.75503

t Transfer Money



Club Size

Club Size	Number of "Impact" Players (>400 min)
17.3	29
17.3	18
17.3	31
17.3	15
17.3	13
474.2	19
120.5	23
130.5	33
65	16
65	52
103.8	59
25.1	18
25.1	21
63.3	15
25.1	23
359.3	22
133	36
387.9	0
144.1	19
414.4	28
126	2
96.13	2
29.6	49
18.6	4
18.6	11
487.5	35
261.5	22
120.7	17
104.37	7
80	15



0.008653

'layers

