

The Efficacy of Modern Technology on Premier League's Revenue Stream: Towards a viable Social Media Business Model Analysis

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Abstract

Inspired by a lack of empirical study around "Modern Social media technology in the Premier League's and the Premier Leagues Revenue stream". This research aims to explore and evaluate the Premier League as a business. By examining different areas such as regulation, financial rules and strategic planning by the usage of modern social media technology influencing the business side of the sport that generates extortionate revenue. Modern social media technology such as social media and the Internet are a major part of our everyday lives and the Premier League as a corporation accounts for a substantial proportion of Revenue in England and is highly under-researched.

The growth of revenue has been directly aimed around how it interacts with football, the sport has now produced a big fan base throughout communities like a subculture. This dissertation investigates the usage of modern social media technology to assess whether or not it is effective in generating revenue. In order to understand this further, this study aims to explore the relevant literature and critically evaluate the relationship between the generation of revenue stream and the Premier League clubs. Following this, the research methodology will be presented through secondary research by collecting data from Social Media Platforms, clubs' annual reports, companies' house financial records, newspapers and previous studies. The results will be analysed within the literature review to conclude that by looking at the previous study on Financial Fair Play Rule this research outlines that there are strengths and weaknesses and that trends need to be followed. The key findings were that there were clear trends in the top two-tier teams in how they utilise modern social media technology in comparison to the bottom two-tier teams. There is also a clear trend in that they do not fully utilise modern social media technology and this shows in their revenue intake.

The research paper outlines the objectives being met along with the answer to the question asked, "Does modern social media technology have an effect on revenue stream in the Premier League?" resulting clearly in the findings that there is an effect of social media technology in generating the revenue stream. Recommendations are made for the football clubs to think of themselves more of a business and less of a club, and it is important that they fully grasp the advantages of social media technology in modern times.

1. Introduction

The world governing body of football FIFA states the contemporary history of football began in 1863 in England (FIFA.com, 2018). What began as a simple sport has now evolved into a multibillion-pound industry (Wilson, 2018). As one of the greatest viewed sports in the world, football has been attracting large corporations such as Coca Cola and Pepsi who compete for advertisement. From advertising in the stadium to on the team's shirts, advertising can even find its way in social media.

According to a finance report of 2016/17 (Deloitte, 2018) “the annual review of football finance” was the most remarkable ever noted of their Annual Review of Football Finance, with the 27th edition replicating a new era of improved lucrativeness and financial steadiness for football clubs. The transfer of players is another crucial factor to making football fair and competitive along with the changeability of the revenues of the clubs from one to other. Professional football has become more than just a top sport – it is a swiftly developing business and can consequently be analysed as such using modern micro and macroeconomic management models.

2. Literature Review

The beginning of Premier League was considered the “Big Bang” moment for football (Rodrigues, 2018). Made up of 20 shareholders (each club) that all work within the rules of football (Premierleague.com, 2018) each season runs from August to May with each club playing 38 games each. The Premier League is the most watched sports league around the world, broadcasting in 212 territories to 643 million households and a potential TV audience of 4.7 billion people worldwide (Sharma, 2018).

According to FOX (2018) in the 1980s there was a lot of talk about dismantling the old league system in favour of a 'super league' known as The 'Big Five' (Arsenal, Everton, Liverpool, Manchester United and Tottenham Hotspur). They were all in favour of a super league holding only 12 teams in total as they felt they were the higher earners (Rodrigues, 2012). Contrary to this, the introduction of shared broadcasting rights meant an equal share of revenue generated from broadcasting on TV (Premierleague.com, 2018). This eliminated the “big five” notion and now each team has an equal opportunity to attract a worldwide fan base.

The Premier League was created in collusion with the successful bid of Sky Corporation UK “Sky” specialising in TV and Broadband, which promised to bring a lavish range of fresh production techniques, wall-to-wall coverage and instant reaction from players and managers (Motson, 2010). Where football fans had their doubts about this (Williams, 1999, 2006) 18 Years later Sky have still adhered to their promise, additionally, according to Cortsen (2013) Arsenal's home game against Manchester United was broadcasted live across nine pubs in the UK in 3D.

Social media technology

Advancing social media technology could be the cause of the major increase in football revenue. The Premier League is continuously advancing, for example, the recently introduced Goal Line Social media technology (GLT), also known as Hawk Eye. It is a technical means of instantly determining if the whole of the ball has crossed the goal line with the use of seven cameras on every angle of the goal post (Football Social media technology, 2018). This was officially introduced into the Premier League in August 2013 where all 20 stadiums were equipped with the social media technology. However, La Liga in Spain have a different approach to this social media technology, despite the drama of a wrongly disallowed goal during the clash between Valencia and Barcelona on the 26th of November 2017, they will not be implementing this form of social media technology (Liga et al., 2018).

What is Modern Social media technology?

Modern social media technology is a progression of old social media technology with new features and alterations. A good example of developments in social media technology is the continuing advancement to portable phones “the mobile phone”. The mobile that can be brought with us any place, is the perfect case in point of technological development or simply, modern social media technology. The first mobile phone was created on 3rd April 1973 by Martin Cooper, a senior engineer at Motorola. This mobile was just for making and receiving calls. It then advanced to sending and receiving messages. Nokia was the first mobile manufacturer in 1993 which supported sending SMS text messages and then progressed onto 2002 when, the generation of a built-in camera phone became publicly available (CBC, 2018). For years these features were convenient and satisfactory, and people

may have presumed it couldn't get any better. Then came the launch of the smart phone that completely revolutionised social media technology, our lives and the football industry.

Social Media Platforms

A social platform is a modern form of web-based social media technology that aids the development, distribution and organisation of social media services and solutions. It offers the facility to build social media websites and services with widespread social media network functionality (Techopedia, 2018). Social media platforms have become a norm in every day society. It is a form of social media technology that businesses cannot survive without as it is a faster way of interacting with customers, especially as its accessible through the smart phone. Football clubs also use all forms of social media and have generated a big fan base throughout the world, platforms such as Facebook, Twitter and at present Manchester United are focusing on creating their own social media platform (Ir.manutd.com, 2018). According to Sportskeeda (2018) football is amongst the most followed sports on social media. Since the revolution of social media, the number of followers and interactions between each team on social media has shown that the football on the field wasn't enough entertainment for connection. According to Forbes, the top clubs with social media followers are Arsenal with 60.4 million followers, Chelsea with 69.2 million and Manchester United an astonishing 110.3 million people watching their social media activity.

The Relationship Between Social media technology and Football

As previously mentioned social media technology has continued to grow in our day to day lives, however, has social media technology changed the football game?

Football has grown massively global, especially since the internet became more powerful after 1989 when Tim Berners-Lee created the World Wide Web AKA the internet, in a bid to better share information (ABC News, 2018). This allows football teams to use the internet as their new main source of Marketing. Therefore, football on the pitch extended beyond Just the football ball and what kits the players are wearing. Everything around football is now analysed and used as a source of income. As the money generated in football is extortionate, social media technology is, or should be, a way clubs and federations take advantage of marketing prospects. These opportunities can take advantage of newly introduced social media technology to the soccer world. The Brazuca ball was one of the most technologically innovative footballs ever made for the FIFA world cup in Brazil 2014. Scientists evaluated the official World Cup soccer ball and gave it high marks for aerodynamics (Latimes.com, 2018). The Brazuca has a rubber bladder so that the ball can move more rapidly and glide softly in the air. It's also lighter than most other soccer balls. In 2018, Adidas Soccer announced the Telstar 18 "*The smart ball system*". It is one of the most technically advanced footballs with an NFC (Near Field Communications) microchip placed inside the ball (Bradley, 2018). The microchip will permit FIFA to relate directly with the football from a smart device or smart phone. Every football creates a distinctive identifier that unlocks private information for the user on their smart device about the specifics of the ball such as speed.

Goal-line Social media technology (GLT)

Hours of investment and research has gone into advancements in footballs social media technology such as goal-line social media technology (GLT) also known as Hawk Eye. Used by the top European leagues and introduced to the Premier League (EPL) in 2013 and Ligue 1 and the Bundesliga in 2015-16. It was also introduced to the 2016 European Championship (AS.com, 2018). It is a technical means of instantly determining if the whole of the ball has crossed the goal line with the use of seven cameras on every angle of the goal post (Football Social media technology, 2018). In August 2013, 20 stadiums in the Premier League were equipped with this new social media technology. However, in 2017 despite the drama of a wrongly disallowed goal during a game between Valencia and Barcelona on the 26th of November 2017, La Liga refused to implement goal-line social media technology (Liga et al., 2018).

Video Assistance Referee (VAR)

This advanced social media technology means the referee watches the video play back or proceeds with action recommended from the VAR's (Football, Social media technology, 2018). The video footage is looked over by the VARs, who then instruct the referee of the decision they made. The video assistant referee evaluates video replays of the event, and where there is uncertainty over a decision and they can pass on that information to the main referee. The referee can either accept the information from the VARs and takes the appropriate action or review the video footage on the sideline himself in the case of uncertainties. This follows the success of trailing the video playbacks FIFA successfully implemented this new form of social media technology at the World Cup in Russia in 2018. The figure below indicates the three incidents and one administration in where the VAR's can assist.

Business in Football

Professional football clubs are just like other organisations; they are made up of tangible and intangible assets. Their financial sections are professionally managed and marketed to attain profit. Football administrations and authorities should carry out the same roles of management as in any business as there are many factors of management in the football industry to be aware of.

Financial Factors

Financial performance is constructed on various factors of a football club that should be outlined their annual financial review. Player transfer is an important factor to making the game non-discriminatory and competitive and contributes to the generation of revenues from one club to another. The transfer of players is considered the key movement of football business as it changes the game on the field for one team but is also a finance transaction that can help improve revenue for another team. According to UEFA the most successful governance project that was introduced was the Financial Fair Play policy. The regulations were first introduced in June 2010, and then updated in 2012, 2015 and 2018 to reflect alterations in the environment. However, the essential principles and objectives are still the same. One major rule introduced the Financial fair play is according to the regulation's handbook "*Directly restricting some of the most excessive loss-making clubs, by concluding 28 settlement agreements designed to bring these clubs back to operating at break-even, in many cases featuring specific transfer and wage restrictions*". In simple terms it means a club can only spend on buying players what they made in profits from merchandise sales, sponsorships and match tickets and not from the Billionaire owners' pocket.

Broadcasting Rights

The Premier League sold all seven packages for season 2018/2019. The packages are broken down in categories such as A-G. Each having different rights of broadcasting. For example, Sky will get to choose first which ten games they want to show, which generally leads to showing the top tier teams. The reason for this is Sky Sports paid £3.58bn for four a package, BT sports paid £885m for two packages and Premier Sports In the UK for £671m for one package (BBC Sport, 2018). The rights consist of 200 live matches per season split into seven packages.

Sky Sports - Packages B, C, D, E Totaling 128 matches in the Premier League per season

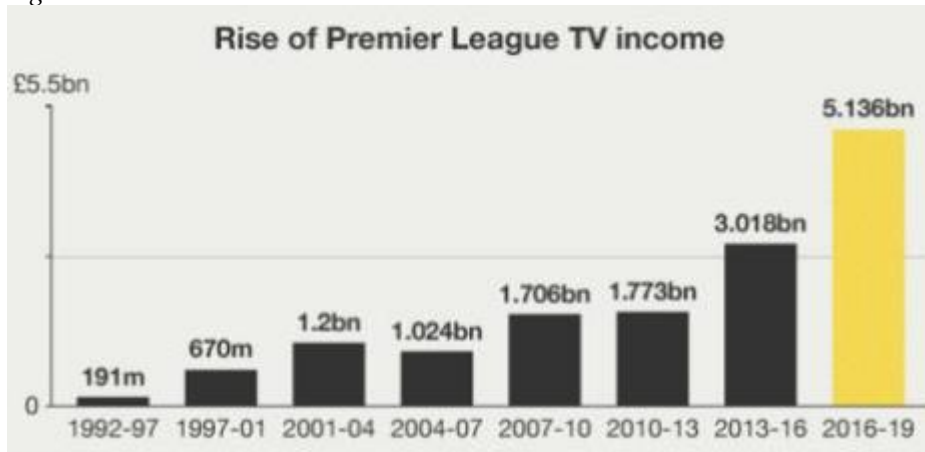
BT Sport - Packages A, G 52 Premier League matches per season

Premier Sports - Package F, Saturday 15:00 pack - 53 matches per season

This generates an overall revenue for broadcasting equaling £5.136bn excluding overseas TV deals which is expected to be worth over £3bn (total sportek, 2018). There have already been sales for 2019/2022 season in a landmark move for football where Amazon, the American corporation, will show 20 games streaming to their Amazon Prime members. That deal is a momentous moment for the way live sports rights are sold. Amazon have strategically chosen to broadcast their first game on Christmas day 2019 (BBC Sport, 2018). Their strategy is to use this as an opportunity to promote their

deliveries, music, books and movies and attract more customers. This is an example of the Premier League becoming a bigger part of the corporate world.

Figure: 1



Source: BBC Sports

Broadcasting fees money pool is setup with two separate portions, as outlined above, domestic TV deals and overseas TV deals. Domestic deals money is divided fairly, 50% of dividend goes to all 20 clubs equally, 25% merit money is divided depending on their league position, and 25% facility fee is given to each match televised.

The Overseas TV rights money is 100% divided equally among all 20 clubs. However, in June 2018, Premier Leagues top six teams won a battle for larger shares of overseas rights. Coming into effect on in 2019/2020 meaning that any additional monies to the £3bn overseas deal, will be divided among the top six teams (Conn, 2018). Another momentous moment for Premier League.

Regulatory factors

Taxation policy is a factor that had a big impact on the football business and particularly on the players. The high taxation rates could possibly be discouraging for someone who wishes to move to the English Premier League and they may favour countries with lower tax rates. The fact that the tax rate is lower in other countries may account for why Messi, Neymar and Ronaldo, the three best footballers in the world and do not play for the Premier League despite Premier League being the most watched sport in the world. The stern health and safety protocols in football are also a significant factor when examining politics in football whereas the FA state in their health and safety guidelines have extensive risk assessment procedures to be adhered too. Albeit, apart from those two politic factors there appears to be little macroeconomic environment with more focus on the microeconomic.

Economic factors

Just like any other industry Football clubs must adhere to the same inflation and interest rates. Football players' salaries are significantly growing, there has been some cases where their salaries are greater than the club's annual turnover. The worldwide recession which had significant levels of unemployment didn't seem to be an impeding factor for the football industry, in comparison with the effects it has had on numerous other industries.

According to the study carried out by Glen (2009), football clubs have three revenue streams, broadcasting, merchandise sales and sponsorships, and two of which had barely been affected by the worldwide recession. The only revenue stream that looks as if it had appeared to have been affected was sponsorships.

Corporate Social Responsibility factors

The social environment is conceivably the best example when discussing the exactitudes of the football industry. The increase of Corporate Social Responsibility (CSR) in the football industry came to exist in order to preserve the socio-economic power and the advancement in commercialisation.

Corporate social responsibility has risen and is continuing to rise as an important matter in current business management, whereas 'ethical' decision-making is progressively receiving immense support from within any organisational beliefs (Savia, 2018).

Regardless of the intelligence or the demographics of the usual football fans, their club has a motivating and everlasting bond with the fans, therefore, regardless of their regimes, football is a significant part of fans lives inhabiting their free time and money that clearly generates revenue. Hooliganism which was once referred to as the 'The English Disease' in the 1970's, is now referred to as a cold sore (Ingle, 2018) and that may be because of the Corporate Social Responsibility (CSR) programs that are growing in the football industry. This may be either to create a strong social profile or even to give back to the public.

3. Methodology

Research Philosophy

For the purpose of this research the adopted philosophy is Interpretivism research. The motivation for Interpretivism is profound in meaning with multiple interpretations and is highly intricate. Interpretivism research philosophy from a subjective view that will allow for a more in-depth explanation of the discoveries of this study. It has been disputed that an interpretivism approach is appropriate in the case of businesses and therefore can be applied in analysing revenue in the Premier League. As the topic of the investigation is more toward the technical side of football, the data is subjective.

Research Strategy

Inductive being the research that is apprehensive with discovering a phenomenon from another perspective. Using an inductive research strategy will allow for the expansion of existing theory/data that will generate a better theoretical viewpoint that is currently in the existing literature, or even the creation of a fresh theory. This being applied to this report will help generate a better understanding of why there was a huge revenue increase. Moreover, Saunders (1997, p.348) outlines that in giving an overview of an investigation there can be two different methods to the process; depending on whether you start from a deductive perspective or an inductive perspective. The deductive perspective is established by articulating conclusions based on strong, analytical data whereas the inductive perspective is more subjective and looks to form a decision from previous research and personal opinion. In light of this information the correct strategy to be taken in this study is inductive.

Research Approach

Mixed methodology in both qualitative and quantitative research methods are considered both factual and detailed. It is animated to know the meaning of both quantitative and qualitative data prior to reviewing the literature for your study. Emgo.nl (2018) defines qualitative and quantitative data as: "Qualitative data is data in the form of descriptive accounts of observations or data which is classified by type. Quantitative data is data which can be expressed numerically or classified by some numerical value". Therefore, for the purpose of this study, qualitative secondary research will be carried out such as analysing data statistics that are used such as social media on Twitter, Facebook and Instagram where it would outline the development of clubs and players in the social media world. As the other variable being used is revenue, this will be a quantitative approach as numbers and figures will be collected and applied to the research.

The majority of the literature review in this dissertation and previous studies on the Premier League outlined what forms of social media technology are being used and what social media platforms are generating more fan bases which may lead to higher revenue. By adopting a qualitative approach, the data will provide a more accurate understanding of the topic.

Research Design

In order for this study to follow guidelines, it is important for the researcher to follow a certain research design. The research design of this report has five different research design approaches. Cross sectional study is one, where the researcher compares the outcome and the findings in the study at the same time. Cross-sectional studies are just selected based on the inclusion and exclusion principles set for the study. Once the data has been selected for the study, in this case will be which football teams from the premier league to use, the design will follow the study to assess the revelation and the results (Pforte, 2016). Another form of design is Longitudinal study which an observational research technique in which data is gathered for the same subjects constantly over a certain period (Wigmore, 2018) and therefore data will be collected from the selected football teams in relation to the revenue they make today in comparison to ten years ago. Experimental research is where the researcher manipulates a certain variable, randomises and controls the remaining of the variables for an outcome. Therefore, the Premier league will be the experiment and will use the variable of revenue and compare it to what revenue comes from social media platforms and also branding and merchandising. According to (Provenzo, 2015) comparative research aims to compare and contrast cultures, nations and societies and also different institutions. The comparative research for this study will be to research the data available from Premier League's two top tier teams and two bottom tier teams to compare and contrast the revenue gap therefore cross sectional.

Sampling techniques

The sampling technique that will be used is convenience sampling, which is a usage of non-probabilistic sampling in which the author will demonstrate their own judgement to hand pick cases that would make up the sample for compare and contrast. Convenience sampling best enables a researcher to answer their research questions and carry out their research objectives.

As the research design is cross-sectional, convenience sampling combines well with this type of research. As a very small sample size of four football teams will be, it was critical that specific teams were selected that were predominantly informative in order achieve the best possible answers to the research questions and meeting the research objectives (Lewis et al 2016). This study will only carry out secondary data. As previously mentioned by Saunders (1997) secondary data is divide into three types; 'documentary, multiple source, and survey-based data'. Therefore, for the purpose of the convenience samples of documentary evidence appear to suit best with this type of sampling.

Snowballing sampling will follow on from convenience sampling. Snowball sampling means, in theory that once you create the data you have the snowball rolling. As the data available in relation to research around the business side of football leagues is not examined much, in the further future studies it can grow from this research (Statistics How To, 2018).

4. Analysis and Findings

Secondary Data

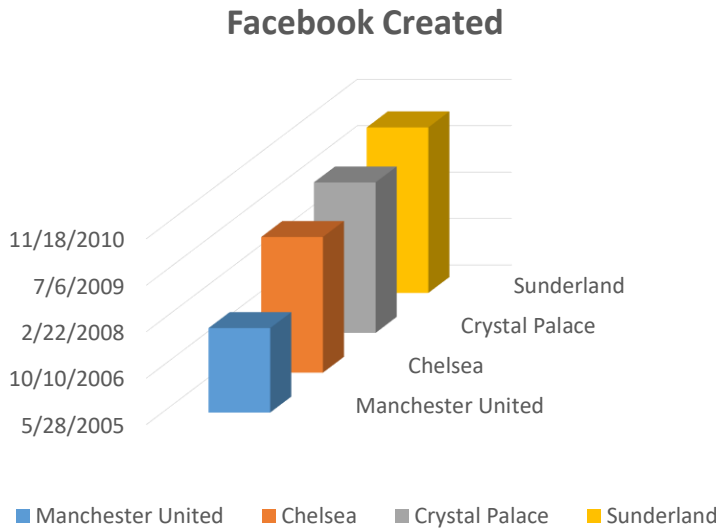
This chapter will outline the findings for the report that will relate back to the literature review. To achieve the aims and objects of this report secondary data will be analysed extensively to compare with existing literature review and analyse the difference with these findings to achieve a new outcome to give recommendations. The report will focus on comparing secondary data available on Manchester United F.C and compare this with secondary data with another top earning club such as Chelsea F.C. It will also analysis secondary data from two lower table clubs such Sunderland A.F.C and Crystal Palaces to make an overall comparison on social media technology and the revenue generate from different clubs.

Theme 1 - Facebook

Facebook was created by a Harvard student Mark Zuckerberg in 2004, however it wasn't until September 2006 that they opened up to let anybody or any organisation in the world join (Times, 2018). The chart below demonstrates Manchester United joined Facebook 2007, then Chelsea Joined in 2006,

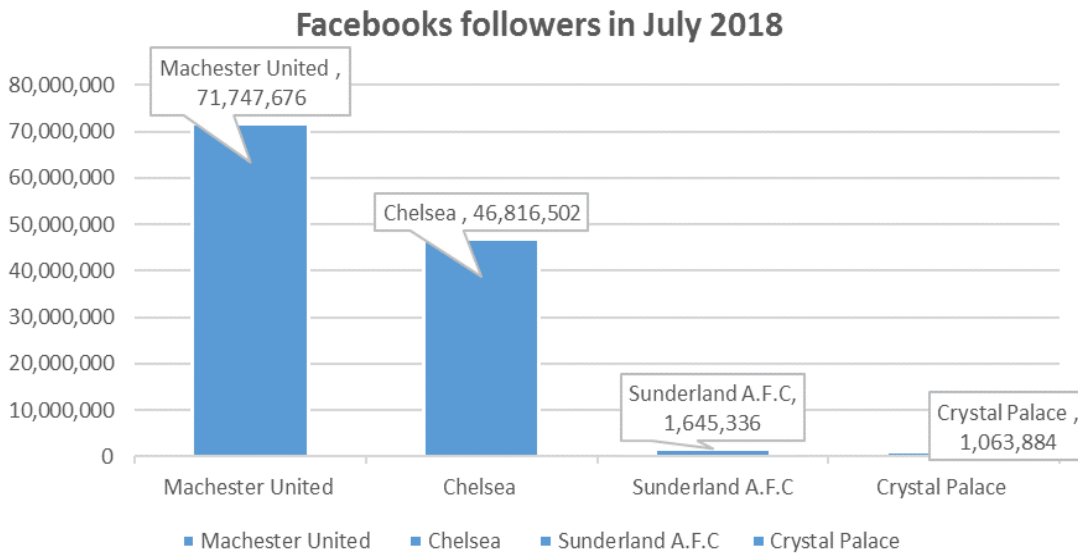
Crystal Palace joined in 2009 then Sunderland A.F.C was the last team to join in 2010. This chart shows there was a 2 year and 5-month difference from when Manchester United joined to when Sunderland A.F.C joined Facebook.

Figure 2: When football clubs joined Facebook



Source: Facebook

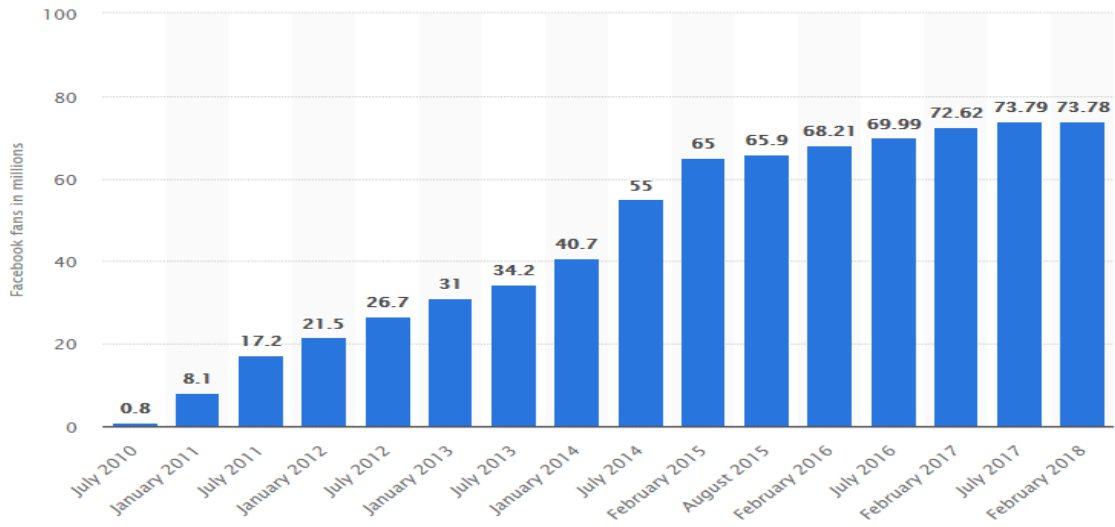
Figure 3: Facebook followers



Source: Facebook

The chart above outlines how many followers each club has as of July 2018. Manchester United have almost 80 million followers which is approximately 79 million more people than Sunderland and Crystal Palace despite them all playing in the same league in 2017/2018. The chart below according to Statista (2018) shows Manchester United Facebook followers' growth since 2010, showing on average an additional 5 million followers per year.

Figure 4: Facebook followers from 2010-2018



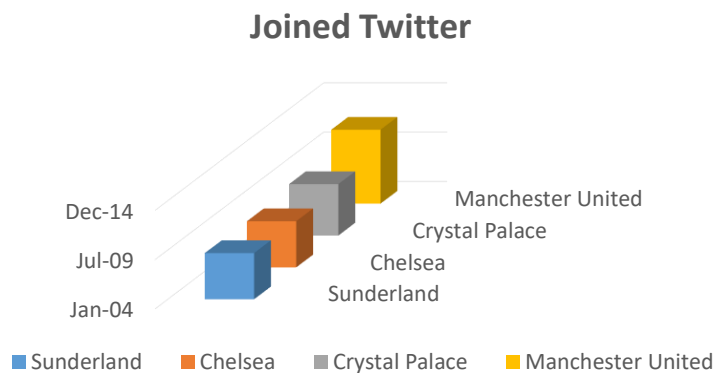
Source: Statista, 2018

Concluding on the above findings, Manchester United were clearly ahead of other clubs when it came to their marketing strategy on Facebook. They joined Facebook in 2007 which was only one year after Facebook opened to the public. They continuously grow on Facebook which improves their branding image. Manchester United’s followers increased by 7.9 million in one year on Facebook where Sunderland and Crystal Palace joined in 2009 and 2010 and still have less than 1.5 followers, which means both Sunderland and Crystal Palace need to focus more on postings on Facebook.

Theme 2 – Twitter

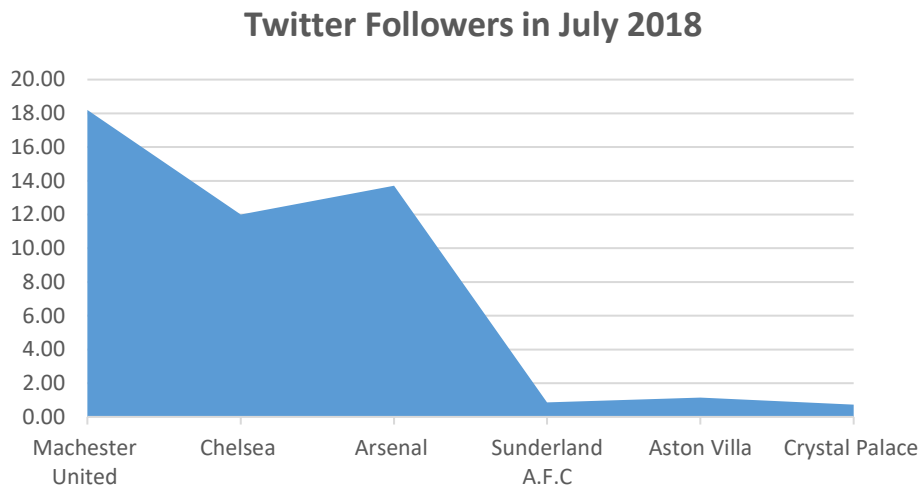
Twitter began in 2006 when the American podcasting company Odeo, recognised the need to reinvent their company with new innovative ideas (Carlson, 2018). That’s when Twitter began as a social media platform that is used to upload news updates now known as “Tweets” instantly for anybody in the world to see. Twitter actually took off in 2007 when they used a marketing project to display streaming twitter messages on gigantic plasma screens at the South by Southwest festival. On that day, Twitter usage increased from 20,000 tweets to 60,000 in just one day and is now used by almost every company in the world to display instant messages to their followers. The charts below will demonstrate statistics of the club’s chosen for this research in relation to when they joined and how many followers they have to date.

Figure 5: When football clubs joined Twitter



Source: Twitter

Figure: 6 When football clubs joined Twitter



Source: Twitter

The charts above show that the club with the most followers is Manchester United with 18.2 million followers, they joined Twitter in April 2012. The club with the least followers is Crystal Palace who have 730k followers, they joined in October 2009. Chelsea currently have 12 million followers and they joined Twitter in March 2009. Sunderland joined Twitter in March 2009 and currently have 860k followers.

It may appear from figures and stats that Manchester United was behind the other three clubs by being the last club in the entire Premier League to join Twitter, however this is not the fact. In 2012, the Head of Marketing for Manchester United Jonathan Rigby stated “there will be no official Twitter site until we have satisfied ourselves that we have determined a role for Twitter”. Clearly suggesting that Manchester United wanted to create a genuine business case for the use of the new platform and try incorporating a commercial element into their Social Media strategy with advertising prospects for news sponsors (Walsh, 2018) giving a clear indication that they create a substantial business case for the use of all social media technology.

Theme 3 – Social media technology

Section 0 of this report outlines different types of social media technology used in football. Factors that could possibly have a huge impact on generating revenue. Every football club in the Premier League now makes use of regular updates via their website, Twitter and Facebook. The proper use of social media platforms has been beneficial for the clubs. These benefits comprise of giving them the opportunity to further approach not only their existing fans, but potential fans around the world. Information provided in Themes 1 and 2 outline that all four clubs in this research are availing of social media platforms however further findings for this study show a breakdown of additional social media technology each team utilises.

Table 1: Social media technology used by different clubs

Manchester United F.C	Chelsea F.C	Sunderland A.F.C	Crystal Palace F.C
Viper pod	Apex System	G.L.T	Viper pod
Digital App	Digital App	Digital App	G.L.T
G.L. T	G.L. T		Digital App
Drone Social media technology			
Apex System			

Source: Created by Author

Vipor Pod is a key element of sport, it is a matchbox-sized GPS tracker device that is placed between the shoulder blades of the player. It monitors heart rate and measures various traits of physiological performance (Wright, 2018). Digital App are apps in the app store that the club is creating independently. G.L.T is the goal line social media technology where cameras are placed around the goal post to determine if the ball crossed the line. Drone Social media technology is a flying camera, it looks like a mini helicopter that flies around catching the game at every angle, assisting in making important game decisions such as who to take on and off the pitch. Apex System the most advanced athlete performance-tracking device ever to be created to date. This device is worn on the shoulder of a player. It highlights the fitness, speed and endurance to match the benchmarks set by world class players (Statsports.com, 2018).

Figure 7: Apex system updates



Source: Statsports.com

Comparing the technologies of all clubs, again it shows that Manchester United is ahead by availing of all social media technology available. Chelsea uses Apex system which appears to be one of the most popular now, however Chelsea, Sunderland and Crystal Palace don't appear to use Drone social media technology.

Theme 4 - Revenue

Revenue research was carried out for comparison purposes. As outlined in Chapter 1, 1.8 Premier League teams were operating at a loss over a ten-year period. In 2016-17, none of the 20 clubs documented a loss, and they all posted record revenues meaning in total, the Premier League brought in €5.3 billion in revenue (deloitte, 2017). Charts below will outline what revenue each club earns in the millions.

Figure 8

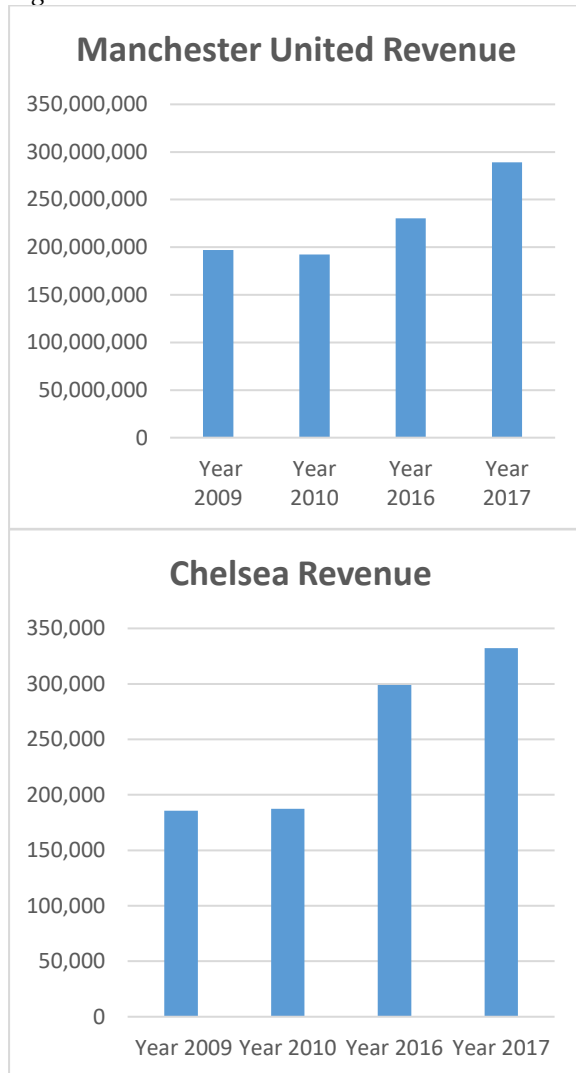
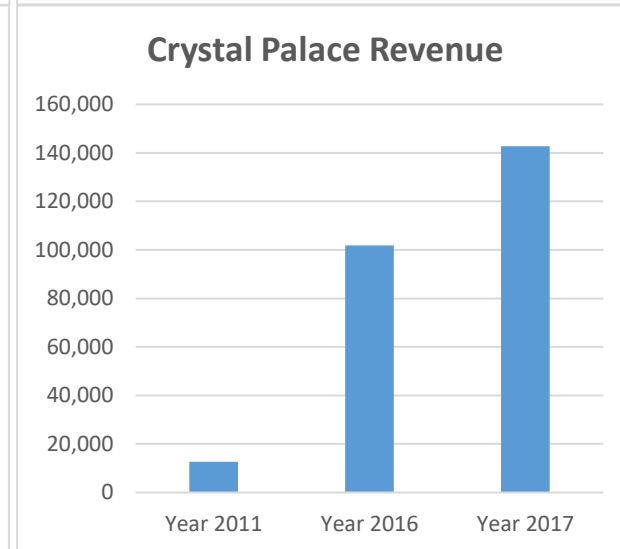
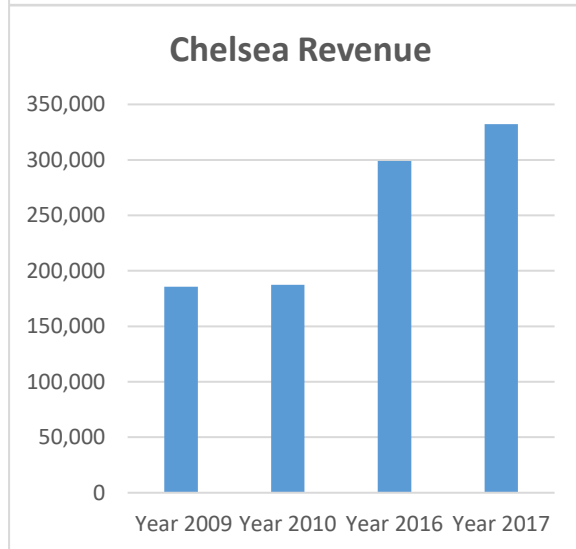
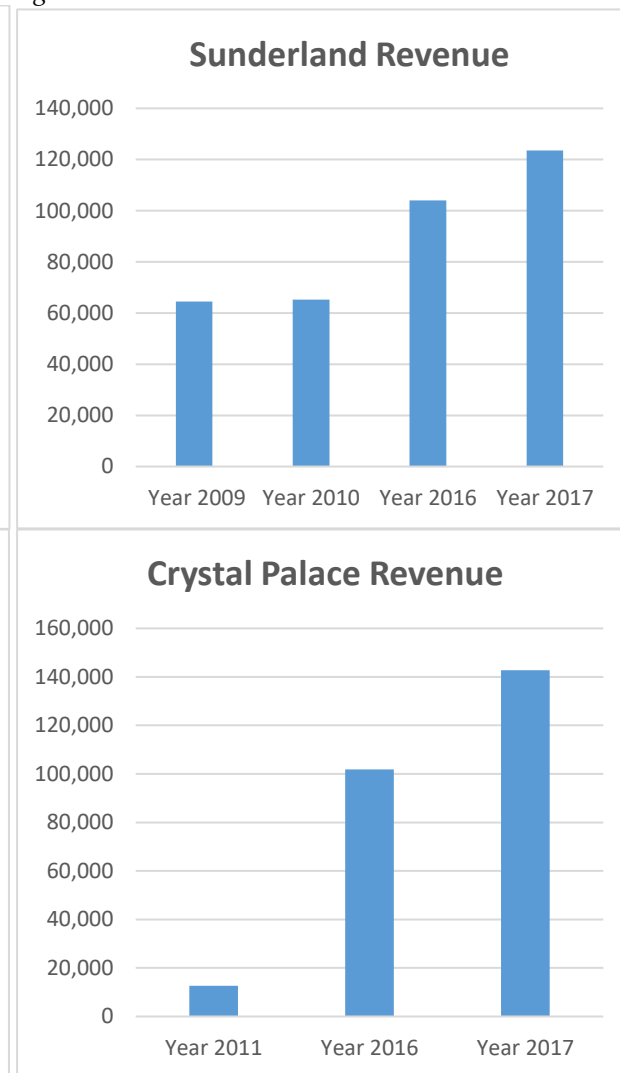


Figure 9



Source: Companies House

By comparing 2009, 2010 with 2016, 2017, with the exception of Crystal Palace whose accounts only became available on company's house from 2011 should give a clear view of increased revenue.

5. Discussion and Conclusion

The purpose of this research was to answer the question "does modern social media technology contribute Premier League's Revenue stream?" Having reviewed the relevant literature review on social media platforms, what different technologies are currently being used by the top two teams in the Premier League and the bottom two teams to make a comparison from the findings along with a comparison of the revenue generated by each club. Findings show that there is a clear, direct positive relationship between the variables. As indicated in the findings there appears to be a huge gap between the number of social media followers between the top two clubs and the bottom two clubs, and a parallel a gap between the same clubs and their revenue intake. Relating back to the question asked and objectives outlined it is important to summarise the research findings in order to determine if the research question answered and whether the research objectives have been met. Based on the first objective "To analyse what different types of social media technology is being used in the Premier

League to identify if it is contributing to different clubs earning different revenue". Research and findings show that there are many different types of social media technology outlined in section 6.4 Figure 11, and these technologies are available to all football clubs, however only Manchester United are the only club utilising the social media technology to a maximum. Research shows that Manchester United are the only club using Drone Social media technology. Drone Social media technology gives the ability to video record training session in order to monitor a player's style and trends, like all devices with the ability to playback to learn from mistakes can only assist in improving skills.

Manchester United club's brand has become the first football club whose brand is worth over \$1 billion USD. Billion Dollar Devils they are now being referred to with the club's overall brand value of \$1.2 billion, in light of this it is recommended that all clubs should stop running themselves as a football club but more along the lines of business. The people who run these lower tier clubs are the custodians of the clubs and have a responsibility to ensure the future of these clubs. They must fully grasp the advantages of social media technology like Manchester United, such as Twitter and Facebook, while also taking every opportunity to brand themselves along with their business model. If VAR's are assisting in the decisions being made on the field, this leaves little room for human error. It is recommended that all football clubs' avail of the Drone and the Vipor Pod for player improvement. Findings clearly demonstrate the need for this equipment.

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