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Article

Research on the Impact Mechanism of Football Tactics Innovation on the Commercial Value of Professional Football Clubs

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Abstract: This study comprehensively examines the profound impact of tactical innovations in football on the overarching commercial value of professional football clubs. Primarily, it aims to systematically analyze the intricate relationship between on-field tactical innovation and the subsequent enhancement of a club's commercial value in a highly competitive global sports industry. By rigorously analyzing the dynamic relationships between various tactical modes deployed in professional competitions and their direct correlation with audience appeal, we can deeply explore their potential impacts on the club's economic benefits, brand image, and overall market growth. The research indicates that successful and innovative tactics not only significantly improve the team's competitive level and overall winning percentage but also substantially increase fan loyalty, global viewership, and active stakeholder participation, thereby directly promoting the club's long-term economic benefits. Furthermore, the empirical findings derived from comprehensive data analysis demonstrate a robust and direct correlation between tactical innovation performance across various elite competitions and the propensity of corporate sponsors to invest. This correlation extends equally to the exponential valuation of media broadcasting rights, which serve as a primary revenue stream for modern sports organizations. By constructing relevant predictive and analytical models, this paper provides a solid theoretical basis and actionable practical guidance for professional football clubs. Ultimately, these insights assist club management and coaching staff in optimizing their tactical layout and refining their overarching business strategy to achieve sustainable financial success.

Keywords: football tactics; commercial value; tactical innovation; sports management; economic analysis

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1. Introduction

The global football industry is undergoing continuous transformation, with professional football clubs encountering increasingly intense market competition and a variety of business challenges. In this context, tactical innovation has emerged as a critical strategy for enhancing team competitiveness and driving commercial growth. The strategic and flexible application of tactics not only influences the outcomes of matches but also plays a pivotal role in capturing the interest of fans and sponsors. Recent advancements in data analytics and technological tools have significantly improved the scientific basis for designing and implementing tactical approaches. The practical application of diverse tactical models has demonstrated the potential to generate substantial economic benefits for football teams. Investigating how tactical innovation contributes to improving a team's success rate has direct implications for key revenue

streams, including ticket sales, merchandise, and the valuation of broadcast rights. Furthermore, the effective execution of tactics fosters a deeper sense of engagement and loyalty among fans, which, in turn, creates sustainable economic advantages for clubs. For professional football organizations, understanding the mechanisms of tactical innovation provides a valuable theoretical foundation for strategic business decisions, supporting long-term growth and maximizing commercial potential [1].

2. The Innovation of Football Tactics and the Commercial Value of Professional Football Clubs

2.1. Technical Principles and Development Trends of Football Tactics Innovation

The foundation of football tactical innovation is rooted in the coach's strategic vision and the technical skills of the players. This foundation is further shaped by advancements in science and technology, particularly in the realm of data analysis. In recent years, the rapid evolution of data collection and analytical tools has introduced new methodologies for enhancing football tactics. For instance, video analysis enables teams to thoroughly assess both their own performance and the tactical tendencies of their opponents, allowing for the development of more precise strategic plans. Additionally, real-time data analysis has become a critical tool for coaches, enabling them to make informed adjustments during matches. This capability enhances a team's ability to adapt to dynamic game conditions, ultimately improving overall performance and competitiveness [2].

Football tactics are increasingly characterized by personalization and diversification, reflecting the demands of high-intensity matches [3]. Flexible and varied tactical arrangements have become essential for success. A key trend in this evolution is the emphasis on team collaboration and individual player adaptability, which are now central to tactical innovation. Emerging strategies, such as the use of unconventional roles like the false nine, are gaining prominence. Tactical innovation also extends to advancements in training methodologies, which now prioritize the development of players' adaptability and creativity. Scientific training programs and group tactical exercises are designed to prepare players for the complexities of modern football. Furthermore, the integration of technology is driving a data-centric approach to tactical planning. By incorporating insights from disciplines such as psychology and sports medicine, teams can achieve more sophisticated levels of strategic execution, ensuring that both physical and mental aspects of performance are optimized.

2.2. The Composition and Manifestation of the Commercial Value of Professional Football Clubs

2.2.1. Promotion of Competitive Performance and Brand Influence

Enhancements in competitive results significantly contribute to a football club's overall competitiveness, drawing increased media attention and fostering greater fan engagement. When a team achieves outstanding performance in league and cup competitions, its visibility and reputation are elevated, which in turn attracts more sponsorship opportunities and boosts sponsorship revenue. Additionally, superior competitive outcomes lead to higher broadcasting rights revenue, as well as more extensive and in-depth media coverage of the matches. This creates a positive feedback loop, where improved performance not only strengthens the club's financial standing but also enhances its appeal to a broader audience [4].

The enhancement of brand influence manifests in various dimensions, including the cultivation of stronger fan loyalty. A team that consistently delivers excellent results fosters a dedicated and active fan base while building a robust reputation. Such achievements can elevate the club's global profile, enabling it to penetrate international markets and secure additional commercial income through partnerships with overseas brands. A positive brand image also stimulates the sales of merchandise and souvenirs, particularly among younger demographics. In essence, sustained efforts in brand development, coupled with continuous improvements in competitive performance, enable professional football clubs to achieve substantial growth in their commercial value,

creating a synergistic effect that reinforces their market position and long-term sustainability [5].

2.2.2. Growth in Media Copyright and Business Sponsorship

The expansion of media copyright is often intricately linked to the performance of sports clubs. Teams that perform exceptionally well tend to attract greater attention from television broadcasters and online streaming platforms, which subsequently elevates the market value of their broadcasting rights. Enhanced audience ratings incentivize media outlets to invest more in acquiring these rights, thereby generating significant revenue for the clubs. Furthermore, increased media exposure bolsters the team's brand visibility, making them more appealing to commercial sponsors [6, 7]. The growth of sponsorship opportunities is similarly influenced by competitive performance and media coverage, as businesses aim to associate their brands with successful teams to improve their market presence and consumer engagement. In elite leagues, clubs with superior capabilities and a strong potential to win championships often secure higher-quality sponsorship deals, maximizing their financial gains. Sponsors prioritize clubs with consistent sports achievements, leveraging these partnerships to expand their market reach and enhance their brand image. By focusing on refining tactical strategies and strengthening overall team performance, clubs can effectively enhance their media rights and sponsorship opportunities, thereby elevating their overall commercial value.

2.2.3. Increased Ticket Revenue and Fan Merchandise Sales

The performance of a team during matches significantly influences the audience's willingness to attend games. Teams that consistently perform well tend to attract a larger fan base, which directly contributes to increased ticket sales revenue. A higher number of spectators not only enhances the atmosphere at the venue but also generates substantial economic benefits for the club. Sustained competitive success encourages loyal fans to return while simultaneously drawing in new supporters, creating a positive feedback loop in a highly competitive market. This dynamic fosters a virtuous cycle where strong performance leads to greater fan engagement and financial growth [8]. Furthermore, the rise in ticket revenue often correlates with an increase in the sales of fan merchandise. Supporters frequently express their allegiance by purchasing team-related souvenirs and apparel, which further boosts the club's overall income. For teams that achieve notable success, the demand for popular merchandise tends to grow, amplifying their commercial potential and reinforcing their market presence. This interconnected relationship between performance, ticket sales, and merchandise revenue underscores the importance of maintaining a competitive edge in professional sports.

Fans are often drawn to teams that demonstrate strong competitive results and possess significant brand influence. This preference highlights the importance of clubs adopting diversified sales strategies to expand the reach of their merchandise [9, 10]. By leveraging multiple distribution channels, clubs can effectively cater to a broader audience, thereby driving continuous growth in merchandise sales. This approach not only enhances the accessibility of team-related products but also strengthens the emotional connection between fans and the club. The dual growth in ticket revenue and merchandise sales contributes to the overall commercial value of the team, enabling it to sustain its operations and invest in further development. Additionally, the strategic expansion of merchandise offerings can help clubs capitalize on emerging market trends and consumer preferences, ensuring long-term profitability. By aligning their branding efforts with competitive success, clubs can solidify their position in the market and foster a loyal fan base that actively supports their endeavors. This comprehensive strategy underscores the critical role of performance and branding in achieving sustained financial and commercial success.

3. Challenges

3.1. Tactical Challenges

3.1.1. The Timeliness of Football Tactical Innovation and the Risk of Imitation

In the highly competitive environment of professional football, coaches and teams can gain an advantage in matches by swiftly adapting and implementing innovative tactics. However, the effectiveness of tactical innovation is often constrained by time, as opposing teams can quickly observe, analyze, and replicate new strategies. This rapid imitation diminishes the uniqueness and strategic value of such innovations, reducing their impact over time [11, 12]. Furthermore, the uncertainty associated with the imitation process poses challenges for clubs attempting to develop and implement novel tactics. As successful tactical approaches become widely adopted, they often evolve into standardized patterns, leading to a lack of originality. This homogenization can negatively affect the overall appeal of the game, as it may reduce the level of excitement and engagement among spectators and media audiences who seek novelty and unpredictability in football matches.

3.1.2. The Contradiction between the Tactical System and the Players

When developing new tactical approaches, coaches take into account the technical abilities, physical fitness, and psychological resilience of players to ensure smooth implementation. However, variations in individual players' technical proficiency and tactical comprehension can lead to challenges in adapting to new requirements. This misalignment may negatively impact the team's overall performance. For instance, if the tactical demands are particularly high in terms of intensity, some players might struggle to adjust to new positioning, coordination patterns, or tactical thought processes. The success of tactical innovation often hinges on seamless collaboration among players, which is deeply influenced by their established habits and playing styles. A mismatch between the new tactical framework and the players' inherent styles can increase psychological stress, potentially undermining their confidence and overall effectiveness on the field. Addressing these challenges requires careful planning and gradual adaptation strategies.

3.2. Challenges in Business Transformation

3.2.1. The Non-Linear Correlation between Competitive Performance and Business Returns

Exceptional competitive performance significantly contributes to a club's commercial growth, but this relationship is complex and non-linear. When a team achieves a high winning percentage and ranks prominently in its league, it becomes more appealing to fans, leading to increased ticket sales, merchandise purchases, and overall revenue growth. However, this upward trend does not continue indefinitely. Once a certain threshold of commercial success is reached, the additional financial gains from further improvements in competitive performance tend to diminish. This phenomenon is influenced by various factors, including the prevailing market conditions, the size and engagement of the fan base, and the extent of media coverage. In highly competitive markets or in cases where media exposure is limited, achieving simultaneous growth in business returns becomes increasingly challenging. Furthermore, sustaining exceptional performance often raises expectations for the club, which can impose significant psychological pressure on team members. This heightened pressure may, in turn, affect their ability to maintain consistent performance levels, creating additional challenges for long-term success.

3.2.2. Misalignment between Tactical Style and Market

A team's tactical innovations may not always align with market expectations, creating a disconnect between performance and commercial appeal. While certain strategies can be highly effective in securing victories, they may lack the dynamic qualities that captivate audiences and drive revenue through ticket sales and media coverage. For instance, a playing style emphasizing ball control and technical precision can enhance a team's chances of success on the field. However, if such tactics fail to incorporate offensive intensity or thrilling moments, they risk alienating spectators who seek excitement and high-energy competition. The market's perception of a team is often shaped by its ability

to deliver memorable highlights and engaging performances, which are crucial for maintaining fan loyalty and attracting sponsorships. Persisting with a conservative or overly methodical approach can diminish the team's appeal, ultimately undermining its brand value and long-term market position.

3.3. Management and Operational Issues

3.3.1. Conflict between Short-Term Pressure and Long-Term Investments

The intense competition within the league has compelled the club to prioritize immediate success in matches to satisfy the expectations of fans and sponsors. This focus often drives club managers to adopt tactical approaches that yield rapid results. However, new tactical strategies typically require significant time for adjustment and implementation, making it challenging to achieve notable outcomes in the short term. Consequently, the importance and benefits of long-term investments are frequently overlooked. This misalignment in priorities restricts the comprehensive development and application of tactical strategies, leading to imbalances in resource allocation. Managers often favor players and strategies that promise quick returns, rather than fostering a holistic improvement in the team's overall competitiveness. Such a short-term focus undermines the foundational stability required for the club's sustainable growth, ultimately diminishing its operational effectiveness and commercial appeal. By addressing these operational tendencies, clubs can better align their strategies with long-term objectives, ensuring both competitive and financial resilience.

3.3.2. An Unstable Tactical System Caused by Coaching Team Changes

Frequent changes in coaching personnel often result in significant disruptions to a team's tactical framework, as each new coach brings distinct philosophies and approaches. These shifts can challenge players' ability to adapt and fully comprehend the evolving tactical demands. When a new coach assumes leadership, there is typically a period of reassessment where the coach evaluates the existing players' characteristics and determines the most suitable tactical formations. During this transitional phase, the effectiveness of the team's strategies may temporarily decline, as players require time to adjust to new systems and develop cohesive teamwork. This can lead to reduced synchronization among players, ultimately impacting the team's overall performance. To mitigate these challenges, clubs should prioritize maintaining tactical consistency during coaching transitions. This can be achieved by fostering clear communication and guidance within the coaching team, ensuring a seamless integration of new and existing tactical concepts, and implementing specialized training programs to enhance players' adaptability and cohesion.

4. Optimized Pathways Explore the Impact of Football Tactical Innovation on Club Commercial Value

4.1. Tactical System Optimization

4.1.1. Establish a Data-Driven Tactical R&D and Evaluation System

Through the application of advanced data analysis technologies, clubs can perform comprehensive and multidimensional data collection and analysis during matches. Key metrics include players' movement patterns, passing precision, and offensive effectiveness. These data points provide critical insights that enable coaches to thoroughly evaluate team performance across various tactical systems and propose more targeted strategies. Data analysis tools also facilitate real-time monitoring and feedback, empowering coaching teams to adapt tactical arrangements promptly during competitions, thereby enhancing their ability to respond to diverse scenarios effectively. During training sessions, historical data comparisons with real-time performance allow coaches to refine tactical execution, identify underlying issues, and implement necessary adjustments. Furthermore, the evaluation system should incorporate systematic reviews and analyses of outcomes driven by tactical innovations. This process aids in summarizing valuable experiences and lessons, fostering continuous improvement in

tactical research and development methodologies. By integrating these practices, clubs can optimize their tactical systems, ensuring sustained progress and adaptability in competitive environments [13].

4.1.2. Develop a Unique and Lasting Tactical Style

To develop a tactical style, a club should integrate its historical background, cultural identity, and the specific capabilities of its players to establish a system tailored to its unique characteristics. This process involves consistent training and practice, allowing the tactics to be refined and reinforced over time, ultimately transforming them into a defining feature of the team. A distinctive tactical style not only enhances the team's visibility during matches but also fosters greater fan engagement and support. This increased attention can contribute to the club's commercial growth, ensuring the sustainability of its tactical approach. Furthermore, it is essential for the club to prioritize long-term strategies for player development and recruitment, enabling new members to quickly adapt and seamlessly integrate into the established system. Continuous innovation in tactics should remain aligned with the team's core principles, ensuring that the approach evolves to stay relevant, maintain appeal, and respond effectively to dynamic market demands.

4.2. *The Strategies of Commercial Value Transformation*

4.2.1. Strengthen the Dissemination and Marketing of Content about Tactical Innovations in the Media

Through effective communication via various media channels, clubs can dynamically present the concepts and practices of tactical innovation to the public, thereby strengthening the team's brand image and increasing awareness. To achieve this, clubs are encouraged to utilize online platforms, including social media, official websites, and video-sharing platforms, to showcase captivating moments, detailed tactical analyses, and interviews with coaches and players. This approach can deepen fans' understanding of tactical developments and their significance. Furthermore, marketing strategies can imbue tactical innovation with emotional value. Clubs may consider crafting compelling narratives about the implementation of specific tactics, their successful application in critical matches, and the personal growth journeys of players. These stories can foster emotional connections with fans, enhancing their loyalty and engagement. By cultivating stronger relationships between fans, teams, and tactical approaches, clubs can attract more spectators to matches. This increase in attendance can subsequently boost revenue through the sale of related merchandise and derivative products, contributing to the overall commercial success of the team.

4.2.2. Develop Products and Services Based on Tactical Characteristics

Fans' strong sense of connection with their favorite team fosters a deeper alignment between personalized products and their preferences. To capitalize on this, clubs should focus on designing goods that reflect the team's tactical style and identity, such as jerseys, accessories, and souvenirs that embody the team's history and culture. These products not only serve as tangible representations of the club but also strengthen fans' sense of belonging and loyalty [7, 14]. Furthermore, clubs can enhance fan engagement by offering services that provide immersive experiences, such as tactical interpretation salons, training camp visits, or experience days where fans can observe the team's training sessions and gain insights into tactical implementations. On match days, interactive activities, games, and other engaging events can be organized to allow fans to experience the team's tactical approach firsthand, thereby deepening their emotional connection to the club. By diversifying product offerings and enriching service experiences, professional football clubs can generate direct economic benefits, foster brand loyalty, and cultivate sustained fan support, ultimately driving long-term commercial growth and value creation.

4.3. *Safeguard Measures for Management and Operation*

4.3.1. Build a Solid and Innovative Coaching and Management Team

Building a solid, innovative coaching and management team is essential for professional football clubs aiming to achieve tactical innovation and enhance their commercial value. A coaching team with extensive experience and diverse backgrounds can provide systematic tactical guidance to players while maintaining the flexibility to adapt strategies as needed. The selection of coaches should prioritize alignment between the club's tactical philosophy and the team's cultural identity. Furthermore, fostering communication and collaboration among coaches is crucial for integrating various tactical approaches into a cohesive and innovative system. This integration ensures that the team operates under a unified tactical framework, which can be continuously refined and adapted. Equally significant is the development of the management team, which must exhibit foresight, adaptability, and responsiveness to dynamic market conditions [10, 15]. Strategic planning plays a pivotal role in this process, as it enables the establishment of effective decision-making mechanisms that optimize resource allocation and support the implementation of innovative tactics. Regular team-building initiatives are instrumental in strengthening trust and collaboration between coaches and managers, facilitating the exchange of information and experiences, and fostering a culture of mutual understanding and shared goals.

By cultivating a robust coaching and management team capable of driving innovation, professional football clubs can sustain tactical advancements, streamline overall operations, and enhance both competitiveness and commercial value. This approach not only ensures the team's ability to adapt to evolving challenges but also lays the foundation for long-term sustainable development. The integration of innovative strategies across coaching and management domains creates a synergistic effect, enabling clubs to maintain a competitive edge in the industry while achieving operational excellence and financial stability [13, 16].

4.3.2. Balance the Allocation of Resources between Competitive Investment and Commercial Development

Professional football clubs encounter the critical challenge of effectively balancing resource allocation between competitive investment and commercial development, which are both essential for driving tactical innovation and enhancing commercial value. As the football industry becomes increasingly competitive, clubs must prioritize maintaining their performance while strategically managing resources. To achieve this, clubs are encouraged to develop scientifically grounded and rational budgets that allow for flexible allocation of funds across key areas such as player acquisition, tactical research and development, facility upgrades, and marketing initiatives. This integrated approach ensures that investments in these areas complement each other, thereby maximizing the club's overall competitiveness and operational efficiency.

From a competitive standpoint, clubs must allocate sufficient budgets to secure high-quality players and coaches, which are vital for improving the team's tactical capabilities and overall performance [17, 18]. Concurrently, commercial development requires a robust focus on brand promotion and marketing strategies to enhance visibility and generate revenue. Optimizing marketing channels and conducting regular evaluations of return on investment are recommended practices to ensure effective resource utilization. Adjustments to allocation strategies should be made promptly based on these evaluations to maintain alignment with the club's objectives. By achieving a rational balance between investments in competition and commerce, professional football clubs can foster the simultaneous advancement of tactical innovation and commercial value, thereby ensuring sustainable growth and long-term success.

5. Conclusion

This paper examines the mechanisms through which tactical innovation in football influences the commercial value of professional football clubs. By analyzing the internal relationship between tactical innovation and economic returns, the study deepens understanding of the operating logic of the modern football industry and clarifies how

sporting decisions can generate broader market outcomes. The analysis indicates that tactical innovation can improve team competitiveness and on-field performance, which in turn strengthens fan loyalty, increases audience engagement, and supports growth in ticket sales, sponsorship income, merchandising potential, and the market value of media broadcasting rights. The findings further suggest that clubs can promote coordinated development between tactical success and commercial value by establishing a comprehensive tactical evaluation system, improving media communication and marketing strategies, and designing products and services that reflect distinctive tactical characteristics. At the managerial level, effective promotion of tactical innovation requires rational allocation of resources between competitive investment and commercial development, together with the construction of a stable, professional, and innovative coaching and management structure. Through scientific management, strategic coordination, and long-term operational planning, professional football clubs can enhance resilience and achieve sustainable development in a highly competitive market environment. Overall, this research offers meaningful theoretical support and practical guidance for future strategic decision-making, tactical reform, and the continuous enhancement of club commercial value.

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