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Conference Proceedings Trends in Business Communication 2016



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Timo Becker · Peter Schneckenleitner
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(Eds.)

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Foreword

The communication landscape has changed dramatically in recent years. Former omnipotent media channels like newspapers or traditional functions of journalism as gate keepers are losing influence and potency.

Today new, fast, digital, and easy to use communication channels are up and coming and the field of communication is not an exclusive segment anymore. It has never been so easy for anyone to publish, consume, store, or distribute information. Each of us can be journalist, author, or communication manager by posting public content on Facebook or Youtube and thus each of us can directly effect the reputation and image of a product, person, company, or association.

A consequence of this development is communication structures from organisations have to be adopted continuously. We are talking about new developments and constantly changing situations and requirements. We are talking about trends - trends in communication. The change of communication is still in a state of flux and that's why it is worth observing, studying, and analysing these trends. One of the results of these efforts is this present proceedings.

In 2013 the University of Applied Sciences in Kufstein, Tyrol started with a small event about communication which developed into an international symposium within a few years. Our latest symposium "Trends in Business Communication" took place at the University of Applied Sciences in Kufstein, Tyrol in March 2016. The presentations perfectly reflected the dynamic environment and the wide range of different fields in business communication. Within two days scholars, experts and communication managers presented and discussed their findings and expertise in business communication and we are pleased to present this documentation to you. The symposium also combined the expertise of our both study programs "Marketing and Communication Management" and "Digital Marketing". Our Digital Marketing master students were additionally invited to contribute abstracts of their master thesis - shown in part B of these proceedings.

From different submissions the editors selected the most relevant and most interesting topics. The authors of the published papers and abstracts are responsible by themselves for the quality of their works.

This documentation became much more than a mnemonic of a successful event and thus we are proud to present this book to you.

The Editors

Table of Contents

Foreword	V
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Part A: Scientific Papers 1

1	Live Demonstrations as Means of Services Marketing and Brand Communication Towards Security Authorities.....	3
	<i>Bourdache K., Aro M.</i>	
2	The Use of Online Platforms in the Fight Against Black Market Sales of Football Tickets – Empirical Evidence from Germany	11
	<i>Hahn A., Breuer M., Kaiser-Jovy S.</i>	
3	Trends in Corporate Communication Based on the Example of Medium-Sized World Market Leaders from Austria	21
	<i>Jungwirth G.</i>	
4	Effective Resource Allocation in PR and IR – Linking the Output and Impact of Corporate Communications	33
	<i>Kovarova-Simecek M.</i>	
5	Reporting to Machines – Reporting Trends and XBRL Diffusion Among Austrian Listed Companies	49
	<i>Kovarova-Simecek M., Pellegrini T.</i>	
6	How Politicians in Austria Obtain Information and Its Consequences for Corporate Communications Activities	67
	<i>Schneckenleitner P.</i>	
7	Structures and Professionalization of Public Relations in National Sports Governing Bodies – a Comparison Between Austria and Germany	79
	<i>Wojciechowski T.</i>	
8	The Moving Network – a New Platform for Refugees and Their Communicational and Educational Issues	91
	<i>Wolfram G., Sandrini M., Prado M. F.</i>	

Part B: Master Thesis Abstracts 99

9	Factors of the Successful Implementation of a Crowdfunding Campaign <i>Amann C.</i>	101
10	How Much Digitalization Can a Human Tolerate?..... <i>Fritz L.</i>	107
11	Customer Reviews: The Importance of Personal Factors That Influence the Consumer Reaction Within Webshops <i>Gahbauer M.</i>	115
12	The Impact of Web Design on Brand Perception <i>Griessner B.</i>	125
13	Fascination Neon Signs..... <i>Haslwanter C.</i>	133
14	Intercultural Online Communication of International Companies in High-Context and Low-Context Cultures <i>Kniewasser C.</i>	141
15	Massive Open Online Courses and Big Data: A Metamorphosis of the Academic World?..... <i>Koch M.</i>	149
16	Consumer Ethnocentrism in the Online Purchasing Process <i>Kübel-Bertsch J.</i>	157
17	The Influence of Apps on the Media Usage Behaviour of Recipients by the Example of “Die Tagespresse” <i>Leitner A.</i>	165
18	Morally Questionable, Opportunistic Product Returns..... <i>Lochner J. K.</i>	171
19	Success Factors in Digital Communication of Crowdfunding Projects of Social Entrepreneurs in German Speaking Countries..... <i>Stephan V.</i>	179
20	Marketing Aspects in the Game Design Process of Free-To-Play Mobile Games <i>Winter F.</i>	189

Part A:

Scientific Papers

1 Live Demonstrations as Means of Services Marketing and Brand Communication Towards Security Authorities

Kaci Bourdache¹, Mari Aro²

Abstract: Governmental entities such as law enforcement agencies and emergency services are a tough market. The operational confidentiality prevents the manufacturers to get first-hand feedback from the end-users. To gain an audience to explain the functionalities and operational requirements might also face challenges since the people using the equipment and the people deciding on the investment are different. Also, as the public sector's tight budgets and necessity to tender all investments is a factor, the end user's need in the development phase help to direct the product development in the necessary direction to meet the demand. This paper discusses the unique opportunities of working in a multi-disciplinary international project that aims to market new services and technical solutions for authorities all over Europe using live demonstrations as marketing and communication platforms.

1.1 Introduction

Marketing new or improved technology is not always easy. Competition is high, and the variety of solutions may be overwhelming to the potential customer. Also, technology develops rapidly so that the customer might not be aware of the differences of the products on the market, and the smaller or new companies might have a hard time in gaining the attention of customers. An additional challenge with many technological solutions is that the developed solutions might not respond to the needs of the end user, as they rarely are involved in the development process. This results into the technology having some unnecessary features while at the same time lacking some necessities. In this paper, we discuss some of the challenges that have occurred as well as added value that is present in a live demonstration marketing environment.

One opportunity for marketing ones technological solutions is to take part in Research, Development and Innovation (RDI) projects funded by different instruments. One example is the AIRBEAM project. AIRBEAM stands for Airborne Information for Emergency situation Awareness and Monitoring, which

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had the goal to propose a situation awareness toolbox for the management of crisis over wide area, taking benefit of an optimised set of aerial unmanned platforms. The purposes of the project are to demonstrate the availability of unmanned airborne solutions for law enforcement and emergency services; and to convince regulatory stakeholders such as European Union and national legislatures of the maturity of the fast growing civilian Remotely Piloted Aircraft System (RPAS) market and the urgency to deliver a regulatory framework for RPAS insertion (AIRBEAM, 2011).

The project had 21 partners from 12 EU countries, including representatives from the academia, industry, and end users. During the project the partners worked together to develop solutions that complied with the legislation, were technically state-of-the-art and responded to the end user's needs and standards. This four-year (2012-2015) EU project culminated in two live demonstrations – one emergency-related in Belgium 20.6.2015, and one law enforcement-related in Portugal 8.10.2015.

1.2 The Live Demonstrations Explained

In the Belgium scenario, a major hurricane hits the area near Antwerp, leading to 1000+ internally displaced persons in Dessel; serious structural damage reported in Retie; a fire reported in a natural resort; and a chemical incident in an industrial building. For these, a wide variety of RPAS was deployed, from balloons to fixed-wing aircrafts to small quadcopters. See Figure 1 for an illustration of deployment.

In the Portugal scenario, the Bank of Portugal (BP) needs to transport gold to the national reserve from an undesignated area. The transportation is being made by airplane and by unforeseen and not known reasons the airplane is forced to land in Beja airbase. The security forces (National Republican Guard, GNR) are contacted. They prepare and deploy a convoy to escort the gold to the national reserve by land. This, again, leads to a wide variety of mainly law enforcement situations for which RPA systems are used to provide the GNR a better understanding of the situation, including the need to secure the area before departure, to track the convoy and assisting in the management of any event during the travel.

The demonstrations were organized so that the participating companies and research facilities prepared a scenario which was tested during the demonstration day. End users consisting of Law Enforcement Agencies (LEAs) and Emergency Services were first presented with the scenario and the systems, creating a basic understanding of their features.

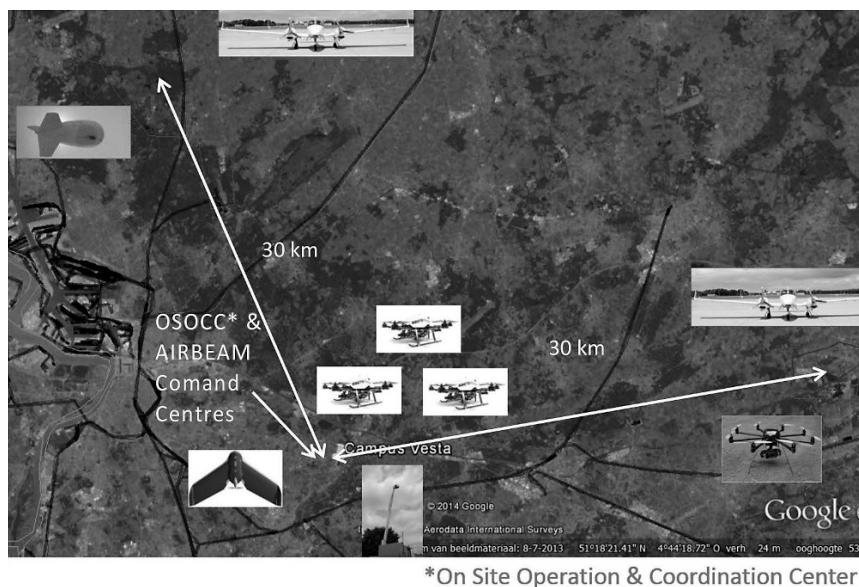


Figure 1: The Belgium scenario
(Reproduced from AIRBEAM, 2011)

Then, the guests were taken to the field to observe the action, and were also given the opportunity to ask the operational staff questions. After the official demonstration there was also a general debriefing session, also during which a team belonging to the project consortium interviewed the end users on how useful they perceived the system. In addition to the feedback that was gotten from the end users the involved companies mainly from the industry had stands where they presented their company, products and services that they offered and solutions that were currently under development.

Both of the AIRBEAM live demonstrations were successfully completed and the conceptual approach was proven to work. It is great to see that systems from different manufacturers and operabilities produce high quality data that can be combined, and which complement one another. Yet, the most important aspect is that the end-users could see the system providing added value to their operations, as was answered to the AIRBEAM consortium by the majority of the interviewees.

The conclusions in this paper are therefore based on these debriefings, semi-structured interviews conducted with end-users on site, and also a survey conducted to complement those. As the demonstrations were very dynamic events,

it was challenging to glean data systematically, but when the right moment and person was chosen we believe the results to be trustworthy. Observation of the live demos themselves – or rather, observing the end users themselves observing the live demos – was a constant source of notes as well. Observation provides researchers with ways to check for nonverbal expression of feelings, determine who interacts with whom, grasp how participants communicate with each other, and check for how much time is spent on various activities (Schmuck, 1997). In addition to the demos, observing briefing and debriefing events, Q&A sessions and informal discussions were also important fodder for notes. In the following few paragraphs, we attempt to condense our results in a straightforward manner.

1.3 Results of the Live Demonstrations

The demonstrations concluded into a general end-user acceptance from the participants. New technology, however, was told to be a concern, as it out dates fast. It was already pondered by the participants whether the demonstrated solution would be outdated soon. The end-users perceived the AIRBEAM system as useful. Many participants stated that using such technology helps the operations, as they will have an extra set of eyes in the sky, and a better situational awareness in the location. When given choices on the technical requirements, the end-users thought that payload was more important than flight time with the RPAS. Then again, even though maneuverability was seen more important than flight altitude and stealth it provided, stealth was seen as more important than uninterrupted live stream. Yet, the most beneficial aspects according to the end-users were the increase in operational safety and security. Even with the good initial perception, the end-users identified some drawbacks. Some features, like different substance sensor data, should be combined for a more versatile use of the technology. Also, some technology was said to have a low battery life, and difficult maneuverability in difficult weather conditions. These drawbacks affect the system as a whole, since the heavier it is, the less wind affects to it, but the more it requires energy or fuel to stay operative.

1.4 Security Authorities as a Market - Drawing Conclusions

The public sector in general is a demanding customer, but marketing towards the public security sector brings even more new challenges. Those challenges are for example scarce resources as well as tight budgets in addition to security and confidentiality. Still, the authorities working with operational tasks are rarely the people who have the authority to make decisions on investments for new technological solutions and equipment. Further to the cost of the technology there always are some additional costs to it, such as how much training the staff needs

to be able to make use of the additional and valuable resource, how the materiel purchased is maintained and stored, and possible licenses to operate, and so on.

Therefore, the need and enthusiasm for the marketed technology or solution can be met, but the authority to make actual purchasing decisions might not be currently present even if the supplier is granted a marketing opportunity to the authorities. Based on our observations, it was quite common for attendees of demonstrations to be enthusiastic, but when the matter was discussed further it was clear that for the intent and will to purchase to actually become a reality, there were multiple steps from asking permission from superiors to actually having to include entire committees and subgroups in the acquisition process. At times it was made clear that there are no funds in the budget this season, year or even longer time, so it would be necessary to approach the issue when the next budget preparation is underway. Naturally this can also happen in the private sector, but the discussions clearly indicated that no flexibility was possible. Interestingly, while the private sector seems to perceive technology as an investment, the public sector appeared to perceive it as acquiring additional resources, as if to aid or even replace missing personnel.

When the demonstrations are assessed from a marketing perspective, they seem to provide two excellent opportunities for the companies. The first perspective is the traditional one where they receive an opportunity to present their products and services. The end-users have an opportunity to ask questions on their operational requirements. As public entities have tight budgets and constant oversight, the solution has to be a well-fitting one. With the RPA system and payload such as camera and sensor manufacturers at the demonstration scene, they had a unique opportunity to see how the system was working, and what features were popular with the end-users. It is not common to have the opportunity to collect their experiences right away after the demonstration. The other is to also hear feedback and collect end user needs and requirements to further develop their products. Naturally, such projects require both time and budgetary resources.

The needed resources could be considered as an investment. Additionally, some of the investment in RDI projects is supported by the monetary instrument. The end user feedback provides a possible advantage over competitors. Again, rather than an opportunity to market the product there are additional benefits in participating into RDI, such as the networking with both the end users and also the partners.

An additional aspect with the demonstrations as a marketing opportunity is the possibility to discuss and demonstrate the operational requirements the system needs for the user to gain the maximum benefit from it. There, the end users can see the systems in operation and the technology and service provider may explain

how the system operates and explain the functionalities what comes to the training. Also, as the solutions are on the field the end users may see what the products need for maintenance, and what is needed for storage and transportation.

One of the biggest difficulties in providing products and services to the law enforcement authorities as end users is that they cannot or will not provide information on their operational work and needs and requirements without a signed confidentiality clause. Hence, to target the products to their needs might prove difficult. In a demonstration session the guests are attending in a closed circle, which means that the needs can be discussed more freely, yet still usually on an abstract level. The subtle hints could indicate what the expectations are, but also reveal what the existing systems are to which the new product should be compatible with. In addition, as the end users might not know the state-of-the-art technological solutions, they might not know what they want, need or require. Without proper understanding of the needs and requirements of the end users, the technological engineers cannot offer any solutions for those needs.

The potential in the integration of the end users in the development and testing phases is many times forgotten. Alternatively, it might not be thought of even if the industry would be open to it, even though it could be considered as the basics of marketing: good reputation. Good reputation and recommendation from one end user to another is cost effective, efficient and beneficial. In turn, bad experiences travel as fast amongst the customers, too.

When an international project is used as the platform for marketing and brand communication, then naturally the target groups are also international. This has the usual added challenges of internationality such as language and cultural barriers. Considering the AIRBEAM project, cross-border operations and international cooperation between the relevant authorities were also important points that came up during the project. Thus, any proposed Remotely Piloted Airborne (RPA) system should have national and international compatibility, such as a wide variety of language options and support functions. While private entities can choose a common working language, authorities always operate in their local languages and have to handle international cooperation in other languages, which in Europe and worldwide is typically English.

Parallels could be drawn with the current European situation regarding cellular trunked radio systems that authorities use: both TETRA and Tetrapol standards are currently competing in the European market, and the systems are largely incompatible. Therefore, an authority that uses TETRA cannot efficiently communicate with another that has chosen Tetrapol, hindering international cooperation. I. e., while the technology is the same and compatible with one another, even across the borders, the operational culture including trust, language,

terminology and operational procedures differs significantly. On this subject, common training and language courses have been proposed and therefore in the use of RPA systems they would almost certainly be required as well. This issue was addressed with another RDI project called MACICO, Multi-Agency Cooperation in Cross-Border Operations (Kämppi, Aro, & Rajamäki, 2014).

If a major company is marketing their RPA system as a situational awareness tool, the interoperability and possible cross-border cooperation scenarios are always on the mind of European authorities. It is therefore inefficient and largely useless to focus marketing efforts towards the authorities of a single country; rather, international official networks such as EU entities and unofficial networks such as the European Network of Law Enforcement Services (ENLETS) can be used to spread the message more effectively in an attempt to reach a wider audience. It is therefore good to note that while private businesses can operate freely in Europe, internationality is more prominent among security authorities as well than many might think. Even though the security authority itself (apart from very few exceptions) operate strictly on a national level, the international cooperation capabilities and networking require that the marketer should consider the security authority market as an international market as well.

However, as with all technology, even though the AIRBEAM system is perceived well, the end-users are concerned that the technology will be outdated soon. Therefore, the impact for the end-users is increase in awareness and also the raised discussion on the need and possible acquisition of the equipment, both locally and nationally. Some end-users pointed out that also the current legislation creates obstacles with adopting the RPAS in their operative work. Some end-users explained that technical maintenance and upkeep might be the biggest obstacle in taking these systems into operative use. This might also be an issue for other LEAs, as adopting new technology takes time, and to gain and maintain a relevant level of know-how also has to be considered. Still the system appears easy to use, and the majority of the respondents said it would fulfill the professional requirements. In the end, the major benefit according to the end-users was that the operational safety would be increased and less surprises or unforeseen instances would occur.

Marketing is essentially communicating. A demonstration session and / or an RDI project provides a more relaxed environment for communications. The environment is created with trust and shared goals in making the project a success. The unofficial business meetings with the project and the demonstrations are more than just marketing opportunities. They provide insights on what features are interesting to the end user, and further the partnerships between all stakeholders. Thus, communication can be perceived as more natural. This was evident also during the AIRBEAM project. It brings together the whole spectrum of

stakeholders: researchers and academics, manufacturers and service providers, end-users and policy makers. As the consortium gets to know each other, they also build trust both personally and professionally. The tight schedule of the demonstration days was a challenge. This might have an effect on the time given to the interviews or the representation of knowhow. In other words, not all answerers were operative end-users. Nevertheless, AIRBEAM has proven to have created interest among the end-users. With comments like “[It] brings high value and is applicable to all LEAs all over the world”, the solution is welcomed as a solution or an answer to the end-user needs.

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2 The Use of Online Platforms in the Fight Against Black Market Sales of Football Tickets – Empirical Evidence from Germany

Alexander Hahn³, Markus Breuer⁴, Sebastian Kaiser-Jovy⁵

2.1 Introduction

Building up strong brands as well as cultivating the relationships towards fans and customers become more important in professional sports. Football managers need to permanently rethink and optimize their corporate communication. This paper presents results of an empirical study that was conducted in Germany in 2015. The basic population of the underlying survey is the (global) fan base of Bayern Muenchen, Germany's most successful and probably best-known football club. Perception and usage of the different ticket markets have been questioned and hypotheses were set up to test whether or not an authorized secondary market can combat grey and black markets and if it can strengthen the relationship between fans and professional sport clubs.

2.2 Special Characteristics of the Sports Market

During recent decades, sports have become an essential part of people's leisure time. Sports organizations have evolved from local institutions that were dominated by volunteers to professional, global players (Breuer & Kaiser, 2016). As a consequence, sports marketing faces new challenges. Both marketing of sports and marketing through sports are subject to particular circumstances and recent developments that make a difference between sports and other markets (Breuer & Kaiser, 2016; Smith & Stewart, 2015; Beech, Kaiser, & Kaspar, 2014; Beech & Chadwick, 2004). Not least, globalization has a significant impact on the scope of sports organizations. For example, the sale of TV rights of the major European football leagues which has become more and more important, especially for clubs that have been able to build up global brands, such as FC Barcelona or Manchester United (Breuer & Kaiser, 2016; Kaiser & Müller, 2014).

From the supplier's perspective one of the main characteristics of the sports market is the diversity of different sports producing organizations. In Europe, a

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large number of the institutions involved are non-profit organizations such as clubs and associations that are subsidized by public authorities. Their (primary) goal is not maximizing profit but being successful in sports events, tournaments, etc. (Breuer & Kaiser, 2016; Kaiser, 2010). Furthermore, taking the special features of the production process in team sports into account, it is striking that competitors have to cooperate to a certain degree. Without any cooperation between the athletes or teams, neither sports nor sports goods (for passive sports consumption by spectators) can be provided. Not least, as a large part of sports goods are services in nature, production and consumption are linked inseparably. Additionally, external production factors (a. o. the spectators) are involved in the production process. Not least so called “exogenous factors”, such as the weather, consumption of performance-enhancing drugs, etc., play an important role during the production process and also affect the marketability of the product (Breuer & Kaiser, 2016).

Also, the demand for sports services and goods can be characterized by several peculiarities that should be considered in the marketing management process. In professional sports, the popularity of team sports and team sports events is often explained by the so called “Uncertainty of Outcome Hypothesis” (Rottenberg, 1956). It states that the attractiveness of a competition is influenced by the uncertainty of its outcome: The more uncertain the result, the higher the attractiveness. However, regarding fans that show a deep loyalty to a certain club, the uncertainty of the outcome is of minor importance. Group experiences (in the stadium, watching their club win or lose) become much more important for these fans, compared with neutral spectators who are only interested in the sports but not in the performance of a single team (Breuer & Kaiser, 2016).

Against this background, sports marketing faces an opportunity: If the marketer is able to strengthen the identification of the fans (consumers) with “their” team, the revenues resulting from the sale of tickets, merchandising, etc., are more and more independent from the current performance of the team. Thus, “identification with the team” is an important segmentation criterion for a target group oriented address. In this context, the new media allow adequate means to get in contact with target groups as they enable the marketer to address different groups at low costs. For the strategic planning and the identification of adequate content, it is important to identify links that allow a long-term identification with a club that is independent of the current success (independent of the current league table). According to Kaiser (2010, pp. 437), such links might be:

- a) the team's success in the past,
- b) the performance of individual athletes,
- c) shared values (for example a working-class background,
- d) a strong connection to a city or region or
- e) a common understanding as an underdog

2.2.1 *Ticket Markets*

In order to describe the specific features of ticket markets in sports, it seems to be helpful to consider the various circumstances of the production and consumption in this particular field. In recent scholarly publications, the natural monopoly of a sports league is mentioned once and again. This is explained with the peculiarities of league competitions: in order not to lose its credibility, every competition can only have one winner, every league only one champion. Furthermore, a sports league is typically a cartel-like merger of the relevant clubs (Downward, Dawson, & Dejonghe, 2009). Not least, also at the micro-level each individual club, in contrast to other companies and because of a high level of emotional bond and loyalty of its fans and spectators, can be seen as a monopolist: only the respective club can offer the requested product, i.e., a match of their favored team.

However, whereas monopolists usually try to maximize their profit by adjusting prices and volumes, football clubs deliberately keep ticket prices low. In doing so, they aim to meet their social as well as socio-political responsibility (as described in the statutes of the German Football Association as well as the German Football League (DFB, 2013). On the other hand, this measure is considered to have a positive impact on stadium attendance which may in turn lead to a better overall quality of the product and thus to higher media coverage. Last but not least, clubs thereby hope to catalyze sales of complementary goods such as merchandize and catering. Taking into consideration the inelastic demand for tickets in team sports, the ticket market in football can be characterized by supply-side market failure. Because of their monopolistic position and because of the fact that the quantity supplied is limited due to a fixed number of matches as well as the stadium capacity, clubs are not able to meet the high and rising demand while raising the ticket prices is avoided purposely.

All these factors combined a consequence is the creation of parallel markets – including the so called “black market” – which have to be differentiated from the official market with due regard to their characteristics and their stakeholders. Generally, the market for tickets in football is divided into a primary and a secondary market (Holzhäuser, 2012). On the primary market the official sale of tickets by the organizer and/or cooperative partners takes place. According to the regulations of the German Football League (DFL Deutsche Fußball Liga GmbH),