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SUPSI

Dynamic Pricing in Sport - what are the determining factors and what determines stadium attendance levels. And why it is not a widespread practice in Switzerland.

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Summary

Abstract

In the world of Leisure, especially in the hotel and airline industries, dynamic pricing practices are already widely used to maximize revenues. In the world of sports, on the other hand, it is a fairly recent practice, mainly due to the increase in operating costs and the efficiency of data collection. At the American level, almost all franchises in professional sports adopt dynamic pricing strategies, while in Switzerland it is largely unknown. The objective of this study is to analyze what factors influence spectator attendance in sports stadiums and determine what factors enable the appilcation of dynamic pricing strategies

Once I approached the topic from a literary point of view, extrapolating the information useful for general understanding, I wanted to delve into the Swiss market, interviewing the reference people of the various ice hockey teams, to better understand their approach to this practice. Where a dynamic pricing strategy is in force, it has been useful to understand the previous processes both from a structural point of view and from a corporate philosophy point of view, while for the teams that do not yet use this practice it was interesting to understand the reasons in order to understand if the difficulties are more related to the reference market or to the management and internal structure of the various organizations.

In this regard, the combination often proposed with the American market, which is the most developed in terms of dynamic prices, has been practical in order to establish whether some specific differences between the two nations could be decisive in the applicability or perhaps the motivations or causes are to be found elsewhere.

Introduction

The Leisure industry is the one that best matches the use of dynamic pricing and the forerunner of this pricing and revenue maximization strategy are the airlines (Kosonen, 2020) followed later by the hotel industry. In 2009, the San Francisco Giants (Shapiro S. L., 2012) became the first professional sports team to adopt a dynamic pricing strategy. Since then, more and more teams, especially in the US market, have switched from the classic fixed price strategy to a dynamic (DPT) or variable (VTP) strategy. In this regard, a 2007 study by Rascher and McEvoy found that using variable pricing in the MLB would result in an average increase in revenue per franchise of $504,480. In Switzerland, on the other hand, teams are still quite skeptical about adopting this type of strategy, even in the most popular sports such as soccer and ice hockey. Certainly there are significant differences between the two markets, American and Swiss, especially in terms of demographics and size of fan bases.

The sports industry is constantly growing and the global sports market is expected to reach 700 billion by 2026 (Research and Markets, 2022). The value of the various professional sports teams is also constantly growing, just think that the most valuable team in the world, the Dallas Cowboys, were purchased in 1989 for 150 million and currently have a value of 5.7 billion (Ozanian, 2021).

The constant development has led to an exponential growth in operating costs, pushing sports organizations to become increasingly professional, optimizing existing sources of revenue and creating new ones. In this sense, digital development, and in particular data analysis, have opened new frontiers in terms of marketing, fan engagement and ticketing (Harrison, 2016).

Ticketing has also been transformed, moving from historic paper tickets and points of sale, to an almost complete digitalization. This allowed organizations to gain more flexibility, to gather more information from their fans, to adjust the offer allowing a maximization of profits. Dynamic pricing is one of the practices currently used to boost earnings. Sports unlike other areas of Leisure has a crucial component which is the fans, which differs greatly from nation to nation or rather between the American and European continents. Hotels and airlines, on the other hand, do not have substantial different from one nation with another.

Review of Literature

Revenue Management

The first Revenue Management techniques can be traced back to 1978 following the Airline Deregulation Act, which allowed airlines to determine fares and routes by eliminating restrictions previously imposed by governments. Less regulation led to greater competition and productivity, and generally lower prices. Previously, however, they focused on controlled overbooking, predicting the likelihood of passengers showing up for boarding at flight time (McGill, 1999). Revenue management can be viewed as the system of information and pricing strategies to allocate the right capacity to the right customer at the right place at the right time (Smith, 1992).

In practice, revenue management means setting prices based on expected demand levels, allowing price-sensitive customers to buy at off-peak times, while non-price-sensitive customers can buy when they want at the available price (Kimes S. C., 1998). Over the years it has been found that these pricing strategies are more efficient in those industries where the following characteristics are present: relatively fixed capacity, predictable demand, perishable inventory, appropriate cost and pricing structure and demand that is variable and uncertain (Kimes S. E., 2003). These characteristics are present in one form or another also in the industry of the sport, in which I will enter more in the detail later on. Over time, terms have evolved in their meaning and new ones have emerged crating confusion in the meaning. In reality Revenue Management, Yield Management and Dynamic Pricing are one a subcategory of the other. Revenue Management deals with the overall strategy that manages revenue by identifying the right customer segment, the right product, the right price, the right timing, and the right sales channels. Yield Management, on the other hand, can be seen as a part of Revenue Management and focuses only on price optimization of a single source of revenue, seeking to understand, anticipate and influence consumer behavior with the goal of maximizing revenue. In turn, dynamic pricing is one of the techniques available to Yield Management to achieve its goal. Clearly, there is still much confusion around these terms. The important thing to understand is that dynamic pricing is not Yield Management, which includes different price management techniques, and each sector has different dynamics from the other so different tools and applications are needed. The term revenue management has evolved over the years and nowadays has a wide scope. In a nutshell, it deals with establishing the overall strategy in terms of revenue by maximizing the various sources at hand.

Ticket pricing and Demand

There is much literature that addresses the topic of attendance at sporting events. Some work shows that ticket prices, population size, team performance, and consumer preferences are all variables that influence attendance (Schofield, 1983). Schofield categorizes these variables as demographic (e.g., population size), economic (e.g., price), game attractiveness (e.g., team and individual player performance) and other variables such as infrastructure level.

Other authors such as Jordan cited in (Bogart, 1972) identifies 15 variables including the presence or absence of broadcast media as an influential variable. These variables are confirmed by two regression models by Noll (1974) and Demmert (1973). Noll shows how attendance in the four major American leagues (MLB, NHL, NBA, NFL) is closely influenced by variables such as population, number of professional teams in the region, income. In a very similar way, but based exclusively on MLB games, Demmert, in addition to the variables already known, found that the years of presence of a team in the city, alternative entertainment proposals and the presence of a new stadium are also responsible for attendance in the stadiums.

Another very important and often discussed variable is the performance of the team. In this sense, social standards have been used in various studies, which consist in comparing relevant aspects of a team such as record of victories or performance of individual players in relation to other teams. The easiest way to do this is to look at the team's ranking. Jones (1969) cites a prime example regarding the Chicago Blackhawks of the National Hockey League as the relationship between social performance and attendance. In fact, Chicago experienced significant growth in capacity, going from 22% when they were last in the standings in the 1956-57 season, to 92% in the 1962-63 season when they were second in the standings.

Becker's work (1983) demonstrating the relationship between objective, social, temporal performance indices and attendance is interesting. Objective and social performance indices have a positive relationship for both single game tickets and season tickets. Surprisingly, on the other hand, temporal performance indices have an effect only on season tickets, demonstrating that a negative season will affect the season tickets sold for the following one.

Because of the many variables that can affect demand for tickets, it is an extremely difficult task for sports teams to set a season-long price that maximizes revenue. Sports clubs are often faced with the following dilemma: charge enough to maximize revenue but not too much that fans don't come to the games and don’t consume related services. As expressed by Courty (2003), clubs often prefer

to have lower, consistent prices for fear of losing the most loyal fan base while still maximizing the fan experience of a full stadium.

Although ticket prices are often set by the demands of revenue from ownership, studies have been conducted that prove the consideration of criteria to determine price. Reese and Mittelstaedt (2001) found that there are well-defined criteria for pricing: team performance, revenue needs of the organization, public relations issues, toleration of the market regarding price increases, fan identification, and the average league ticket price. Each sports organization determines the level of importance of the various criteria on an individual level.

According to Rishe and Mondello (2004), two determining factors in determining ticket prices are whether the team reaches the postseason (performance influence) and whether it plays in a new or old stadium. The difficulties of sports teams in setting correct prices are highlighted by the work done by Drayer and Shapiro (2009) who relate primary market tickets to secondary market tickets during the NFL playoffs. The average price in the primary market was $124.26, while in the secondary market it was $257.75, a 107% increase from the primary to the secondary market. In addition to confirming influential variables, the study highlights others such as the day of the game, showing the inefficiency of fixed prices relative to actual demand near the event.

The literature on price elasticity (Fig. 1) is extensive, and all come to a unanimous conclusion: sports ticket prices are in the inelastic region of demand. Noll (1974) noted some important issues in the interpretation of these results. The cost of a ticket does not represent the total cost to a fan going to the game, and each stadium has a different conformation, so it may present more seats with a negative view.

Author	*Sport*	*Estimated Elasticity*
Demmert (1973)	MLB	–.93
Noll (1974)	MLB	–.14
Siegfried & Eisenberg (1980)	Minor League Baseball	–.25
Bird (1982)	English Soccer	–.20
Scully (1989)	MLB	–.61
Coffin (1996)	MLB	–.11 to –.68
Fort and Quirk (1996)	MLB	–.14 to –.36
Depken (2001)	NFL	–.58
Garcia & Rodriguez (2002)	Spanish Soccer	–.3 to –.9
Hadley & Poitras (2002)	MLB	–.21
Winfree, McCluskey, Mittelhammer, & Fort (2003)	MLB	–.06

NOTE: MLB = Major League Baseball; NFL = National Football League.

Fig. 1. Reprinted from Can we find it at the concessions ? *Understanding Price Elasticity in Professional Sports* (p. 184) Anthony C. Krautmann, 2007, Journal of Sports Economics

This means that a change in ticket prices should not substantially change demand, which might suggest that sports teams are not aiming for maximum revenue, but there are a number of studies that try to explain this phenomenon.

According to Quirk and El Hodiri (1974), inelastic ticket pricing results from the fact that teams have multiple sources of revenue, such as merchandising or food and beverage, and thus can explain having lower ticket revenues to have higher revenues from other services. In fact, sports teams are companies with multiple products. Another aspect is trying to foster the loyalty of their fan base, creating habitual and recurring behaviors to have a long-term advantage (Ahn, 2003).

The various factors discussed show the difficulties in setting a fair price based on demand. It is a fact that the existence of secondary markets at higher prices show that sports teams are not operating in the area of revenue maximization. In this sense, fixed prices set before the season do not allow for corrections during the season based on the influence of the variables discussed above.

Dynamic Ticket Pricing (DTP) and Variable Ticket Pricing (VTP)

As for Variable Ticket Pricing, prices are set in advance based on various criteria that may depend from team to team (such as opponent, day of the week, type of competition), but only before being put up for sale. Once available to the public, the price cannot be changed. Rates are also established for Dynamic Tickets, but they are not fixed in time and can change until close to the match according to fluctuations in demand. Hinterhuber (2008) identified several obstacles regarding value-based pricing strategies, the most important of which include the difficulty in estimating the value of one game over another and communication regarding the price change. The Colorado Rockies are credited as the first team to introduce VP in 1997 charging an extra US$8 per ticket for popular games (Courty P. &., 2020). In 2009 the San Francisco Giants was the first team to introduce dynamic pricing. In the MLB, all teams have since switched from a variable to a dynamic system, with some teams adopting the dynamic system directly without switching from the variable system. Various studies and models have testified the effectiveness of the use of a dynamic system of prices in place of one fixed. Shapiro and Dryer (2014) offer valid models even if they contain limitations in terms of the number of analyzed points in time. In this sense, the most complete work is that carried out by Kemper and Breuer (2016) on the English soccer club, Derby County. Surprisingly, the result showed that tickets never dropped below the starting price, and in most cases actually increased, taking into account fundamental conditions such as protection of season ticket holders, price transparency and face value.

Another aspect to consider is that the effectiveness of dynamic pricing can depend from team to team, and the reference market in which one operates is decisive.

The big difference between dynamic and variable prices lies in the way they are implemented. Variable prices could be established based on past experience and only on some matches, while for dynamic prices it is essential to use technology and special software to read data and change prices based on supply and demand.

Differences between dynamic pricing and price discrimination

There is often much confusion in understanding the difference between the two terms especially in reality where they are associated with one another. The difference resides that the dynamic price varies according to the market conditions in a determined moment, therefore market related, while the discrimination of price is to load the customers a different price for the same product, therefore costumer related.

The difficulty arises because through dynamic pricing, two fans or customers, risk paying different amounts for the exact same product or seat at the stadium. The difference come up, however, in the intentions. With the use of dynamic pricing, companies or sports teams do not know the final customer or fan, and it is the market that sets the final price, while in price discrimination companies or sports teams know exactly their customer or fan and set different prices based on precise characteristics of the same.

In this regard it's interesting the definition of Stigler (1966): price discrimination is present when two or more similar goods are sold at prices that are in different ratios to marginal costs. This can happen, for example, with books sold in hardcover or digital form, and the price difference does not necessarily reflect the cost difference. In sports, this type of discrimination can be seen when a team offers different prices for different age groups, such as students, children or retirees. Another situation is when stadium seats are priced differently depending on where they are located and the view of the field. This is a more critical situation because it is difficult to assess the intrinsic value between one seat and another and the price difference can be very subjective from fan to fan. True, the team prices differently seats that cost essentially the same for them.
In sports, we can therefore speak of price discrimination when the price difference is not proportional to the marginal cost supported by the teams or the advantage of following the game from another location or with other benefits.

What conditions are needed to make dynamic pricing work

In order for a dynamic pricing strategy to work, certain conditions must be present in the market. In 1989, Kimes studied the process for implementing RM systems in the hotel industry. In his study, he found 6 key requirements to ensure the effectiveness of dynamic pricing. The same circumstances were later discussed by Drayer (2012) and are listed below:

The ability to segment markets - Managers are able to separate their customers and thus create different prices per segment.

Perishable inventory - If inventory is perishable, managers can no longer sell the service or product beyond the expiration date.

Product sold in advance – The issue deals with time and the uncertainty of sales. With the ability to make effective pricing decisions, some of this uncertainty is negated over time.

Low marginal sales costs - When costs do not significantly change in serving an additional customer. This means that the company may have an incentive to adjust the price in order to sell as much of the remaining stock as possible.

High marginal production costs - This indicates the difficulty for the manager to expand the company's inventory. This is perfectly applicable to the hotel or travel industry, where it is objectively impossible to increase available space.

Fluctuating demand - When demand does not remain constant over a defined period of time. The travel and hospitality industry is an example of this, being characterized by fluctuating demand. These changes in demand are based on seasonality and days of the week (Kimes, 1989) (Drayer, et al 2012).

Predictable demand - This criterion is closely linked to the previous one and presupposes the ability to forecast fluctuations in demand so as to foresee the future trend.

Are dynamic pricing and sport a good fit?

Previously we analyzed what are the necessary requirements that must be present in a market to carry out effective dynamic pricing strategies. Drayer (2012) concludes his paper by pointing out that these theories are widely accepted but were originally written for the tourism and hospitality industry. In the following, I will attempt to review these criteria and try to apply them to the sports industry.

The ability to segment markets - According to Drayer et al. (2012) there have been several studies in sports management context, which suggest that market segmentation can be done in a sports context. This can be done with a variety of different characteristics, such as gender, education level or reason ticket status.

Perishable inventory - Sports as a product is inherently perishable. An unsold ticket cannot be reused and each game is unique. Drayer and Shapiro (2009) explain the significance of time in consumers' willingness to pay a certain price for a ticket.

Product sold in advance - Although tickets are sold in the hours and days before the game, the opening of sales already takes place the months and weeks before. This uncertainty can be exploited by clubs to optimize their pricing strategies (Drayer 2012).

Low marginal sales costs - Most sporting events host thousands of fans, and the cost of having an extra fan is a marginal cost that does not significantly impact game day operations. As the cost of additional fans is low, sports organizations have the opportunity to profit by selling additional tickets (Drayer 2012).

It is virtually impossible for sports organizations to add seating to a previously constructed stadium. This makes the marginal production costs of additional seats often very high, as building a new arena, for example, is very expensive (Drayer 2012).

High marginal production costs - It is virtually impossible for a sports team to increase the available space inside the stadium while complying with all current regulations.

Fluctuating Demand - Because tickets go on sale early, demand can also change over time depending on the performance of the team or players. According to Drayer and Shapiro (2009) factors related to team and player performance change regularly, which in turn has an impact on consumer demand.

Predictable demand - In sports, it is easily predictable which games will have higher attendance even without scientific research or targeted data collection, which becomes critical, however, if accurate measurement is to be made and then models are to be created that predict demand as accurately as possible.

Sports organizations have plenty of data available, even over multiple seasons, to make forecasting a feasible task. Drayer et al. (2012) argue that the statistical nature of sports combined with the ease of access to lots of data makes it possible to forecast demand for a given product. Numerous research studies have been conducted to determine the factors that impact demand and their influence.

In light of what has been listed above, it can be argued that the fundamental criteria for implementing a dynamic pricing strategy are also present in the sports industry. In 1998 research, Boyd and Boyd argued that wherever tickets were sold on the secondary market at a profit, it meant that they had not been priced correctly beforehand. In addition, the long waiting list to get season tickets for some franchises (one of them being the Montreal Canadiens in the NHL) shows how tickets are priced below their true potential.

In this regard, however, there is a distinction to be made. There are teams where demand is much greater than offer, and so one might assume that tickets are underpriced. At the same time, however, we have teams with lower demand than supply, and one might therefore assume that tickets are overpriced or that the stadium has too high capacity for the target market. In this sense we have a trend that has been emerging in recent years, where teams that build new stadiums, aim for a much smaller capacity, creating scarcity and therefore an increase in demand. A recent example is Juventus Stadium which has a capacity of 41,507 compared to 67,229 in the old Alps Stadium. Even the Ottawa Senators (NHL) for the 2017-18 season covered 1,500 seats in the last ring with black tarp explaining that their stadium was too large for the market they had (Burns, 2017). In this regard, MLB is a fine example. According to a 2008 article by Jacobson, the 20 new baseball stadiums opened since 1992 have 200,000 fewer seats than their predecessors. Despite this, tickets increased by 87% in the decade up to 2008. San Diego entered the new PETCO Park in 2004 which has a capacity of 42,455 seats, making its capacity a third smaller than the Padre's previous home field at Qualcomm Stadium. They created more scarcity by focusing on creating space for amenities and revenue generators to enhance the fan experience. This led to a 32% increase in ticket sales with a simultaneous increase in stadium fan attendance and a total 50% increase in revenue.

This trend can be seen in sports in general. In MLB, the latest stadiums built have an average capacity about 14 percent lower than their predecessors. The goal of sports organizations is to minimize initial investment, contain operating costs in order to best optimize the facility. This benefits ticketing and pricing strategies (think of how the psychology of the fan changes if he or she knows that going to the stadium on game day he or she will always find a ticket or if he or she knows that he or she will have to move in advance, as well as a substantial increase in the fan experience due to a stadium that is always full.

Quick and Fort (1997) report an average increase of about 62% during the first 5 years that a baseball team plays in the new stadium. Over the years this has been somewhat disproved as in the case of Pittsburgh and Detroit that after an initial boom have returned to previous values and sometimes even lower (Coates, 2007). Even in the most recent cases we have teams that enjoy a positive increase like the St Louis Cardinals or the Atlanta Braves and others that have a downturn like the New York Mets or the Washington Nationals. What is noticeable is that all teams even those with lower attendance have an increase from ticketing revenue, either due to an increase in ticket prices or due to a more efficient use of dynamic pricing.

In comparison, in Switzerland, Bienne, Zug and Ambrì have had an average increase of 20%, 41% and 18% respectively. The new stadium effect surely has the biggest impact but the remarkable increase recorded in Zug may have been influenced by other components, such as the average income of the population as well as the performance of the teams and the investment in bringing in quality players as Clapp (2005) points out in his work.

Generally, however, the tendency is clear to build stadiums with a lower capacity trying to increase the percentage of the total attendance to have a greater margin on tickets and aiming to have full stadiums. The second tendency is to invest in all those infrastructures inside the stadium that can bring added revenue.

Returning to the main theme of the work, scarcity allows for more efficient dynamic pricing, which efficiency is however influenced by other factors such as the performance of the team or the size of its fan base both in absolute numbers as well as distance from the stadium.

Methodology

The research work was based on interviews with the sector managers (Fig. 2.) of the various National League (Switzerland's top ice hockey league) clubs. After making initial contact and exposing the topic of my work, I was directed to the appropriate person within the club. The roles of the interviewers are sometimes different from team to team also due to internal management differences within the various Clubs. For example, in Zug I interviewed the CEO because he was the mastermind behind the organization's development in recent years.
The interviews had a clear and defined basis, without being too structured allowing the interviewer to expand his or her speeches as much as possible so as in order to extract as much information as possible.
The main aspect was clearly to see if there were any teams already using dynamic pricing.
From this point I then tried to glean scientific information if it was possible or by feel if there was no data available. It was important for the research to understand and explore the following points:

- **Corporate strategy:** understanding the decision-making process and what it is based on, what strategies are adopted when it comes to ticketing.

- **Corporate infrastructure**: understanding the level of corporate development in terms of infrastructure and technology innovation.

- **Corporate philosophy:** understanding the teams' vision, especially at the ticketing level but also in general.

- **Fan Base Structure**: try to understand the characteristics of the various fan bases.

The free progress of the interview has then led to new points emerging again and again allowing finally to have a complete profile of the teams with each their peculiarities. This allowed the Swiss teams to relate to each other and in a second look at foreign markets, especially the U.S. to see similarities and differences.

The ultimate goal is to be able to understand why dynamic pricing is still underutilized in Switzerland and whether there are suitable conditions for future applicability.

I focused on ice hockey in Switzerland. True, it would have been interesting to delve into other sports, such as soccer, which has a good following allowing me to analyze similarities and

differences and whether the possibilities for applicability are different between one sector and another.

Teams	Interview conducted	Reference Person	Mode of execution
HC AmbrìPiotta	**Yes**	**Nicola Mona** - CEO	**In person**
HC Ajoie	**NO**	**NO**	**NO**
SC Bern	**Yes**	**Rolf Bachmann** - COO	**Microsoft Teams**
EHC Biel	**Yes**	**Thomas Burkhardt** - Marketing Director	**E-mail**
HC Davos	**Yes**	**Miriam Maurer** - Marketing and Sponsorin	**E-mail**
Fribourg-Gotteron	**Yes**	**Daniel Suter -** Ticketing	**Microsoft Teams**
HC Genève-Servette	**NO**	**NO**	**NO**
EHC Kloten	**Yes**	**Tom Weber** - Marketing Director	**On the Phone**
HC Lausanne	**NO**	**NO**	**NO**
HC Lugano	**Yes**	**Andreas Kohler** - Head of Adm. & Ticketing	**In person**
SC Rapperswil Jona	**NO**	**NO**	**NO**
SCL Tigers	**Yes**	**Christoph Bärtschi** - Ticketing	**On the Phone**
ZSC Lions	**Yes**	**Romano Caviezel** - CFO/CTO	**Microsoft Teams**
EV Zug	**Yes**	**Patrick Lengwiler** - CEO	**Microsoft Teams**

Fig. 2. R*eference persons interviewed.* The teams for which the interview could not be conducted, the necessary data were collected from the official web pages of the teams and ticketing partners, as well as confirmation from the interviewers of the other teams.

Results of the research

The results were somewhat interesting because I was fortunate to find at least one team (EV Zug) that had implemented the use of dynamic pricing, and this was important in underlining the differences with other teams. The most pronounced difference is regarding the scientific data available and the teams' approach to this data (Fig.3.). The EVZ before being able to implement the dynamic pricing system a had to carry out several phases: data analysis, goal setting, testing phase, results analysis, communication, and implementation. The big difference with other teams, is mainly related to the approach toward technology, where there is a total lack of data collection and positive approach toward data-supported decision making and often decisions are by intuition or feeling. Especially with regard to factors influencing fan attendance at the stadium many teams reported the same reasons (day of the week, quality of the opponent, team performance), but none of these teams had the ability to measure this data. The Zug trial makes it clear in this regard how for several teams the structure is currently lacking given that the first key step is data collection. In this sense, it was interesting to meet with the Zurich Lions' ticketing manager Romano Caveziel, who previously worked at Ticketcorner. So far the club has not had in the means nor the need to collect information about its fans. In September 2023, however, they will move into their new home, the Swisslife Arena, in which they will introduce a new data collection system through an application linked directly to the club's internal CRM. This suggests how this is also a key step in the future for the eventual adoption of dynamic pricing strategies. The first obvious sign, then, is the lack by teams, with the exception of Zug, of adequate and systematic data collection tools to make strategic decisions in a scientific way. Suffice it to say that the ZSC Lions did not take into account the purchasing power of their fans when setting the prices in the new stadium, and not even the total capacity was set according to scientific criteria, but with only the desire to keep the same seats as in the old Hallenstadion. This, then, is the first significant piece of information, showing why the adoption of dynamic pricing is still a distant practice. Teams make most of their decisions on intuition and still little with data support, making some practices that absolutely demand integrated data analysis impossible. Two major differences, for example, with the U.S. system where dynamic pricing is adopted by virtually all teams are immediately apparent. The first relates precisely to the different working approach, where in America there is a continuous integration of data into the decision-making process while in Switzerland intuition and experience are still used a lot. The second aspect is more cultural, and it came up significantly in the interviews where often the answers were, "it is absolutely not an issue for us,"

"would not want to be well received by our fans," "by setting different prices per opponent we would give a negative and devaluing message to the opponent."

In this regard, I found a statement by the CEO of EV Zug very interesting, when fans accused him of belittling the value of some opponents over others, and he responded by claiming that it was the fans themselves who belittled opponents by coming less frequently to the stadium when there were certain games.

It can be seen that for most teams dynamic pricing is still a long way off both structurally and conceptually.

Teams	Adoption of dynamic pricing strategy	Scientific data collection to predict demand
HC AmbrìPiotta	**NO**	**NO**
HC Ajoie	**NO**	**NO**
SC Bern	**NO**	**NO**
EHC Biel	**NO**	**NO**
HC Davos	**NO**	**NO**
Fribourg-Gotteron	**NO**	**NO**
HC Genève-Servette	**NO**	**NO**
EHC Kloten	**NO**	**NO**
HC Lausanne	**NO**	**NO**
HC Lugano	**NO**	**NO**
SC Rapperswil Jona	**NO**	**NO**
SCL Tigers	**NO**	**NO**
ZSC Lions	**NO**	**NO**
EV Zug	**YES**	**YES**

Fig. 3. *Summary table of teams collecting data and using dynamic pricing strategies.*

Another important aspect that emerged during the interviews concerns the population, the dispersion of one's Fanbase, and competition from other sporting or cultural events. The first interesting comparison concerns the size of the population in reference with the dispersion of one's Fanbase (Fig.4.) understood as the physical distance of fans actually arriving at the stadium. This graph is an estimate since the teams do not have complete data regarding where all fans come from, and population size is also difficult to measure since there are more than one team in certain cantons, but it is useful for understanding certain dynamics typical of Swiss sports. The first data point in evidence concerns the difference between different markets or cities. For example, in the U.S., sports franchises are based in large markets that can attract large audiences while in Switzerland we still have peripheral realities such as Ambrì, Davos, Lagnau, and Ajoie that have diametrically opposed dynamics to large cities. Suburban teams tend for obvious reasons to have a greater sensitivity relative to the day of the week on which the game is played and have on average a smaller potential active fanbase, i.e., physically present at the stadium, than large cities.

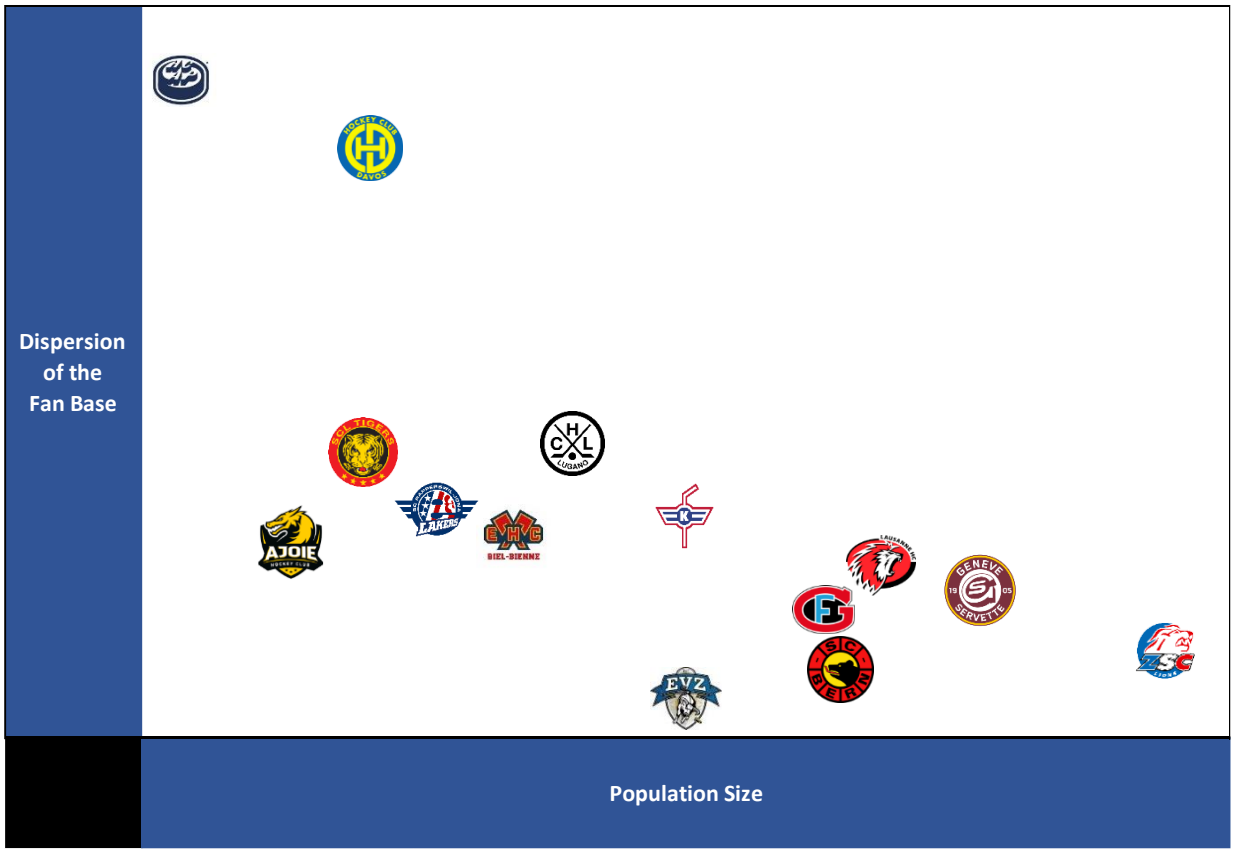

Fig.4. Graph estimating fan bases by target market

In this regard, it is important to make clarifications of the importance of these factors on demand and consequently the feasibility of a dynamic pricing strategy. The physical dispersion of one's fans has a direct influence on price sensitivity. A fan who makes an already time-consuming and money-consuming trip will have a lower sensitivity to price change. The size of the population establishes the potential market, which is certainly greater in large cities, as is the actual size of the FanBase. Another determining factor is the level of competition from similar or complementary events. Take for example three teams with different profiles from each other.

Ambri-Piotta: low population size, high fan dispersion (large physical distance from the stadium), high competition from other events.

ZSC Lions: large population size, low fan dispersion, and great competition from competing events.

HC Fribourg-Gotteron: population size is medium, low dispersion of fans and low competitiveness of competing events.

The ideal scenario would be to have a large population size, low fan dispersion and low competitiveness from competing events, which would increase demand and fan turnover. Clearly, demand is not the only factor to consider, but it is obvious that where there is greater demand relative to supply, pricing strategies also take on greater value. If you think about the major North American leagues, you always think in terms of attractiveness and how much a particular city can benefit the leagues themselves. Suffice it to say that teams applying to join the various leagues have to fill out large bumps in the road, and one of the key elements is precisely the ability to attract fans. One example is the Las Vegas Golden Knights (NHL) who entered the league a few years ago and always have a sold-out stadium, precisely because it is a strategic location with a large turnover of fans due in part to tourism. This aspect is not decisive in the application of dynamic pricing strategies, because demand fluctuation is always present, however, it determines their potential effectiveness.

Another major difference concerns the conformation of sports stadiums. In Switzerland, all teams have seats and standing room, except for Zurich, which will have only a small standing room section

in its new stadium. This is also due to a philosophy of cheering that is diametrically opposed to that in the United States. In Switzerland, organized cheering occupies the standing seats and is responsible for creating the atmosphere inside the stadiums. In this regard, interviewing the teams outlined scenarios that are very similar to each other. Only two teams set a maximum number of season tickets, SC Bern and HC Fribourg Gotteron. SC Bern sets a limit at 13,000 spectators out of a total of 17,031 available, with 90/95% sitting season tickets and 60% standing season tickets. HC Fribourg Gotteron sets a season ticket limit at 7,500 out of 8,240 available seats, with 90% seated and 78% standing. Generally, however, all teams have a high rate of season tickets for seats ranging from about 80% for some teams to 100% for others. Differently, the season ticket rate for standing room ranges from 50% to 78%, which is significantly lower. Price differences are also substantial, with season tickets costing even more than single tickets for some teams (Ambri and Lagnau) while standing season tickets cost significantly less. Considering these figures, the possibility of maximizing gains on single tickets through a dynamic pricing strategy is almost limited to standing places, unless we include the possibility for season ticket holders to put their tickets on sale whenever they cannot travel to the stadium. Of teams adopting this system we currently have Fribourg, Ambri and Zurich with the season coming up but only Zug has a fully automated system. However, a dynamic pricing strategy must be adopted for the whole stadium, avoiding discrimination that is unlikely to be accepted, especially by organized supporters.

As found in the study of scientific literature, even in Switzerland the factors that most influence demand in sports are: team performance, quality of the opponent, day of the week. These factors are not scientifically supported but the result of the feelings of the people in charge. Clearly, historically less strong teams will have a greater risk to team performance just as the day of the week will impact more those teams based outside large urban centers. It was also possible to understand from the interviews conducted how corporate strategies differ from team to team. In Switzerland, ticketing revenues still buy a large share of total revenues. For low-profile teams, understood from the sporting and economic side, season ticket sales hold a key stage with the goal of maximizing season ticket sales so as to secure the necessary cash flow and protect against any poor team

performance during the season that would affect demand. For higher profile teams, despite the goal being the same there is a greater propensity to see revenue on ticketing more over the entire season.

In this regard it is important to note key differences with the American system. At the sports level, American teams have the right to participate in a draft each year to secure the rights to the best young players around, allowing teams that have had a bad season to pick first. This system allows the league to be rebalanced and always have different teams fighting for the title. This is not the case in Switzerland, with the economically stronger teams always vying to win the league. Also, since there is no relegation and a salary cap, this allows teams to plan better from both a sporting and financial standpoint.

The revenue system is also very different. In America, revenue from ticketing has less of an impact, and TV rights always cover a larger share of revenue. But the biggest difference is in the social system of revenue distribution, with the teams with higher revenues supporting those with lower revenues and also the players participate in the league's results with a percentage of their salary (escrow) that is retained by a third party and then redistributed to the players or clubs based on their results. All this makes it clear that the strategies that Swiss teams adopt on revenues are different from each other and not applicable everywhere. The last important aspect concerns the level of digitization of both teams and their fans. By way of comparison, in America there are virtually no paper tickets anymore, so much so that as of 2019 the NFL is fully digital (Rushin, 2019). In Switzerland, on the other hand, despite the fact that COVID has accelerated the digitization process, almost all teams still have fans buying paper tickets at the stadium before the game. Especially teams with a relatively old fan base such as Lagnau and Ambri encounter this problem. All National League teams, except Zug manage their ticketing area half internally and the other half through an external partner. The digitalization process is critical for teams that want to implement a dynamic pricing strategy because you would risk cutting off a significant portion of the fan base.

The EV Zug case was extremely important to this work, being the only team to fully adopt dynamic pricing and allowing me to understand the differences. Zug is the only team in the National League

to independently manage the entire ticketing and data collection area. The other teams, on the other hand, rely on external partners, such as TicketCorner, which takes fees for each ticket sold and holds fan data.

Zug in 2018 purchased a fully automated SaaS Ticketing Platform from the company Secutix that enabled the club to independently manage ticket sales as well as data analytics unlocking the possibility of multi-channel and multi-product sales, optimizing marketing and generally making more data-driven business decisions. In 2019, thanks to experience and data collection, the possibility of adopting the dynamic pricing practice, which has been successfully introduced and carried on until now, has been opened up.

The idea came about mostly because of the club's desire to move toward a more data-driven approach that they see as being the future, and the realization that there are matches with much more demand than others.

The introduction of dynamic pricing is only part of what encapsulates the club's desire to move toward a process of digitization and constant innovation. The results have been remarkable with a 15.3 percent increase in spectators from the 2018/19 season (static) to the 2019/20 season (dynamic) and a 5 percent increase in revenue at top games, also fostering an increase in pre-bookers and relieving the box-office. Another interesting aspect that the club offers is an integrated platform for the resale of the season tickets in case of non-attendance at the match, with the average cost of the ticket in favor of the season ticket holder and the additional gain in favor of the club.

At the monetary level, this system has not led to a substantial increase in revenues, this is mainly due to the high number of season ticket holder approx. 6,000 (with only 10/20 season ticket holders who do not renew per year) and only 600 single tickets per game available (divided into 500 standing seats and 100 grandstands). The club plans to expand the stadium and set a maximum limit of season tickets so that the dynamic pricing system can have even greater efficiency. As mentioned however, the system must be seen bigger with the possibility for the club to have all the information

available to its fans so as to be able to implement different future ticketing strategies with perhaps subscriptions that do not cover the whole season but only a part, as is already known in the MLB.

If we look at the EV Zug in general it has favorable conditions but not unique in the Swiss panorama and it is a reality that can be compared to Zurich and Bern. Sportingly winning team, dispersion of its fan base low and with ease to reach the stadium and cities of considerable size with the lighthouse team of an entire canton. Clearly, the sporting and financial situation of the club allows a greater assumption of risk and a corporate strategy more oriented in the medium / long term, compared to other companies.

Comparing the different realities with that of Zug, the first thing that catches the eye even before the various conditions, is just a different approach to business strategy. Zug wants to be a club that is constantly evolving and progressing.

In summary, there are several factors that could explain the low use of dynamic prices in Switzerland. First of all, the teams present very different realities with each other, creating more or less favorable conditions for the adoption of dynamic prices. Fans of some teams will be more sensitive to price changes than others who have to consider additional costs such as the cost of travel or other. The main problem, however, lies in the protection of the season ticket holders, a fundamental criterion in the adoption of dynamic prices, which must always be guaranteed the lowest price compared to the single ticket (Kobritz, 2010). In Switzerland we find teams like Lagnau and Ambrì where the price of the season ticket is on average more expensive than the single ticket. This creates a clear obstacle by preventing the club from lowering the price of single tickets at matches with less demand.

Another aspect concerns the acceptance of fans towards this practice. There are clubs that experience the pressure of their fans in a more impactful way than others, especially on the side of organized support. In Switzerland, but in Europe in general, cheering is responsible for creating the environment and experience in general. Clubs can’t afford to lose this source of entertainment, leaving a lot of power to the fans. This is where the importance of communication in the adoption of dynamic pricing comes in. Several studies recognize the importance of communicating in a clear

and transparent way the reasons and the functioning of this practice, explaining what exactly are the price variations, ensuring a perception of fairness in the fan (Neubert, 2022). The same point was confirmed by Zug CEO Patrick Lengwiler, underlining the importance of communication, explaining in detail the operation and price ranges and the willingness to meet with fans to clarify unclear aspects.

The last aspect concerns the philosophies and operational strategies of the clubs. On the one hand, there are financial conditions which have a decisive influence on operational decisions. Teams with scarce financial resources tend to opt for safer and better known solutions to ensure safe income and necessary liquidity, while teams with greater availability may have a greater propensity for risk and new practices. Connected to this discourse is the last aspect and perhaps the most important that concerns the corporate culture and mentality. Except Zug, no team has fully entered the digitalization process by trying to move towards a greater data-driven strategy. This is a basic step not only for the adoption of dynamic prices but in general for all those practices that need advanced technological development within the clubs. This is a cultural change that is far from obvious and takes time, but essential to keep up with the times.

In summary, these are the considerations that emerged from the research :

- **Fan bases** : There are very different fan bases in Switzerland, because there are teams from big cities as well as teams from small towns. Compared to the United States, there are two big differences. One precisely related to the teams that all reside in big cities and secondly the type of fans where in Switzerland we find organized cheering and standing places, which are absent overseas.
- **Corporate infrastructure :** limiting ourselves to ticketing, with the exception of zug, the other teams do not have a systematic internal data collection system and generally prefer to rely on external partners. In general, there was a lack of structures that would allow for this type of process.
- **Corporate strategy :** Even at the strategic level regarding ticketing we have differences between team and team. However, the desire to sell as many season tickets as possible prevails, and in rare cases a maximum number of season tickets sold is set. Thus, there is no strategy for maximizing single ticket revenue with prices that are not scientifically established and without an openness to possible dynamic pricing strategies.
- **Corporate philosophy:** In terms of vision and philosophy, a clear difference emerged between Zug and the other clubs. The Zug organization has this desire to be a precursor team with a willingness to embrace technological development as a function of constant improvement of the club. The other teams, on the other hand, some more, some less, are a bit more resistant to change. This has emerged especially in terms of data collection and flexibility at the ticketing level. It still seems a long way off and not of particular importance to the clubs.

In addition to the aspects mentioned above, there are other important ones especially when compared with American professional sports:

- **Sport system**: In the American professional leagues there is no relegation, there is a salary cap, and there is a draft system with the goal of allowing all teams to be competitive. This promotes greater sports balance and better financial planning.

  In Switzerland, on the other hand, these measures are not present, which is why especially financially less strong teams cannot evolve ideally because keeping the team in the top league is the main goal.
- **Financial system**: In the U.S., the goal is to grow the league and the value of its brand by constantly trying to increase its attractiveness, including a solidarity-based profit-sharing system.
- **Level of digitalization**: Although Covid has accelerated the digitization process, Swiss clubs as well as to some extent their own fans are definitely at a lower level than American teams.

Conclusion

The literature research work has allowed me to delve deeper into the world of dynamic pricing and clarify those fundamental aspects that enable its existence and functionality. Despite clear differences with the united states, especially in terms of sport culture, geography, and population, it is clear that the determining factors for the implementation of dynamic pricing systems are also present in Switzerland. What is clear is that we have very different realities in Switzerland from one another, which is why the interviews were helpful in bringing more clarity. The research results unequivocally show that only EV Zug adopts this kind of strategy and in general has a more development-oriented approach. The important thing for me was to differentiate the teams that do not adopt dynamic pricing, taking into consideration factors that are immutable to each individual company and not the result of managerial decisions, trying to understand which teams would have the best conditions to be able to adapt a dynamic pricing strategy.

For teams like Lagnau, Ambrì or Davos I do not exclude the possibility that it could work but they remain realities where the cost-benefit ratio is likely to be deficient, because they have a fairly physically dispersed fan base, relatively low fan turnover and very high loyalty. Therefore, the profit margin risks not being much and, above all, one would risk a conflict of acceptance with one's fan base. However, I do not rule out a priori the feasibility because as we have seen dynamic pricing, it can also be a way to stimulate demand and with some changes at the strategic level one could even make it efficient.

Instead, there are teams that offer an ideal ecosystem for thinking about a dynamic pricing strategy, which are Fribourg, Bern and Zurich.

In Fribourg they have a very high demand with 2,000 people on the waiting list for a season ticket, predominantly Canton Fribourg fans, and a large turnover of fans. In Bern they are capped at 13,000 season tickets, with a waiting list of 2,500 people and an average pre Covid attendance of 90%. The fan base has low dispersion and high turnover with 35,000 fans competing for the 4,000 tickets available per game.

Zurich has a somewhat more unique situation where despite being a large city, there is great competition with similar events. With the new stadium, however, new possibilities open up, and here again the eventual adoption of dynamic pricing could be a way to increase both revenue and attendance by taking advantage of the large catchment area.

I have briefly summarized those realities that have more favorable conditions for a possible adoption of a dynamic pricing strategy. That said, however, there are structural and philosophical changes that are fundamental to putting it into practice and making it efficient.

The first aspect concerns a technological development and a greater trend toward data-driven decision making. Many teams are still reluctant to use data and this holds back all possible related activities including dynamic pricing.

The second aspect concerns the strategy on season tickets and individual tickets. Dynamic pricing needs to be part of a broader strategy where they limit the maximum number of season tickets by allowing more room for single ticket sales and prices are in line with the possibility of implementing a dynamic pricing strategy with the right protection for the season ticket holders. It is also a change in the mindset of how ticketing revenue is perceived.

A third aspect concerns stadiums, understood as infrastructure. The size must be in line with the target market and special emphasis must be put on taking care of all those aspects that allow additional income for teams such as food and beverage. By increasing the average revenue per fan, an incremental gain is also created on the number of spectators in attendance, allowing a dynamic pricing system to be even more efficient.

The paper highlights three types of conditions, which determine the applicability and effectiveness of using dynamic pricing. There are the **fundamental conditions** that determine feasibility (e.g., perishability of inventory and demand fluctuation). There are **environmental conditions**, which are intrinsic to each team's target market (e.g., target population) and determine the eventual yield. Finally, there are the **structural and strategic conditions**, also intrinsic to each team (e.g., level of digitization, corporate culture), which determine a team's actual willingness and ability to carry out dynamic pricing strategies.

Fundamental conditions are present in Switzerland as they are in sports in general. Environmental conditions differ from team to team with more or less favorable situations, while except for Zug, the other teams, some more than others, are lacking in structural conditions. This confirms how the low use of dynamic pricing in Swiss ice hockey is more related to a certain type of mentality and technological development, rather than to external conditions that would not allow this practice to perform.

Although there are less favorable sporting, structural, and economic conditions in Switzerland than in the United States, and there are teams with more or less favorable conditions for implementing dynamic pricing strategies, it can be said that at least for some teams, the introduction of dynamic pricing strategies and its efficiency are not in question.

The main obstacle lies mainly at the operational and corporate vision level, where if there is no greater openness to innovations and technological development, not only does it become impossible to implement strategies at the ticketing level but opportunities are lost in so many areas of the business.

So let me conclude with a sentence that particularly struck me from Zug CEO Patrick Lengwiler, which sums up the situation well: "For us, the introduction of dynamic pricing was yes a move to increase revenues, but even more so to keep up with the times and be ready for whatever possibilities the continuous technological development offers us”.

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Attachments

Interview

Interview with Nicola Mona (Hockey Club Ambrì Piotta)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No, we have never carried out dynamic pricing strategies. It was only about a decade ago that we did increased prices for high-demand games like derbies. However, the monetary advantage was not that important especially related to the amount of work and low fan acceptance.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we do not have a data collection system that allows us to predict demand. The data is not owned by the Club but by TicketCorner.

Is ticket management fully managed within the club or do you use external partners?
We rely on Ticketcorner for ticketing management. Prices and various changes are made manually by us through their system, which serves as a platform for sales, and they collect a fee for each ticket or season ticket sold.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Season ticket prices have a historical connotation that has been carried over the years, and so even in the new rink we have tried to bring in more or less the same prices as in the Valascia. The price of individual tickets is based from season tickets and the factors that determine it are not scientific, but based on feelings taking into account other teams, the view on the field and experience.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
For standing places, season tickets cost on average half as much as single tickets, which is why during the 21/22 season the club had to freeze season tickets to allow for a minimum turnover. For bleachers, on the other hand, season tickets are on average more expensive than single tickets.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
The percentage of Ticket Holder in standing places is about 70% while for grandstand seats we are above 80%

Do you set a maximum number of season ticket?
No, however precisely this year we had to lock in the standing places subscription to allow for a fluctuation over the year

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
Standing places around 700 and grandstand around 300

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
It is hard to measure, but there are still many fans in our house especially the older ones who buy or collect their tickets directly at the ticket counter before the game.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Our fans come from all over the place. We have about 15/20% coming from beyond the Gotthard and the others scattered around Ticino from the Mendrisiotto, Lugano, Locarno and Valleys. It is difficult for us to know exactly however we have fans who have to make important trips.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
Not every year is similar but we are around 90%. Clearly the new stadium has brought new dynamics and also new types of subscribers.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
We do not have the means to know exactly how many different people come to the Gotthard Arena during the year. True, one of the reasons we limited standing room subscriptions was precisely to allow for greater fluctuation. By feel however, we don't have a big fluctuation.

What is the company's strategy in terms of ticketing?
For us as a club, the season ticket campaign is crucial to create a good cash flow base and provide us with financial security. That is why we try to sell as many season tickets as possible so as not to depend on any unpredictable factors such as the team's performance during the year.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
For us, the factors that most influence attendance are the day of the week, the team's performance, and the opponent. We know that a match against Lugano will always be sold out regardless of the day of the week while for other teams there is a big change if they play on the weekend or during the week.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
We do not have precise tools to quantify the price sensitivity of our fans, but I can say that we have a very loyal fan base where price does not have such a crucial impact, while other factors such as making the fans feel involved is crucial. For example, our fans during the Covid year paid for season tickets without being able to attend virtually any games. In addition, for many of our fans, the cost of season tickets or tickets is only part of the costs they have to calculate, such as a trip to the stadium.

Interview with Patrick Lengwiler (EV Zug)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
Yes, starting with the 2019 season we will carry out dynamic pricing inside the Bossard Arena. Excluded from this practice are Sky Boxes and Dining views. Also, during playoffs we do not have dynamic pricing, because prices are set in advance and go up round by round.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
In 2018 we decided to manage the ticketing area internally by purchasing the software from the company Secutix. This allowed us to collect a large amount of data and be able to analyze it quickly. This step was essential in order to later implement dynamic pricing.

Is ticket management fully managed within the club or do you use external partners?
As mentioned above since 2018 everything is managed internally and also all the data is totally available to us.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Prices are set mainly based on three factors: offer, visibility, convenience. With the data tools we can clearly see where we have the greatest demand and adjust prices from season to season.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
Both grandstand and standing season tickets cost less on average with us than single tickets. Considering that the postseason is included in the season ticket is clearly a significant difference especially considering the last two seasons.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
As for grandstand season tickets we are around 97% while for standing places we are around 78%.

Do you set a maximum number of season ticket?
Over the years we have never set a maximum number of season tickets. Now we have a maximum limit of 6200 season ticket holders. Clearly since season ticket holders have the right to extend their seats, it is impossible to lower this threshold. However, in the future there are plans to expand the stadium and consequently different limits can be set.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
Per game we have about 600 tickets available, divided into 500 for standing room and 100 for the bleachers.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
We have virtually no more ticket service available before games. Tickets are purchased by our fans through our website and can be used digitally.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Our fan base mainly resides in Canton Zug with a percentage around 70 to 80 percent, and in recent years we have managed to improve our presence in Canton Lucerne.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
We have a practically 100 percent retention rate with only an average of 10 to 20 season tickets not being renewed, often young people leaving for studies or older people who can no longer go to the stadium.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
We have about 40,000 different spectators coming to Bossard Arena for at least one game. Given the few tickets available, it is definitely a good fluctuation and one that allows us to expand our reach.

What is the company's strategy in terms of ticketing?
Ticketing is certainly an essential source of revenue for us, but the goal of season tickets is above all to ensure the loyalty of its fans. The idea in the medium to long term is precisely to be able to expand the stadium and play more on single ticket sales.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
According to the data available to us, the two factors that most impact turnout are the day of the week and the opponent. Performance also has an influence, but perhaps also because in recent years the results were always quite good have a greater influence. What we have noticed through the data is how September has markedly less demand than other months.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
As far as season ticket holders are concerned, we definitely have a price-insensitive fan base. We have introduced a system built into our system to allow those who have season tickets to leave them free in case they cannot go to the stadium. However, this system is often still too little used. By being able to understand who exactly comes to the stadium we would like to reinforce this system with personal messages to incentivize season ticket resale.

Interview with Andreas Kohler (HC Lugano)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No, we have never adopted dynamic pricing strategies. In the 21/22 season we did an experiment with the lake curve that was turned into a grandstand trying to promote it with dynamic pricing, but without a scientific basis. However, we did not get great results.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we do not have any kind of system for collecting data and predicting these variables. We were finally able to get through our partner Ticket Corner and their Inhouse system to get possession of the data concerning our Club.

Is ticket management fully managed within the club or do you use external partners?
The process is managed internally, but precisely through the external partner's platform.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Our prices are set according to location relative to the ice surface, then visibility, comfort and overall package. Also despite having two virtually identical grandstands, the east and west, we tend to have lower average prices for the west sector because it is harder to reach, and worse food and beverage and toilet facilities than the east sector. Despite the fact that we have season tickets among the least expensive in the league we have realized how for our fan it is not so much a matter of price, when more a matter of comfort and quality of services offered.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
Having season ticket prices so low at our place, the individual ticket costs more on average than buying the season ticket.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
Before covid we had an average subscriber base of about 5,000 people. After covid, on the other hand, we are around 3,500 people. Stadium attendance was before 5,600 people and after 4,800. Counting on attendance is sometimes likely to be distorted because season ticket holders who are not present are also taken into account. In general, however, we have a higher percentage of season ticket holders in the grandstand than in the standing places.

Do you set a maximum number of season ticket?
No, we have never set a maximum number of subscribers partly because we have never been in a situation where it was worth it.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.

We currently have about 2,500 to 3,000 tickets available per game, with proportionally more stand tickets available.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
We have noticed how the level of digitization of our fans is not very high also because we have a good part of the fan base in the old age. In recent years we have cut down on paper advertisements, preferring digital ones, and several fans have pointed this out because they are not equipped.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
We have some fans from all over Ticino and Switzerland. Certainly much of the fan base lives in the Lugano area, but many also come from the Ticino valleys and from beyond the Gotthard.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
Unfortunately, because of covid we lost many season ticket holders, after we had been able to grow steadily for several years. Our retention rate is around 70 to 80 percent currently.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
Currently we do not have the capacity to know exactly how many different fans buy the single tickets available, however, I can say that we do not have a large turnover.

What is the company's strategy in terms of ticketing?
Our goal is to be able to sell as many season tickets as possible especially now that we have lost so many.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
The main factors for us are the day of the week, the team's performance and the importance of the game. We immediately notice a difference in attendance when there are derbies or when the postseason starts.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
We have no tools to quantify the price sensitivity of our fans, but what we have noticed more than price is the quality of service they demand. We have a relatively old stadium that especially at the food & beverage and sanitation level is quite poor.

Interview with Rolf Bachmann (SC Bern)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
We have not introduced dynamic pricing. From our current perspective, this is also not an option.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No we have not. Our opinion is based on sensations and feedback from our customers and viewers. With Covid adjusted 13,000 season ticket holders, we haven't had to look at the issue in detail yet.

Is ticket management fully managed within the club or do you use external partners?
We work together with Ticketcorner. The complete implementation is managed from our internal ticket team, but we rely on their platform to sell the tickets and advertising it.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Our Prices are determined considering few factors: Visibility on the field, comfort, additional benefits and experience.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
All tickets are on average cheaper in season tickets than individual tickets.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
In the seating and VIP area, only a few tickets are available for individual sale. In the standing area, around 40% are on individual ticket sale.

Do you set a maximum number of season ticket?
Yes in total max. 13'000 from the capacity of 17'031.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
Varies and depends on sporting performance but in the last few years before the pandemic we had >90% occupancy rates. So we sold on average between 3'000 and 4'000 individual tickets.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
Here the pandemic has helped, we are today at >80% with always less fans buying paper ticket.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who arrive at the stadium.

We have fans from all over Switzerland. Most from the canton of Bern, significantly more than from the city of Bern. Approx. 30% City of Bern. Approx. 50% Canton of Bern. Approx. 20% Rest of Switzerland.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
We have a lot of loyal and longtime season ticket holders and we are approx around 95%.**Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.**
Over the course of the season we have about 35,000 fans who are interested in the 4,000 individual tickets available.

What is the company's strategy in terms of ticketing?
For us, the top priority is season ticket sales. We set a maximum number of season ticket holders, especially for standing seats to allow for a minimum turnover over the course of the season.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
We have no scientific data to prove this but by intuition and experience the factors are the team's performance, the day of the week, and the opponent. As a team that always aims high we notice a big difference when performance drops.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
Standing-seat season ticket holders are very sensitive to price, while those in seated and VIP seats less so and look more at the overall package.

Interview with Thomas Burkhardt (EHC Biel)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
We have never introduced dynamic pricing strategies and at the moment it is not even a theme within our organization.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we do not have a data collection system that allows us to measure attendance and predict demand.

Is ticket management fully managed within the club or do you use external partners?
As an external partner we have Ticketcorner, but the whole handling is done by EHC Biel itself.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Prices are set according to height from the playing surface, view and central or defiladed location.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
With us if you buy a season ticket you pay on average less than buying a single ticket each time.**What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?**
We have about 55 to 60 percent of season ticket holders for standing places and around 90 percent for grandstand seats.

Do you set a maximum number of season ticket?
No we have never set a maximum number of season tickets.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
It depends on the opponent. Against a team like SC Bern, we sell about 1,500 standing room tickets and about 400 seat tickets = sold out. Against HC Genève-Servette we sell about 500 standing place tickets and 400 seat tickets.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
Very high, in the near future we want to abolish the box office.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Relatively broad because we are a bilingual club and reach people from French-speaking Switzerland as well as German-speaking Switzerland.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
As of today, we have minimally more season ticket holders than last year (about 4,100 subscribers and last year about 4,000). But effectively we can evaluate the numbers only in September. We lose very few season ticket holders but we are gaining new ones.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
We have a bad "know your customer" over our fans. Thus, we know virtually nothing on this issue.

What is the company's strategy in terms of ticketing?
Our goal is to be able to achieve a higher level of season tickets than in the past, and we have less of a strategy on individual tickets.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
The factors that impact most are team performance and opponent, but also weather and the presence of other events in the region.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
We have no scientific data to support this claim. We have noticed how standing place fans are more sensitive to price while others more of the offer and service.

Interview with Miriam Maurer (HC Davos)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No, we have never adopted dynamic pricing strategies.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we have no data collection and demand forecasting system.

Is ticket management fully managed within the club or do you use external partners?
We have an internal management system and then the sales and publicizing procedures are done through our external Partner TicketMaster.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
We base a bit on the club's history and group the various areas based on playing field visibility, proximity, and convenience

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
Season tickets cost less in proprotion than individual tickets, even considering that Playoffs and champions league round games are included, as well as preemption on Spengler tickets.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
In total we have about 4,000 season ticket holders with 50/60% seating and 60/70% standing places.

Do you set a maximum number of season ticket?
No, we have never asked the question partly because we have never reached season ticket numbers for which it was worth considering.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
We have about 2,000 individual tickets available per game. Sales depend mostly on the day of the week, though, because many of our fans have to travel quite a distance to get to Davos.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
It is difficult to determine exactly the level of digitization of our fans however certainly after Covid we had an increase in digital ticket purchases and our season tickets are provided exclusively in digital format (QRcode).

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.

Our fan base is very large because there are relatively few fans in Davos and instead we have many fans scattered throughout Switzerland especially from the Zurich Unterland area. Being a historical club we really have fans everywhere.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
The covid distorted the plans but normally we are always around 90/100%. Basically anyway we have a fairly constant number of season ticket holders also because when one doesn't renew we always have someone to replace him.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
Yes, we have a large turnover of fans especially at Christmas time, which in addition to Spengler offers some league games frquent by casual tourists. Our difficulty lies precisely in the difference in attendance between weekday and weekend games. We have some days and periods where we have a great demand for tickets and others where the demand is really low.

What is the company's strategy in terms of ticketing?
Our goal is to expand the number of our season ticket holders a little more. Noting the large fluctuation of fans during the year there have been discussions within the club and maybe they will lead to some changes in the future.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
As mentioned earlier, the aspect that impacts attendance the most for us is the day of the week. The opponent is also a component, for example with zurich we have on average more spectators than against other teams, as well as the weather which in the case of snow holds back our fans a lot from coming to the stadium.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
We have a fan base with low price sensitivity. It is more important for our fans to have a competitive team and service to match.

Interview with Daniel Suter (HC Fribourg-Gotteron)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No, so far we have not used dynamic pricing strategies. Our feeling would be to diminish the value of one opponent rather than another.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we do not have specific data or studies to rely on, we refer more to the experience on sales of past seasons. The factors that most influence are the performance of the team, the attractiveness of the opponent, the derbies and the day of the week.

Is ticket management fully managed within the club or do you use external partners?
Half of it is managed internally and the other half through the external partner TicketCorner.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
According to several factors: supply and demand, prices per game, historical data of past seasons, and references from other clubs. The prices of the various sectors, on the other hand, are established according to the reference group, supply and demand, comfort and visibility in the field.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
The subscription in the stands covers about 26 regular season games, so that postseason games are "free", while for seats already after 20 games the subscription is covered.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
As for the grandstands we have 5,400 season ticket holders out of 6,000 total with a 90% load, while for standing room we are at 78%.

Do you set a maximum number of season ticket?
Yes, we currently set a maximum limit of 7200 season ticket holders.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
Last season (after the suspension of covid regulations) every game was sold out. So all of the approximately 2,600 tickets were sold (about 1,200 for standing places and 1,400 for bleachers)

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
Digitization is already well advanced. All newly registered season ticket holders automatically receive a digital account in addition to their season ticket. Most individual tickets are now purchased in the online store. However, there are still many fans who buy their tickets at a POS (Point Of Sale).

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Our fans come from all over Switzerland but the majority from Canton Fribourg.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
Normally we have always had a high retention rate, considering the fact that we have a waiting list of about 2,000 names. In season 21/22 we had 6,300 season ticket holders, and for season 22/23 it will be 7,200, setting our retention rate at 114%.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
There are about 100'000 profiles stored in our database. Some of these are certainly recorded twice, others are no longer active. In addition, there are the anonymous ticket buyers at the POS.

What is the company's strategy in terms of ticketing?
The strategy is to reach the broadest possible base (about 7000 season tickets) and sell the remaining tickets (as more lucrative) for the individual games. With the installation of the ticket secondary market "we give every seat the chance to sell twice". Resale price >10% higher than the normal price. Approximately 40% of the resale price is given to the season ticket holder. Or donates it to juniors. 50% goes to the club and 10% to Ticketcorner

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
Performance of the 1st team in the past season, squad planning for the new season, prices.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
Our fan base is very mixed. We have fans who are very price-sensitive and fans for whom the price doesn't matter at all. Our task is to create an appropriate offer for all possible customers.

Interview with Tom Weber (EHC Kloten)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No we have never adopted dynamic pricing.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
At the moment we have never made any studies along these lines, partly because after the relegation we had other priorities.

Is ticket management fully managed within the club or do you use external partners?
We have our own in-house area but we cooperate with Ticketcorner.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Based on the overall package, visibility on the playing field and angle.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
On average, season tickets for both standing and seated seats are cheaper and are cushioned by attendance at about 20 games. In addition, the postseason is included.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
Having been promoted to the National League this year, it is difficult for us to estimate, but seeing the season ticket campaign we think we will get to 60/70% season ticket holders for seats and about 50% for standing places.

Do you set a maximum number of season ticket?
We have never placed a ceiling on the number of season ticket holders.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
Between the Swiss League and the National League a lot will definitely change. In any case, we expect to have about 2,000 tickets available per game.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
The covid has definitely accelerated the digitization process. However, we still have a hard core of fans who still buy paper tickets.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Being a club with a great history, we have fans somewhat scattered all over Switzerland. Of course, however, most of them are from the canton of Zurich.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
With promotion to the National League we will definitely have more subscribers. We lost several with relegation, but the goal is to win back as many.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
Hard to say. We have a very loyal fan base however perhaps we need more turnover and in general a rejuvenation of our fans.

What is the company's strategy in terms of ticketing?
For us, the season ticket campaign is crucial to have a good starting point both financially and in terms of following up, so we aim to reach as high a number as possible.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
In the Swiss League a considerable influence was the day of the week, and those teams like Olten that attracted bigger crowds. We hope from next season to have more consistency.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
It is hard to say, but generally fans in the standing room seats are more price-sensitive than in the grandstands.

Interview with Christoph Bärtschi (SC Lagnau Tigers)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
We have never developed dynamic pricing strategies. The only thing we did 10 years ago was to increase the matches against Bern by CHF 5.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we have no method to collect data or predict demand.

Is ticket management fully managed within the club or do you use external partners?
We have an internal structure for ticketing management but rely on Ticketmaster as an external partner.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Ticket prices are set based on the quality of the seats, the view of the playing field, and also on benchmarking with other National League teams.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
In some sectors with seats, especially the better ones, the season ticket costs more than if you buy the individual ticket. For the less good seats and especially the standing seats, on the other hand, it is cheaper to do the season ticket.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
For seating we are practically at 100% capacity and even have a waiting list, while for standing places we are around 70%.

Do you set a maximum number of season ticket?
No, we have never set a maximum number of season tickets.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
We sell about 1,000 to 1,500 individual tickets per game depending also on the game, but most are standing place tickets.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
Before Covid, the level of digitization of our fans was very low, so much so that 1,600 fans did not even have an email. Many fans, however, have upgraded, and now we only have about 100 fans printing a ticket for the game.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
Being a relatively small town we have yes some fans from the area, but most come from somewhat all parts of Switzerland.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
I couldn't tell you the exact rate of retention, but virtually all season tickets are renewed, and often who is no longer able to come to the stadium transfers it to the next generation.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
I cannot tell you exactly, however, partly because of the high number of season ticket holders we do not have a large turnover. Our fan base is very loyal, but relatively small in breadth.

What is the company's strategy in terms of ticketing?
As a small team with a small budget for us, it is important through the season ticket campaign to secure important revenue especially in terms of cash. This provides us with some security and most importantly we are not too tied to the team's results that could negatively affect ticketing revenue.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
We have no scientific data, but the factors that affect attendance are the team's sporting performance, the attractiveness of the opponent, the day of the game (whether weekday or weekend), and the weather (e.g., when it snows we are likely to have lower attendance).

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
On a feeling level, I can say that our fan base being very loyal is not so sensitive to price. Likewise, however, many of our fans are from the countryside and have limited economic means so we have to be very careful about prices.

Interview with Romano Cavieziel (ZSC Lions)

Have you ever adopted dynamic pricing strategies in ticketing within your club? If so, what was your experience?
No, we have never practiced dynamic pricing strategies.

Do you have any studies or scientific data that can predict demand? What factors affect it the most?
No, we do not have any data collection system. With the 22/23 season we will enter the new SwissLife Arena and we are developing a CRM system linked to an application so we will be able to collect a large amount of information about our fans.

Is ticket management fully managed within the club or do you use external partners?
No, we currently have an internal ticketing area but the process is managed in collaboration with Ticketcorner also because we do other events in collaboration with them during the year.

Based on what criteria do you determine the price of your season ticket and single tickets? And how do you determine the price difference between one sector and another in the stadium? According to what criteria?
Our prices are very much based on history over the years. Prices are determined by overall supply, proximity to ice, and location. However, we do not take into consideration the purchasing power of our clientele.

Does the season ticket in the grandstand cost on average more or less than the single ticket? Does the season ticket for standing places cost on average more or less than the single ticket?
Generally with us, the season ticket costs less on average than buying the individual ticket each time.

What is your percentage of grandstand season ticket in the total number of seats? What is your percentage of stand-up season ticket in relation to the total number of standing places available?
In the Hallenstadion we had about 8,000 season ticket holders out of 12,000 available seats. We have only seated seats, although the hottest part of the fan base stands. For the new stadium we will have the same capacity with a very small area of standing places. The capacity of the new stadium was not established on a scientific basis, but the same number as in the hallenstadion was intended to be repeated.

Do you set a maximum number of season ticket?
No, we have never set a maximum number of season ticket holders also because the number of season ticket holders has never been that high compared to the capacity.

How many more tickets do you sell per game in addition to season tickets? Standing and seated places.
It really depends on the game and especially the opponent. There are matches that we sell even more than 3,000 tickets and others that we don't get to 1,000. However, on average about 1,300 individual tickets sold per game. Our big problem is about season ticket attendance, which is relatively low. Now for the new rink we want to introduce a resale system but it will remain limited to sponsors and partners of the club.

What is the level of digitalization of your fans? (There are still a lot of fans who pick up the paper ticket at the checkout)
Our fan base is very digitized, and the goal is to grow even more in this regard with the new stadium.

Is your fan base geographically narrow or wide enough? Understood as the physical distance from the fans who actually arrive at the stadium.
We have fans a little scattered around Switzerland however the vast majority from the city of Zurich and the canton more generally.

What is the retention rate of your subscribers? (Number of subscribers renewing from the previous year/Total number of subscribers for the current year *100)
We have a high rate of retention. Very few season ticket holders give up and we are often able to replace them. as mentioned our problem is about their attendance.

Do you have a good fan turnover throughout the year? How many different fans buy a single ticket during the season.
We do not have a high turnover rate, although it is difficult to quantify, this is also because of the many sports and cultural events in our canton.

What is the company's strategy in terms of ticketing?
It is important for us to have a good base of season ticket holders. The main thing for us, however, is to increase attendance at games, especially the less heartfelt ones. In this sense in the future we want to integrate some strategies.

If there is no scientific data, what are the factors that, according to your intuition, influence the question the most?
Although we have no scientific data to support the argument from us the opponent greatly affects attendance. Matches against Bern and Davos are always well attended. The day of the week also has an influence with the weekend games being the most attended.

Do you have a fan base with low or high price sensitivity? (Is it based on a feeling or is it scientifically proven?
It is difficult for us to understand scientifically whether we have a more or less price-sensitive fan base. Our feeling is that more than price is the wide variety of events in the area. Our hope is with the new stadium that we can offer a unique experience and be able to attract many fans on a regular basis.