## Diskussionspapier des <br> Instituts für Organisationsökonomik

$$
7 / 2023
$$

# Effects of the Rule Change from Three to Five Substitutions in the Bundesliga 

Alexander Dilger/Lars Vischer

Discussion Paper of the Institute for Organisational Economics

# Diskussionspapier des Instituts für Organisationsökonomik <br> 7/2023 

Juli 2023

ISSN 2750-4476

# Effects of the Rule Change from Three to Five Substitutions in the Bundesliga 

Alexander Dilger/Lars Vischer


#### Abstract

The COVID-19 pandemic has led to massive restrictions and changes in many areas of life, including professional sports. In football, many games were cancelled and then five instead of three substitutions were allowed with the unchanged maximum of three time-outs. This initially temporary, but now permanent rule change affects the possibilities and thus the decisions of the coaches of the teams. We analyse 836 games with three possible substitutions and 1,000 games with five possible substitutions in the six seasons from 2017/2018 to 2022/2023 of the Bundesliga (first division of German men's football). In addition to team statistics, data on substitutions was collected. The results show that the rule change changed the behaviour of coaches regarding the number of substitutions made and, in some cases, the timing of substitutions. More substitutions generally have a positive effect on the result of the game.


JEL Codes: Z20

Keywords: Bundesliga, Football, Ghost Game, Rule Change, Substitution

# Auswirkungen der Regeländerung von drei zu fünf Auswechslungen in der Bundesliga 

## Zusammenfassung

Die COVID-19-Pandemie hat zu massiven Einschränkungen und Veränderungen in vielen Lebensbereichen geführt, auch im Profisport. Im Fußball wurden viele Spiele abgesagt und danach wurden fünf statt drei Auswechslungen erlaubt bei unverändert maximal drei Auszeiten. Diese zunächst temporäre, nun aber permanente Regeländerung wirkt sich auf die Möglichkeiten und damit auf die Entscheidungen der Trainer der Mannschaften aus. Wir analysieren 836 Spiele mit drei möglichen Auswechslungen und 1.000 Spiele mit fünf möglichen Auswechslungen in den sechs Spielzeiten von 2017/2018 bis 2022/2023 der Bundesliga (erste Liga des deutschen Männerfußballs). Es wurden neben Teamstatistiken vor allem Werte zu den Auswechslungen erfasst. Die Ergebnisse zeigen, dass die Regeländerung das Verhalten der Trainer hinsichtlich der Anzahl der durchgeführten Wechsel und teils bezüglich der Wechselzeitpunkte verändert hat. Mehr Auswechslungen haben grundsätzlich einen positiven Effekt auf das Spielergebnis.

Im Internet unter:
http://www.wiwi.uni-muenster.de/io/forschen/downloads/DP-IO_07_2023
DOI: 10.17879/50099606262

Westfälische Wilhelms-Universität Münster<br>Institut für Organisationsökonomik<br>Scharnhorststraße 100<br>D-48151 Münster

Tel: +49-251/83-24303 (Sekretariat)
E-Mail: io@uni-muenster.de
Internet: www.wiwi.uni-muenster.de/io

# Effects of the Rule Change from Three to Five Substitutions in the Bundesliga ${ }^{1}$ 

## 1. Introduction

What consequences do rule changes have on the behaviour of actors? This business-related question is not only interesting when legal requirements in countries change, e.g. with regard to labour law or tax law, and companies have to adapt their strategies and business models accordingly, but also in the area of sports economics. In Germany, for example, the change in the points rule had an impact on sporting competitions (Dilger \& Geyer 2009). In addition to many negative effects and massive restrictions and changes in many different areas of life, the COVID-19 pandemic has led to temporary changes in sports including the exclusion spectators, which has made it possible to conduct studies on their influence (including Reade \& Singleton 2022 and Dilger \& Vischer 2022). This was a quasi-experimental design and allowed for many interesting studies in sports economics but also in companies on how they react to the change of rules and conditions. Many analogies have already been drawn from the findings of sports economics to business management issues, and this fits in well with the more interdisciplinary approach of sports economics. In German football, many games were initially cancelled in the spring of 2020, and then when play resumed, more substitutions were possible. This initially temporary but now permanent rule change affects the possibilities and thus the decisions of team coaches.

Until March 2020, games in the Bundesliga, the first division of German men's football, were played with three changes per team. Since the resumption of games, the organising DFL (Deutsche Fußball Liga or German Football League) has allowed five substitutions per team in a maximum of three substitution slots. This allows us to analyse 836 games with three substitutions as a control group and 1,000 games with five substitutions as the experimental group in the 2017/2018, 2018/2019, 2019/2020, 2020/2021, 2021/2022 and 2022/2023 seasons. Another interesting aspect of this rule change is that there have long been calls from both practitioners and researchers to increase the number of substitutions in professional games for injury prevention (Mota et al. 2020) and for the attractiveness of the game (Leite \& Figueredo 2020). To meet this demand, the DFL needed the exogenous pressure of the

[^0]COVID-19 pandemic and the increased risk of injury after a longer interruption. This increased possibilities for substitutions actually received a mainly positive response and exists now on a permanent basis. This emphasises the relevance of the strength of the substitutes as well as the coach's ability to have the right feeling for the timing and number of substitutions. The coach can be seen as a leader who has to decide whether to continue with the existing team or whether adjustments are necessary for the team's success. Substitutions are his only possibility to make personnel changes during the game. Compared to business, the objective in sport is clear for every game. Regardless of how good a team is, it has the goal of winning or at least not losing any game and thus performance can be clearly measured by the result of the game. More beautiful play or the like are of secondary importance, so that this setting can be understood as an experiment for teams and their fluctuation in companies and whether more possibilities for personnel influence during an ongoing process improve its performance.

This leads to the question of whether and what influence this rule change has on the substitution behaviour in the Bundesliga. Although there have been many studies on transfer behaviour in general in recent years, which we will report on in Section 2, to the best of our knowledge there has been little research on the specific rule change with the exception of Meyer \& Klatt (2023). We would like to close this gap in research with a more in-depth analysis of this rule change in the Bundesliga. This is not only interesting for sports economics, but hopefully also offers additional insights in the effects of rule changes for the economy as a whole.

## 2. Theoretical Background

The literature on changes of the number of substitutions can be divided in three sub-areas. First, there are studies of the effects of substitutes on the game in general. Second, researchers try to find the best possible substitutes and change times for coaches. Third, there are studies that called for an increase in the existing substitution quota before the actual rule change. In this order, we review the existing literature.

First, the reasons for the type and timing of substitutions are generally considered to be the score at the time of the substitution as well as the threat of the substituted player receiving a yellow-red card (Geyer 2008). Furthermore, teams have an increased tendency to score after a certain period of time following the first and second substitutions. This is especially true if the team is behind at the time of the substitution. The time taken could indicate a need for the
substituted player to acclimatise (Amez et al. 2021). Hills et al. (2020) focus on the perceptions of professional players in this area and emphasise the importance of substitutions for both physical and tactical effects. In addition, a preparation strategy for the substituted player is considered important. Furthermore, Boyle et al. (2020) find a higher relative total distance, a higher distance at high speed and more sprints per minute for substitutes compared to players in the starting line-up. Their top speed, however, appears to be lower. Similar results regarding top speed and the higher intensity in the running performances of substitutes are also found by Liu et al. (2020) studying substitutions at the 2018 World Cup. Bradley et al. (2014) find that the higher intensity in running performance is mainly due to substitute strikers. Conversely, Carling et al. (2010) locate the higher intensity in midfield substitutes and suggest that strikers may not be playing to their full physical potential. Padrón-Cabo (2018) also demonstrates the effects of higher intensity for players, primarily offensive players, who do not play the full match time but are substituted at a certain point. Garcia et al. (2023) examine substitutions in the course of the rule change due to the COVID-19 pandemic and confirm the findings of older studies and also refer to a reduction in the risk of injury. Overall, several research studies have concluded that substitutions in games have an effect on the performance data of the individual players and thus also the team and potentially the final result of the game.

Second, there is research that can be used as a decision-making tool for coaches to determine the type and timing of substitutions. An example of this is Gomez et al. (2016), who provide coaches with information on substitutions and extract it through the impact of substitutions in terms of possession, shots on goal and ball wins. Hills et al. (2018) look at the emotional experiences of substitutes in this context with current preparation strategies alongside performance indicators and explore the potential for optimisation in terms of emotional response performance. Hirotsu \& Wright (2002) describe the modelling of a football game as a fourstate Markov process, using a log-linear model and real data to estimate the transition probabilities to calculate the probability distributions of goals scored and the expected number of league points won for any given game situation to determine the optimal time for tactical changes in the game. Kröckel (2017) also tries to develop an analysis tool to support coaches in their substitution decisions. Myers (2011) uses decision trees to develop a decision rule to inform football coaches when they should make their three substitutions during a game. This is based on over 1,200 observations from the world's leading professional leagues and competitions. Silva \& Swartz (2016) disagree in that the substitution guidelines recommended by Myers do not provide any identifiable advantages at specific times in the second half. Alterna-
tively, they propose a decision aid using Bayesian logistic regression. Rey et al. (2017) show that coaches tend to make substitutions later when their team is leading and earlier when it is either tied or trailing while the probability of offensive tactical substitutions increases when the team is trailing. Wittkugel et al. (2022) examine the substitution behaviour of football coaches and show that offensive substitutions are preferred, although neutral substitutions are most common in general, while defensive substitutions are most common when the team is leading and offensive substitutions are most common when the team is trailing.

Third, Meyer \& Klatt (2021) note that additional substitutions in football could enable a considerable reduction in stress and increase the tactical possibilities for the coach to influence the game. As a result, more young players could be used. Krutsch et al. (2022) find a reduced risk of injury after the resumption of play in the wake of the COVID-19 pandemic with more substitutions. They attribute this primarily to a longer opportunity for physical recovery and individual fitness training. Another possibility would be the reduced strain due to more opportunities for substitutions as well as injury prevention during the game, when injured players can be substituted more often than having to play through. According to Werlayne \& Figueredo (2020), an increase in the number of substitutions could make football more dynamic and attractive for the spectators. Lorenzo-Martinez (2022) analyses the development of football, physiological aspects, injury frequency, media relations and economic conditions and argues that more substitutions in modern professional football games could increase the dynamics and attractiveness of the sport. Overall, the main arguments for more substitutions are reducing the risk of injury and increasing the attractiveness of the game.

## 3. Hypotheses

To answer the question whether and what influence the rule change from three to five allowed substitutions has in the Bundesliga, we formulate three hypotheses that we empirically examine thereafter. The first point to be examined is whether the increase in substitution possibilities due to the rule change has led to an actual increase in substitutions. Several studies find that substitutes have higher performance values in relation to players who play the whole game, so that more substitutions are advantageous and we expect them to take place:

## H1: Coaches substitute more players with the rule change.

Another hypothesis is that coaches do not only change the number of substitutions but also their timing. Analogous to the research that attempts to develop decision-making tools for
coaches regarding their substitution behaviour, there are differing views on the appropriate timing of substitution windows. In general, we would assume a longer period between the first and the last substitution with increased substitution possibilities in order to have more influence on the game by the coach over the entire duration of the game, despite the fact that there are still only three substitution slots. This means that the first change is made earlier and especially that the last change is made later:

## H2: Coaches hold back the last substitution slot longer after the rule change.

Substitutes have a higher performance potential and therefore substitute players should improve the game. In addition, the coaches in the Bundesliga are just as professional as the players and it can therefore be assumed that their personnel decisions during the game have a positive effect on the game. In sports the better team in a specific game is primarily defined by the fact that it wins the game. Other performance indicators such as the running performance of the entire team, possession, shots on goal or goals are secondary or only relevant as far as they increase the probability of winning. More substitutions should increase this probability:

## H3: More substitutions by a coach are positively reflected in the results.

## 4. Data

To examine our hypotheses and to answer the research question behind them, we look at the Bundesliga seasons from 2017/2018 to 2022/2023 with a total of 1,836 games in these six seasons. In the second half of the 2019/2020 season, the COVID-19 pandemic interruption took place. Therefore, 836 games with three substitutions are distributed as the control group before the COVID-19 pandemic-related interruption and 1,000 games with five substitutions as the experimental group after the interruption.

The data records of www.football-data.co.uk were used for the game pairings as well as the results and team statistics. The substitutions made were collected manually from www.dfb.de and then randomly checked.

Table 1 shows the relevant data collected from the data sets just described, differentiated by the number of substitutions allowed. This includes classic performance data from the teams, such as home and away team shots, home and away team shots on target, home and away team corners and data on their respective penalties and the fouls whistled for them. In particular, these are the fouls committed by the home and away team, their yellow and red cards.

| Variables | 5 Substitutions | N | Mean | SD | SE |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Goals (H) | 0 | 836 | 1.709 | 1.398 | 0.048 |
|  | 1 | 1,000 | 1.737 | 1.428 | 0.045 |
| Goals (A) | 0 | 836 | 1.348 | 1.240 | 0.043 |
|  | 1 | 1,000 | 1.370 | 1.243 | 0.039 |
| Shots (H) | 0 | 836 | 14.385 | 5.042 | 0.174 |
|  | 1 | 1,000 | 13,664 | 5.060 | 0.160 |
| Shots (A) | 0 | 836 | 11.900 | 4.747 | 0.164 |
|  | 1 | 1,000 | 11.556 | 4.925 | 0.156 |
| Shots on Target (H) | 0 | 836 | 5.126 | 2.652 | 0.092 |
|  | 1 | 1,000 | 5.182 | 2.770 | 0.088 |
| Shots on Target (A) | 0 | 836 | 4.322 | 2.439 | 0.084 |
|  | 1 | 1,000 | 4.260 | 2.499 | 0.079 |
| Corners (H) | 0 | 836 | 5.359 | 2.991 | 0.103 |
|  | 1 | 1,000 | 5.049 | 2.784 | 0.088 |
| Corners (A) | 0 | 836 | 4.517 | 2.552 | 0.088 |
|  | 1 | 1,000 | 4.490 | 2.609 | 0.083 |
| Fouls (H) | 0 | 836 | 11.725 | 3.930 | 0.136 |
|  | 1 | 1,000 | 11.897 | 3.689 | 0.117 |
| Fouls (A) | 0 | 836 | 12.323 | 4.070 | 0.141 |
|  | 1 | 1,000 | 12.241 | 3.752 | 0.119 |
| Yellow Cards (H) | 0 | 836 | 1.611 | 1.278 | 0.044 |
|  | 1 | 1,000 | 1.802 | 1.297 | 0.041 |
| Yellow Cards (A) | 0 | 836 | 1.951 | 1.298 | 0.045 |
|  | 1 | 1,000 | 1.989 | 1.346 | 0.043 |
| Red Cards (H) | 0 | 836 | 0.060 | 0.247 | 0.009 |
|  | 1 | 1,000 | 0.046 | 0.210 | 0.007 |
| Red Cards (A) | 0 | 836 | 0.091 | 0.296 | 0.010 |
|  | 1 | 1,000 | 0.069 | 0.261 | 0.008 |
| Substitutions (H) | 0 | 836 | 2.854 | 0.407 | 0.014 |
|  | 1 | 1,000 | 4.320 | 0.880 | 0.028 |
| Unused Substitutions (H) | 0 | 836 | 0.146 | 0.407 | 0.014 |
|  | 1 | 1,000 | 0.680 | 0.880 | 0.028 |
| First Substitution (H) | 0 | 836 | 57.781 | 15.081 | 0.522 |
|  | 1 | 1,000 | 57.292 | 14.664 | 0.464 |
| Last Substitution (H) | 0 | 836 | 81.157 | 9.107 | 0.315 |
|  | 1 | 1,000 | 82.709 | 8.530 | 0.270 |
| Substitutions (A) | 0 | 836 | 2.874 | 0.397 | 0.014 |
|  | 1 | 1,000 | 4.253 | 0.970 | 0.031 |
| Unused Substitutions (A) | 0 | 836 | 0.126 | 0.397 | 0.014 |
|  | 1 | 1,000 | 0.747 | 0.970 | 0.031 |
| First Substitution (A) | 0 | 836 | 55.708 | 15.366 | 0.531 |
|  | 1 | 1,000 | 55.621 | 15.481 | 0.490 |
| Last Substitution (A) | 0 | 836 | 80.403 | 9.952 | 0.344 |
|  | 1 | 1,000 | 81.667 | 11.113 | 0.351 |
| Difference Substitutions (H-A) | 0 | 836 | -0.020 | 0.514 | 0.018 |
|  | 1 | 1,000 | 0.067 | 1.161 | 0.037 |
| Betting Odds Home Win | 0 | 836 | 2.579 | 1.732 | 0.059 |
|  | 1 | 1,000 | 2.637 | 1.611 | 0.050 |
| Betting Odds Draw | 0 | ${ }^{836}$ | 4.096 | 1.277 | 0.044 |
|  | 1 | 1,000 | 4.145 | 1.216 | 0.038 |
| Betting Odds Away Win | 0 | 836 | 3.722 | 2.492 | 0.086 |
|  | 1 | 1,000 | 3.586 | 2.452 | 0.077 |
| Spectators | 0 | 836 1,000 | 43,109.639 | 17,220.942 | 595.599 |
| Stadium Utilisation | 0 | 836 | 90.215\% | 12.729 | 0.440 |
|  | 1 | 1,000 | 43.994 \% | 42.561 | 1.345 |

5 Substitutions (no = 0/yes = 1), $N=$ Sample Size, $S D=$ Standard Deviation, SE =Standard Error, $(H)=$ Home Team, $(A)=$ Away Team.

Table 1: Descriptive Statistics for All Variables

In addition, we collected the number of substitutions, calculated the number of unused substitutions and the difference between the substitutions by the home and the away team. We also document the minute of the first and last substitution made by the home and away team, counting substitutions in the overtime periods as happening in the last minute of the respective half.

Furthermore, we collected the respective spectator numbers for the games and put these in relation to the stadium sizes. With an average of 43,109 spectators during games with three changes and 19,729 spectators during games with five changes, which is of course due to ghost games, there is a large variance in the data. This leads to a stadium occupancy of 90.22 \% before the season break in early 2020 and $43.99 \%$ after the season break and we need a test to control for this variance. Furthermore, we have collected the betting odds for a home win, draw and away win for each game from one of the leading betting providers bwin (https://sports.bwin.de/de/sports) to be able to control for the performance of the teams in our subsequent analyses. Betting odds have the advantage that they include a lot of information on the current form of the teams and players and thus offer a better pre-game forecasting model than the more past-oriented standings or the market value of the respective teams. Moreover, they are standardised and can be compared in a uniform way. Higher odds mean that an event is less likely and one can win more money when a bet on the event is successful.

## 5. Empirical Results

To further test our hypotheses, we use tests for statistical significance. We first perform $t$-tests for independent samples and use the permitted option of three or five substitutions as the separating value for the two samples. With these tests we want to determine whether the means of both groups deviate from each other. In the following, we report only those variables with significant differences or that relate directly to our hypotheses. In the case of the performance variables relating to the teams, only the reduction in home corners is statistically significant.

Table 2 shows a clear increase in the number of substitutions made by both home and away teams. It is noticeable that the home teams have increased the number of substitutions more than the away teams. Nevertheless, on average the full five substitutions are not used, which leads to an increase in unused or open substitution opportunities at the end of the game. In addition, the last change in the game is carried out later than before the rule change. There are no statistically significant differences in the average time of first substitutions.

| Variables | 5 Subst. | N | Mean | SD | Sig. (2-tailed) | $\begin{gathered} \hline \text { LV } \\ 95 \% \mathrm{CI} \end{gathered}$ | $\begin{gathered} \text { UV } \\ 95 \% \text { CI } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0 | 836 | 2.854 | 0.407 | $<0.001^{* * *}$ | -1.527 | -1.405 |
|  | 1 | 1,000 | 4.320 | 0.880 |  |  |  |
| Unused Substitutions (H) | 0 | 836 | 0.146 | 0.407 | $<0.001$ *** | -0.595 | -0.473 |
|  | 1 | 1,000 | 0.680 | 0.880 |  |  |  |
| First Substitution (H) | 0 | 836 | 57.781 | 15.081 | 0.484 | -0.876 | 1.854 |
|  | 1 | 1,000 | 57.292 | 14.664 |  |  |  |
| Last Substitution (H) | 0 | 836 | 81.157 | 9.107 | $<0.001^{* * *}$ | -2.366 | -0.739 |
|  | 1 | 1,000 | 82.709 | 8.530 |  |  |  |
| Substitutions (A) | 0 | 836 | 2.874 | 0.397 | $<0.001 * * *$ | -1.445 | -1.313 |
|  | 1 | 1,000 | 4.253 | 0.970 |  |  |  |
| Unused Substitutions (A) | 0 | 836 | 0.126 | 0.397 | $<0.001 * * *$ | -0.687 | -0.555 |
|  | 1 | 1,000 | 0.747 | 0.970 |  |  |  |
| First Substitution (A) | 0 | 836 | 55.708 | 15.366 | 0.904 | -1.331 | 1.505 |
|  | 1 | 1,000 | 55.621 | 15.481 |  |  |  |
| Last Substitution (A) | 0 | 836 | 80.403 | 9.952 | 0.010** | -2.238 | -0.290 |
|  | 1 | 1,000 | 81.667 | 11.113 |  |  |  |
| Difference Substitutions (H-A) | 0 | 836 | -0.020 | 0.514 | 0.032** | -0.167 | -0.007 |
|  | 1 | 1,000 | 0.067 | 1.161 |  |  |  |

5 Subst. $=5$ Substitutions (no $=0 /$ yes $=1$ ), $N=$ Sample Size, $S D=$ Standard Deviation, Sig. $(2$-tailed $)=$ Significance (2-tailed), CI = Confidence Interval, $L V=$ Lower Value, $U V=\operatorname{Upper}$ Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{* *} p<0.05$, *** $p<0.01$.

## Table 2: $\mathbf{t}$-Tests for Variables of Substitutions

In the distribution of the cards received, the increase in the yellow cards received by the home team stands out in Table 3. This is surprising insofar as there is no significant change in the number of fouls counted per game. There are also (weakly) statistically significantly fewer red cards for the away team with five compared to three possible substitutions. With more substitutions a team can risk more yellow cards and lower the risk of a red card because of a second yellow card for the same player.

| Variables | 5 Subst. | N | Mean | SD | Sig. (2-tailed) | $\begin{gathered} \hline \text { LV } \\ 95 \% \mathrm{CI} \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { UV } \\ 95 \% \mathrm{CI} \\ \hline \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Yellow Cards (H) | 0 | 836 | 1.611 | 1.278 | 0.002*** | -0.309 | -0.072 |
|  | 1 | 1,000 | 1.802 | 1.297 |  |  |  |
| Yellow Cards (A) | 0 | 836 | 1.951 | 1.298 | 0.540 | -0.160 | 0.084 |
|  | 1 | 1,000 | 1.989 | 1.346 |  |  |  |
| Red Cards (H) | 0 | 836 | 0.060 | 0.247 | 0.202 | -0.007 | 0.035 |
|  | 1 | 1,000 | 0.046 | 0.210 |  |  |  |
| Red Cards (A) | 0 | 836 | 0.091 | 0.296 | 0.092* | -0.004 | 0.047 |
|  | 1 | 1,000 | 0.069 | 0.261 |  |  |  |

5 Subst. $=5$ Substitutions (no $=0 / y e s=1$ ), $N=$ Sample Size, $S D=$ Standard Deviation, Sig. $(2$-tailed $)=$ Significance (2-tailed), $C I=$ Confidence Interval, $L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, * $p<0.10$, ${ }^{* * *} p<0.01$.
Table 3: $\mathbf{t}$-Tests for Cards

Furthermore, we carried out various regressions to test the influence of the substitutions made on the final result. Because the final result is most relevant in football, we estimated a binary logistic regression with the binary dependent variable whether the home team has won or not. As control variables we included the number of yellow cards per team, since cautions can lead to substitutions to avoid potential red cards. We also included the betting odds described in Section 4. Table 4 shows a statistically significant positive influence of the number of home team substitutions on the probability of a home win. The number of substitutions made by the away team has no significant effect on the probability of a home team win (the sign is negative as expected). An increased number of received yellow cards has a negative impact for the home team on the probability of a home win. The betting odds of home and away wins have a significant impact, showing that they work as a predictive tool and control variable here.

| Variables | B | $\operatorname{Exp}(B)$ | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0.329 | 1.390 | $<0.001^{* * *}$ | 1.230 | 1.571 |
| Substitutions (A) | -0.070 | 0.932 | 0.250 | 0.828 | 1.050 |
| Yellow Cards (H) | -0.169 | 0.844 | $<0.001^{* * *}$ | 0.779 | 0.915 |
| Yellow Cards (A) | -0.005 | 0.995 | 0.893 | 0.921 | 1.074 |
| Betting Odds Home Win | -0.198 | 0.820 | $<0.001^{* * *}$ | 0.735 | 0.916 |
| Betting Odds Draw | -0.035 | 0.966 | 0.716 | .800 | 1.166 |
| Betting Odds Away Win | 0.144 | 1.155 | $0.001^{* * *}$ | 1.059 | 1.259 |

$B=$ Regression Coefficient, $\operatorname{Exp}(B)=$ Exponentiation of B, Sig. = Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, *** $p<0.01$, Cox \& Snell $R$ Square $=0.129$, Nagelkerke $R$ Square $=0.172$, Chi-square $=253.039$ with $p<0.001,1,836$ Observations in the Model.

Table 4: Binary Logistic Regression of Home Wins

Another, less common indicator to analyse the final result is the scoring of at least one point by the home team. This includes, in addition to the previous analysis, draws and thus any points scored by the home team. In this regression, the same effects are statistically significant and additionally the substitutions of the away team with a negative sign as Table 5 shows.

| Variables | B | Exp(B) | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0.174 | 1.191 | $0.009^{* * *}$ | 1.044 | 1.357 |
| Substitutions (A) | -0.201 | 0.818 | $0.002^{* * *}$ | 0.718 | 0.932 |
| Yellow Cards (H) | -0.119 | 0.888 | $0.005^{* * *}$ | 0.816 | 0.965 |
| Yellow Cards (A) | 0.068 | 1.071 | 0.113 | 0.984 | 1.165 |
| Betting Odds Home Win | -0.184 | 0.832 | $0.001^{* * *}$ | 0.745 | 0.929 |
| Betting Odds Draw | -0.002 | 0.998 | 0.986 | 0.810 | 1.229 |
| Betting Odds Away Win | 0.233 | 1.262 | $<0.001^{* * *}$ | 1.133 | 1.406 |

$B=$ Regression Coefficient, $\operatorname{Exp}(B)=$ Exponentiation of B, Sig. $=$ Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{* * *} p<.01$, Cox \& Snell $R$ Square $=0.133$, Nagelkerke $R$ Square $=0.188$, Chi-square $=262.111$ with $p<0.001,1,836$ Observations in the Model.
Table 5: Binary Logistic Regression of Home Points

We estimated further regressions to see to what extent the results of Table 4 are robust. We repeated the regression of home wins with the subsamples of three and five permitted substitutions. The effect of substitutions by the home team on home wins also occurs in the subsamples and is even stronger with three permitted substitutions, as Table 6 shows. Table 7 has the results for the subsample with five possible substitutions.

| Variables | B | Exp(B) | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 1.298 | 3.660 | $<0.001^{* * *}$ | 2.237 | 5.590 |
| Substitutions (A) | -0.082 | 0.921 | 0.598 | 0.613 | 1.384 |
| Yellow Cards (H) | -0.142 | 0.868 | $0.002^{* * *}$ | 0.768 | 0.980 |
| Yellow Cards (A) | -0.021 | 0.979 | 0.730 | 0.869 | 1.102 |
| Betting Odds Home Win | -0.323 | 0.724 | 0.208 | 0.606 | 0.864 |
| Betting Odds Draw | 0.022 | 1.023 | $0.060^{*}$ | 0.771 | 1.356 |
| Betting Odds Away Win | 0.078 | 1.081 | 0.390 | 0.954 | 1.224 |

$B=$ Regression Coefficient, Exp $(B)=$ Exponentiation of B, Sig. $=$ Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{*} p<0.10,{ }^{* * *} p<0.01$, Cox \& Snell R Square $=0.152$, Nagelkerke $R$ Square $=0.204$, Chi-square $=138.242$ with $p<0.001,836 \mathrm{Ob}$ servations in the Model.

Table 6: Binary Logistic Regression of Home Wins with Three Substitutions

| Variables | B | Exp(B) | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0.470 | 1.600 | $<0.001^{* * *}$ | 1.348 | 1.900 |
| Substitutions (A) | 0.137 | 1.147 | $0.072^{*}$ | 0.988 | 1.332 |
| Yellow Cards (H) | -0.156 | 0.855 | $0.005^{* * *}$ | 0.767 | 0.055 |
| Yellow Cards (A) | 0.004 | 1.004 | 0.943 | 0.905 | 1.113 |
| Betting Odds Home Win | -0.137 | 0.872 | $0.067^{*}$ | 0.753 | 1.010 |
| Betting Odds Draw | -0.035 | 0.966 | 0.793 | 0.745 | 1.252 |
| Betting Odds Away Win | 0.173 | 1.189 | $0.006^{* * *}$ | 1.050 | 1.346 |

$B=$ Regression Coefficient, $\operatorname{Exp}(B)=$ Exponentiation of B, Sig. $=$ Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{*} p<0.10,{ }^{* * *} p<0.01$, Cox \& Snell $R$ Square $=0.146$, Nagelkerke $R$ Square $=0.196$, Chi-square $=158.237$ with $p<0.001,1,000$ Observations in the Model.

Table 7: Binary Logistic Regression for Home Wins with Five Substitutions

As a further robustness test, another indicator of the success of the home team is used as dependent variable, namely the goals scored by the home team, see Table 8. The positive effect of the number of substitutions by the home team is confirmed.

| Variables | Unstandardised Coefficients |  | $\begin{gathered} \hline \begin{array}{c} \text { Standardised } \\ \text { Coefficients } \end{array} \\ \hline \text { Beta } \end{gathered}$ | t | Sig. | 95 \% CI |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | B | Std. Error |  |  |  | LV | UV |
| Substitutions (H) | 0.201 | 0.037 | 0.144 | 5.438 | <0.001*** | 0.128 | 0.273 |
| Substitutions (A) | -0.048 | 0.037 | -0.035 | -1.302 | 0.193 | -0.119 | 0.024 |
| Yellow Cards (H) | -0.117 | 0.024 | -0.107 | -4.839 | <0.001*** | -0.165 | -0.070 |
| Yellow Cards (A) | 0.008 | 0.024 | 0.008 | 0.340 | 0.734 | -0.038 | 0.054 |
| Betting Odds Home Win | -0.122 | 0.028 | -0.181 | -4.353 | <0.001*** | -0.177 | -0,067 |
| Betting Odds Draw | 0.108 | 0.055 | 0.109 | 1.954 | 0.051* | 0.000 | 0.216 |
| Betting Odds Away Win | 0.065 | 0.024 | 0.171 | 2.727 | 0.006*** | 0.018 | 0.111 |

$B=$ Regression Coefficient, Std. Error $=$ Standard Error, Sig. $=$ Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{*} p<0.10,{ }^{* * *} p<0.01$, $R$ Square $=0.165$, Adjusted $R$ Square $=0.162, F(7,1828)=51.523$ with $p<0.001$, Chi-square $=79.753$ with $p$ $<0.001,1,836$ Observations in the Model.
Table 8: Multiple Linear Regression of Home Goals

Finally, we examine whether the ghost games because of COVID-19 had an influence on the importance of substitutions. For this purpose, we calculated the stadium capacity utilisation by dividing the number of spectators by the stadium capacity. Since in addition to pure ghost games without any spectators there were also many semi-ghost games with only a few hundred spectators, we classified games with a stadium capacity utilisation of less than $10 \%$ as ghost games and games with a higher capacity utilisation as regular games. The atmosphere
created by the spectators at such a low capacity is very different from that in a normally filled stadium, also due to additional distance regulations. A stadium occupancy rate of less than $10 \%$ only occurred due to legal restrictions on spectators in the wake of the COVID-19 pandemic and not due to a lack of interest in the game. The substitutions are significant in the subsample of the regular games (Table 9) and that of the ghost games (Table 10), while only the betting odds of the away wins are significant for the ghost games.

| Variables | B | Exp(B) | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0.393 | 1.481 | $<0.001^{* * *}$ | 1.271 | 1.726 |
| Substitutions (A) | -0.117 | 0.889 | 0.127 | 0.765 | 1.034 |
| Yellow Cards (H) | -0.160 | 0.852 | $<0.001^{* * *}$ | 0.776 | 0.935 |
| Yellow Cards (A) | 0.004 | 1.004 | 0.928 | 0.921 | 1.094 |
| Betting Odds Home Win | -0.209 | 0.811 | $0.001^{* * *}$ | 0.716 | 0.919 |
| Betting Odds Draw | 0.039 | 1.040 | 0.718 | 0.842 | 1.285 |
| Betting Odds Away Win | 0.115 | 1.122 | $0.020^{* *}$ | 1.018 | 1.237 |

$B=$ Regression Coefficient, $\operatorname{Exp}(B)=$ Exponentiation of B, Sig. = Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=$ Away Team, ${ }^{* *} p<0.05,{ }^{* * *} p<$ 0.01, Cox \& Snell R Square $=0.125$, Nagelkerke $R$ Square $=0.167$, Chi-square $=190.325$ with $p<0.001,1,423$ Observations in the Model.

Table 9: Binary Logistic Regression of Home Wins in Regular Games

| Variables | B | Exp(B) | Sig. | LV 95\% CI | UV 95\% CI |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Substitutions (H) | 0.336 | 1.399 | $0.006^{* * *}$ | 1.101 | 1.777 |
| Substitutions (A) | 0.107 | 1.113 | 0.357 | 0.887 | 1.396 |
| Yellow Cards (H) | -0.171 | 0.843 | $0.046^{* *}$ | 0.713 | 0.997 |
| Yellow Cards (A) | -0.084 | 0.919 | 0.353 | 0.769 | 1.098 |
| Betting Odds Home Win | -0.109 | 0.897 | 0.365 | 0.709 | 1.135 |
| Betting Odds Draw | -0.318 | 0.727 | 0.136 | 0.479 | 1.105 |
| Betting Odds Away Win | 0.263 | 1.301 | $0.008^{* * *}$ | 1.070 | 1.581 |

$B=$ Regression Coefficient, $\operatorname{Exp}(B)=$ Exponentiation of B, Sig. = Significance, $C I=$ Confidence Interval for $\operatorname{Exp}(B), L V=$ Lower Value, $U V=$ Upper Value, $(H)=$ Home Team, $(A)=A w a y$ Team, ${ }^{* *} p<0.05,{ }^{* * *} p<$ 0.01, Cox \& Snell $R$ Square $=0.160$, Nagelkerke $R$ Square $=0.216$, Chi-square $=71.883$ with $p=0.003,413$ Observations in the Model.

Table 10: Binary Logistic Regression of Home Wins in Ghost Games

## 6. Discussion

In the following, we first discuss our hypotheses (see Section 3) and then a few more general points.

## H1: Coaches substitute more players with the rule change.

We can already confirm this hypothesis with our conducted t -tests. Coaches actually substitute more players with the increased substitution options. However, on average, not all of the coaches' substitution options are used, perhaps to hedge against the risk of a serious injury in the remaining playing time, especially of the goal keeper.

## H2: Coaches hold back the last substitution slot longer after the rule change.

Another question was whether this change in behaviour also affects the timing of substitutions. We can confirm our hypothesis that, at a statistically significant level, both the home team and the away team substitute later. The first substitution time does not change significantly for either team. Nevertheless, with more substitution options, the coaches try to stretch their influence on the game, be it through time play or a reaction to a certain game trend, over a longer period of time. Sometimes this can result in substitution options not being used.

## H3: More substitutions by a coach are positively reflected in the results.

We can also confirm our third hypothesis that more substitutions improve the result, although a few points need to be discussed here. The more often the home coach substitutes, the higher is the probability of a home win. This can also be found for other dependent variables such as points scored, goals scored and goal completions of the home team and passes such a robustness test. It is interesting to note here that the effect is even more pronounced in the subsample with three change options and seems to dilute somewhat with more change options. Basically, the coach's interventions in the personnel structure and presumably the performance of the substitutes have a positive influence on the game, which confirms the literature reviewed in Section 2. This is true even when considering only the performance determinants that could lead to a positive outcome. Nevertheless, it is not possible to draw any compelling conclusions from this analysis as to what is ultimately the cause of this result. It could either be the pure impulse of the coach on the team through a substitution or the increased performance of the substitutes, or both. Not considered here is the possible time play of the leading team through increased substitutions. The time required for substitutions could at least theoretically be added on the end of the game and these substitutions can also have a positive influence on
the game, apart from the time saved. Empirically, it would also be difficult to classify when time play begins and which substitutions primarily serve the purpose of time play and are not intended, for example, to reinforce the offensive or defensive.

Beyond our hypotheses, it is interesting to note that at least according to classical performance variables for teams the game does not become more attractive with more substitutions. Variables such as goal finishes etc. do not differ significantly after the rule change, apart from home corners, so one cannot say that the game has become significantly more offensive (with more goal shots, more goals etc.) and therefore more attractive with more substitutions. This partly contradicts the literature's expectations of increased substitution potential. The running distance and intensity are not considered here and they are usually not indicators of an attractive game. Furthermore, the home team does not seem to produce more fouls than before the rule change but they presumably take more risks in duels, as they receive statistically significantly more yellow cards for fouls committed. However, this may also be due to a change in referee behaviour. The away teams do not get statistically more cards and this difference could be investigated further.

In general, coaches change more often and keep more options open for longer with the increased possibility of personnel modifications. These personnel changes also seem to have a positive effect. However, these personnel changes could only be successful to a limited extent, since the effect is weaker with five substitutions. In addition, the DFL is also meeting a demand from academia here, and this had so far more positive than negative consequences.

However, many different factors can and do influence the result of a game. Although we have controlled for some of these factors or will included more in further analyses, still other factors like the mental state of the players, the injury of a key player during the game or other specific events during a game can significantly influence the result. It is hardly possible to investigate all these factors, some of which are psychological and subjective, with a reasonable amount of effort. In addition, other leagues and sports could be included in the analysis in order to be able to exclude a pure phenomenon of the German Bundesliga.

Some of the variables used by us also have weaknesses. One example is betting odds as a control variable with its own limitations. For example, these odds can be influenced by subjective factors such as public opinion, media coverage or betting trends and betting odds cannot fully capture all aspects of the performance or economic value of teams or players.

## 7. Conclusion and Outlook

Any rule change has an influence on the behaviour of actors and can change it. This is also true for the increase from three to five allowed substitutions in football. We examine a total of 1,836 games in the German Bundesliga in six seasons. With the opportunity of more substitutions, coaches actually substitute more often and a higher number of substituted players seems to have a positive influence on the game result. In addition, with more options available, coaches try to spread out these options over the game in order to be able to react at any time.

This study is intended to serve as a starting point for further research on rule changes in German football. We are planning an examination of the extent to which the experience of the coaches has an influence on their substitution behaviour and what the substitutions look like in specific game situations. Does a team that is behind tend to substitute offensively and a leading team to substitute more defensively, and what role does the time of the substitution play with regard to the state of the game? We also want to analyse the characteristics of the substituted players. Is there more variance in terms of age, nationality and playing time with more substitutions and does a higher variance of the substituted lead to better results? Finally, the analysis could be extended to other competitions, countries and sports.

## Literature

Amez, Simon/Neyt, Brecht/Van Nuffel, Frederik/Baert, Stijn (2021): "The Right Man in the Right Place? Substitutions and Goal-Scoring in Soccer", Psychology of Sport and Exercise 54, 101898.

Boyle, Eoghan/Warne, Joe P./Nevill, Alan M./Collins, Kieran (2020): "The Work-rate of Substitutes in Elite Gaelic Football Game-Play", Sport Performance \& Science Reports 1 (89), pp. 1-4.

Bradley, Paul S./Lago-Peñas, Carlos/Rey, Ezequiel (2014): "Evaluation of the Game Performances of Substitution Players in Elite Soccer", International Journal of Sports Physiology and Performance 9 (3), pp. 415-424.

Carling, Christopher/Espié, Vincent/Le Gall, Franck/Bloomfield, Jonathan/Jullien, Hugues (2010): "Work-rate of Substitutes in Elite Soccer: A Preliminary Study", Journal of Science and Medicine in Sport 13 (2), pp. 253-255.

Dilger, Alexander/Geyer, Hannah (2009): "Are Three Points for a Win Really Better Than Two? A Comparison of German Soccer League and Cup Games", Journal of Sport Economics 10 (3), pp. 305-318.

Dilger, Alexander/Vischer, Lars (2022): "No Home Bias in Ghost Games", Athens Journal of Sports 9 (1), pp. 9-24.

García-Aliaga, Abraham/Martín-Castellanos, Adrián/Marquina Nieto, Moisés/Muriarte Solana, Diego/Resta, Ricardo/López del Campo, Roberto/Mon-López, Daniel/Refoyo, Ignacio (2023): "Effect of Increasing the Number of Substitutions on Physical Performance During Periods of Congested Fixtures in Football", Sports 11 (2), 25.

Geyer, Hannah (2008): "Auswechselverhalten im Fußball: Eine theoretische und empirische Analyse", IÖB Discussion Paper 5/08, Institute for Economic Education, Münster.

Gomez, Miguel-Angel/Lago-Peñas, Carlos/Owen, L. Adam (2016): "The Influence of Substitutions on Elite Soccer Teams' Performance", International Journal of Performance Analysis in Sport 16 (2), pp. 553-568.

Hills, Samuel P./Barwood, Martin J./Radcliffe, Jon N./Cooke, Carlton B./Kilduff, Liam P./Cook, Christian J./Russell, Mark (2018): "Profiling the Responses of Soccer Substitutes: A Review of Current Literature", Sports Medicine 48 (10), pp. 2255-2269.

Hills, Samuel P./Radcliffe, Jon N./Barwood, Martin J./Arent, Shawn M./Cooke, Carlton B./ Russell, Mark (2020): "Practitioner Perceptions Regarding the Practices of Soccer Substitutes", PLoS ONE 15 (2), e0228790.

Hirotsu, Nobuyoshi/Wright, Michael (2002): "Using a Markov Process Model of an Association Football Game to Determine the Optimal Timing of Substitution and Tactical Decisions", Journal of the Operational Research Society 53 (1), pp. 88-96.

Krutsch, Werner/Hadji, Abed/Tröß, Tobias/Szymski, Dominik/Aus der Fünten, Karen/Gärtner, Barbara/Alt, Volker/Meyer, Tim (2022): "No Increased Injury Incidence in the German Bundesliga After the SARS-CoV-2 Virus Lockdown", Archives of Orthopaedic and Trauma Surgery 142 (7), pp. 1571-1578.

Kröckel, Pavlina (2017): "Decision Support Enhancement for Player Substitution in Football: A Design Science Approach", in: Abramowicz, Witold/Alt, Rainer/Franczyk, Bogdan (Eds.): "Business Information Systems Workshops: BIS 2016 International Workshops, Leipzig, Germany, July 6-8, 2016, Revised Papers", Lecture Notes in Business Information Processing 263, Springer, Cham, pp. 357-366.
Leite, Werlayne/Figueredo, Roberto (2020): "Is There a Need to Increase the Number of Substitutions in Modern Professional Football?", Physical Culture 74 (1), pp. 5-18.

Liu, Hongyou/Wang, Lei/Huang, Guohu/Zhang, Hengliang/Mao, Wanli (2020): "Activity Profiles of Full-Game and Substitution Players in the 2018 FIFA World Cup", European Journal of Sport Science 20 (5), pp. 599-605.

Lorenzo-Martínez, Miguel/Rein, Robert/Garnica-Caparrós, Marc/Memmert, Daniel/Rey, Ezequiel (2022): "The Effect of Substitutions on Team Tactical Behavior in Professional Soccer", Research Quarterly for Exercise and Sport 93 (2), pp. 301-309.

Meyer, Johannes/Klatt, Stefanie (2021): "Impact of One Additional Substitution on Player Load and Coaching Tactics in Elite Football", Applied Sciences 11 (16), 7676.

Meyer, Johannes/Klatt, Stefanie (2023): "Additional Substitutions in Elite European Football", International Journal of Sports Science \& Coaching, forthcoming, online first, doi: 10.1177/17479541231164090.

Mota, Gustavo R./Santos, Izabela A. D./Arriel, Rhaí A./Marocolo, Moacir (2020): "Is It High Time to Increase Elite Soccer Substitutions Permanently?", International Journal of Environmental Research and Public Health 17 (19), 7008.

Myers, Bret R. (2011): "A Proposed Decision Rule for the Timing of Soccer Substitutions", Journal of Quantitative Analysis in Sports 8 (1), pp. 1-22.

Padrón-Cabo, Alexis/Rey, Ezequiel/Vidal, Benjamín/García-Núñez, Javier (2018): "Workrate Analysis of Substitute Players in Professional Soccer: Analysis of Seasonal Variations", Journal of Human Kinetics 65 (1), pp.165-174.

Reade, James/Schreyer, Dominik/Singleton, Carl (2022): "Eliminating Supportive Crowds Reduces Referee Bias", Economic Inquiry 60 (3), pp. 1416-1436.

Rey, Ezequiel/Lago-Ballesteros, Joaquín/Padrón-Cabo, Alexis (2015): "Timing and Tactical Analysis of Player Substitutions in the UEFA Champions League", International Journal of Performance Analysis in Sport 15 (3), pp. 840-850.

Silva, Rajitha M./Swartz, Tim B. (2016): "Analysis of Substitution Times in Soccer", Journal of Quantitative Analysis in Sports 12 (3), pp. 113-122.

Wittkugel, Joris/Memmert, Daniel/Wunderlich, Fabian (2022): "Substitutions in Football: What Coaches Think and What Coaches Do", Journal of Sports Sciences 40 (15), pp. 1668-1677.

## Diskussionspapiere des Instituts für Organisationsökonomik

Seit Institutsgründung im Oktober 2010 ist monatlich ein Diskussionspapier erschienen. Im Folgenden werden die letzten zwölf aufgeführt. Eine vollständige Liste mit Downloadmöglichkeit findet sich unter http://www.wiwi.uni-muenster.de/io/forschen/diskussionspapiere.html

DP-IO 7/2023 Effects of the Rule Change from Three to Five Substitutions in the Bundesliga Alexander Dilger/Lars Vischer Juli 2023

DP-IO 6/2023 Globalisation of Sports
Alexander Dilger
Juni 2023
DP-IO 5/2023 Staatsinsolvenzen in der Finanzkrise
Alexander Dilger/
Mai 2023

DP-IO 4/2023 Ein ganzes Land kann nicht komparativ überlegen sein Alexander Dilger
April 2023
DP-IO 3/2023 Interview mit ChatGPT über KI an Hochschulen Alexander Dilger
März 2023
DP-IO 2/2023 Personale Versorger als spezifische Dienstleister Alexander Dilger
Februar 2023
DP-IO 1/2023 Wettbewerb im akademischen Karriereverlauf
Alexander Dilger
Januar 2023
DP-IO 12/2022 Mitbestimmung in kulturellen Einrichtungen
Alexander Dilger
Dezember 2022
DP-IO 11/2022 Non-Profit Networks
Alexander Dilger
November 2022
DP-IO 10/2022 12. Jahresbericht des Instituts für Organisationsökonomik
Alexander Dilger/Lars Vischer
Oktober 2022
DP-IO 9/2022 Besonderheiten des kirchlichen Arbeitsrechts aus ökonomischer und wirtschaftsethischer Sicht
Alexander Dilger
September 2022
DP-IO 8/2022 Auswirkungen von COVID-19 auf Lehre und Arbeitsweise von Hochschulbeschäftigen
Eine Umfrage an 13 deutschsprachigen Universitäten
Lilo Seyberth
August 2022

Herausgeber:
Prof. Dr. Alexander Dilger
Westfälische Wilhelms-Universität Münster
Institut für Organisationsökonomik
Scharnhorststr. 100
D-48151 Münster
Tel: $\quad+49-251 / 83-24303$
Fax: $\quad+49-251 / 83-28429$
www.wiwi.uni-muenster.de/io


[^0]:    ${ }^{1}$ We thank our current and former student assistants for their help in building the dataset, especially Tim Christoph, Vanessa Gathmann, Claas Glindemann, Emely Kutscha, Anna Langner and Rebecca Staubach. We also thank the participants of the 9th Football \& Finance Conference at the University of Paderborn on 22 April 2023 for valuable suggestions. Of course, we alone are responsible for any remaining errors.

