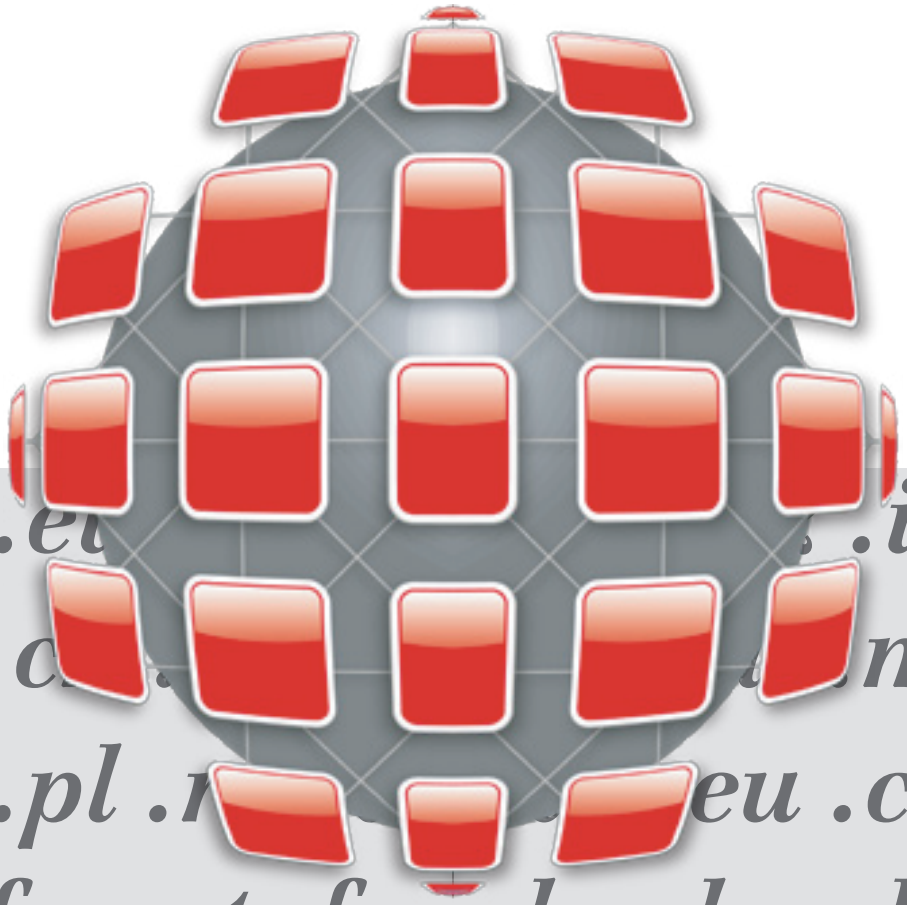
eco

Association of the German Internet Industry

Registrar Atlas 2011

A look at Germany`s domain name industry



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Preface

The economic significance of domain names continues to grow. Germany in particular has a booming market for domain names. Domain names with the suffix of the top-level domain (TLD) '.de' are the most coveted ones of all after '.com' and, with more than 14 million registrations, are number one among the country-specific TLDs. Many German registrars – that is to say, companies offering their customers domain name registrations through their own accreditation with one or more registries – successfully operate both across national borders and sometimes even globally. In addition, there are a large number of companies that offer domain name registrations as strict resellers. A third category are the companies which sometimes operate on the basis of their own accreditations and sometimes as resellers. The largest number of companies offer domain name registrations in addition to other services such as Web design or hosting. Other companies, on the other hand, specialise exclusively in domain name registrations and management and sometimes focus on specific target groups. Thus, you can only become a customer of certain providers if you own sizable domain name portfolios. Others offer global brand management for trademark owners, including the monitoring of law-violating domain name registrations by third parties and taking appropriate countermeasures.

Domain name trading is also becoming more and more important in the secondary market. Large and at times astronomical sums are paid for coveted terms with attractive TLDs. According to information from the domain name trading platform Sedo, the average prices that were paid for domain names with the TLD '.com' were EUR 2,387, while for '.de' domain names it was EUR 1,135.

However, the industry also presents challenges for the market and its players. More and more TLDs are introducing the DNS (DNSSEC) security extensions and ICANN is soon going to clear the way for a large number of new TLDs. While some express a need for more domain names and more TLDs, others are already singing the swan song for domain names altogether. They say that sooner or later, search engines and user IDs in social networks are going to replace domain names.

All of this is reason enough to take a closer look at the domain name industry. While other areas of the Internet industry are already being investigated in various studies, no examination has been conducted to date with as much depth of detail as this Registrar Atlas. This study not only sheds light on the status quo, but also on the trends and plans of the participating companies. We intend to update the study from time to time to record developments in the markets.

We would like to extend our special thanks to Verisign, whose financial support has made it possible to put this study together, to Thomas Rickert, our Director of Names & Numbers, for handling the project management, as well as to Janett Schmidt, Roman Woznik and Peter Koller, who substantially contributed to this study on behalf of eco.

We hope you enjoy reading this Atlas.

Yours sincerely,

Harald A. Summa

Managing Director, eco

Greeting

Dear readers,

Every day, billions of companies and customers depend on Verisign when communicating and trading through the Internet. Verisign provides the infra-structure and ensures that the Internet is fast, safe and reliable. However, to be aware of the requirements and desires of our customers – the registrars, resellers and other domain name providers – and be able to satisfy them, it is interesting for us to be aware of the trends that are developing in the market. The Registrar Atlas 2011 is the first study of its kind in Germany. We subsidised the study of the eco association because we hope the survey will provide new insight into trends and developments in the domain name industry. How is the market going to evolve? What are the trends and drivers? Which services and products have the best chances for success? How do registrars and resellers operate in the market?

An issue that is particularly important for Verisign is the introduction of Domain Name System Security Extensions, or DNSSEC. The industry is developing fast, and Verisign has made it its goal to meet the constantly changing requirements of the Internet by way of investments, innovations and the expansion of the Internet infrastructure and Internet services. Therefore, as far as we are concerned, one of the most important results of this study is the positive attitude towards the introduction of DNSSEC. The Registrar Atlas reveals that nearly half of the companies surveyed – registrars and resellers – are planning to introduce DNSSEC within the next 12 months. One in five survey participants is already offering DNSSEC. Verisign supports DNSSEC as an opportunity for more Internet security. The successful implementation of DNSSEC requires the support of the entire Internet community and a methodical approach. Verisign is working with other members of the Internet community on making the effective implementation of DNSSEC possible.

We are pleased that our efforts are paying off and that the importance of DNSSEC is recognised for the future of the domain name industry.

In the past, we kept being asked whether the Internet would not reach its limits at some point. Yet, the infrastructure has not only perfectly withstood the immense growth in the number of users and the increasingly frequent use of the Internet, but also numerous attacks. This is partly due to the constant investments in its expansion and the infrastructure of the Internet being continuously checked. To make sure that we will also be able to face the challenges to come, we at Verisign have initiated the Apollo project. We are thus preparing the infrastructure for the Internet's next growth spurt. Thanks to such innovations as smart grids, e-health and RFID, the Internet and the technical systems involved will also undergo profound changes in the years to come. The Apollo project's plan is that by 2020, the capacity of the infrastructure will be a thousand times as large as it is today: currently it is possible to handle four billion queries per day, and in 2020 it will be four trillion.

This is the first issue of the Registrar Atlas. It is our wish that this market analysis becomes established and that it is going to be repeated on a regular basis.

We hope that you will gain as many interesting insights into the trends and developments in the domain name industry as we did!
Wishing you an interesting read,

Tobias Wann
Managing Director
Verisign Deutschland GmbH

VERISIGN

Management summary

This study provides the first record of the domain name industry, systematises business areas, numbers of employees and product chains. It therefore represents an atlas of the domain name market. More than 200 participants completed the basic online questionnaire between December 2010 and January 2011. We elicited information in four sets of questions about their company, its domain name business, about service and marketing as well as trends.

Market structure

Domain name providers are for the most part small companies with up to ten employees (59%). Sixty per cent of the companies only employ up to three employees who exclusively deal with the domain name business. The group of companies that assigns the largest staff to the domain name business is the one with 10–24 employees.

Business areas

Hardly any companies only deal with domain names. Most of them offer various other services as well, predominantly services that fit the domain name business: 52% of companies also offer hosting, email is offered by 43% and 35% of those surveyed include data centre services / servers in their portfolio. Even so, 55% of the participants state that the domain name business is important or very important to them.

Customers

The customers of 52% of the companies are for the most part in Germany, and only slightly less than one-quarter operate internationally. Hardly any companies mainly have local or regional business. As far as international business is concerned, the customers of more than half of the companies are largely in Europe and 26% are in North America. Among the other continents, Asia has by far the most relevance with 10%.

Portfolios and product chains

What is astonishing is the ratio between the number of employees and portfolio size: the majority of the small companies handle about 10,000 domain names each. Among the top-level domains that are offered, there is hardly any middle ground; most companies offer their customers either less than ten (28%) or more than 250 (44%) TLDs! The best-selling top-level domain is *.de* (it is ranked first among 79% of those surveyed), followed by *.com* and, far behind, *.net*, *.eu*, *.info* and *.org*. Most of the companies surveyed have accreditations for *.de* (44%), *.at* (33%) and *.eu* (21%). *.com* is ranked fourth with 15%. There seems to be a tendency towards extremes in the reseller business. The largest group of participants, with 22%, handles less than ten resellers, and insubstantially fewer (17%) handle more than 200 resellers. Those surveyed close gaps in their portfolio by acquiring domain names: only 12% of companies do not add domain names purchased from other companies. Most companies have three to five 'suppliers'.

Marketing

The best portfolio is worthless if it is not marketed properly – and particularly in this area there seems to be room for improvement. It appears that major parts of the industry are not intimately familiar with their customer demographics and do not target their customers specifically. This is where opportunities were wasted. Only 15% of those surveyed stated that they offer limited-time special sales, and only a few more take advantage of the information material from the registries for their own communication with their customers. Only 13% provide their own information material. Better contacts in the target markets would be helpful to the companies: they would be able to act more decisively on an international level if they integrated more local sales-organisations in their activities.

Trends

It was also thrilling to find out how those surveyed viewed the trend issue of 'new top-level domains'. Most see their chances of success as highly dependent on the individual cases. However, 65% believe the new address suffixes that follow the pattern of *.brand* and *.town* have good or even excellent prospects.

Methodical approach and issues queried

The information on which this study is based was collected in the period between the beginning of December 2010 and the end of January 2011 via an online questionnaire, which was available at www.eco-umfrage/registraratlas.

In a data privacy statement, the participants were informed that they could participate without providing any personal data and that providing personal data was only required if the company wanted to participate in a drawing, with the data in this case only being used for the purpose of sending the prize. The participants were also informed that the data would only be published cumulatively. Individual datasets as well as the entire data material are not made available to third parties, including the sponsor.

The questionnaire consisted of four sections:

A. Questions about the company
B. Questions about the domain name business
C. Questions about service/marketing
D. Questions about trends

The questionnaire contained a total of 42 questions, many of which were based on the answers to the prior respective prior questions. As a consequence, all questions were not submitted to all participants for answering. When answering questions that required a fair amount of internal research effort, most of the participants failed to answer them. These questions were also disregarded in the evaluation.

Participation in the survey was advertised via various newsletters, announcements in social networks, at events, in a podcast, as well as by addressing a large number of market players directly. To this end, prior research of companies offering domain names was conducted. The companies that were identified were assigned to one of three groups according to their assumed size based on their website (small, medium, large). Market participants from all groups were then approached equally and informed about the questionnaire in order to give companies of all sizes equal opportunities to participate.

The results from the total number of 203 participants were considered for the evaluation. We are already planning to conduct a new survey in the near future and then relate the insights gained in that survey to the results from this Registrar Atlas. This will show developments in the market which make it possible to assess whether the plans of the companies have been carried out and their forecasts have proven correct.

A. Questions about the company

The first set of questions solicited information about the respective companies.

We first wanted to know whether the companies participating in the survey were German companies or foreign businesses that also operate in Germany. Moreover, we requested information about whether the German companies operate exclusively in Germany or also abroad. German companies represent a share of 94%. The largest part of that share (61%) consists of domestic companies which also operate abroad. Only 6% of the participating companies are foreign companies which also operate in Germany. In this regard, almost two-thirds of the German domain name providers have already tapped foreign markets, while one-third only operates in Germany. It remains to be seen whether the fact that the majority of German providers conduct business on an international level is indicative of a trend towards internationalisation. When asked about the business development that is a priority for the providers, however, only 13% stated that they want to tap new geographic markets (see Figure 40). This may be an indication that the majority of the one-third only operating in Germany actually only wants to operate on a national level, while most of the companies aspiring towards international business have already realised their respective plans.

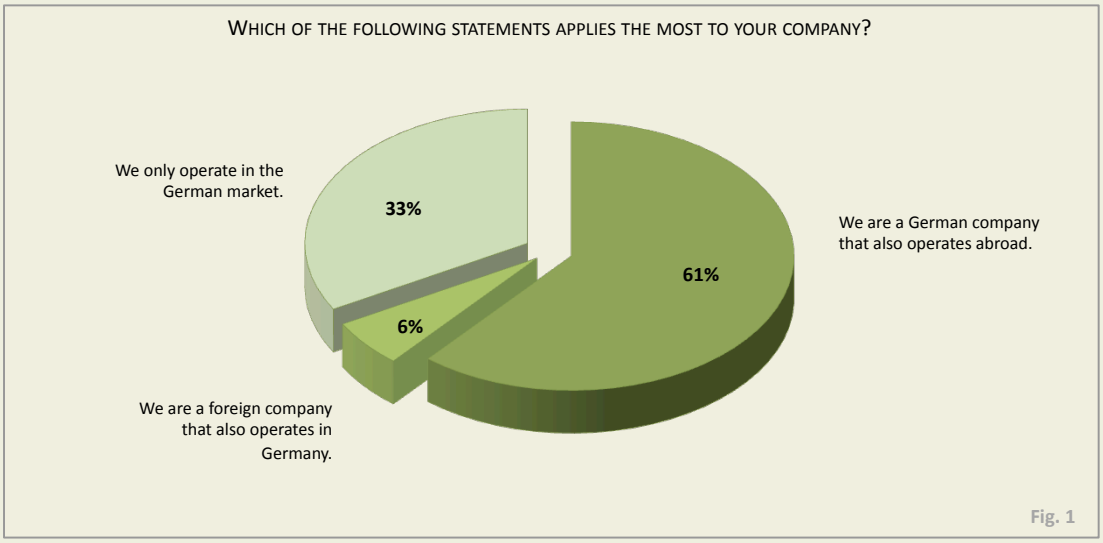

Fig. 1

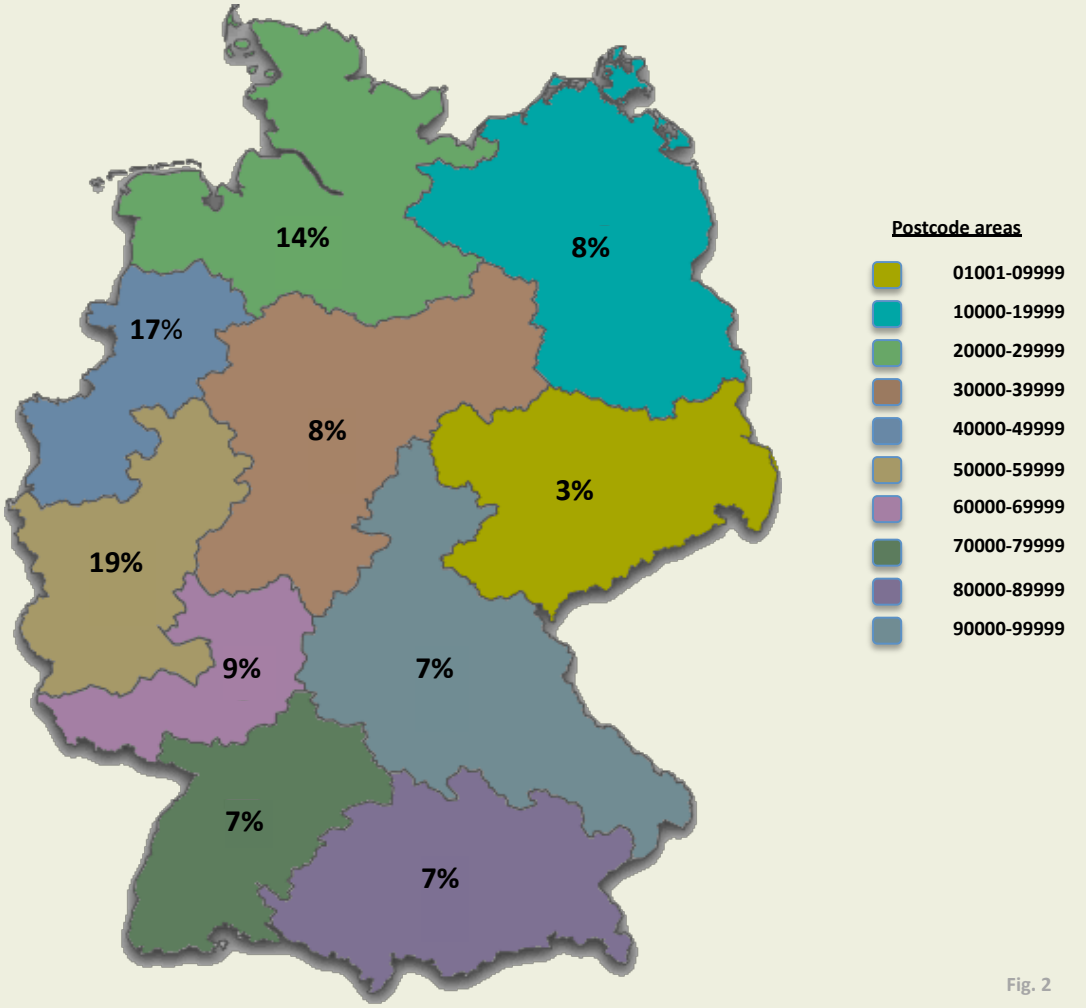

Fig. 2

The question about where the company surveyed is located was intended to find out how domain name providers are distributed throughout Germany. Are there domain name strongholds or areas where there are hardly any providers? The question about the postcode area where the German company is headquartered reveals a fairly uneven spread. The postcode area 01001–09999 stands out for being strongly underrepresented, and the postcode areas 50000–59999, 40000–49999 and 20000–29999 take first to third place.

In terms of German states, this means that Rhineland-Palatinate, North Rhine-Westphalia, Lower Saxony, Bremen, Hamburg and Schleswig-Holstein form a belt in the west all the way to the north with by far the greatest density of domain name providers.

Domain name providers are for the most part small companies

Figure 3 shows the number of people who are employed at the company headquarters. A total of 59% of the companies have less than ten employees at their central office. Domain name providers are thus, for the most part, small providers. Of all the companies surveyed, 13% have up to 25 employees and 9% have up to 50 employees. An even smaller percentage of companies have more employees, with 6% having up to 100 and 7% up to 250 employees. Only 2% and 4% of the companies surveyed fall into the categories of 'up to 500' and more respectively.

It hardly comes as a surprise that there are more small companies than large companies. As this study will show, companies do not necessarily run the domain name business as their main business. Smaller agencies for instance also offer domain names in addition to Web design. Conversely, among the few companies with a large number of staff, the domain name business may also only be of minor significance. Additional data is required in order to better understand the resources the market participants devote to the domain name business.

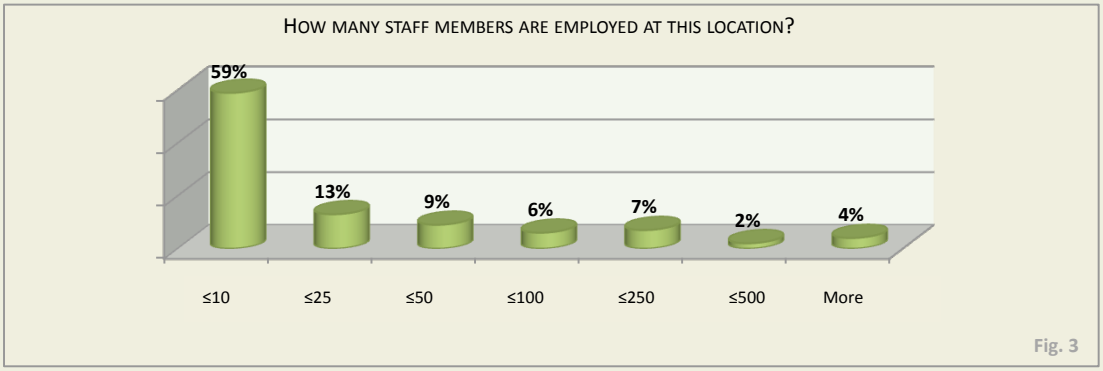

Fig. 3

To find out, we first asked how many employees handle the company's domain name business (see Figure 4). In 60% of the companies surveyed, up to three employees are assigned to that task. A total of 23% of the companies assign domain-name-related matters to 23% of their staff. Otherwise, no category has more than 5%. The evaluation gets interesting when the two figures just described are related to one another.

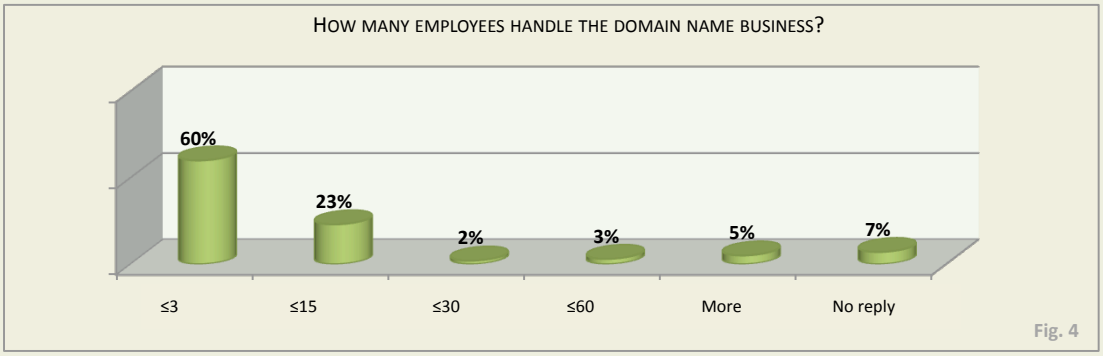

Fig. 4

The greatest focus on the domain name business is in companies with up to 24 employees

As we can see in Figure 5, 90% of the companies with fewer than ten employees assign up to three people to domain-name-related tasks. Only 10% of the companies employ more than three staff members for the domain name business. This suggests that those 10% are those for whom domain names constitute the main business. While in the category of up to 24 employees, 48% assigned only up to three staff members to domain-name-related tasks, 45% of the companies employed up to 15 staff members in this area.

Amongst larger companies, about 30% in each category make do with up to three employees. It is remarkable, however, that 46% of the companies with up to 250 employees assign more than 60 people to this business area.

We must assume that these are larger registrars for whom the domain name business constitutes a significant share of their overall business. Yet, the analysis seems to suggest that the category of up to 24 staff members is the one that assigns the most employees to domain-name-related tasks.

Is this an appropriate scale for positioning a company successfully in the market? When we take a look at the market we will see whether the sizes of companies described here turn out to be solid. It is also conceivable that with the transformation of the market, especially due to the new TLDs, a different line-up of the companies, as part of a consolidation process, will turn out to be more future-proof.

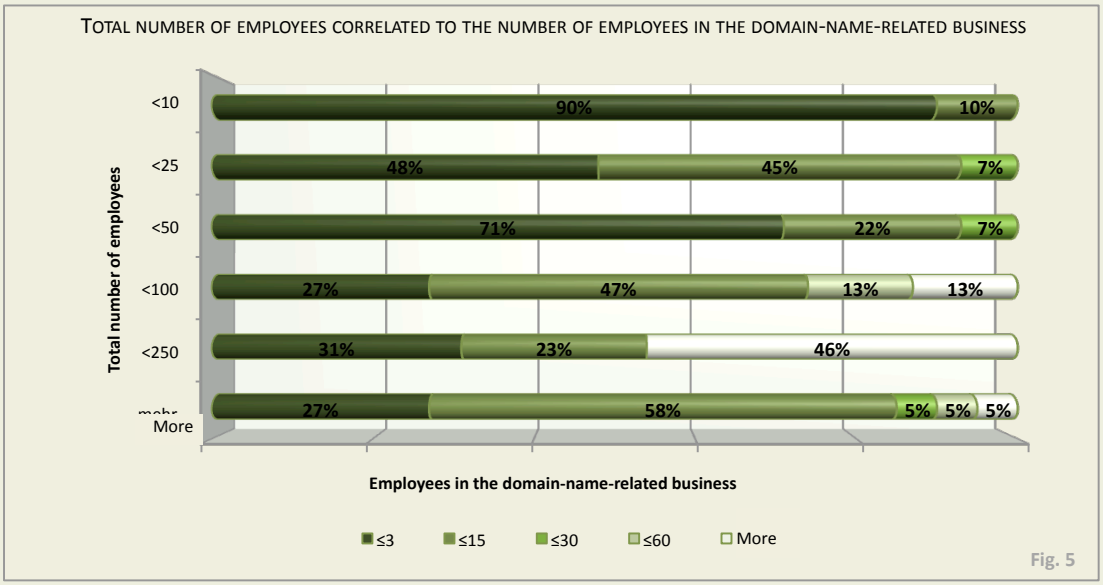

Fig. 5

Think global, act local – but not in the domain name business

Furthermore, we asked where the majority of the participating companies' customers are located. The purpose of this question was to find out whether the domain name business is linked – at least in part – to regional business, with local customers, or whether the providers of domain names offer their services nationally via their websites. If the latter assumption is correct, business transactions are probably not regionally limited in a direct way, but only indirectly by the Web services not being provided multi-lingually, or by the inability to handle billing in different languages.

Indeed, Figure 6 shows that only 4% of the companies predominantly serve local customers and 13% mainly serve regional customers. A total of 52% find most of their customers throughout Germany. About one-quarter of the companies surveyed have a predominantly international clientele. In the first question, we had determined that 61% of the companies are German companies who also operate abroad. Now it turns out that, of these companies, less than half make up the majority of their clientele through successful business in international markets.

Even so, the share of 24% of the companies, who are obviously very strong on an international level, is considerable. This is particularly true when considering that Germany is an extremely strong market and a great deal of business can be done on a local level. Hence, it must be presumed that these companies also do good business in Germany. If the international business is nonetheless significant, this indicates the market strength of these companies.

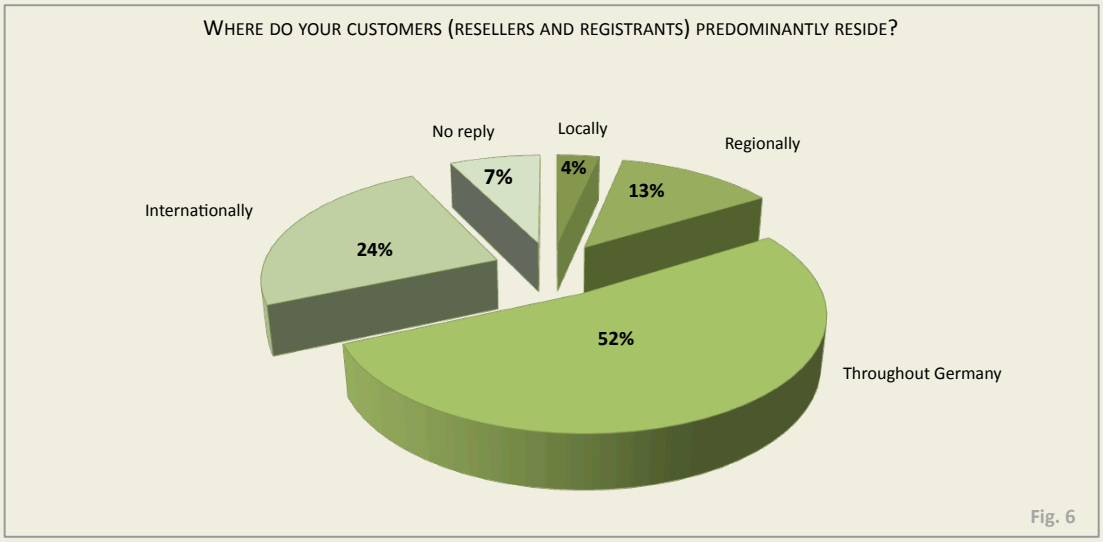

Fig. 6

Most customers come from Europe and North America

We then also asked the internationally operating companies on which continents the majority of their clientele reside. With 53%, Europe is the continent that is served the most. A little more than one-quarter (26%) of customers are in North America. Asia, which has a large number of Internet users and is therefore an extremely interesting market, is only significant for 10% of the companies surveyed. Hardly relevant are South America (5%), Australia/Oceania (4%) and Africa (2%). This spread surely reflects the current (low) attractiveness of the respective markets.

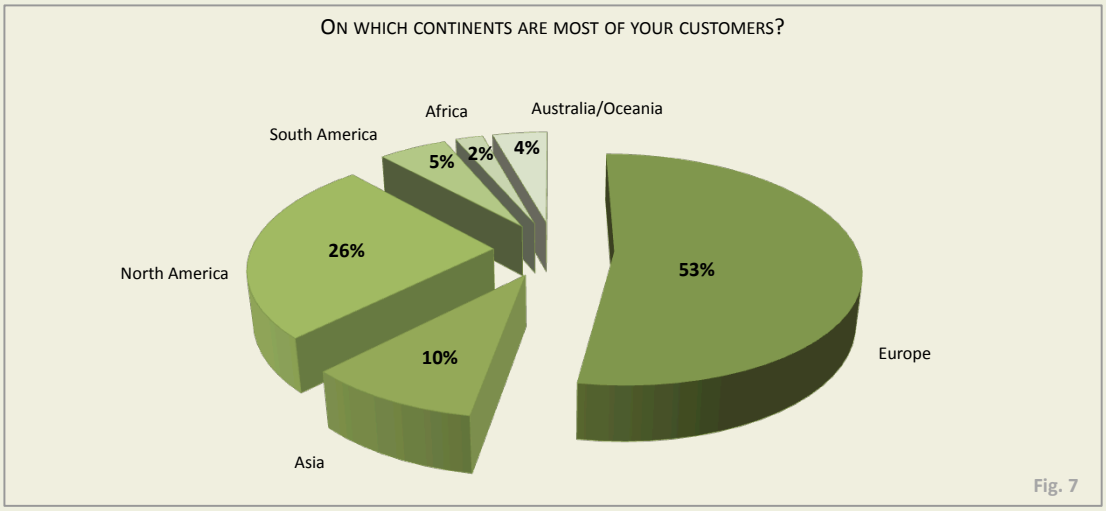

Fig. 7

Front runners among the domain name buyers: telecommunications and Internet industries

We further asked in which sectors the companies' customers operate. The reason for this question was to find out whether the participating companies address specific industry sectors or target groups. We would expect to find a specialisation in specific customers, particularly among smaller companies.

Multiple answers from the rather comprehensive catalogue of industries were possible. Interestingly, 70 companies – equalling 34% of the participating companies – provided no information. Front runners (who are served by 36% of the companies) are companies from the telecommunications and Internet sector, followed by advertising agencies (26%) and technology companies (hardware and software) with 24%. Only 5% of the companies named private individuals as their main clientele. The food sector is also poorly represented, as only 8% of the companies serve businesses in this industry. Yet, whether the companies do in fact address specific target groups and industries cannot be deduced on the basis of the above information, which only indicates the frequency of the various sectors. We furthermore determined the number of sectors that the companies' customers come from.

As shown in Figure 8, only 12% of the companies stated exactly one sector in which their customers operate. It is only for a small percentage of the participating companies, therefore, that we can determine that they specialise in a specific industry sector. With 20% and 18% respectively, the largest number of companies stated that their customers operate in less than five and less than ten industries. This suggests that there is at least a certain focus on specific markets.

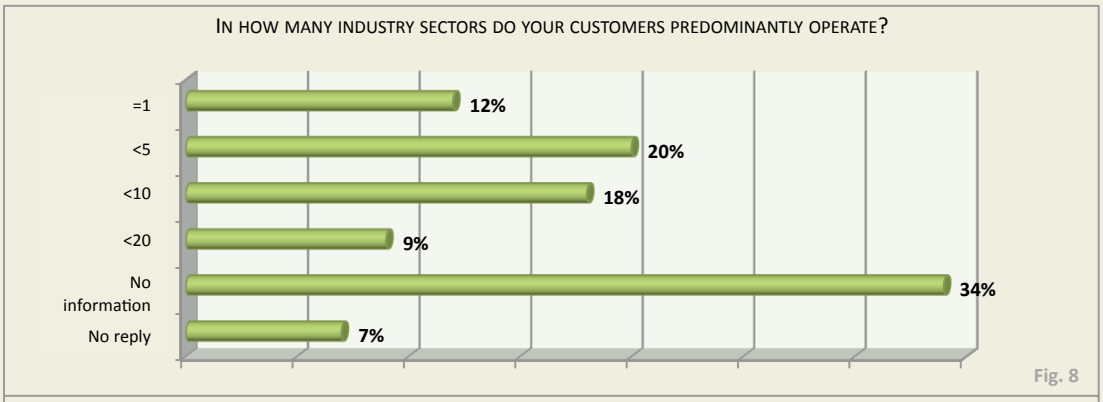

Fig. 8

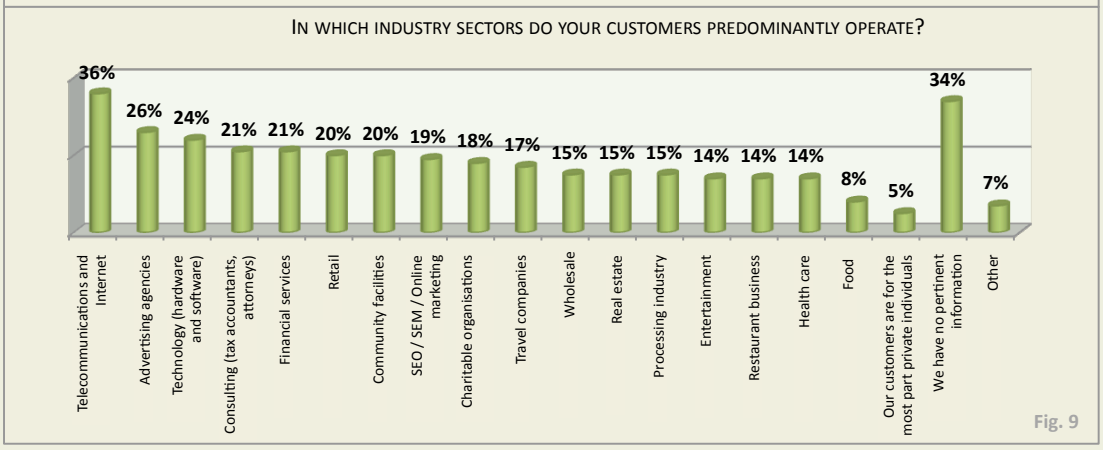

Fig. 9

The domain name customer – the unknown entity?

We also wanted to find out whether the company size and the degree of specialisation are causally related to one another. Figure 10 indicates whether there is a connection between the number of employees in the participating companies and the industry sectors covered by the company. It turns out that more than half of the companies, with less than ten employees, cover up to three industry sectors. The second-largest figure is for companies with more than 250 employees, almost 40% of which target 15 or more industry sectors. As for the companies whose size is somewhere in between, there is only one 'escapee': the companies with 25–49 employees, none of which stated that it serves more than three industry sectors. However, we should recall that with 34%, a considerable percentage of people surveyed had no information about their customers' industry sectors and 7% gave no reply. This allows us to conclude, that although this surely does not apply to all participants – it is more likely that they were simply not motivated to answer the question. It is more likely, however, that those who possess information about the demographics of their customers also would have provided it! To find out more about the possible reasons for this reply behaviour, we checked whether the companies that did not provide any information could be assigned to a specific company size. As Figure 11 shows, it turns out that with 54%, companies with less than ten employees constitute the lion's share of those companies that provided no information about the industry sectors, while the other size categories are fairly evenly represented. Consequently, we may venture to suggest that a significant number of smaller companies do not target a specific market segment, but offer their service randomly. If this assumption is correct, this means that these companies most likely possess no information about their clientele. It seems impossible then that these companies are able to address prospective customers specifically by target group.

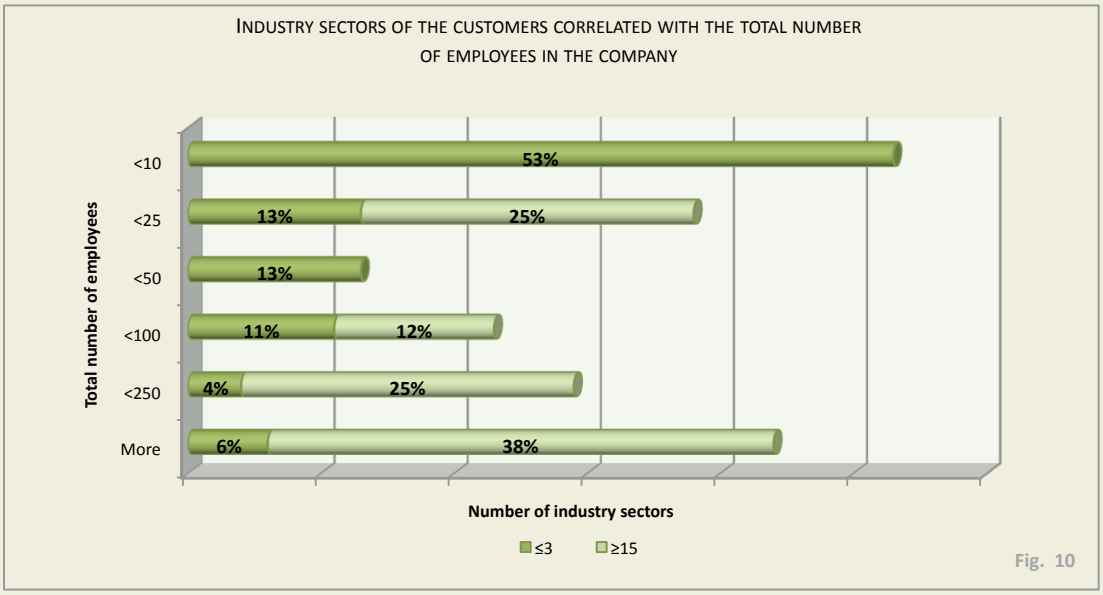

Fig. 10

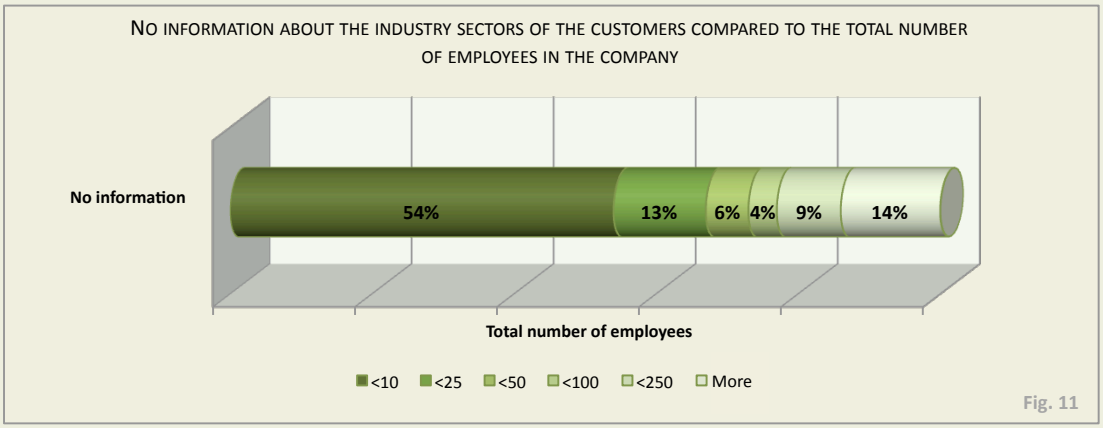

Fig. 11

No target-group-specific focus – is the domain name industry wasting potential?

As more or less of a cross check, we then also tried to find out if the companies which (most likely) have no information about the activities of their customers might only engage in the domain name business as a sideline. However, it turns out that 50% of the participants who provided no information considered the domain name business to be important (30%) or even very important (20%). This is in line with the subsequent insight that 41% of the companies earn more than 50% of their revenues with domain names.

The aspect of familiarity with customer demographics should certainly not be overestimated. Clearly, you can also do good business without advertising your services to specific target groups. Yet, it is possible that potential is wasted if the special needs of particular target groups are not addressed. This is especially true if domain names are, for example, not just offered in combination with hosting – where the target group might not, in every case, attach much importance to where it gets its services from, including further services.

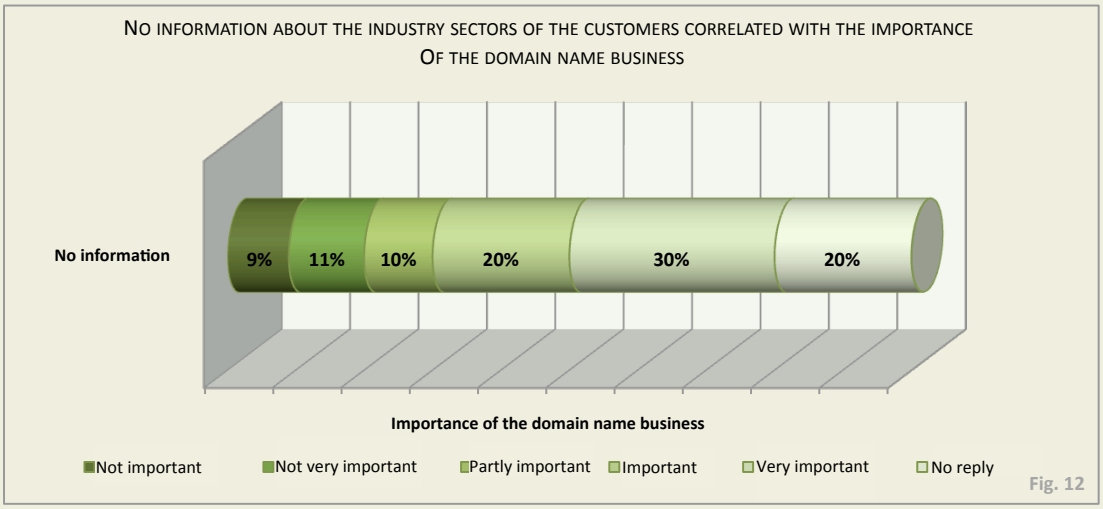

Fig. 12

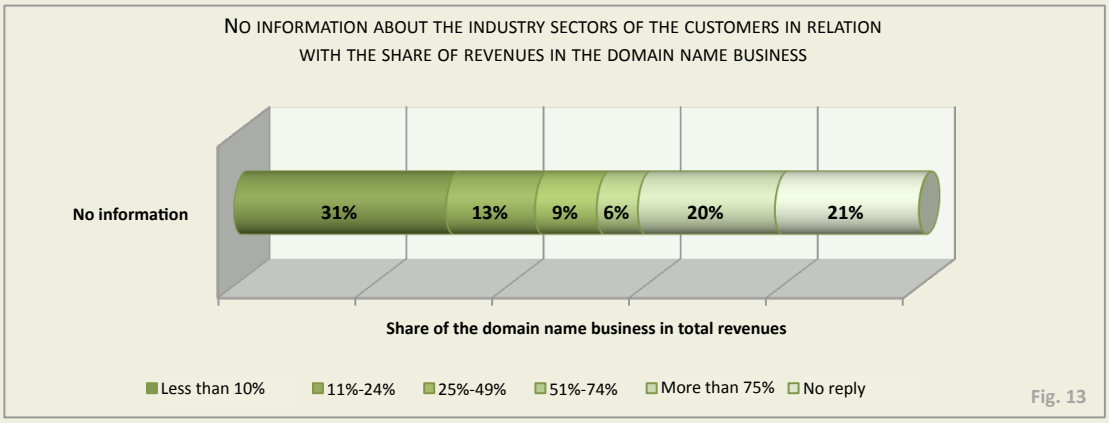

Fig. 13

Hardly any companies deal exclusively with domain names

In the second set of questions, we asked the participants to tell us about the importance of the domain name business for their company. Here, we specifically enquired about what other business areas the companies operate in, with multiple answers being possible. The results are shown in Figure 14. Only 3% of the participants stated that they do not provide any other services. The inference the reader is bound to make from this, is that services which naturally fit with the domain name business are heavily represented here, which is confirmed by the figures. As a matter of fact, the front runners are hosting, email, and data centre services/servers, trading in domain names.

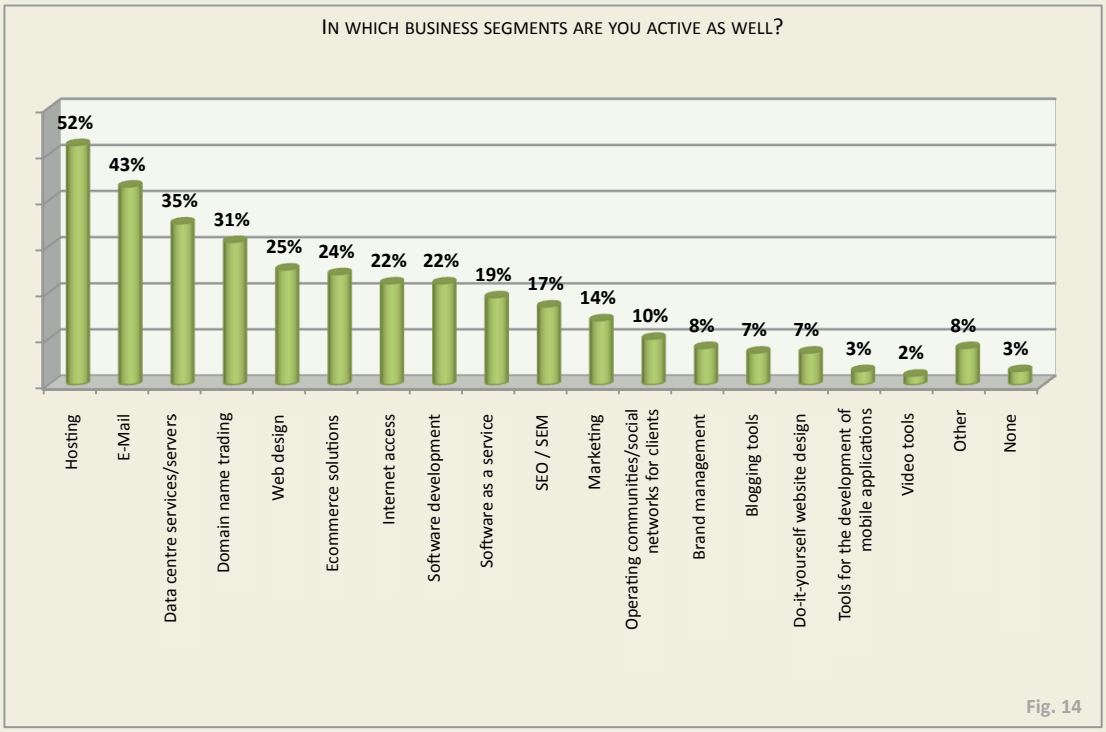

Fig. 14

Figure 15 shows the results of the question on how important the participants consider the domain name business to be for their company. Interestingly, 32% of the companies stated that the domain name business is very important to them. No less than 23% consider the domain name business important to them. Even so, this share of more than two-thirds of the companies that consider the domain name business important, or very important, for themselves is not necessarily reflected in the percentage of the entire staff who exclusively handle domain-name-related tasks, which was examined before.

A total of 55% of the companies consider the domain name business to be important or very important, which represents a slightly higher number than the companies for whom domain names are not very important or not important at all. Altogether, we can state – and this is not irrelevant for the significance of the study – that with the exception of the few companies (5%) for whom the domain name business is not important (the low figure being of no surprise in a survey of companies from within the domain name business) all other levels of interest, from 'not very important' to 'partly important' through to 'important' and 'very important' are more or less equally represented. We also succeeded in examining the 'long tail' of the market.

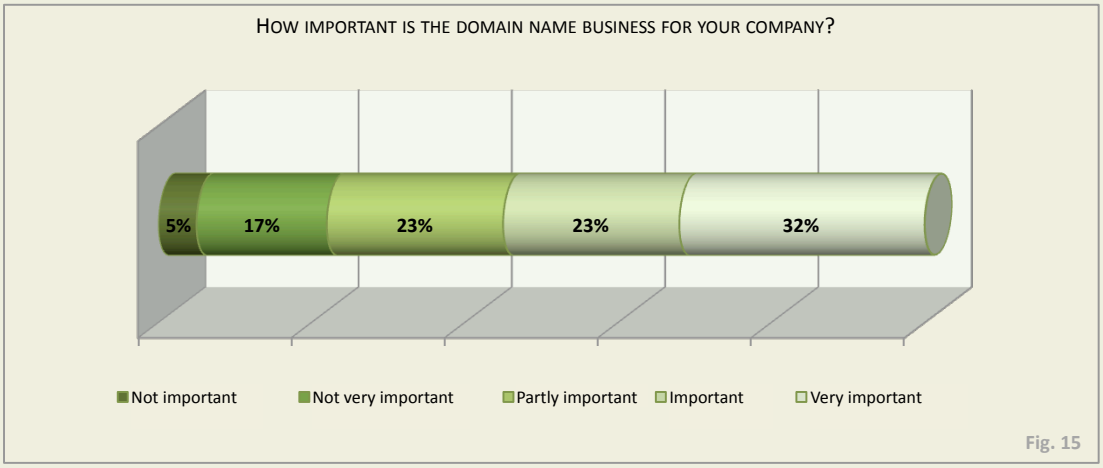

Fig. 15

One-fourth earns more than 50% of its revenues with domain names

One would think that the degree of importance of the domain name business for companies is also reflected in the revenues earned in that area. However, glancing at Figure 17 instantly reveals that this is only partly true. Just slightly more than one-fourth of the companies earn more than 50% of their revenues with domain names. In 42% of the companies, less than 10% of revenues are earned with the domain name business. A total of 18% of the companies earn 11%–24% of their revenues with the domain name business. Furthermore, 25%–49% of revenues are generated with the domain name business by 10% of the companies surveyed.

The results shown here look different when we also take into account that only 20% of the companies have no other business fields aside from domain names. Altogether, 37% of the companies operate in up to three additional areas, 27% in up to six and 16% in up to 14 business fields. Considering that the attention of the companies sometimes has to be divided between a large number of other services as well, it is obvious that a disproportionately large share of the revenues is earned with domain names. This explains the great importance of the domain names for the companies surveyed.

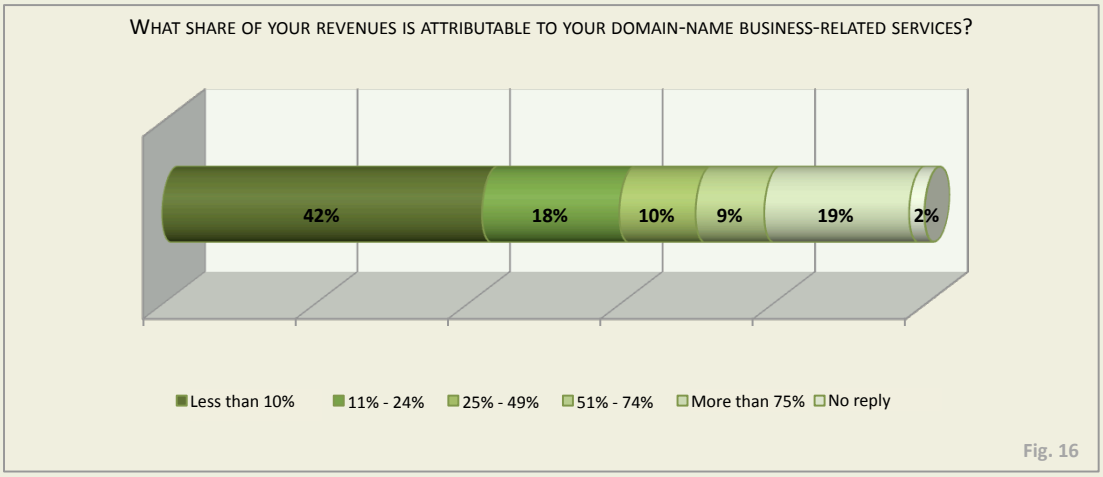

Fig. 16

In the domain name business, companies assume different functions. This is owing in part to basic procedures in the assignment of domain names, but it also says something about the market players and their positioning in the market. The question about the function of a company in the domain name business was intended to find out if companies offer domain names not only based on their own accreditations, but also via the resale of domain names of 'wholesalers' or if they are strictly resellers.

Furthermore, the answer to this question, where multiple answers were possible, was a critical point for the direction of the questions that followed because from that point on the participants were only able to see the questions in the survey that were important for their own specific business. In short, those who only operate as resellers were not shown any questions about their own accreditations.

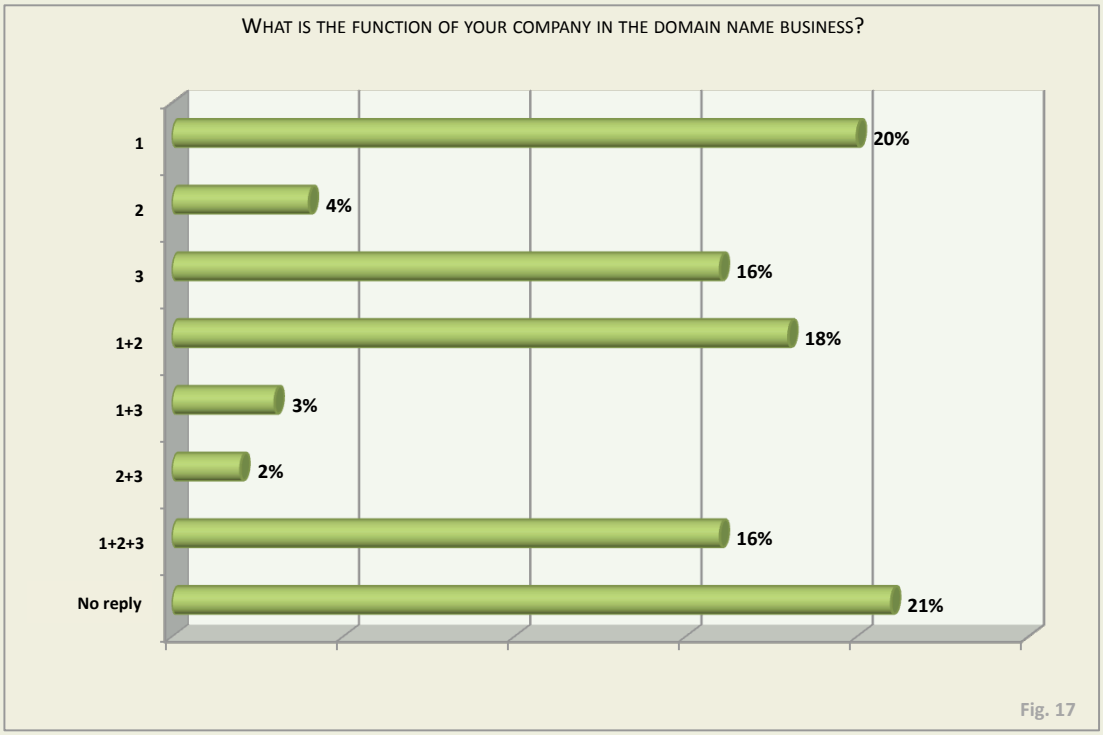

Fig. 17

1 - We sell domain names online to companies and private individuals (registrants).
2 - We sell domain names to resellers (resellers).
3 - We resell domain names (resellers).

All domain name providers are not alike

Even though many end customers do not realise this, a closer look in fact reveals a network of business connections amongst domain name providers that is sometimes difficult to disentangle. Only those registrars that have a direct contractual relationship with the respective 'central registry', such as EURid for '.eu' or Verisign for '.com', are accredited there.

Owing to the large number of globally existing top-level domains, hardly any providers have their own accreditations with all registries. Some of the reasons for this are the complexities of the technical link to the various registries, the lack of relevance of certain top-level domains and the great relevance of other top-level domains respectively, as well as the financial obligations resulting from the accreditations, such as minimum purchases. As a result, apart from the companies that do business solely on the basis of their own accreditations, all market participants approach third parties to purchase top-level domains for which they do not have their own accreditation. Historic developments of one's own company, personal contacts as well as special price campaigns by providers lead to the establishment or maintenance of contractual relationships with various 'domain name suppliers'.

More frequently still, many companies offer the top-level domains, which they have purchased themselves, to their customers in addition to the domain names that can be registered based on their own accreditations. Supply chains of this type are some-times rather long. The task, therefore, is to examine the structures beneath the surface and to allow the readers of this study to make conclusions from these insights. As we will see later on in this study, however, it is also important to find out if friction losses can be detected as a result of supply chains. It would certainly be understandable if a company at the end of the supply chain felt poorly informed because the information required for properly advertising products and services, especially new ones, was insufficiently 'passed on'.

But more on that later. Especially in this respect, changes in the market may be expected to occur at some point. Periodic updates of this study will probably show when and to what extent consolidation will take place in the market, as many expect. In this context, we would like to mention the 'new gTLD programme' of the Internet Corporation for Assigned Names and Numbers (ICANN) which is about to be approved. In the future, companies will then be able to get their own TLD; for instance (possible examples are '.bmw', '.ebay' or '.dhl'), it would be possible to use category terms (such as '.sport', '.radio' or '.movie') or cities or regions would be able to get their own TLD (for example '.berlin', '.coventry' or '.minnesota').

ICANN's new gTLD programme – is the industry about to undergo a transformation?

It is safe to assume that the standardised introduction of new top-level domains, which is intended with this programme, will lead to hundreds of new registries, connecting to what would probably exceed the capacities of many companies. We may therefore venture to predict that only few 'full-range providers' will exist in the world and more and more companies will operate as strict resellers or 'hybrid' registrars that, aside from reselling domain names, will keep just a few of their own accreditations for their core business.

Let us get back to the insights we have now gained (see Figure 17): only 4% of the companies surveyed sell only domain names to resellers - that is to say, do not offer domain names to end customers (registrants) themselves. A total of 16% of the companies do not have their own accreditations and are therefore strict resellers. The largest number of the companies that answered the question, representing a share of 20%, state that they supply domain names exclusively to registrants, i.e. to commercial and private customers – in other words, not to resellers. 18% of the companies sell to registrants and resellers, but do not purchase domain names from registrars. 16% of the companies operate in all segments. In other words, purchase domain names from registrars themselves and do business both with registrants and resellers. There is only a small number of companies, representing 3% and 2% respectively, that do business with registrants and are resellers themselves but do not sell to resellers. And there are also those that acquire domain names from registrars and sell them to resellers without offering domain names to registrars themselves.

Small companies manage about 10,000 domain names each

We were furthermore interested in finding out how many domain names are managed by the participating companies. We are posting absolute figures here, and it should be noted that the companies missing from the total answers did not make any statements. The largest groups, representing about 20%, manage up to 1,000 and up to 10,000 domain names. While the sheer number of domain names managed does not say very much, we correlated that figure with the number of employees assigned to the domain name business in the companies in order to gain deeper insight into the industry. Here, we get a profoundly heterogeneous picture. The largest number of companies assign only up to three staff members to the domain name business, as we already found out during the discussion concerning Figure 5. These staff members most often manage up to 10,000 domain names, and in one instance even between 500,000 and one million domain names. At the other end of the spectrum, 25 companies stated that they only manage up to 100 domain names; we want to give these companies the benefit of the doubt and assume that less than one full-time position is dedicated to domain name management. Two companies stated that they handle more than two million domain names with up to 15 employees. Otherwise, however, management of such a large number of domain names is reserved for the companies with more than 30 employees or with more than 60 employees specialising in domain names, with the majority assigning more than 60 staff members to the domain name business.

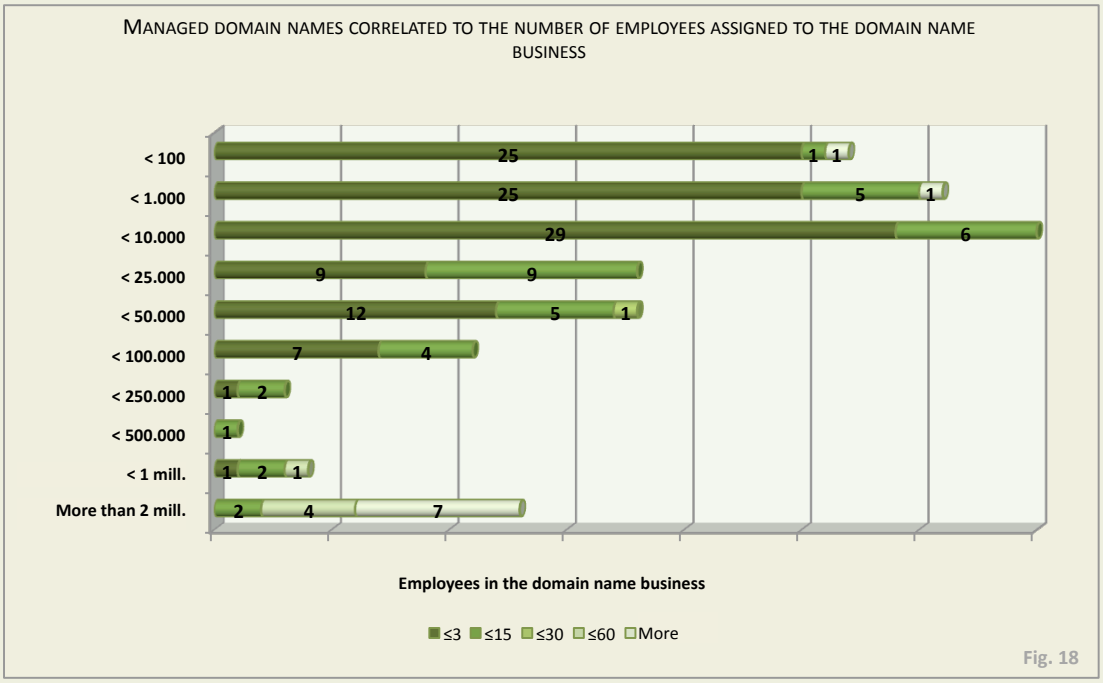

Fig. 18

Figure 19 shows the minimum number of domain names which are required to become a reseller for these companies. A total of 64% of those surveyed had no limitations whatsoever. The predominant limit in the market is 100 domain names. This number is requested by 22% of the companies surveyed that supply to resellers. There are hardly any greater minimum numbers among providers. Two per cent of the companies stated 500 domain names as their requirement, and 3% have set 500 domain names as their initial threshold.

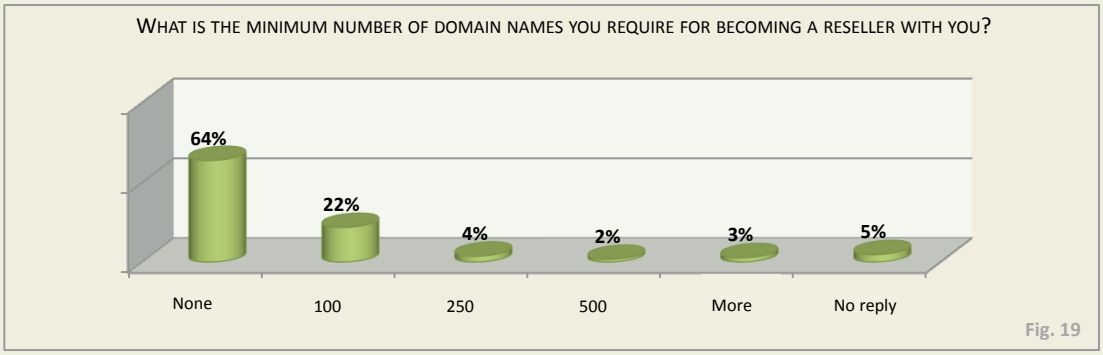

Fig. 19

We furthermore asked how many resellers are handled by the companies. The largest group, representing 22%, were those companies that handle fewer than ten resellers. A total of 40% of the companies handle fewer than 50 resellers. With respect to companies that offer their services to resellers, however, it would have seemed likely that the percentage of the relatively few customers handled here is even lower. Yet, apparently providing the structures required for handling resellers is still attractive even when having relatively few customers. A total of 20% of the companies handle 50–199 resellers, and one-third of the survey participants stated that their company has more than 200 resellers amongst their customers. Even so, it should be noted that the majority of the companies handle less than 25, or more than 200, resellers.

The reseller business is also worthwhile when handling relatively few resellers

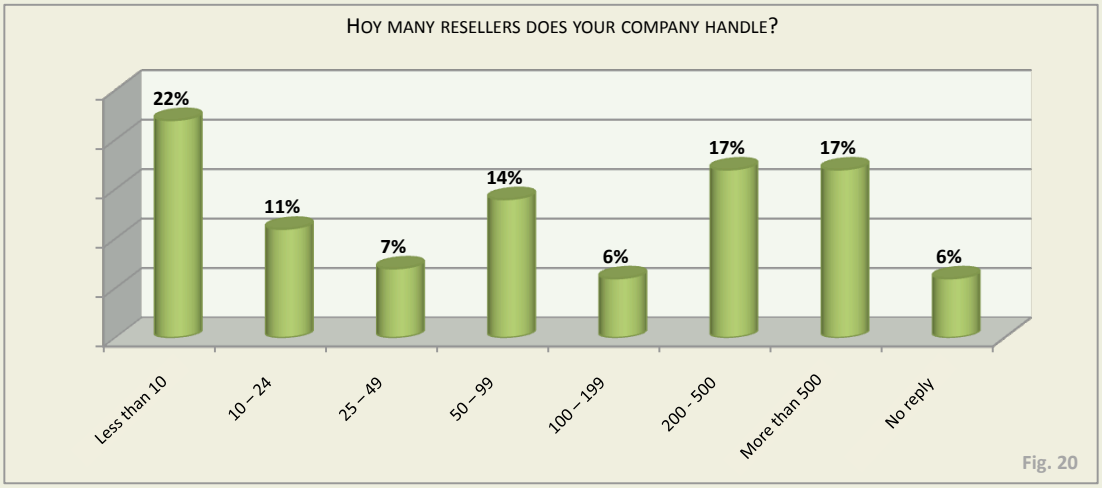

Fig. 20

Figure 21 shows where the resellers of the companies are located. The majority of the resellers, 58%, are located in Germany; 24% of them are domiciled abroad. Given the regional distribution of the customers, it can once again be noted that it does not seem to matter at all, or at least not very much, whether the provider is a local or regional business.

What is more, the geographic distribution of the domain name providers' contractual partners – whether they are customers in general or resellers – is nearly identical. With 58%, the figure is even somewhat larger for resellers throughout Germany than it is for customers in general (52% – see Figure 6).

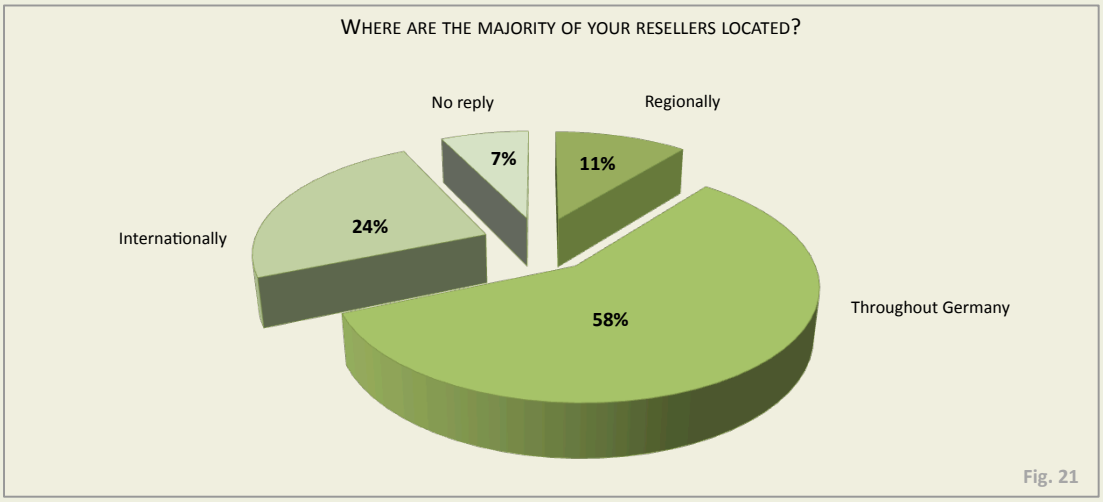

Fig. 21

Sales organisation in the target country facilitates market entry there

Figure 22 shows the global distribution of the international resellers. This question corresponds to the more general question about the international distribution of the customers in general as it appears in Figure 7 and the pertinent explanations. Compared to the results regarding the location of the majority of customers in general, a more global distribution can be detected here. While 53% of all customers were in Europe, only 35% of the reseller business is conducted within Europe. On the other hand, South America is more strongly represented with 16% (compared to 5% for the general distribution of customers) and Australia/Oceania with 10% (compared to 4% for the general distribution of customers).

The differences in the other regions are not as distinct. In short, it turns out that, compared to their entire customer base, it is easier for the companies surveyed to reach international markets in the reseller business. Having local distribution partners in the target countries seems to facilitate the market entry considerably – which is not surprising, considering the different linguistic, legal and other general conditions. Still, we should take notice of the fact that German providers in the reseller business address all regions in the world more or less successfully. The strong focus on North America no doubt indicates some potential regarding other, 'neglected' regions. Moreover, market opportunities might develop for German providers if they make their services more attractive. not only to resellers but also to registrants in the target markets, since the focus clearly does seem to be on handling resellers and not so much on registrants.

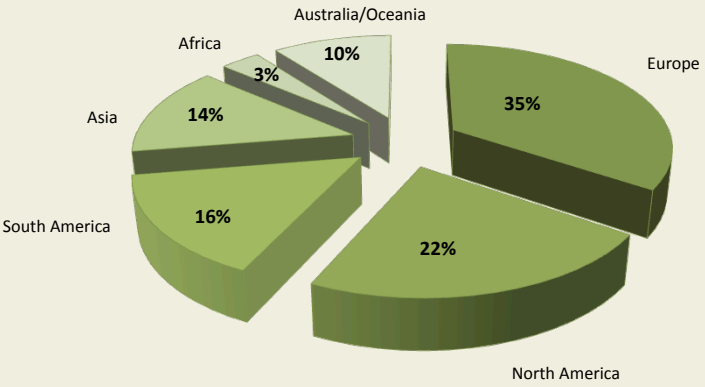

Fig. 22

The following chart shows the number of businesses and private customers who are handled directly by the companies surveyed. The reason for this question was not only our interest in finding out how many direct customer contacts the individual companies handle, but also to see whether a correlation can be established between the size of the company, the number of domain names managed, and the number of customers handled. Altogether, 23% of the companies handle fewer than 100 businesses and private individuals directly. The largest group, totalling 29%, is formed by companies that handle up to 1,000 registrants; 20% of the companies surveyed manage less than 10,000 private customers and companies directly; and no less than 11% handle fewer than 25,000 customers. Outside of these groups, the air is getting thin: between 1% and 3% of the companies handle more than 50,000 registrants.

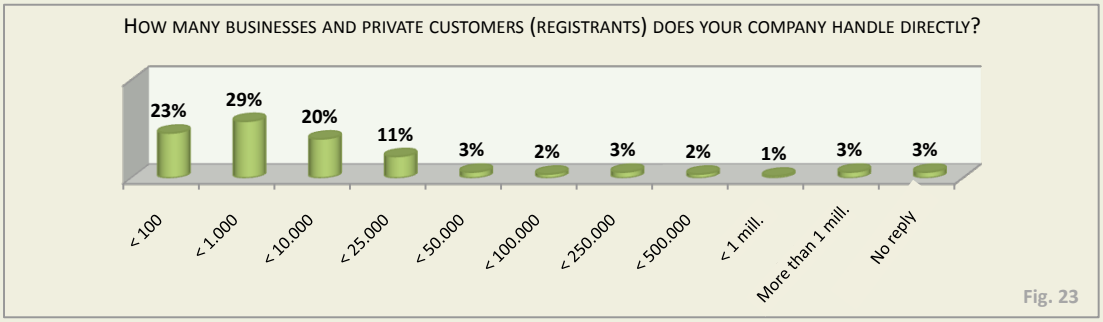

Fig. 23

Furthermore, it turned out that the companies providing information regarding this question and handling up to 100 customers, in fact only manage up to 100 domain names. Therefore, this segment probably contains mostly agencies whose clients have no major domain name portfolios. At the other end of the spectrum, companies managing more than two million domain names never have less than 100 customers, but otherwise all size ranges are represented relatively strongly. Since nearly all size ranges contain companies which have customer numbers and domain name registrations in the same category, as well as companies where the number of domain names is a multiple of that of their customers (with the exception of the smallest size range, see above), we may assume that we have obtained a fairly representative cross section of the market. Participants were companies who more or less have a ratio of 1:1 between customers and domain names as well as companies that target the owners of larger portfolios.

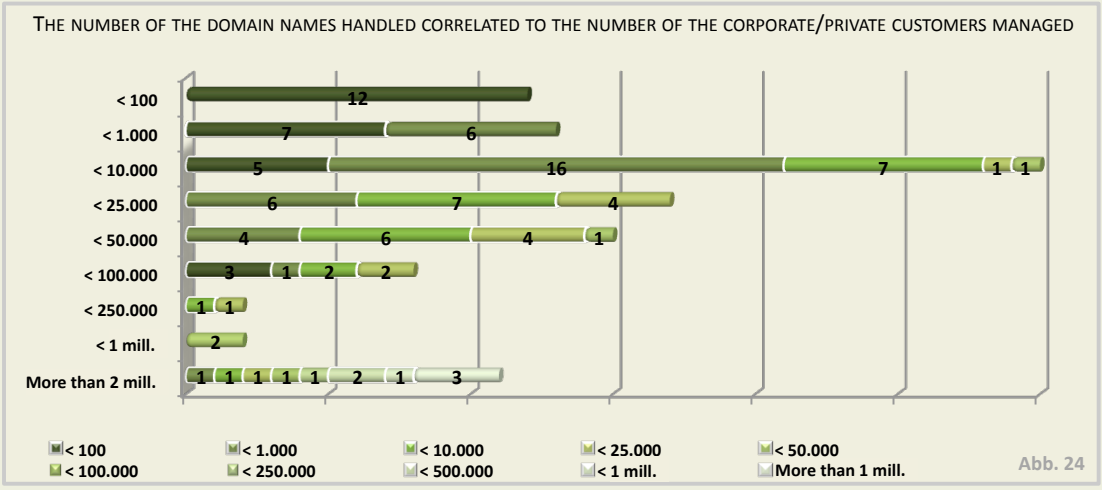

Abb. 24

Figure 25 shows that 57% of the end customers (registrants) of the companies surveyed are located somewhere in Germany. On a regional level there were 17%, and 18% were largely international end customers. Only 3% of the end customers are based in the same location as the provider. No pertinent information was provided by 5% of the companies surveyed. The result is similar to that for the distribution in the reseller business.

WHERE ARE THE END CUSTOMERS (REGISTRANTS) YOU HANDLE PREDOMINANTLY LOCATED?

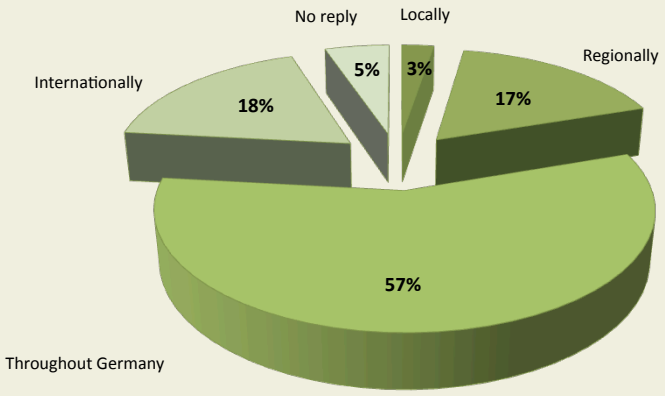

Fig. 25

B. Questions about the domain name business

In the second set of questions, we wanted to find out how many TLDs are offered to customers. Figure 27 shows a chart of the distribution. It is interesting that with 28%, nearly one-third of the participants stated that their company offers less than ten TLDs. In the subsequent size ranges (25, 50, 100, 250, more), the number of companies gradually increases. A total of 26% of the companies offer more than 250 TLDs. To be sure, considering the large variety of domain names that are currently available and, especially, those that will be available after the launch of ICANN's 'new gTLD programme', this result is hardly surprising, but it is still worth noting that more than half of the companies have less than 100 TLDs in their portfolio.

The potential of selling a larger number of domain names, if only they were offered to the customers, is likely to be significant, particularly since – as mentioned above – 28% of the companies bring a maximum of nine TLDs to the attention of their customers. On the one hand, for many companies, the effort of maintaining a large number of their own accreditations is admittedly not justifiable. On the other hand, the various technical solutions that are available on the market today for reselling domain names, makes the obstacles to offering many TLDs look perfectly easy to overcome. The companies that serve the resellers could clearly generate plenty of additional business. Should the result of this survey have been achieved even though the companies have already tapped their full sales potential, it would be necessary to look for the reasons why the market is still offering the customers such little variety. In this case, either the marketing and sales methods don't work properly or the reseller solutions are still not sufficiently customer-focused.

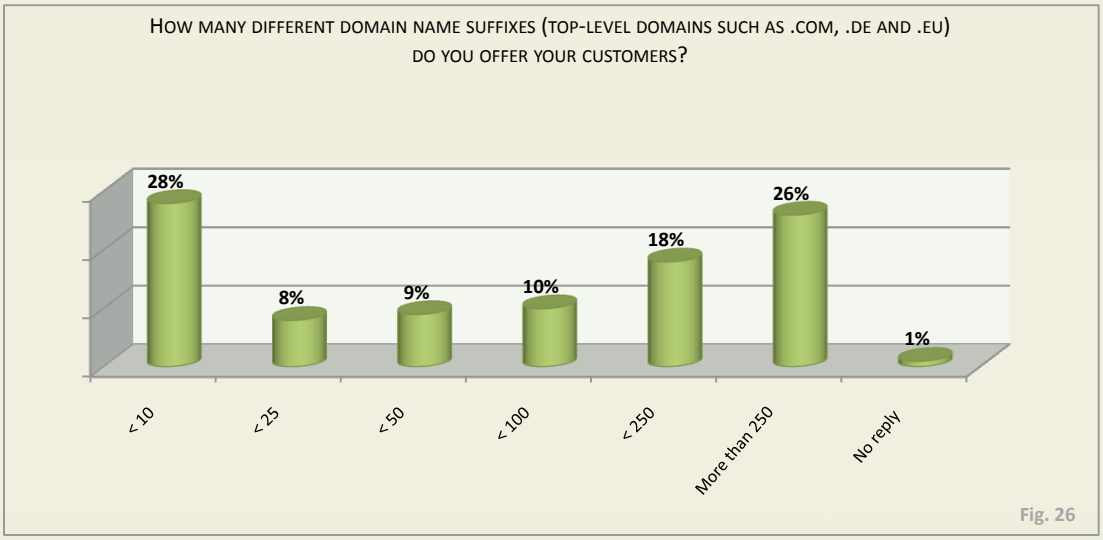

Fig. 26

The most important TLDs that are offered are .de, .com and .eu

Figure 27 shows which top-level domains the companies surveyed offer. Of the company representatives submitting their answers here, 36% stated that they offer all TLDs that were mentioned in the question. In first place, with 64%, is '.de'. With 59%, '.com' is in second place. These two are followed by '.eu' (58%), '.info' (57%), '.net' (57%), '.org' (56%), '.at' (51%) and '.biz' (51%). The additional information provided in the comprehensive chart is self-explanatory.

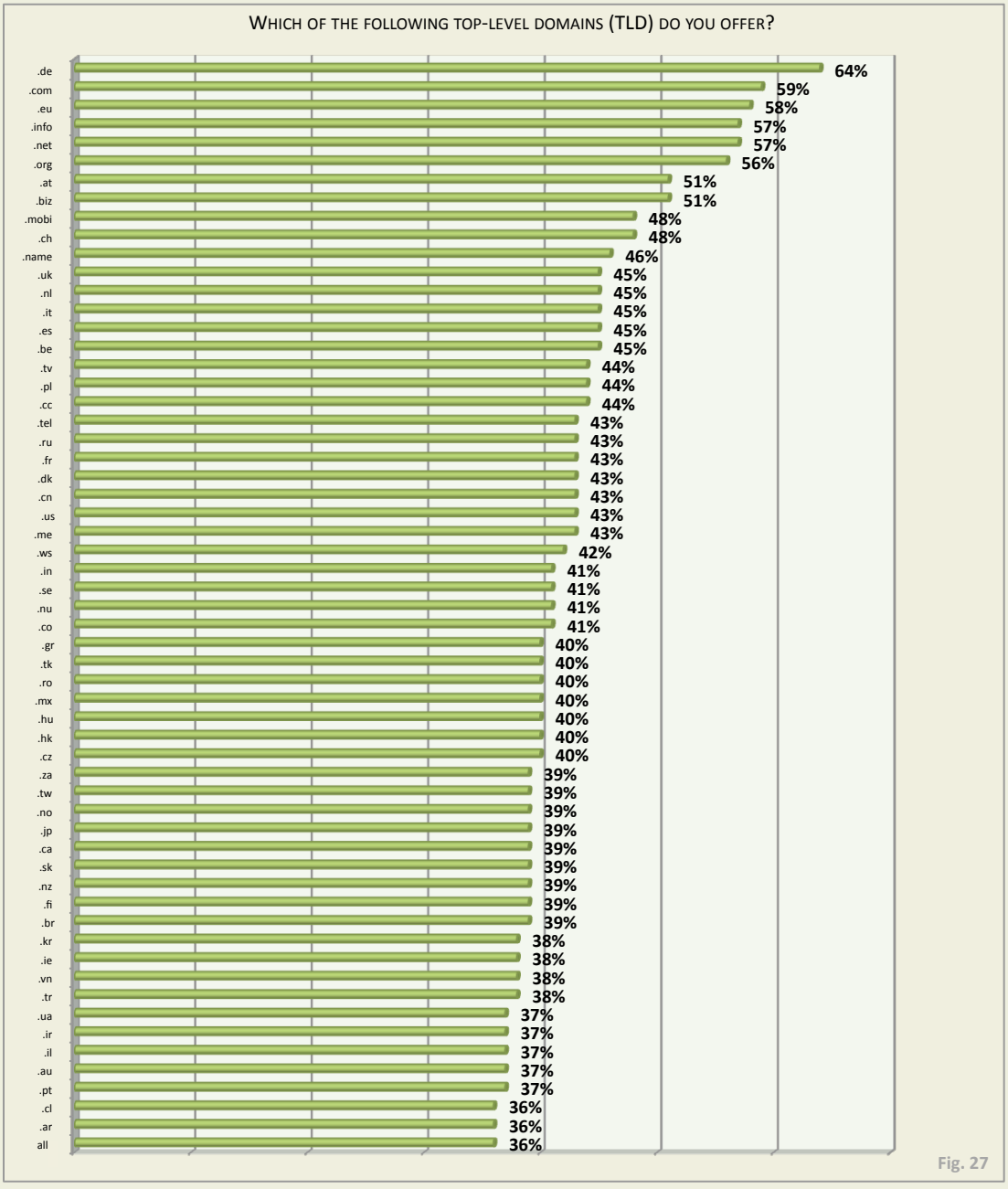

Fig. 27

.de and .com are the best-selling top-level domains

Aside from merely finding out which domain names were offered, we wanted to know which top-level domains were the most in demand. With a lead of more than 20% over the runner-up TLD, '.de' is ranked first here, too. A total of 79% of the companies stated that the TLD they sold the most is '.de'. '.com' is second with 58%. Less than half of that figure, 27%, listed '.net' as the TLD they sell the most, followed by '.eu' and '.info' with 12% each. None of the TLDs listed achieved a two-digit percentage, but it is noteworthy that Germany has providers where TLDs such as '.org', '.at', '.biz' or '.ch' are the ones that sell best initially.

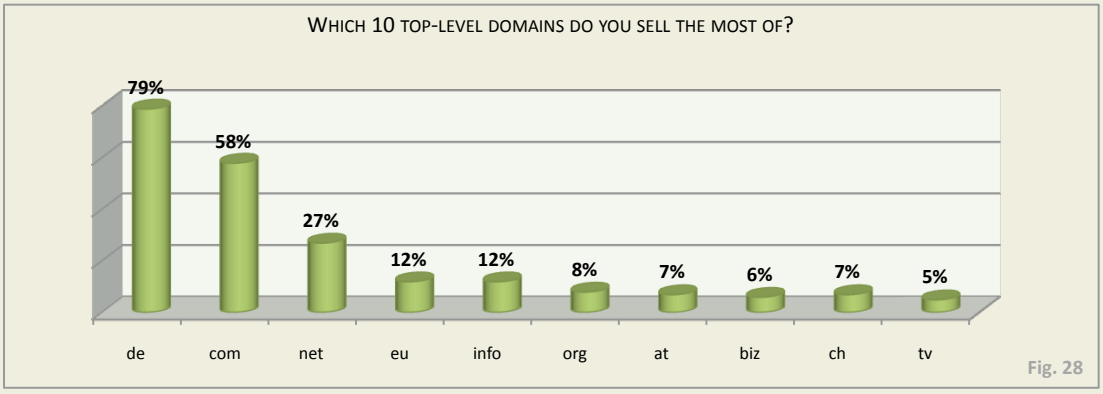

Fig. 28

Figure 29 shows the number of accreditations the providers have. The large majority of the companies surveyed (77%) are accredited by less than ten domain name registries. Altogether, 7% of the companies are accredited by fewer than 25 registries, while 11% stated that they were accredited by less than 50 registries. Only 5% of the companies surveyed have up to 100 accreditations. Here, it is evident that the vast majority of the companies only obtained their own accreditations for those TLDs which constitute their main business. The purpose of this was to save the profit margin consumed with middlemen for the best-selling TLDs. All other TLDs must be purchased extra if they are offered at all.

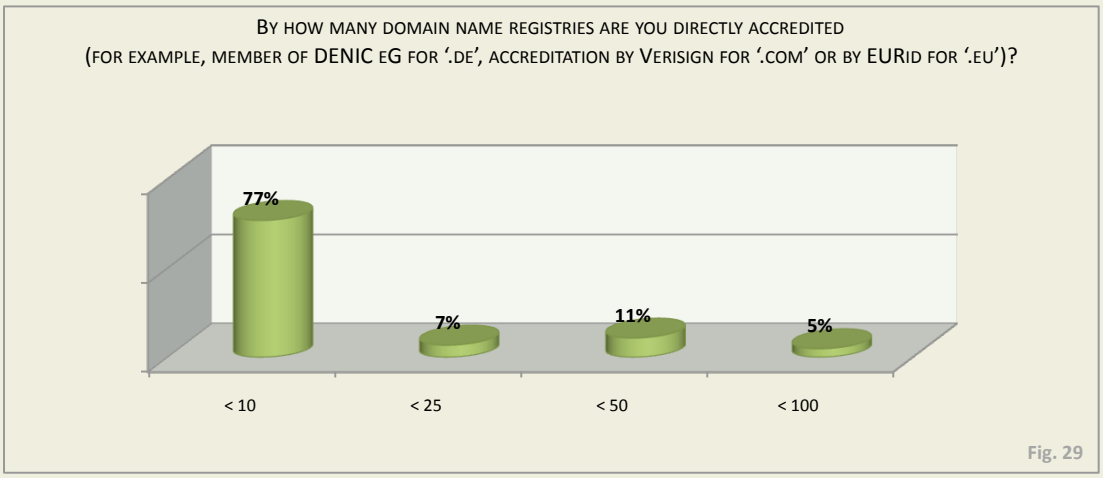

Fig. 29

Let us first take a look at which accreditations the companies receive most frequently. Figure 31 shows the top 20 accreditations of the companies surveyed. It hardly comes as a surprise that DENIC membership is the most frequent one with a share of 44%. Nic.at comes second with 23%. Closely behind is '.at' by EURid, the domain name registry for '.eu', where 21% of the companies are accredited. Only then come the first generic TLDs in the ranking, '.com' and '.org' (15% and 14% respectively). A total of 13% of the companies stated that they obtain the TLDs '.biz', '.info', '.net', '.fr' and '.uk' directly from the respective registries. It is conspicuous that the 'popularity' of their own accreditations corresponds neither with the ranking of the most frequent sellers nor with the shares in revenues. Here, the degree of complexity of the accreditation, its maintenance, as well as financial aspects, probably have a significant impact on a company's eagerness to obtain accreditations.

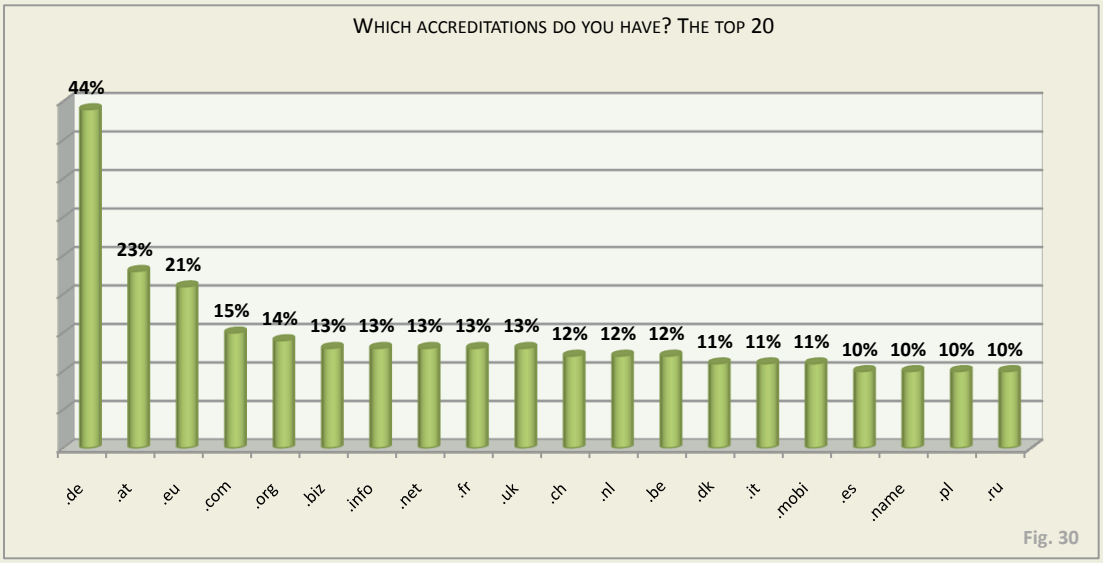

Fig. 30

New sales opportunities for domain name wholesalers

We have already noted that 39% of the companies answered the question about their role in the domain name business by stating that they at least also buy domain names from other companies. This insight might be surprising in as much as – if you do not check in the respective registries if an accreditation does in fact exist – the customers can usually not tell that they are not purchasing a domain name from an accredited registrar but from a reseller (at whatever subordinate level). White-label registration systems increasingly simplify the offering of domain names by resellers. We asked how many companies the participating domain name providers purchase their domain names from.

Only 21% stated that they purchased domain names from just one company. Altogether, 23% purchase them from two providers. The majority – 29% – has contractual relationships with up to four providers. No less than 6% of the companies purchase from up to nine registrars, and 4% of the companies get their domain names from ten or more suppliers. Whether this is based on historically grown contractual relationships, personal contacts or simply on choosing the most favourable terms for specific TLDs or during specific promotional campaigns, the registrars demonstrate a certain ability to withstand pain, as they prefer the burden of sustaining several contractual relationships and the associated additional administrative and technical effort involved in selecting a provider from whom they can purchase everything.

Conversely, those companies that act as 'full-range suppliers,' offering their TLDs to resellers, do not seem to manage translating the following into increased sales. The benefits of having to check only one contract with one contractual partner, establishing only one technical connection, making only one invoice verification and one payment, as well as always having the same contact person for support should mean they achieve greater customer loyalty. Either they do not try at all or they do not convincingly demonstrate to the resellers that it is perfectly all right to accept less favourable terms on some occasions if they can avoid the extra effort required for maintaining several contractual relationships. Especially when it is possible that a large number of new TLDs are going to be added, and the providers will once again consider the issue of consolidating their contractual partners; this is probably a good time for domain name wholesalers to position themselves properly in terms of their sales activities.

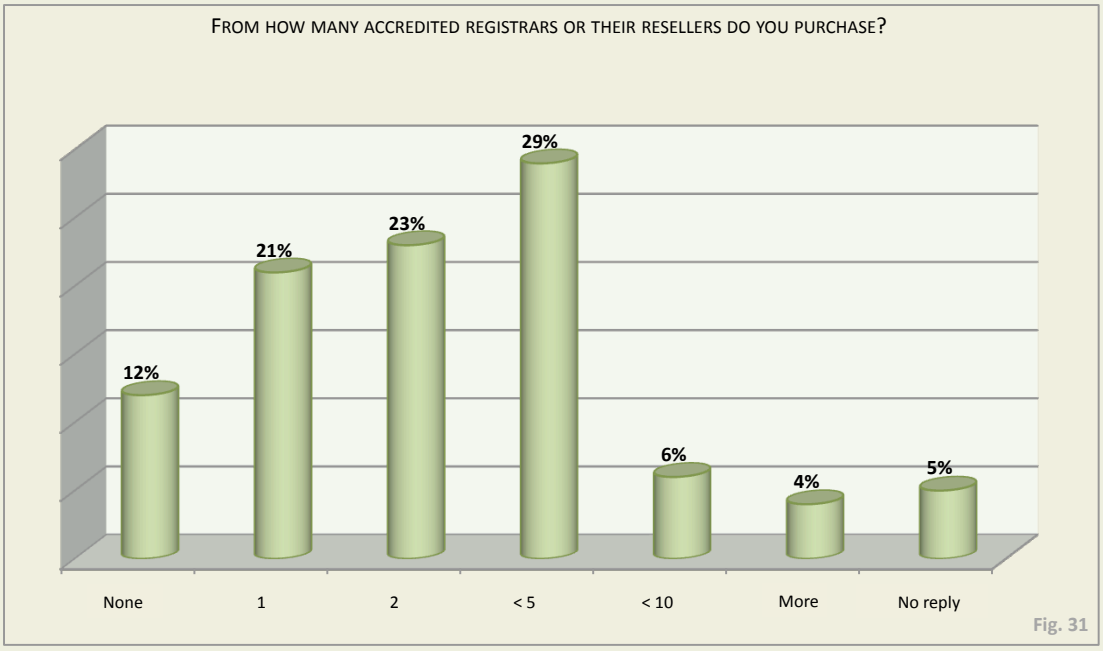

Fig. 31

C. Questions about services/marketing

The notoriously long supply chains in the domain name business suggest that information and other activities intended to boost sales - which are actually provided by registries as well as accredited registrars - are not 'passed on' to the company that entertains the contact with the registrants or can reach the relevant target group. This was only one of many reasons for asking – in addition to eliciting other information – what domain name providers do in terms of sales promotion and whether their contractual partners consider this enough.

In this set of questions, we first tried to find out about the sales support the companies provide for their resellers. Nearly 40% of the participants failed to answer that question. It is not very likely that such a large number of companies surveyed did in fact lack the information to answer the question. A considerable part of them can probably be added to the group – which was surprisingly small with 6% – who admitted to not doing anything in that area. No less than 17% pass on information material from the registrars; 15% of the companies offer limited-time special price campaigns; 13% do not shy away from putting together their own information material; and only 7% of the companies offer training courses. Since multiple answers were possible for this question, we further checked how many activities the companies had indicated.

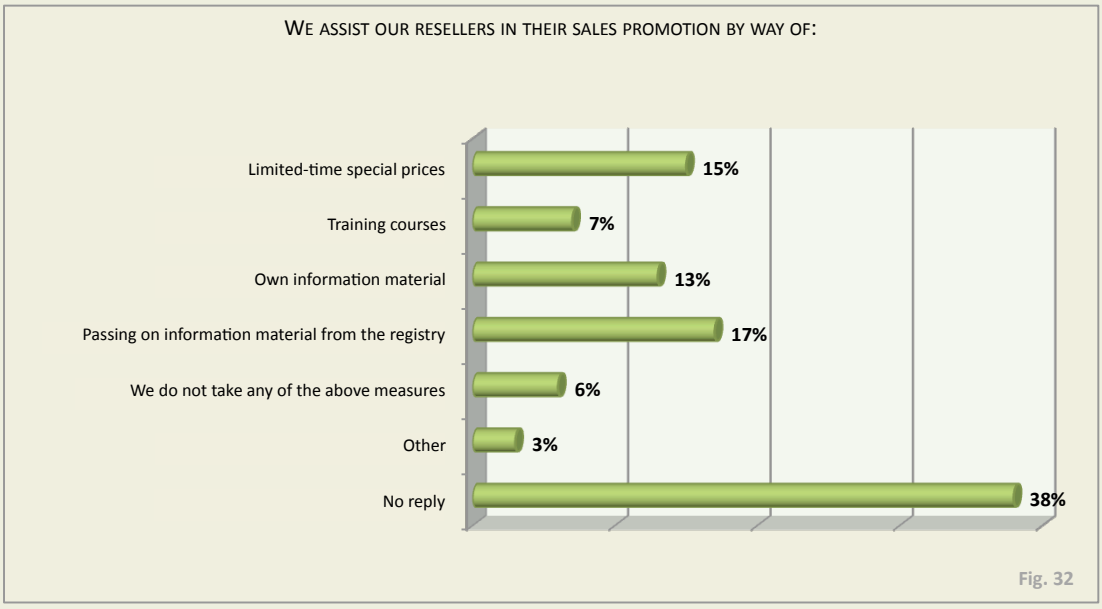

Fig. 32

Little marketing in the domain name industry

Figure 33 shows the result: 27% of the companies limit their efforts to one activity; just as many engage in three activities; 16% offer two activities; only 9% of the companies are active in four promotional areas. To be sure, compared to the promotional activities in other industry sectors, the result does look fairly lethargic. Should the resellers not at least be given the information which the domain name provider has already received complete from the respective registry? The fact that not even one-fifth of the companies stated that they engage in this activity is probably sobering to the registries. In this area, a great deal of potential is almost certainly wasted.

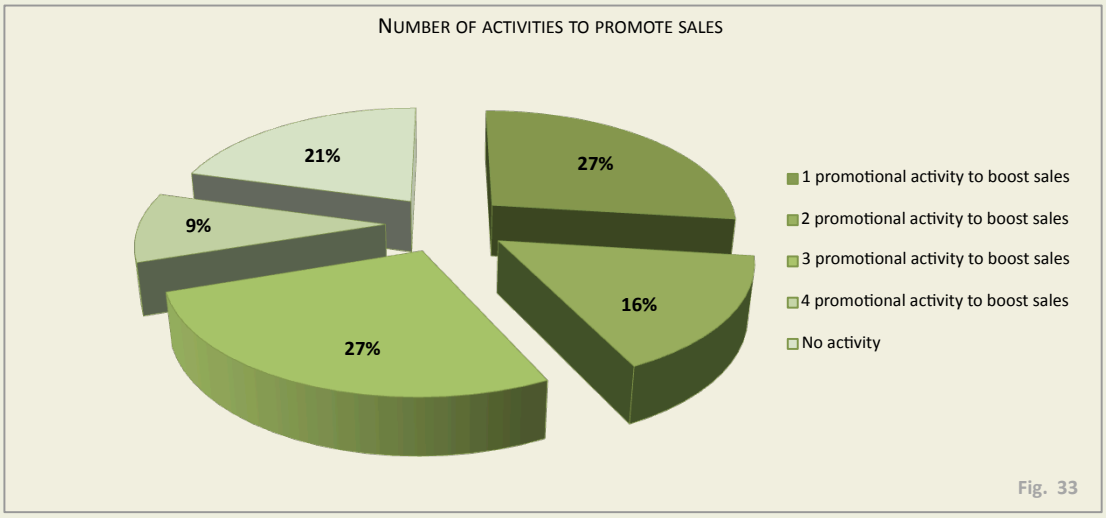

Fig. 33

The picture we have just drawn does not become any more cheerful when we look at the answers to the question on how active the companies surveyed are in the marketing of domain names. Slightly less than one-half (48%) of the companies state that they do not market domain names at all or only very little. The question no doubt arises whether these companies would promote domain names more actively if only they received the proper marketing support from their suppliers. This should certainly at least be worth a try. Only 17% of the companies stated that they are very active in this respect. We can hypothesise a great deal about the reasons why more companies do not actively engage in marketing. It is possible that many companies tend to believe that:

- domain names sell automatically because they are helpful in generating good business;
- the customer only wants to register one or several specific domain names, so further sales promotions would not be expedient;

or

- the customer would not register any other domain names and no more than the domain name he or she wants.

The market reveals, however, that companies which conduct good marketing do so successfully, too. Hence, when conducted professionally, marketing does lead to success, which evidently many market participants have not discovered as an opportunity for themselves.

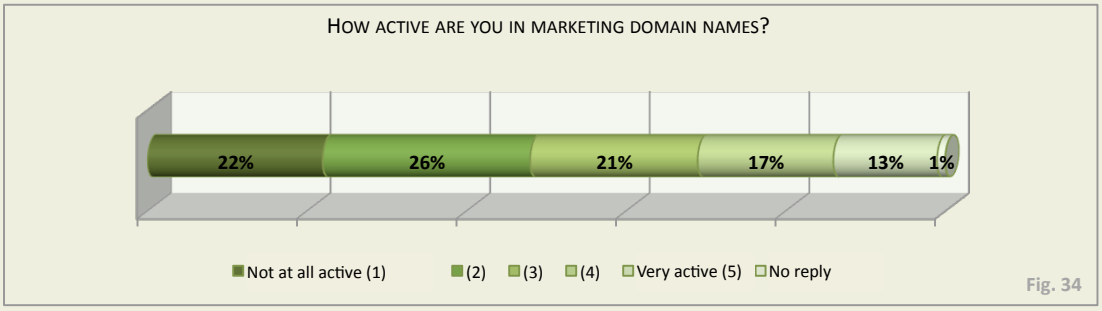

Fig. 34

Great satisfaction with the registries

It is possible that the altogether rather sparse support in the field of sales promotion has been disregarded in the assessment of the service of registries and the domain name suppliers handling them. Figure 36 shows the companies' degree of satisfaction with the service of the registries where they are accredited and of the resellers from whom they purchase domain names. A total of 65% of the companies stated that they are satisfied to very satisfied with their resellers. Only 1% said they are dissatisfied in both respects. The companies surveyed thus give 'their' registries and domain name providers largely good marks.

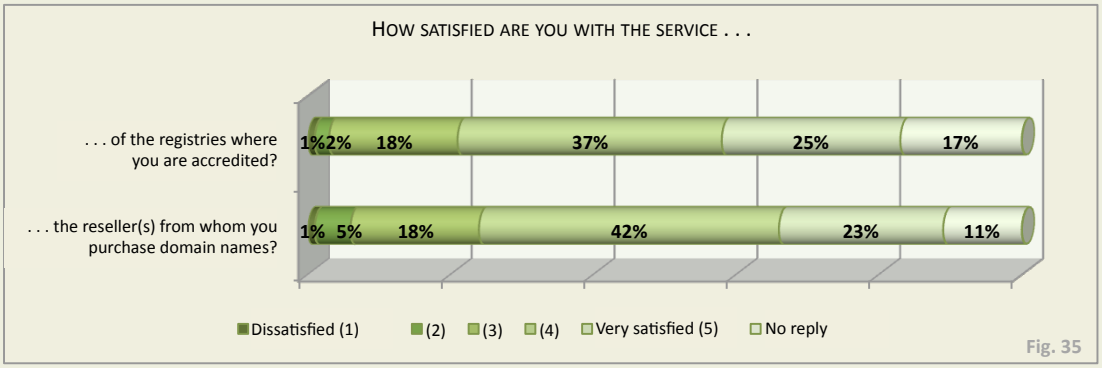

Fig. 35

As Figure 36 reveals, the companies obviously offer good service, satisfying the precise needs of their customers. This figure shows which criterion in the customer relationship, with the registrants or the resellers, is especially important to the companies. The majority (39%) considers availability and support most important. Good prices are important to 32% of the companies surveyed. To 24% technical availability is important. The result is only surprising in the high importance on outstanding technical availability, personal availability and support being dispensable qualities. However, customers are probably more inclined to put up with sporadic technical problems as long as 'their' provider is easy for them to reach. It was also gratifying to learn that purchasers appreciate the provision of resources in order to be available, and prefer that to lower prices.

WHICH CRITERION IS PARTICULARLY IMPORTANT TO YOU IN THE CUSTOMER RELATIONSHIP WITH YOUR REGISTRANTS OR YOUR RESELLERS?

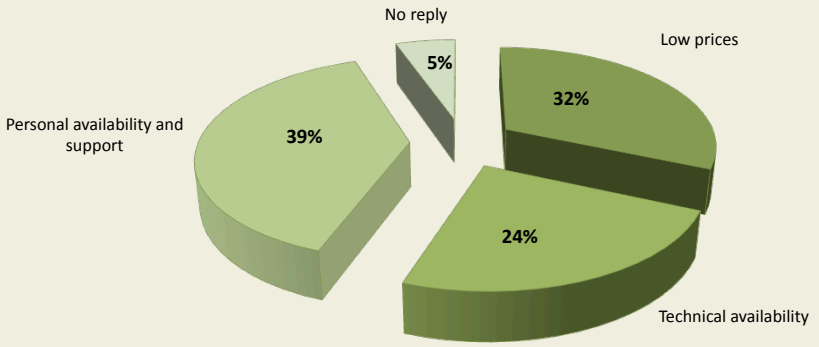

Fig. 36

The great satisfaction of the resellers is also shown in Figure 38. We had asked whether the companies surveyed were planning to switch suppliers during the next 12 months. The vast majority – 87% – stated that they were not planning to do that. Only a small group – 11% – are planning on switching suppliers within the next 12 months.

ARE YOU PLANNING TO SWITCH YOUR 'SUPPLIERS' WITHIN THE NEXT 12 MONTHS?

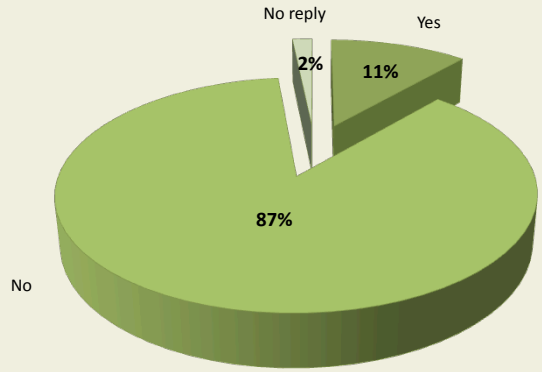

Fig. 37

D. Questions about trends

In the next set of questions, we asked the survey participants about their in-house business plans concerning additional services as well as about the development of the entire market. With respect to the question discussed last, the large majority of registrars had expressed their interest in stable and long-term contractual relationships. Now we wanted to find out whether this was due to a general philosophy of solidity or perhaps to lethargy. In other words, the industry was given an opportunity to demonstrate its spirit of innovation.

Figure 38 shows the various services about which we inquired. The percentage of companies offering a specific service is listed at the left of that service. This figure determines the place the service assumes on the list. The list evidently comprises more or less 'related' services regarding the domain name registrations that are the subject of this survey. Therefore, it comes as no surprise that only 8% of the companies are currently offering tools for the development of mobile applications. The same is true for the relatively remote services such as operating communities or social networks for the customers or offering tools for do-it-yourself website design. When taking a closer look at the services that are directly related to the domain name business, however, a few things attract our attention.

Even though they are ranked on top, only 67% of the providers personally offer DNS services, and a mere 4% plan to change something about that within the next year. Although they are by now several years old already, are becoming increasingly popular and additional IDN TLDs are introduced on a regular basis, IDN domain names are only supported by 67% of the providers. We must note here that browser plug-ins are no longer required for name resolution as they were in the early days. On the contrary, younger users use domain names with special characters without thinking twice about it. In this area, again only 4% of the providers are planning any changes within the next 12 months. Only 38% of the providers have tools for making automatic suggestions regarding similar domain names their customers may be interested in when their desired domain name has already been assigned. Even though technical solutions of this kind have been available for many years already and doubtlessly boost sales, only 13% of the companies are planning on introducing them; 39% are not even considering it.

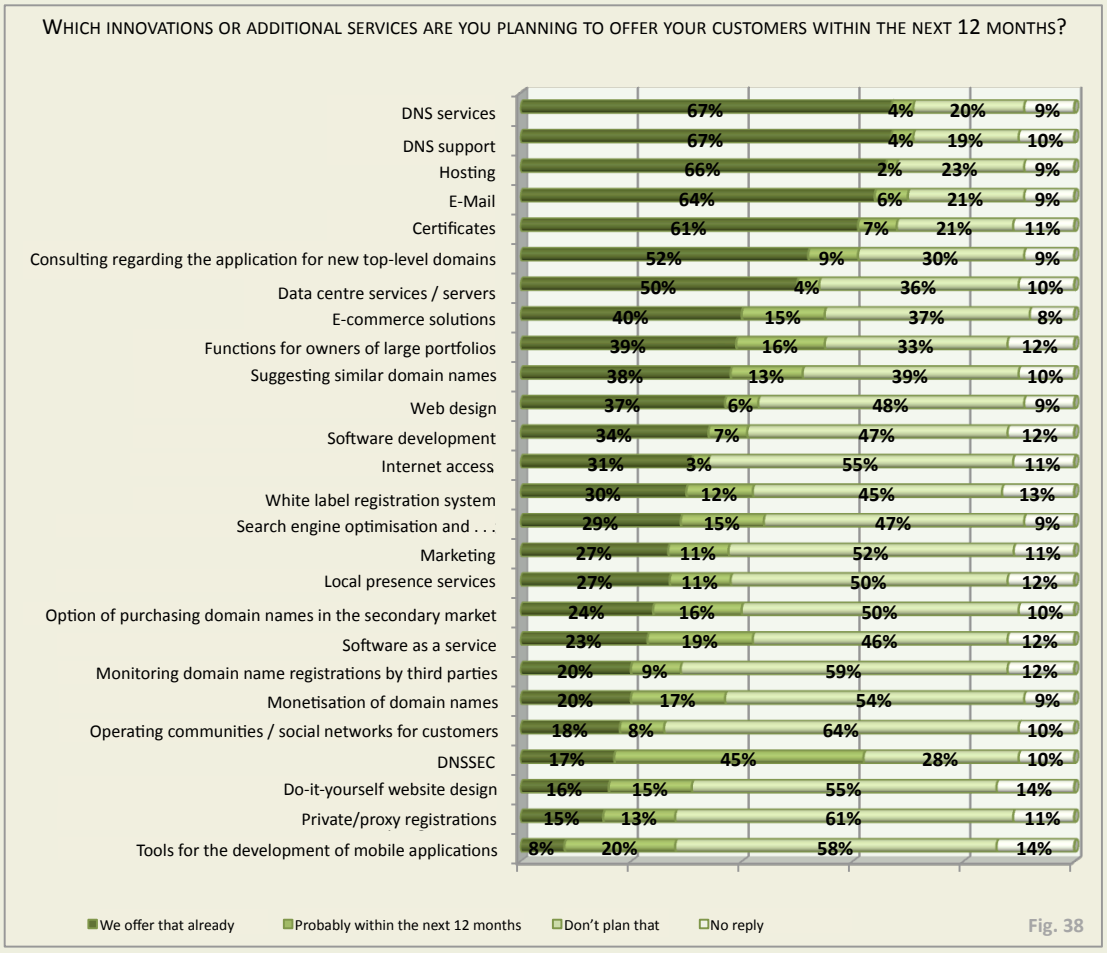

Fig. 38

Acceptance of the inclusion of the secondary market in the companies' own portfolios is even weaker. It is relatively easy for providers to incorporate the purchase of already registered domain names into their portfolio of 'new' domain names. The providers also earn money in commission for the sale of domain names they have brokered. However, not even one-fourth of the providers (24%) conduct this type of business. No less than 16% are planning to include that within the next 12 months. However, a considerable portion of the market, 50%, is not planning on becoming active in this business area. The reason might be a shortage of domain names being brokered. Especially relatively small providers with limited resources probably shy away from incorporating the secondary market as well as the option of suggesting similar domain names for technical reasons. This is a job for the 'domain name wholesalers' who offer their customers complete domain name registration systems. If these providers incorporated these services into their portfolios, they could function as multipliers who would be able to quickly spread approaches of this kind in the market, thus tapping unused potential.

The local presence services, which are also closely related to domain name registrations, as well as private/proxy registrations also suggest that it seems unrealistic to expect considerable growth rates which, according to the providers, are not to be used in the future either. Local presence services, however, which become relevant when the registrants themselves cannot fulfil the requirements of the respective registry - for example, the requirement of a local Admin-C in Germany whenever the registrant resides abroad - only make sense if the provider serves customers who are abroad as well.

Therefore, one reason why companies are so reserved in this area is no doubt the customer demographics of the providers. Private/proxy registrations, on the other hand, may be of interest to any customers who worry about their privacy. Here, the respective service provider is entered as the registrant, who holds the domain name for the owner of the domain name, acting as a trustee. Many providers have surely never even thought about the possibility of such a service as constituting added value for their customers.

In 12 months, 62% of the providers will be DNSSEC-capable

The most conspicuous figure in the chart, however, is that in the next 12 months, 62% of the providers are planning the introduction of DNSSEC, the additional security functions for the domain name system and antidote to so-called DNS cache poisoning. This is more than double compared to the second-ranked service that is being planned. A contributing factor is no doubt that DNSSEC is also a trendy topic currently. Nonetheless, it is surprising, as DNSSEC can definitely result in the provider having to extend more effort to provide support and problems with the validation of name server entries, which can prevent the resolution of a domain name altogether. During a test-bed jointly performed by eco and the BSI, DENIC thoroughly tested all aspects of handling DNSSEC before announcing its decision that the DENIC DNSSEC will go live on 31.05.2011 (http://www.denic.de/denicim-dialog/pressemitteilungen/pressemitteilungen/3116.html).

For this reason, we took a closer look at the 'escapee' DNSSEC! Since March of this year, the top-level domain .com, which is managed by the competent registry Verisign, is DNSSEC-capable. The TLD .net, which is also operated by Verisign, has supported the new DNS security protocol. Of those companies that have stated that they are already offering DNS services in addition to the domain name business, 25% are already DNSSEC-capable. A further 61% of companies plan their implementation over the course of the next 12 months. Within one year, nearly all DNS providers (86%) should also be offering DNSSEC. Curiously, however, the figure is not 100% as one might assume. Apart from the 2% that did not answer the question, 12% of the companies, specifically the DNS providers, are not planning to introduce DNSSEC. The situation is similar with the companies that also offer Internet access in addition to domain names. Within the next year, 90% will be DNSSEC-capable (29% stated that they already have it), and 10% have no plans in that direction. It can be expected that the enthusiasm for DNSSEC will wane the further the other services are removed from domain names and DNS. Even in a year, one-third of Web designers who are also domain name providers will not offer DNSSEC. Nonetheless, 43% have plans in that direction.

Furthermore, we juxtaposed the willingness to embrace DNSSEC amongst accredited registrars to those of resellers. Interestingly, 24% of the accredited registrars are not planning to introduce DNSSEC, while only 13% of the resellers do not participate in this development. Currently, 20% of the resellers are already offering DNSSEC compared to 12% of the accredited registrars, and 40% of the resellers are planning to introduce it compared to only 25% of the accredited registrars. One would have assumed that those companies that are 'closer to the registry' offering DNSSEC also want to offer DNSSEC. The opposite, in fact, is closer to the truth. The likely reason is that the resellers do not worry about the technical implementation and are therefore in a position to plan the use of DNSSEC more rigorously. After all, the wholesaler, who is higher up in the chain and the accredited registrar, from whom the domain names are obtained, must deal with the issue of clean technical solutions, not the resellers themselves.

The results of the survey and the abundantly clear small number of planned product launches shown in the chart are expressions of a significant resistance to innovation among a major portion of the industry. Especially the case, is that resellers' suppliers are asked to offer additional services which help generate extra revenues so as to give customers a realistic opportunity to sell more services on a large scale to begin with.

Weak spirit of innovation in the domain name industry

Setting the inventory of the individual services we have just discussed aside, we asked where the companies see a main focus of their strategic development over the next 12 months. Of all companies surveyed, 42% are planning to offer their customers domain names along with additional services for greater added value. The market is therefore realizing that when you have low profit margins, you must specialise in additional services in order to develop a unique selling proposition in the market, which generates additional revenues and at the same time allows you to charge the customer higher domain name unit prices. It remains to be seen how the companies want to implement this strategy. Considering the low pressure of introducing innovations which the companies seem to be experiencing, they are probably mostly planning services which are based on already existing services rather than the addition of new ones.

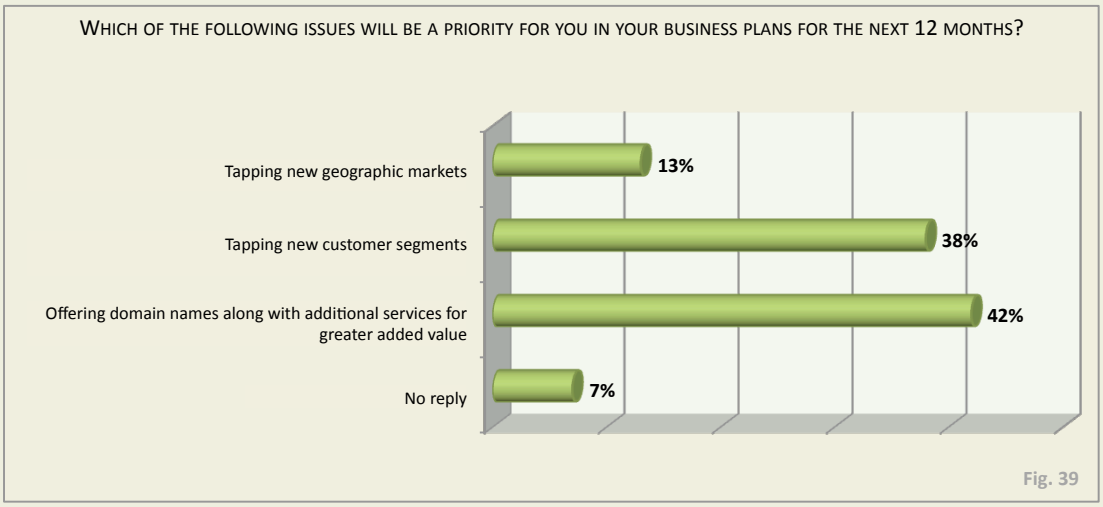

Fig. 39

In future surveys, we will revisit this issue in order to check if there have been any developments in the market and if the companies have been able to implement their strategies successfully. Tapping new customer segments was a priority for 38% of the companies. Only 13% are planning to tap new geographic markets. Here especially, the expansion into foreign markets, which a few German providers have already accomplished successfully, is likely to offer considerable opportunities.

Figure 40 shows the result concerning the question about how well or how poorly business will develop in the opinion of the participants, for their own company on the one hand and with respect to the domain name market altogether on the other. The good news is that the companies have a largely positive outlook concerning the future developments. Only a total of 4% expect a strong decline or a decline of their own business. By comparison, a total of 10% expects a strongly declining or declining development for the entire market. This assessment continues with respect to the optimistic forecasts. A total of 65% of the participants replied that their own business is developing well or even showing strong growth. This forecast is somewhat more reserved when it comes to the total market. Here, 39% of the companies predict good to strong growth. The conclusion from the above figures, however, is not only that the outlook on the future is good to rosy, but especially that the companies invariably assess the development of their own company more positively than the development of the total market. The self-confidence this displays also continues when we look at the next chart.

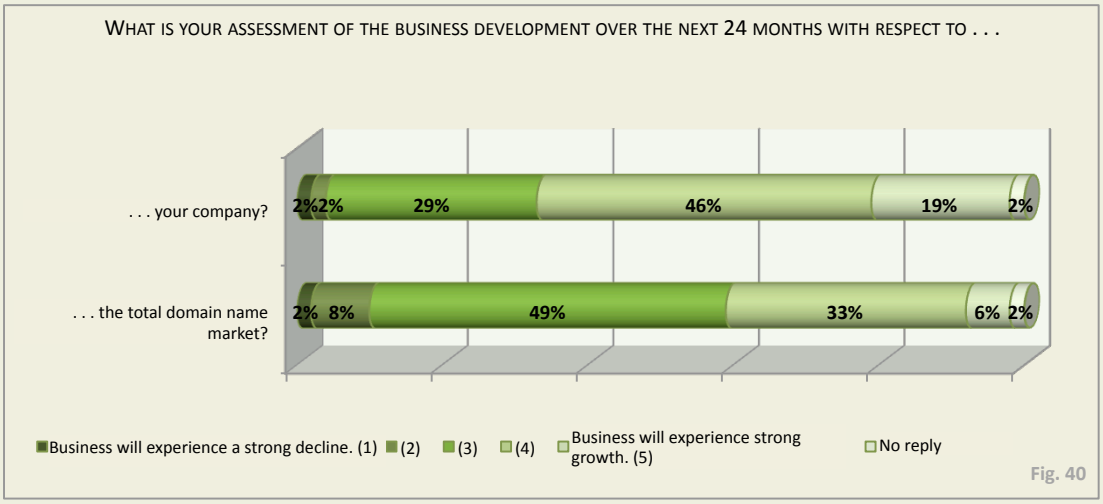

Fig. 40

No major threat by social media sites

The picture we get regarding the assessment of the threat posed by both scenarios is about the same: 51% and 55% respectively see no or just a small risk. Only 7% and 6% respectively recognize a great risk. However, it may be calculated optimism that is responsible for the answers we received. The generally rather reserved attitude of the registrars towards new top-level domains, however, will have yet an-other effect on the potential business development of new TLDs. Registrars are going to have to choose which TLDs they will offer among the probably large number of domain names and, more importantly, which TLDs they will specially feature in their promotional campaigns, or even just give more visibility to on their websites. The response behaviour of the registrars permits the conclusion that they will check the business potential with the respective suffixes very carefully and specially promote only a few new TLDs to their customers. This makes the registrars the gatekeepers for the distribution and thus also the economic success of new TLDs.

Therefore, all the operators of the registries of new TLDs need to do is try to establish close contact with the registrars in order to ensure the visibility of their own domain names or even suggest interesting campaigns to the registrars, making it look plausible that the TLD is going to be commercially successful.

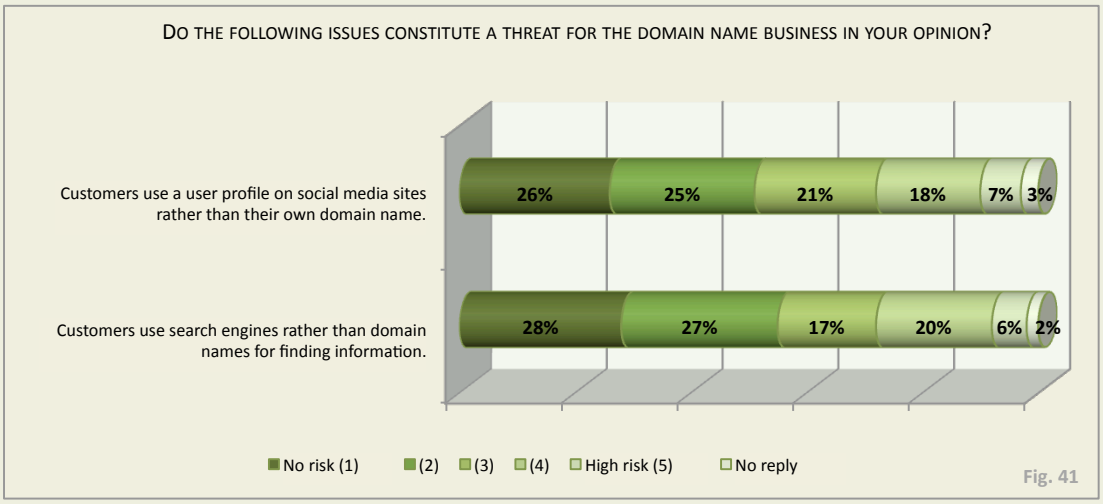

Fig. 41

Registrars as gatekeepers for the success of the new TLDs

In the final question, we asked the participants for their assessment of the chances of new top-level domains to succeed. As Figure 42 shows, we distinguished between the categories mentioned before in this study – that of company TLDs such as '.canon', category terms such as '.radio', '.movie' or '.sport' and the geographic top-level domains such as '.berlin', '.minnesota" or '.nyc'. The chances of success were seen negatively for the company TLDs. Only 11% consider the chances of success for these types of domain names to be excellent, and 32% even believe they are bad. Altogether, 42% of the providers see the biggest – good or excellent – chances in the category terms. Only 13% predict small chances for them. The geographic top-level domains are ranked in the middle. Surprisingly, however, the verdict of the participants was much more positive when the question was not posed in a general way about the different categories: we also asked the participants about their assessment of the individual cases, and here the overall picture looks much brighter.

A total of 37% of the participants believe specific projects have excellent chances. According to our survey, for only 2% of the participants, any new TLD is going to be a flop regardless of the sequence of characters chosen. Only a further 4% assume little chances of success, regardless of the project. Mediocre success is predicted by 17%. With altogether 65% of the participants seeing good or even excellent chances. The majority of the industry believes that there are definitely going to be great successes among the new TLDs. The general reservation among the individual categories can no doubt be explained by the domain name providers seeing hardly any business potential for themselves, especially when it comes to corporate TLDs. Many companies will use the domain names only for themselves or their sales partners. Many geographic TLDs will largely enjoy regional popularity too, rather than becoming nationwide blockbusters. Nonetheless, we must point out that sales figures are not necessarily the ultimate criterion for the success of new TLDs. Many prospects for new TLDs have probably included small unit numbers in their plans to begin with. What is probably more important for company TLDs are considerations such as new promotional opportunities or the creation of additional unique selling propositions. In the end, however, it remains to be seen how providers and customers are actually going to react to the new TLDs. In any event, the assumption of the industry that the success will depend on the individual case is probably going to prove correct.

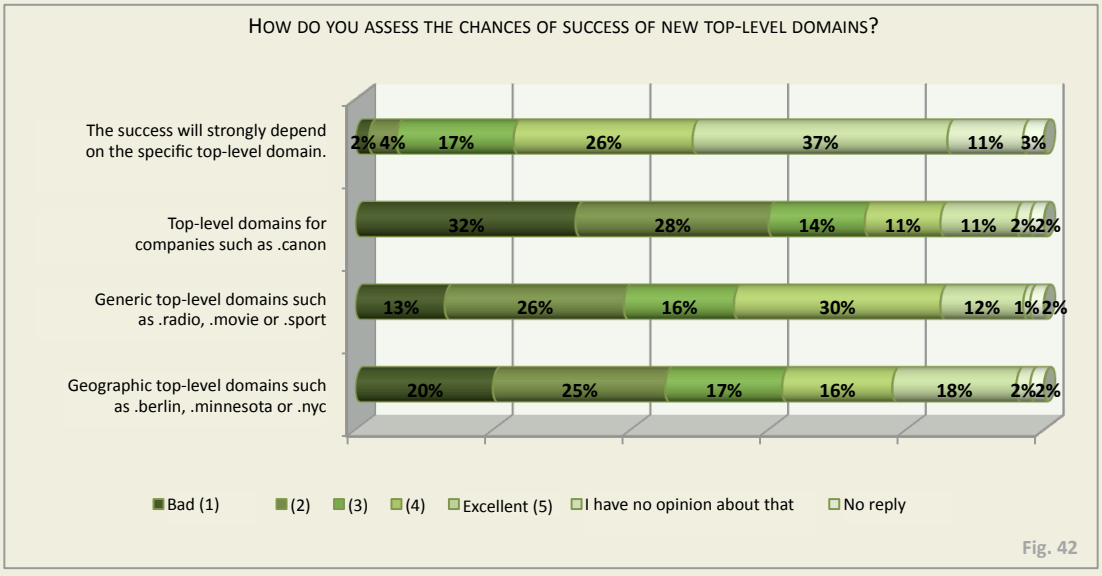

Fig. 42

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