Measurement of a Soccer Club's Communication on Social Media: The Development of

a KPI Framework

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Abstract

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Measurement of a Soccer Club's Communication on Social Media: The Development of

a KPI Framework

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This thesis focuses on the development of a social media KPI framework in the world of soccer. After interviewing ten individuals who work within the field of social media/communications for soccer a soccer club or are experts in the field of social media, a framework was developed based on their statements. It includes relevant metrics and related KPIs structured around a specific marketing funnel and divided by the platforms – Facebook, Instagram, Twitter, YouTube, and TikTok. While the number of followers is considered the least important metric for the club, it becomes apparent that the KPI *Engagement* is the most valuable. Therefore, strategic efforts should focus on increasing the Engagement Rate, which goes along with one of the goals for social media: community building. The other KPIs that should be measured include Follower Growth, Post/Video Reach, Audience Retention (specifically for YouTube), Virality Rate, Conversion Rate (specifically for paid posts), and Share of Voice.

Dedication

To my parents and my sister, without whom I would not be where I am today

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Definition of Audience Terms

Throughout the document, the following audience terms are used:

Consumer   Someone who consumes the product (in case of sports teams the

product is the game) and/or the content that is being shared on

social media, but this person is not emotionally attached to the

product (Samra & Wos, 2014; Bhadoria, 2020).

Fan(s)/supporter(s) (used as synonyms within this thesis)

Someone who loyally consumes the product and supports it with a

strong emotional attachment (Samra & Wos, 2014).

Customer   Someone who buys something from a company (for sports teams

this could be, e.g., tickets or merchandise) – this person does not

necessarily has to be a fan or a consumer (Samra & Wos, 2014;

Bhadoria, 2020).

Community   A group of people that is interested in the same thing which, in

digital means, also stands for all the followers of an account on

social media (Fenton, Keegan, & Perry, 2021).

Chapter 1: Introduction

Social Media – two words that have become a fixed part of a lot of people's everyday lives. In July 2021, there were 4.48 billion social media users worldwide (Dean, 2021a). The average user spends two and a half hours on social media each day (Datareportal, 2021). "Assuming that people sleep for between 7 and 8 hours per day, these latest figures suggest that people spend roughly 15 percent of their waking lives using social media" (Datareportal, 2021, p. 2). In addition to that, an average user has an account on eight different social media platforms. While Facebook is still the most-used platform on the world with about 2.74 billion monthly users, YouTube, Instagram, and Co. are also constantly gaining new users (Datareportal, 2021).

This popularity of social media in today's world proves its relevance and even essentiality for the lives of its users. Social media gives them unique insights into what their friends and family members are doing but also keeps them informed about happenings in the world (Grabs, Bannour, & Vogl, 2017). Resulting from that development, companies also became a part of that space to find another way into their consumers' minds. Through social media, they can make people aware of their brand, interact with them constantly, find out what people like or dislike about the organization, start a dialogue, and join the electronic word of mouth communication (Lal, Ismagilov, Dwivedi, & Kwayu, 2020).

Soccer clubs number among those companies that effectively use social media to keep their existent fans updated and to attract new ones. Every professional soccer club in Germany's first division, the Bundesliga, has at least one social media account on Twitter, Facebook, Instagram, Snapchat, YouTube, or TikTok. This strategy of being

active on as many social media platforms as their fans are using keeps their supporters updated in real-time, and it makes the fans feel like they are being part of every single moment their team is experiencing (Suchy, 2011).

In order to find out if and how this communication is working, every organization has its own way of measuring success and, more specifically, what they portray as a successful social media presence. Key performance indicators, short KPIs, for the online world can help with the measurement and orientation. Organizations can find out how well they are doing in achieving their goals by using KPIs to evaluate their performance (Oliveira & Figueira, 2017). Those numbers can help the organization to understand how its audience is ticking and gives them a direction to react and adapt their communication in a fast way (Krishnan & Rogers, 2014). By listening to their audiences online, organizations get the chance "[…] to become smarter by identifying trends and gain deep insights into competitive, industry, and customer ecosystems" (Krishnan & Rogers, 2014, p. 15).

In the world of sports, however, the usage of KPIs has mainly focused on measuring the sporting performance of athletes and teams (Gordon, 2019; McGarvey & Titlesbaum, 2017; Hughes, Caudrelier, James, Redwood-Brown, Donelly, Kirkbride, & Duschesne, 2012) rather than on evaluating the commercial side of the organizations. There do not exist studies about KPI development or usage in this area. Resulting from that, this thesis might help to fill this gap and should shed light into the area of KPIs used on the commercial side of the sports industry, specifically in communications and social

media. By being aware of certain KPIs, the organizations could be more customer-centric and adapt to the needs of their fans quickly (Krishnan & Rogers, 2014).

For social media, there are many important KPIs that stand out based on the basic metrics such as the number of followers or likes. The most important KPIs in the field of social media are clustered in three main categories: Reach, Engagement, and Conversion (e.g., Clarke, 2019; Roch, 2019; Carter, 2018). Those categories and their subcategories can help to measure the effectiveness of campaigns. Since there is no research on if and how soccer organizations have used KPIs from those categories or others KPIs, this thesis should help to clarify how soccer clubs can use KPIs in order to analyze their social media performances. Resulting from that, the following research question emerged: *What KPI framework best aligns with a soccer club's need to measure the success of its social media marketing activities on a regular basis?*

To first give an overview, the beginning of the following literature review focuses on a distinction between social media and social media marketing and how it is being used in the soccer industry. Within that section, the different social media platforms, Facebook, Instagram, Twitter, YouTube, and TikTok, are further being explained. After that, the definition of KPIs, how they are being developed, and some examples are given. The method section outlines how the needed material was conducted and analyzed. Following this, the result section states the answers to the interview questions that had been given by the interview partners. Lastly, the results are being discussed within the discussion section, the final KPI framework is being presented and the subordinate research questions are being answered. The conclusion in the end sums up the project,

answers the overall research question and mentions limitations of the project that need to be considered for future research.

The results from this thesis should help to learn about how social media marketing activities can be used to achieve the goals of a soccer club. The outlook at the end of this thesis also touches on what should be considered for future studies.

Chapter 2: Literature Review

Social Media

Within one minute, 4.7 million videos are being watched on YouTube, 1.3 million people are logging into their Facebook account, 694,000 are scrolling through their Instagram timelines, and 194,000 people are sending out a post on Twitter (Lewis, 2020). Those numbers show the relevance and importance of social media in today's everyday life. In order to get a basic understanding of social media and to provide a foundation for this thesis, the following chapter will focus on key characteristics of this phenomenon.

Even though there exist many different definitions of the term social media, they all go into the same direction. Bryan Eisenberg (2008), entrepreneur and author of the book "Be Like Amazon", describes social media not as a medium but more as a platform for interaction and networking. Kahlow (2009) categorizes social media as a user-controlled medium in which "the media users control, leverage, rate and review, forward, tag, and ultimately decide if it's worth our time, our friends' time, and everyone's time" (p. 1). Another definition given by Frost and Strauss (2009) summarizes the term social media as "online tools and platforms that allow users to collaborate online content, share insights and experiences, and connect to business or pleasure" (p. 362). The American strategist David Meerman Scott (2014) pluralizes the term social media and says it should not be seen as one medium but as many. He goes on to explain that people use social media to publish and share ideas, content, and thoughts online. According to him, social media distinguishes itself from traditional media by the possibility of participation –

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everyone who uses social media can create and upload content in form of pictures, texts, videos, or sounds (Scott, 2014).

Those examples of definitions for the term social media are varying but all of them cover the same main idea – it is the users' interactions and their control over the content that is being published that best describes social media. It is about people who are communicating online and who are willing to share private details from their lives. "In many ways, social media is whatever it is perceived to be by an individual participating in it" (Charlesworth, 2015, p. 6).

Social Media Platforms and Specific Characteristics of Each Platform

Facebook

Facebook has been the most used social media platform for over a decade and counts 1.8 billion daily users and 2.8 billion monthly users as of April 2021 (Facebook, 2021). Since Mark Zuckerberg founded the platform in his student complex at the University of Harvard in 2014, Facebook has become a fixed part of many people's lives. The initial goal of Facebook was to connect individuals and to keep them informed about each other (Weinberger, 2016). However, this has changed over the past years when Facebook became a billion-dollar company and is now far more than just a social media network.

Crucial for Facebook's success were its unique user functions. It is more than a collection of different profiles of people the users have met (or not met) in their lives. One word that has greatly impacted the platform was the word "Friend." Users could send "Friend Requests" to one another, add other users to their "Friends list," or receive

suggestions for new "Friends" from the platform itself, based on mutual connections (Steinschaden, 2010, p. 14). Once users become "Friends" with other users on the network, they can see all the information the respective user is sharing – whether it is status updates, pictures, videos, links, or other Facebook pages.

Facebook pages, in that matter, are accounts that have been created by companies or celebrities who have a high following and want to share information publicly. Companies use Facebook as part of their social media marketing to reach out to their customers, who can then "Like" a specific page they are interested in (Norden, 2017).

Within the soccer industry, Facebook plays a key role in the clubs' social media marketing activities. In Germany, soccer organizations first had accounts on Facebook and Twitter, and both platforms are still a crucial part of all the Bundesliga clubs' social media portfolio (Sinner, 2017). Since the platform has a strong audience ranging from 13 to 65+ years, it is a great way to reach young and old fans simultaneously (McLachlan, 2021).

Instagram

Behind Facebook, Instagram is the second-most used app in the world of social media with one billion monthly active users (Dean, 2021b). It mainly focuses on visual communication – in the beginning, the app was all about sharing pictures from everyone's private lives and now also made it possible for users to record and share videos with their followers. With about one billion monthly users, the app has grown since its founding in 2010 (Iqbal, 2021a; Mottola, 2016). Facebook quickly recognized

the app's potential and, resulting from that, acquired Instagram in 2012 as part of their portfolio (Mottola, 2016).

Since then, Facebook adjusted the platform's strategy from time to time and aligned it to Facebook. With the help of algorithms, the platform reaches out to its users in a more specific and targeted way. For the platform, it is not primarily about letting their users get insights into the lives of other users anymore, but rather to target them with ads and show posts from more famous Instagram accounts the users are following – all based on the user interests (Warren, 2021).

Over time, Instagram extended its functions tremendously. In the beginning, it was about publishing pictures that could be edited with filters and other functions on the app. Nowadays, users can also upload videos up to 60 seconds on their feeds, share stories that are only public for 24 hours, or even post longer videos up to 10 minutes on Instagram TV (Still, 2019). The most recent function that was added was the so-called Instagram Reels – videos combined with music that are between 15 to 60 seconds long and can be shared in an extra section on Instagram (Worb, 2021). "Reels could be considered a direct response to the growing popularity of TikTok – which has surged in popularity over the last year" (Worb, 2021, p. 10). TikTok offers the same function of creating videos with different effects and sounds. The so-called "Explore Page" on Instagram shows its users videos from other users based on their interests rather than who they follow. The algorithm seems to be the same as the one on TikTok (Worb, 2021).

Same as Facebook, Instagram gains more and more people from different generations. Even though it is still strongest in the Gen Z section ranging from age 18 to

24, it also steadily grows in the section of 50+ years (Dean, 2021b). This shows the current development of "My dad is on Facebook" to soon-to-be "My mom is on Instagram." For example, in the U.S., TikTok has already outgrown Instagram when it comes to the number of Gen Z users. For 29% of teenagers in the U.S., TikTok is the preferred social media platform; only 25% named Instagram (Barnhart, 2021).

In the world of soccer, Instagram is the most popular platform among fans – "[t]wo-fifths of football fans use Instagram while watching matches" (Stewart, 2019, p. 1). In 2017, Instagram declared that 140m of its users were soccer fans – with a big gap (three times less) to basketball fans on rank two (Wagner, 2017). "Instagram is increasingly central to the interaction between fans and the team: in the posts, the clubs insert their products […], publish press releases, and, above all, display brands" (Belardinelli, 2021, p. 1). A study conducted by Facebook among American soccer fans found out that the main reasons why soccer fans use the platform are sports news discovery (49%) and match day content (54%) (Creative Review, 2018). Especially videos are popular amongst sports fans – they "watch twice as many videos as non-sports fans" (Creative Review, 2018, p. 4).

Twitter

Twitter is the most popular social media platform for short messages and microblogging, with about 199m daily users, of which 19% are coming from the U.S. (Firsching, 2021). The founder Jack Dorsey posted the first Tweet – short, publicly available posts on Twitter – in 2006, which opened a new era of communication (Kroker, 2013, p. 1). Since then, Twitter has become one of the most important platforms to share

news and opinions and get informed about happenings in the world in real-time (Morrison, 2015).

In the beginning, users were only allowed to post 140 characters per Tweet. Therefore, abbreviations became more common, as Dorsey showed himself in the first Tweet he sent: "just setting up my twttr" (Locke, 2021). In this sense, it is possible to leave out vocals, as Dorsey did ("twttr" for twitter) or use abbreviations like IRL ("in real life") or TIL ("today I learned") to save characters (Gigold, 2016, p. 2). In 2017, however, Twitter increased the number per tweet to 280 signs (Jacobsen, 2017).

Another important characteristic of Twitter are the publicly available accounts. People do not have to be users of Twitter themselves to see Tweets. "This shapes Twitter because anyone can 'lurk'" (Murthy, 2013, p. 4). However, they need an account if they want to follow or tag another user and see posts chronically on their timelines.

Hashtags also play a central role on Twitter as they help spread awareness on certain topics and reach more people. Through hashtags, whole conversations can develop and spread out. This is another example of the change from a one-to-many to a many-to-many communication and how users turned into producers and are the ones who create content themselves (Murthy, 2013).

When it comes to the platform's users' characteristics, recent analyses show that the largest segment of Twitter followers lies within the scope of 25-34-years-olds, attributed to the group "millennials" or Gen Y (Barnhart, 2021; Wojcik & Hughes, 2019). For Twitter users in the U.S., data indicates that 42% hold at least a college degree, which shows the platform's relevance for well-educated and higher-earning individuals (Hughes

& Wojcik, 2019). In addition to that, 80% of all tweets come from 10% of Twitter's most active accounts (Wojcik & Hughes, 2019). Therefore, many people are just getting informed rather than sharing information themselves, which makes it ideal for companies to share updates. "The content on the platform is rich with sentiment data, location information, and general information that can help to drive marketing campaigns, customer service work processes, and more" (Krishnan & Rogers, 2014, p. 82).

However, there is no universal usage of it, and it differs from industry to industry on how companies integrate it into their marketing activities. "There are many different practices of Twitter use: a teenager in suburban USA will tweet differently from a German professional football team, from a British comedian, and from a political party in Spain" (Schmidt, 2014, p. 3). When it comes to professional German soccer clubs, Twitter was among the first social media platforms used in the season of 2009/2010. Now, the platform is a fixed part of the clubs' social media marketing (Sinner, 2017). For soccer, one of the most important functions of Twitter is the live tweeting. By that, fans worldwide get the chance to actively follow a match even if they do not have a chance to watch it. The clubs, on the other hand, can be part of the fan culture and take part in conversations fans are having on Twitter (Yap, 2020). "Encouraging real-time participation boosts a team's engagement rate, as well as its visibility" (Yap, 2020, p. 6).

YouTube

The video-sharing platform YouTube was launched in December 2005 and was purchased by Google one year later in 2006. More than two billion users visit the platform every month and have more than four billion hours of viewing time. It was

initially created for people who wanted to upload, share, and watch videos. Nowadays, users can make a living by selling space in their videos and placing ads (McFadden, 2020). Chad Hurley, one of the platform's three founders, said in one of the first interviews that "[p]eople were collecting video clips on their cell phones […] but there was no easy way to share [them]" – that was the reason they founded YouTube (Cosgrove, 2015)

On YouTube, people can share videos up to 15 minutes. Other users can then like or dislike and also comment on the videos. This can help the producer to learn about audience reactions. The topics on YouTube range from sports to food to beauty and other niches. Some of the most popular types of videos on YouTube in 2021 were commentary (someone presenting their opinion on a topic), product reviews, or how-to's (someone explaining how to do or make something step-by-step) (Sukhraj, 2021).

This wide range of niches attracts many people from the younger generations. YouTube is the second most popular website in the world and reaches more 18-34-year-olds than any TV or broadcast channel (West, 2021). "In an average month, 8 out of 10 18-49-year-olds watch YouTube, while 90% of American 18-24-year-old use it" (Smith, 2020, p. 2). This shows the platform's strength within the Gen Z and Gen Y age sections.

When it comes to sports, the soccer community on YouTube is steadily increasing, and, same as on Instagram, soccer is the strongest sports on the video-streaming platform. "In the second half of 2019, soccer teams were growing their subscriber base globally on YouTube 18 times faster than U.S. sports franchises"

(Nathenson, 2020, p. 2). YouTube itself has recognized this development and increased

its offering for sports fans by extending its connected TV (CTV) lineup – the content will

be more personalized and available in additional markets (Teague & Katz, 2021). For

example, YouTube will live-stream the UEFA Champions League Women's games for

free in cooperation with the broadcaster DAZN (Holt, 2021). Therefore, fans get broader

access to the sports world – and their favorite clubs.

TikTok

The most recent phenomenon in the world of social media is TikTok. ByteDance,

the company behind TikTok, bought the app Musical.ly for one billion dollars in 2017.

Musical.ly already had the basic features of combining lip-syncing video material with

songs and adding text and hashtags. In August 2018, Musical.ly and TikTok merged, and

the communities of both apps were combined (Smith, 2021).

TikTok is unique for making it possible for random users to become famous on

the app by spreading videos from public accounts on its main page (which is called "For

You Page"). Of course, accounts with a higher following are more likely to be featured

on the For You Page, but it is not necessarily the case (Perez, 2020). "As you continue to

use TikTok, the system takes into account your changing tastes and interests, even noting

when you decide to follow new accounts or explore hashtags, sounds, effects and

trending topics on its Discover tab" (Perez, 2020, p. 2). With the help of its algorithm,

TikTok continuously adapts the For You Page for every user based on individual

interests.

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When it comes to the creative side, users can upload videos for up to three minutes, which the app has recently updated. Since the app's launch in 2018, it was only possible to post 60-second videos. (Chalk, 2021). The videos can then be edited within the app. Creators can add video effects, text, stickers, or sound effects/music to make the videos more attractive. Another possible feature is the stitch function which allows users to include videos of others into their own and add their own footage. Similar to the stitch function, users can also "create reaction videos in a split-screen" with the so-called duet tool (Worb, 2020, p. 2). For example, this function is famous among TikTok creators for doing dance challenges (Worb, 2020).

TikTok seems to be especially popular among teenagers and young adults. 27% of the users range between the ages of 13 and 17, 42% are between 18 and 24 years old. When combining those numbers, 69% of the users are under the age of 24. Additionally, the app is available in over 150 countries, has over 400 million daily active users in China, and more than 30 million monthly active users in the U.S. (Sehl, 2020).

These numbers are a relevant reason for companies to take advantage of the popular app and include it in their social media marketing strategy. As the average user spends around 52 minutes per day on TikTok, this seems to be the place to market products and advertise brands. Therefore, it is a great way to reach younger audiences in a creative and thoughtful way. Compared to the other social media platforms, the follower count does not matter as much on TikTok. Even videos from accounts with no followers can reach millions of people due to the app's algorithm (Battisby, 2020). As long as the user or the brand produces appealing content, it can succeed. In addition, the

average engagement rates on TikTok are much higher than on any other social media platform. For example, for influencers with a follower count of 100,000+, the engagement rate on TikTok is roughly 5.3%. When looking at accounts of the same size on Instagram, the average engagement is only 1.1%. On Twitter, it is even less, with 0.3% (Iqbal, 2021b). Those numbers show the potential of the platform and its relevance as an asset for a company's social media marketing.

In the world of soccer, the platform provides clubs with the possibility of reaching out to their fans abroad, especially to the younger generation, because "TikTok's true value to sport […] lies with the demographic of its audience" (Carp, 2019, p. 3). With TikTok, soccer clubs have the chance to steadily grow their global community, broaden their social media reach and get in touch with a younger audience. Professionals from the sports world support that development. NBA vice president of Social and Digital Content, Bob Carney, for example, stated that the application creates ways of reaching out to the next generation of fans and to new audiences that are not registered on other social media platforms the clubs are using. Felix Loesner, head of social media at the German soccer club FC Bayern Munich, agreed to this statement and added that Tiktok is a platform for "creative storytelling for a special young audience" (Piellucci, 2019, p. 6).

Social Media Marketing

Definition

Most organizations start using social media to extend their marketing actions and to gain first-hand customer feedback (Dukart, 2018). "Social Media is of a particular benefit to marketers due to the incredible access it allows to consumers, as well as the

potential for relationship development as a way of creating value for both consumers and organization" (Plume, Dwivedi, & Slade, 2017, p. 7).

According to a study from 2019, around 79 percent of German companies with more than 250 employees were using social media (Statistisches Bundesamt, 2020). Through social media marketing, these companies have the opportunity to reach out to their consumers at any time of the day and communicate with them directly.

However, there have been debates about a universal definition of social media marketing. Sklenak (2015), for example, views social media marketing as a part of the four elements of the typical marketing mix (Price, Promotion, Product, and Place). Sannino (2017), on the other hand, believes that the traditional marketing mix is not applicable and should be updated. He recommends adding three more P's: Personnel, Physics, and Processes, that include strategies of social media marketing. The section Personnel, which is sometimes also called People, focuses on topics like social employer branding or online recruiting (Heubel, 2021). Physics refers to the quality of a product and how people perceive it. For immaterial online products, this section can include a website's infrastructure, the brand's design, or engagement rates with which the organization can measure the perceived quality levels (Heubel, 2021; Denzin, 2018). The last section of this updated marketing mix is Processes that describes the processes that are needed for performance optimization, such as collecting data or developing KPIs (Heubel, 2021; Engaio Digital, 2021). According to Mühlenbeck (2009), however, social media marketing should be part of a completely new marketing mix – the online marketing mix that exists next to the traditional one. Within the online marketing mix,

social media marketing counts as an own category among five other categories: affiliate marketing, banner advertising, search engine marketing, search engine optimization, and email marketing (see figure 1).

Figure 1

Categories of the Online Marketing Mix according to Mühlenbeck (2009)
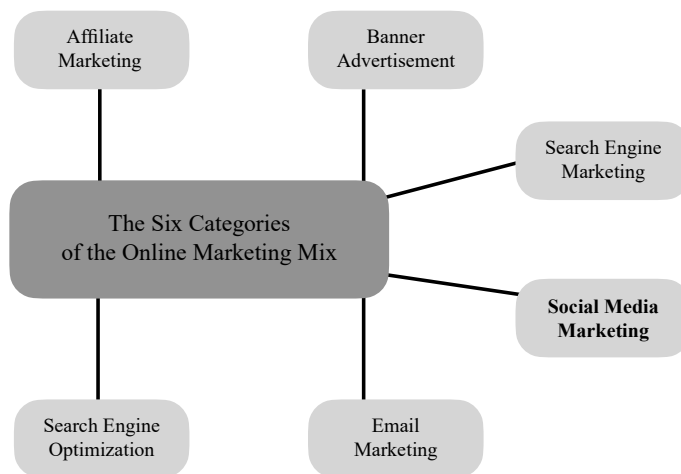
Kabani (2013) argues that social media marketing is completely different from any other marketing activity and cannot be compared with traditional methods of marketing. From her point of view, social media marketing is not a platform for organizations but, more importantly, a platform of the customers. These different definitions show that universal characteristics and explanations of the term social media marketing do not exist. Instead, it is a complex construct that every company uses in an individual way and integrates differently in their marketing activities.

However, the goals of social media marketing are overall more or less the same. If

it is being used efficiently, it can help broaden the brand's reach and, resulting from that, increase revenues. The closer connection to the individual customer is another factor that distinguishes social media marketing from its traditional counterparts. According to Kienberger (2016), with that new level of communication between the brand and the customer, it is possible to react faster to the customers' wishes and needs.

Through social media, there has been a shift from a one-to-many communication towards a many-to-many communication model. Therefore, it is not only about the brands talking to their consumers via social media but rather everyone talking to everybody. Consumers can exchange their positive experiences and give recommendations on their private accounts. However, they can also share if they dislike something, which can be challenging scenarios for organizations (Grabs et al., 2017). According to Meyer (2017), that is why organizations should always pay keen attention to their consumers and actively engage with them. The goal should be to provide a platform for the customers where they can publicly share their opinions and know the company will hear them and react (Grabs et al., 2017).

All in all, social media marketing is about communicating, interacting and integrating the customer into the brand's activities online. As a result, companies get the chance to gather that important information to improve efficiencies and create long-term relationships with their customers. "Collecting these data and understanding their meaning give brands and organizations the opportunity to personalize their product or service, allowing consumers needs to be more effectively met and thus providing value" (Plume, Dwivedi, & Slade, 2017, p. 1). If the customers feel valued, they will more likely

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come back, watch the content on a regular basis, and, in the best case, purchase products from the organization.

Social Media Marketing in Soccer

Soccer clubs number among those companies that started to integrate social media usage into their marketing activities. Social media marketing is an essential tool for sports organizations to further promote their brand and keep their fans updated in real-time (Suchy, 2011).

In Germany, however, the teams integrated this kind of marketing at a very late stage. They started to use social media in 2009/2010; it was only in the end of 2014 when all of the first and second division clubs had opened up a social media account on Facebook and Twitter (Sinner, 2017). From the beginning, the focus was on these two platforms, and they are still a crucial part of today's social media activities of soccer clubs.

German clubs started using Twitter during the season 2011/2012, which was comparatively late. In the end, many organizations did not create their own accounts but rather took over fan accounts that already had a significant reach. They rebranded those sites into their official Twitter accounts and did not have to start from scratch (Bruns, Weller, & Harrington, 2014). Within the same study, Bruns, Weller, and Harrington (2014) found out that German clubs tended to focus on their local markets rather than the international ones, compared to clubs from the Premier League that were more internationally driven. Moreover, their study found out that German clubs did not use Twitter as a medium to engage with their fans but rather to keep them updated by

tweeting new information. Therefore, they have not used this platform to create

relationships with their supporters (Bruns, Weller, & Harrington, 2014).

However, building relationships with fans is a crucial goal of using social media

as part of the organization's marketing activities (Kainz, Oberlehner, Krey, & Werner,

2014). With social media usage, teams and fans became even more inseparable, and it

allows both parties to have conversations with one another. Social media enables the

teams and fans to have "dialogues in real-time" (Suchy, 2011, p. 76). These

conversations are important in order to develop and maintain a healthy relationship.

When organizations engage with their fans, their fans feel heard and can develop a higher

attachment to their favorite club and stay with them through good and bad times

(Yoshida, Gordon, Nakazawa, & Biscaia, 2014). That factor can be compared to reverse

marketing (Blenkhorn & Banting, 1991). "Reverse marketing is about letting go of

control. It is about being highly adaptive and responsive. It is about allowing the

customer [(in this case, the fan)] to become the organization so that the organization

becomes the customer. It is about being loyal to the customer. It is about listening. It is

about being useful" (McGovern, 2013, p. 2).

Another goal of social media marketing of soccer teams is to create and

strengthen bonds with their existing fans. They do not only want to have conversations

with new supporters but rather build ongoing relationships and an active community that

enables fans to have conversations with their favorite teams and other fans who share

their passion (Kainz et al., 2014). Those interactions can help organizations gain insights

about how their supporters think, which can help them adapt their social media marketing strategy (Copperman, 2016).

However, besides strengthening the already existent fanbase, organizations also want to attract new fans to grow their base of supporters (Kainz et al., 2014). "Social media holds the key to this as it plays a crucial role in connecting and developing relationships with people all across the globe" (Kharmalki & Raizada, 2020). Based on the mentioned goal of building ongoing relationships, the loyal fanbase can recruit new fans if it is satisfied and happy about the organization's communication and engagement by talking to people online who share their passion (Colman, 2019).

Building a strong brand and brand awareness are other goals soccer organizations want to achieve through social media marketing (Eagleman, 2013). It is very important that the teams are present on the platforms that their fans are using. The supporters should not be looking for information. The information should be brought to them – on whichever platform they are using (Lohre, 2016). Therefore, clubs should allow exclusive looks behind the scenes and share that content on their platforms that fans could not access anywhere else. This also applies to attracting new fans. By being present on several social media platforms, clubs increase their points of reach.

Those different opportunities and goals show that social media enables soccer clubs to promote their brand in various ways, make fans aware of their club, and engage with their supporters on a constant basis (Kainz et al., 2014). Those different stages are represented in the marketing funnel for sports teams which is shown in figure 2.

Figure 2

Marketing Funnel in the World of Sports according to Stellaralgo (2020)
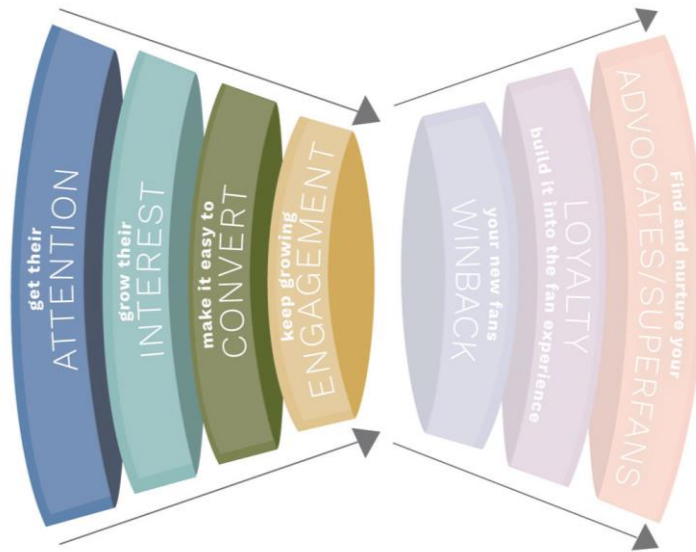
Key Performance Indicators (KPIs) and Their Development

Definition and Relevance of KPIs for Social Media

Key Performance Indicators, short for KPIs, are used to measure a company's performance in different areas. Social media is one of them. The main reason for the usage of KPIs in this area is to find out "[…] how to make social media success measurable" (Hammerl, Leist, & Schwaiger, 2019, p. 2). In order to discover if a strategy is working and in which direction it is going, every company needs to have its own unique framework of KPIs. Those indicators help add measurements and examine if a chosen strategy is appropriate to achieve the company's goals (Oliviera & Figueira, 2015). However, some scholars argue that social media performances are not measurable at all (DiStaso, McCorkindale, & Wright, 2011). Others refer to how carefully such data

should be analyzed, and that the analysis of some numbers is not necessary (Michopoulou & Moisa, 2019). Resulting from expert perspectives, there seem to be disparities when it comes to the meaning and usage of KPIs. Nevertheless, there is one clear purpose that KPIs for social media offer, as Anderson (2017) concludes: KPIs on social media are used for "measuring [the] success of communications in real-time" (p. 1).

The basis of social media KPIs are metrics – the raw data and numbers that organizations can read and monitor on their social channels. In order to develop a KPI, two metrics are being set into a context (Grabs et al., 2017). With KPIs, the raw numbers that organizations get from their channels, such as the number of followers, likes, or comments, can be interpreted (Friedrich, 2012).

By creating and analyzing KPIs, a company can attain a sense of who their actual customers are, how they use the company's social media channels, how they behave and react in different situations, and how socially active they are in general (Bourne, Neely, & Platts, 2002).

KPI Development

When it comes to KPI development, the company first needs to define what it wants to accomplish, in this case, on social media. After that, specific goals need to be developed that best describe those intended achievements. These goals also need to determine efficiency and the organization should think about how these goals promote and encourage the company's overall philosophy and direction (Oliveira & Figueira, 2017). Resulting from that, defining goals is the first important step to develop KPIs that are then used to measure if those goals are being achieved (see figure 3).

Figure 3

Cascade of Goals (Friedrich, 2012, p. 45)

| Corporate goals | → | Marketing goals | → | Social media marketing goals | → | Goals for e.g. Facebook, Instagram, etc. |

For example, if a goal for a specific platform was achieved, it should also contribute to a corporate goal. A fitting social media marketing goal for Twitter, in this case, would be to lead as many followers as possible to the company's online shop. If that goal was achieved, it contributes to the overall goal of, for example, increasing sales (Friedrich, 2012).

A common tactic to develop goals for social media activities is the SMART approach. Goals should always be **S**pecific, **A**ttainable, **M**easurable, **R**elevant, and **T**emporal**.** That approach helps to define goals that are implementable (Friedrich, 2012). The following questions should be considered for the separate categories of the SMART approach when it comes to the development of goals for social media:

- Specific: What does the company want to achieve with its activities on social media?

- Attainable: Is the goal actually reachable? Within this category, the company should analyze its different environments. On the one hand, there is the microenvironment that includes the separate departments of the company and everything related to it that can influence the company from the inside. On the other hand, there is the macroenvironment that refers to everything that can

influence the company from the outside world, such as politics, economics, or technology. These factors are often not controllable. Nevertheless, the company should include these factors in its decision-making and consider how they could influence its goals.

- Measurable: What metrics are needed to measure the goals?

- Relevant: Is the goal actually relevant to the company's aims?

- Temporality: How long will it take to reach the goal? (Anderson, 2017.)

After those goals have been developed, the organization needs to monitor and collect the appropriate metrics from their social media channels. The most common metrics can be obtained from the different platforms. For example, the amount of followers, reach, reactions, or clicks (Grabs et al., 2017). KPIs then help to give that raw data a meaning. Such indicators show if a strategy on social media is performing well or going in the opposite direction. Because of that, KPIs should always be connected to specific actions that can be activated right away and explain what to do if a KPI is underperforming. This shows why Friedrich (2012) calls KPIs "actionable information." If a strategy is going well, the management can be happy and call it a success. However, if it is not going well, it should be changed and adapted immediately.

According to Anderson (2017), other important factors need to be considered when developing KPIs. Firstly, the company needs to analyze the effects of campaigns on a broader level. The analysis "must go beyond owned media (a brand's self-managed social accounts) to actively listen to spontaneous conversations on the web and social media (earned media)" (Anderson, 2017, p. 1). Talkwalker (2017), a company that offers

tools to monitor and analyze social media performances, agrees with that. They suggest

clustering KPIs in different phases, as shown in figure 4. Whereas the KPIs regarding the

organization's performance (owned media) and if and how users and other media outlets

are talking about them (earned media) are part of the first phase of the performance

analysis, they recommend digging deeper and analyzing, for example, benchmarking,

share of voice, and brand health as part of the second phase. It goes up until phase three

that focuses, for example, on developing KPIs that are unique to the company. Anderson

(2017) additionally mentions that the true value of that data can only unfold when it is

being shared. If colleagues and clients are being informed about the company's KPIs,

every activity can be adjusted to successfully reach the organization's goals (Anderson,

2017).

Figure 4

Phases of KPI development and importance of different KPIs (Talkwalker, 2017, p. 6)
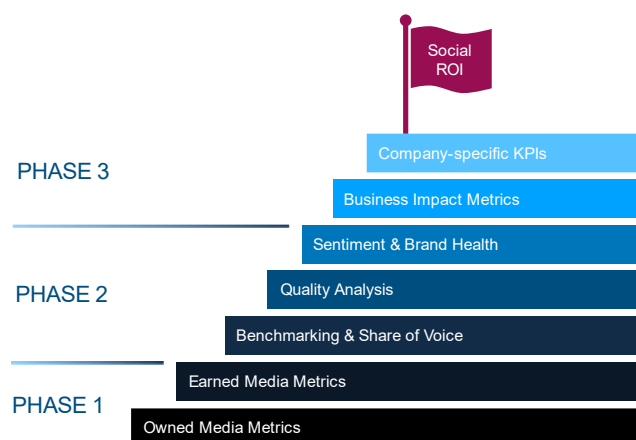
The research in the field of developing KPI frameworks is scarce. However, the research aligned on, more or less, the same goal: KPI frameworks were developed to help organizations achieve their goals and check if they are going in the right direction (Ndefru, 2019; Bhatti, Awan, & Razaq, 2014; Koronios, Gao, & Gendron, 2007). A study on KPIs conducted by Joshi, Bhattacharjee, Deshpande, and Tadvalkar (2016) was developed to evaluate the performance of the engineering faculty of their university. It showed that a KPI framework would also help create a ranking and give the organization an idea of how to improve its quality standards. When transferring this to social media, it could especially be relevant for the kind of content being posted and might need to be changed if KPIs prove a weak outcome. Villazón, Pinilla, Olaso, Gandarias, and Lacalle (2020) also pointed out that once a KPI framework has been developed, it should not be a fixed, long-term model. "The continuous changes in the market or the research methodologies require KPIs to be constantly redefined and updated, to ensure that KPIs are suitable for the current environment of the organization" (p. 16).

When KPIs have been created and analyzed, it is important to compare that data on a constant basis. That way, organizations can recognize trends and see how follower activities are changing and if they do, how the social media community is developing (Friedrich, 2012). One way to do that is to assess the socio-demographic data before and after a campaign. That is enormously helpful for profiling a company's followers and determining the target audience. Additionally, periodic analysis of indicators is useful to understand which aspects of the campaign should remain and which should be cut (Anderson, 2017).

Resulting from that, the overarching research question for this thesis becomes apparent: What KPI framework best aligns with a soccer club's need to measure the success of its social media marketing activities on a regular basis?

Examples of KPIs for Social Media

As mentioned in the previous chapter, the development of goals is the first step before thinking about which metrics and KPIs should be used. Resulting from the importance of goals for the KPI development, the first subordinate research question is: What are specific goals for a soccer club's activities on social media?

After the goals have been developed, it is possible to define specific KPIs based on these goals. As explained in the chapter before, there are always two metrics needed in order to create a KPI. A metric alone cannot be interpreted or analyzed because it is just raw data. When numbers are being linked to each other, a development becomes visible. The simplest example is the following: if an organization divides its current number of Instagram followers from the number of followers from four months ago, it will know how much it has grown on Instagram within that period of time. That KPI is called *Growth* (see more on page 34).

In general, there are many different metrics a company can consider using for their KPI development. According to Anderson (2017), the most important metrics are: reach, the number of mentions, key concepts (keywords associated with the campaign), conversation trend, socio-demographic indicators (age groups, gender, etc. of the users), sentiment (trend of positive and negative mentions about a campaign), or key geography (relevant cities and towns referencing or affected by the campaign).

Generally, KPIs are clustered into three main sections: reach, engagement, and conversion. To give an overview of already existent KPIs in the world of social media, the following section provides examples of KPIs.

The first category, reach, includes KPIs that inform the organization on who and how many are being reached with their communication. This section can be linked to the goal of brand awareness and focuses on how many people follow the brand. Brand awareness describes "how familiar [the] target audience is with [the] brand and how well they recognize it" (Decker, 2020, p. 1). Strong brand awareness is evident when people know a brand exists and recognize the brand and its products (Aaker, 1996). In the sports industry, Ross (2006) stated that sports teams usually do not have problems with brand awareness because of their regional strength. However, soccer clubs are acting on an international level now, and the research on brand awareness on this is scarce. Some studies focused on sponsorship and awareness in sports (e.g., Biscaia, Correia, Ross, & Rosado, 2014), but most of them deal with the topic of brand association and brand equity (e.g., Yildiz, 2016; Biscaia, Correia, Ross, Rosado, & Maroco, 2013). Therefore, this thesis should shed more light on the area of brand awareness and reach and which KPIs can be used to measure this variable. A KPI within the area of reach is, for example, Growth. The calculation for growth would be the current number of followers minus the number of followers from day *x*. Within the following calculations, *Reference Value* is always a number from the past that the current statistics are being compared to.

Growth = *Current Number – Reference Value* (Friedrich, 2020).

However, the result of that calculation does not explain if it is a positive or negative development which is why it needs to be integrated into another calculation – the KPI Dynamics of Growth.

$$\text{Dynamics of Growth} = \frac{Growth}{Reference\ Value} * 100 \text{ (Friedrich, 2020).}$$

Another important KPI within this area is the Post Reach. This KPI clarifies how many people who follow the organization on social media have actually seen the posts.

$$\text{Post Reach} = \frac{Post\ Views}{Total\ Followers} * 100$$

Additionally, the KPI Social Share of Voice plays a role. This KPI helps to analyze the organization's relevancy compared to its opponents. It focuses on how many people have mentioned the brand on social media compared to other brands (Clarke, 2019).

$$\text{SSoV} = \frac{Mentions}{All\ other\ mentions} * 100$$

Those KPIs can then also be segmented into, for example, gender, age, or geographical specifics like countries or cities. This helps the organization to gain a better understanding of *who* they are actually reaching with their posts, not only *how many* (Carzo, 2017). In addition, those KPIs in the section of reach should be used to shed more light on the area of brand awareness in the world of soccer.

Another important area is customer engagement/relationship. One outcome of effective social media marketing can be strong relationships with the fans that have been built through a constant exchange between them and the club. According to Krishnan and Rogers (2014), engagement is the most important factor to monitor because "social media is not just about talking 'at' people, it's about talking 'to' people" (p. 40). That way, fans

feel heard and will more likely stay with the club and associate positive feelings, even during hard times (Kainz et al., 2014). If the organization knows how its customers think and engages with them regularly, it can better predict performance and increase sales (Neff, 2007). Within this area, there are many KPIs that organizations could analyze. An example is the so-called Applause Rate. This KPI focuses on how many followers have liked a certain post – or in other words, have been "clapping" for it (Clarke, 2019).

$$Applause\ Rate = \frac{Likes}{Total\ Followers} * 100$$

In addition to that, the Average Engagement Rate can be analyzed. This one considers not only likes but also comments and shares – all in all the total of interactions.

$$Average\ Engagement\ Rate = \frac{Likes + Comments + Shares}{Total\ Followers} * 100$$

The KPI Amplification Rate displays if an organization's followers have shared a post with their own network, which can also be declared as an element of electronic word of mouth communication (Kaushik, 2011).

$$Amplification\ Rate = \frac{Shares}{Total\ Followers} * 100$$

However, it is not only about how many times one's followers have shared a post but, more importantly, if the post has gone viral as a result. To find out more about viral aspects, there is the KPI Virality Rate. This KPI is not based on the total amount of followers, but rather on the sum of impressions (Clarke, 2019).

$$Virality\ Rate = \frac{Shares}{Impressions} * 100$$

These KPIs can be included in an organization's framework to find out how well the fan engagement is working.

The third area that helps measure effective social media marketing activities is conversion. This section describes if followers are using, for example, links in a post and by that purchase tickets or merchandise instead of looking and scrolling through the content. Thousands of followers on Instagram do not help increase revenues if none of them are clicking, for example, on the link that leads them to the online shop (Carter, 2018). The most basic KPI in this field is the Click-through Rate that helps to understand how many people clicked on a link in a post (Clarke, 2019).

$$\text{Click-through Rate} = \frac{CTA\ Clicks\ of\ a\ Post}{Impressions} * 100$$

The KPI Conversion Rate goes one step further and helps measure how many people actually did what the organization asked them to do in a post after clicking on the link, for example, "Subscribe to our newsletter" or "Go to our online shop and purchase our new jersey today." If the conversion rate is high, it shows that the organization's followers take it seriously and do what they are asked to do.

$$\text{Conversion Rate} = \frac{Conversions}{Clicks} * 100$$

The next one in line is the so-called Bounce Rate, the actual counterpart of the conversion rate. It is already of great value to the organization if they know how many people reacted to their call-to-action and clicked on, for example, a link. However, it is also helpful to know how many of those clicks did not finish the call-to-action. For example, if a user clicks on the site to subscribe to the newsletter but then leaves that site without completing the request, that is described as "bounced." Therefore, the lower the bounce rate, the better. There is no calculation path for this KPI, but Google Analytics offers a

tool to analyze the bounce rates (Clarke, 2019). The KPI Cost-Per-Click is especially important to understand if an investment was worth the money. This KPI will tell the organization how much they spend on one click. If a Facebook ad costs $1000 and 100 people click on it, the click costs the organization $10.

$$\text{Cost-Per-Click} = \frac{Total\ Ad\ Spend}{Total\ Measured\ Clicks} * 100$$

The KPI Social Media Conversion Rate quantifies how many people reacted to a call-to-action and how many did so because they saw a post on social media. For example, suppose there are 300 new subscriptions to the newsletter, and 200 of them accrued due to a post on social media that was directed to the followers and asked them to subscribe. In this case, the social media conversion rate is about 66 percent. The higher that KPI is, the better the organization's call-to-actions work on social media.

$$\text{Social Media Conversion Rate} = \frac{Social\ Post\ Visitors}{Downloads} * 100$$

The last KPI within this section helps to get a sense if the organization's posts on social media spark conversations among its followers; it is the Comment Conversation Rate (Clarke, 2019).

$$\text{Comment Conversation Rate} = \frac{Comments}{Total\ Followers} * 100$$

These KPIs can be assigned to the different stages in the marketing funnel (see figure 5). For every stage, there are different KPIs that play a role:

Figure 5

KPIs in the Marketing Funnel (Roch, 2019, p. 9)

Overall, Saura, Palos-Sánchez, and Suárez (2017) suggest using different KPIs to evaluate every marketing action's effect. KPIs can also vary from social media platform to social media platform since the goals for each platform differ. Therefore, the aim is to find diverse KPIs for each section. However, it is important to keep in mind that "too many KPIs defeat the point of a KPI," as Carzo (2017) points out. Therefore, it is also important to be selective and only use KPIs that really help the organization improve its strategies and achieve its goals.

The organization should also pay attention to personalized KPIs and make sure they match the daily activities of the social media managers or those who will eventually measure the performance (Carzo, 2017). Moreover, Carzo (2017) suggests always using

references when it comes to the development and analysis of KPIs. Benchmarks can help apply the relevance of a KPI and provide clear direction.

However, every organization needs to create individual KPIs based on the goals they are working towards. The basic KPIs listed in this chapter play an important role but always need to be set into context, depending on the organization's goals. With this consideration, the second subordinate research question emerges: What specific KPIs does the organization need in order to evaluate its success on social media?

Challenges

The online world is constantly changing. As a result, an adaptation of the goals and objectives is required as well as a renewal of the KPIs. When a new social media platform rises and becomes a common tool for companies as part of their social media marketing, those platforms' goals and strategies should be updated.

In addition to that, the available data is endless. Therefore, the organization should make it clear beforehand which data aligns with its business or marketing goals. In addition, it is not sufficient to only analyze and monitor the raw data because that does not contribute to the company's goals. Therefore, the usage of KPIs is necessary, but this process of turning raw data into relevant and useable information can be considered a challenge (Friedrich, 2012, p. 29).

The employees who analyze KPIs and those who actively manage the company's marketing activities should be appropriately trained. As Saura, Palos-Sánchez, and Suárez (2017) suggest, those employees specifically need to "understand and use the key performance indicators that are particular to this environment" (p. 11).

From this perspective, the third subordinate research question becomes clear: What does the organization need to do in order to implement the KPIs in the employees' daily work life?

Chapter 3: Method Section

This study aims to explore a suitable framework for soccer clubs to measure their activities on social media. Within the scope of the aim, three research questions were generated that should provide an answer to the overarching question "What KPI framework best aligns with a soccer club's need to measure the success of its social media marketing activities on a regular basis?":

RQ1: What are specific goals for the organization's activities on social media?

RQ2: What specific KPIs does the organization need in order to evaluate its success on social media?

RQ3: What does the organization need to do in order to implement the KPIs in the employees' daily work life?

The qualitative method chosen for this analysis includes expert interviews. To cover the main issues of this thesis topic, the researcher conducted ten semi-structured interviews with open-ended questions. A written list of questions helped the interviewer to provide structure in the conversation. Still, the interviews are flexible in that they provided an opportunity to cover other issues as well (Berger, 2019). That makes the interview more open and not as strict as a structured interview, which does not leave room for adaptations or additional comments by the interviewee. "Standardized methods of interviewing have been criticized on the grounds of systematically shutting the door on opportunities to get at what interviewees 'really' think" (Trinczek, 2009, p. 204). Therefore, semi-structured interviews are flexible enough to cover different sides of a

certain topic and leave room for the interviewees to extend their answers in different directions. As a result, interviewees can elaborate on areas they find essential regarding the overall topic.

The interviewees were selected based on experience and/or holding a position at a marketing or social media department of a soccer club. Because of the interviewees' positions, they can provide relevant information and insights on the topic, which is why they were chosen deliberately. Their opinion was needed to find an answer to the research questions and develop a suitable KPI framework. The researcher conducted the interviews separately with each person, either personally or via Zoom or Microsoft Teams in the summer of 2021.

The semi-structured interviews were composed of three main question blocks that framed the interview and ensured a specific focus. Those questions were based on (1) existing literature on social media marketing as well as on KPI development; (2) the professional experience of the researcher.

To answer the first subordinate research question regarding the organization's goals for their social media marketing, the following questions were asked to the interviewees:

- Can you please share the first goal that comes to mind related to your social media activities?
  - Tell me more about this/Why do you think this one was top of mind?
  - Can you talk about other specific goals of social media?

- How do those social media goals integrate the organization's corporate goals?

- In your opinion, do social media goals depend on the platform you are using or are you working with overall goals?

The second subordinate research question focused on what exact KPIs would be integrated into the final framework. The questions that were asked in this section significantly depended on the answers from the questions about the organization's goals. Therefore, the interview questions regarding the KPIs needed to be adapted after the interviewer had asked the interviewees about the organization's goals. Depending on those answers, the interviewer focused the questions on the KPIs that have been introduced in the last part of chapter two. A starting question for this section looked like that, for instance:

- Now that I know your goals, can you share how you measure them?

   ▪ Have you applied key performance indicators to your goals in the past? If so, please tell me how you do this?

- From your former experiences, what do you think which KPIs should be used for the specific platforms?

To answer the third and last subordinate research question of how KPIs are going to be integrated into the employees' activities at work, the interviewer asked the following questions:

- How does you and your team analyze and document metrics on social media?

- Who does it – always the same person or do you rotate this task?

- How should the data that is being gathered being handled?

- How quickly should the content be adapted after measuring certain KPIs?

After conducting the interviews, the researcher examined the transcripts closely to get an overview of similar topics addressed. By reading it repeatedly, the researcher established themes and headings that worked as codes that were applied to the transcripts (see table 1). This ensured the validity of the content (Rössler, 2005). Usually, the analysis correlates with the reliability between the researcher and the coder. As the researcher acted as the coder within this study, there were not any problems regarding the reliability of the analysis, because the researcher knew what was meant by the different codes (Rössler, 2005). Multiple coding was being performed to ensure validity. The topics that emerged were being highlighted in the transcripts and similarities and differences were worked out.

This method is ideal for gaining insights into how the different social media managers from soccer organizations use their social media platforms. No other method than expert interviews could have gained the data needed. Interviewing experts in this field provided the researcher with information about individual experiences and how those professional social media managers handle social media marketing in their clubs. Those different perspectives built the basis to deduce information to build a suitable KPI framework for the social media performance of soccer clubs.

Table 1

Coding Themes that were used throughout the coding process (developed by the

researcher)

Head Themes	Themes	Sub Coding Themes
General Goals for Social Media	Community Building	-
	Brand Awareness	-
KPIs/Metrics	KPIs/Metrics for all platforms	Engagement Rate
		Follower Growth
		Virality Rate
		Share of Voice
	KPIs/Metrics YouTube	Watch Time
		Audience Retention
	KPIs/Metrics for TikTok	Watch Time
	KPIs for Paid Posts	Conversion Rate
	Tools for Measurement	Blinkfire
		Sprinklr
KPI Integration	Amount of people who should overview the data	One person
		More than one person
	Share data with other departments	-
	Use a dashboard	-
	Analyze content to see why it performed like it did	-
	Stay ahead of trends	-
	Adjust the content	As fast as possible
		Monitor and give it some time

Chapter 4: Result Section

Interview Questions Part I: Social Media Goals

The first part of every interview focused on what the interviewees would see as primary goals for social media and the specific channels Facebook, Instagram, Twitter, YouTube, and TikTok, and why sports teams use/should use social media. Five out of ten interviewees, however, only named general goals and said that they apply them to all the different channels in their work.

The most mentioned general reason why an organization uses social media was community building and consumer connection (eight out of ten respondents). "We want to reach our existent supporters and turn people who are interested in the club into fans," the head of PR & Media at a German soccer club said. "One of the main goals this year is […] to really be active in the community", the global social media manager of a beverage brand agreed. A woman who works at a platform that focuses on social media analysis and statistics agreed by saying how important social media is to create a connection to the consumer. "Social media is a great way of interacting with different consumers because organizations can share different types of content and there is something for everyone," she said. A manager of a social media agency who works on content strategies for soccer organizations agreed: "I think social media is the key driver in making those connections." To achieve a closer relationship with their fans, organizations aim for higher engagement rates as a specific goal for their social media activities. "We want to have like emotional relatable content that people can really relate to, attach to, need to comment or like or share with their friends," the global social media manager of a

beverage brand said. The head of communications of another soccer club also mentioned that they wanted to create exclusive content. "One of our goals is to create really good content and […] [content that is] different from other clubs," he said. The manager at the social media agency sums up the topic of community building by saying: "I think creating a cultural connection to the consumer is good for the business on a variety of levels, not only from a revenue perspective but also from a cultural perspective and when you kind of create this culture and ecosystem that a consumer wants to be in, they are more likely to be active in it in all parts of their life."

The second, most mentioned goal was brand awareness (five out of ten). People should become aware of the club through social media and organizations want to grow their reach by being active on it (five out of ten). "The goal is to increase our number of followers", the head of communications at a soccer club said. The manager of a social media agency who works on content strategies for soccer organizations concluded: "I think it [(social media)] is just an important tool and especially for awareness purposes – if you don't have social media, your company kind of just falls by the wayside for its awareness."

Two interviewees also mentioned that another important reason sports teams or companies in general should be using social media is the quick feedback that can be received. "It's the only medium where you can get directive feedback from fans," the social media specialist from a sports research company said.

When it comes to the specific platforms, the interviewees talked about characteristics and goals that could be achieved explicitly on Facebook, Instagram,

Twitter, YouTube, and TikTok. Seven interviewees differentiated between the different platforms and said that there are different goals and reasons for each platform's usage. Facebook, for example, is supposed to work best if organizations want to reach people in a broader age range. "Facebook is an allrounder which can be both positive and negative. It is just a must-have. It is still the biggest platform in the world," said the social media specialist from a sports research company. "Facebook for us is very much a reach platform. It's a platform […] that gives us the greatest number of impressions, so our content is always seen by the most people on Facebook. It's not necessarily the most engaging or anything but it allows us to reach a big amount of people […]," a senior social media analyst who works for a beverage brand said. "It is the most established platform in the world of social media," the head of PR & Media at a German soccer club agreed. "But therefore, it is also more popular among older age sections," he continued.

On the other hand, Instagram is more engagement-driven and offers many more ways of creating and sharing content. "Instagram can be utilized for just cool content creation that interacts with fans, keeps them up to date, […] give them that look behind the scenes that make them seem like they are part of the team," the manager of a social media agency said about sports team on Instagram. The senior social media analyst of a beverage brand focused on the variety of content that can be shared on Instagram by saying: "There is just so many ways for us to be creative." The social media specialist from a sports research company agreed to that: "You can have so many different touchpoints with consumers via Instagram. You can post something to the feed, you can publish a story, a longer video on IGTV, or a shorter one as a so-called Reel." The senior

social media analyst of a beverage brand also said that Instagram is the "engagement platform" for the company he is working for. "It is where we see the greatest engagement with our followers."

All five interviewees who talked about platform specifics had the same opinion about Twitter. They see it as an informative platform that is way less creative than the others but still an important tool for community building. "The goal on there [(Twitter)] is the community aspect, it's a real-time community," the senior social media analyst of a beverage brand explained. The woman who works at a platform that focuses on social media analysis and statistics said it really is a platform where you share short information in real-time; the social media specialist added that it is a great way of spreading information quickly, which is specifically helpful for sports teams for sharing live game updates. "Twitter is really strong and powerful, because we can make the real-time match coverage," the head of communications of a soccer club agreed. "It is more like a news outlet," the global social media manager of a beverage brand said. He also explained that the company he is working for uses Twitter for sharing interesting stories or retweeting posts, but that it is a more experimental platform.

YouTube is seen as a platform for long-form videos. "For YouTube, we have our own content team that is creating social concepts like series. […] We use it more for bigger releases," said the global social media manager of a beverage brand about the role of YouTube for the company he is working for. "It is a great platform for storytelling and showing stories in a more detailed way," agreed the social media specialist. The manager of a social media agency who works on content strategies for soccer organizations also

mentioned the possibilities of creating revenues on YouTube. "If you want to make money with social media, then you should go for platforms like YouTube, because there you have more of a revenue focus, creating long-form content you can monetize […]," he said.

The most recent addition to most clubs' social media portfolio is TikTok. According to the interviewees, this platform is mostly used to show behind-the-scenes content but also to experiment for now. It is the counterpart to YouTube because on TikTok, it is all about short videos. "It is a platform where you should have fun, entertain people," said the social media specialist. "So TikTok for us […] is more like showing those behind the scenes, like the more rough and authentic stuff combined with like certain wild moments because in a way that is what the brand is all about and what we are good at," the global social media manager of a beverage brand said.

Interview Questions Part II: KPIs

In the second part of the interview, the participants were asked how they measure their social media performances. On the one hand, the questions referred to the specific KPIs they measure and consider as important. On the other hand, the interviewer also wanted to know what programs they use for measuring.

When it comes to the specific KPIs, the interviewees consider important, the engagement rate was the number one mentioned KPI organizations are measuring (9 out of 10 people). "Engagement is for us the main driver this year," the global social media manager of a beverage brand said. "Engagement is eating the number of followers for breakfast; it is way more important to look at engagement to being able to evaluate your

content," the head of PR & Media at a German soccer club said. The senior social media analyst of a beverage brand explained it like that: "We focus more on engagement […] because it helps to identify a deeper connection with the brand." A woman who works at a platform that focuses on social media analysis and statistics mentioned the same reason by saying that "KPIs like engagement that focus on interactions with the consumers are most helpful because they show that the fans actually interact with the content." All the interviewees named engagement as an important KPI for all five platforms – Instagram, Facebook, Twitter, YouTube, and TikTok.

The interviewees were also asked if they would cluster the different forms of engagement (likes, comments, shares). Five interviewees said they would cluster it, five people did not have an opinion, and one said it is too subjective and always depends on the person. The ones who stated they would differentiate said they would rank it as follows, from most valuable to less valuable: 1. Share, 2. Comment, 3. Like. "Sharing is the ultimate – if somebody shares it, that means they want their audiences to see it," the senior social media analyst of a beverage brand said. The global social media manager of a beverage brand said exactly the same. If a person comments, he or she is taking more time to interact with the content; therefore, a comment is also worth more than a like, explained the social media manager of a German soccer club. However, it is not as valuable as a share. "Sharing is the most important because that is going to grow your content's reach, it is going to bring it to new eyes," the manager of a social media agency who works on content strategies for soccer organizations said. The manager of the DACH region at an analytics platform is of the same mind and explained that "a share is the most

valuable one because it generates Earned Media – and that, in the end, means generating media value." The senior social media analyst of a beverage brand also mentioned in this regard the like or, more generally said, the reaction button on Facebook that gives valuable insights into the sentiment because people cannot only "like" something" but react with different emojis. "On Facebook, we also have the Wow/Love/Like reactions, they play a key part for us as well. We want to start understanding how people are thinking about it," he said. However, the manager of a social media agency said it also depends on the platform. "So, on a platform like Twitter or Facebook, you often see liked posts from other users in the feeds, which is helping to spread the content. The value of a like is more important on those platforms than on Instagram. […] With Instagram hiding likes, I think it just shows that they are devalued on that platform," he said. Nevertheless, he would still rank it as shown above.

The measurement and tracking of follower growth has been mentioned by three out of ten interviewees. However, the responses that referred to follower growth seemed more like that even though this KPI is a must-do, it does not really offer much background. "Of course, we also measure follower growth regularly, but it is hard to set any goals for that because in our area, this highly depends on the sporting success," the social media manager of a German soccer club said. A senior manager digital & social media of an American soccer club shared that point of view. "The KPIs we measure are honestly really basic. It is our follower growth, video views, engagement," he said. The senior social media analyst of a beverage brand said that they specifically track follower

growth if they have joined a new platform in order to understand it better and to see if they are playing out the right content. Currently, they focus on that KPI for TikTok.

Two out of ten interviewees also mentioned Virality Rate. "If the content is good and engaging, you see other media outlets will pick it up [, too]," the global social media manager of a beverage brand said. The content should also be "easy to consume for a broader football audience," he continued. When this is the case, it is easier for the content to be picked up by other soccer fans and go viral. The head of PR & Media at a German soccer club said viral posts are definitely relevant and important but should just be considered as the "cherry on top", because it is not possible to plan for posts to go viral.

One interviewee pointed out the importance of the KPI Share of Voice. The manager of the DACH region at an analytics platform said, "Share of Voice is important to get a feeling of how relevant the club is compared to other clubs. […] It is about who receives the biggest piece of cake, a.k.a. attention in the world soccer." He stated that Share of Voice is one of the KPIs that can bring out tangible results. "Let's say out of all relevant clubs, we own 10% of the current conversations, and we have increased that share by 5% compared to last year. That is tangible and actually tells you something," he said.

Overall, only seven interviewees made KPI distinctions for the different platforms. Three interviewees mentioned general KPIs they measure for every platform. Therefore, the following distinction of metrics and/or KPIs for the different platforms is only being compared to a total of seven respondents because three did not make any distinctions.

The metric watch time has been mentioned by four out of seven interviewees. This specifically applies to YouTube and TikTok. "Regarding YouTube, watch time is the most important metric in order to being picked by the algorithm, which is crucial, so the video is being shown to more people, same for TikTok," the social media manager of a German soccer club said. A woman who works at a platform that focuses on social media analysis and statistics mentioned the importance of Audience Retention, a specific term that refers to the watch time on YouTube. Audience Retention is the percentage of how long people stay and watch your videos. "So, for example, if you post a 12-minute video, and people watch for eight minutes on average, your audience retention rate is 66%" (Sweatt, 2021, p. 3). The senior social media analyst of a beverage brand said that watch time is the number they look at most after engagement rates. They do so on every platform where videos are being published. "That makes it comparable to other platforms too, so we can understand what's the best place for a video," he said. The head of PR & Media at a German soccer club agreed and said that "watch time is the safest number you can get when it comes to seeing if your content actually meets the expectations of a viewer/the fans."

A little broader in that regard are impressions that have been mentioned as an important metric by three out of seven interviewees. The woman who works at a platform that focuses on social media analysis and statistics referred to the importance of impressions specifically on TikTok, as it is more of an entertainment platform, and people are not interacting as much with the content. The head of PR & Media at a German soccer club mentioned Twitter in that regard. "On Twitter, we should also focus

on impressions, more than on the other platforms, because Twitter can be used in the logged-out mode, so people can see the Tweets but do not interact with them because they are not logged in or some aren't even registered," he said.

The interviewees were also asked if they would put different KPIs for paid content. Six out of ten interviewees agreed that there should be different KPIs for paid posts. Three people did not have an opinion and one person said he would not make a difference. Those who argued that they would differentiate between KPIs for paid versus organic content said that they would see conversion rate as the most important KPI for paid content, as it is most often ads that are being boosted. "For paid, for sure, conversion rate is one of the most important KPIs," the head of communications at a soccer club said. The senior social media analyst of a beverage brand emphasized that "paid is a completely different playing field" and should therefore be measured separately. The manager at a social media agency who thinks there should be different KPIs for those types of content, said that "when it comes to paid and organic, I feel like they should be closer and more intertwined. […] If you are going to boost something, put your best post forward rather than an ad." The senior social media analyst of a beverage brand agreed to that. "If something performs strongly, we think about putting money behind it to help generate an even better performance," he said.

Regarding the tools that are being used to measure social media performances, only five out of ten interviewees gave specific answers. Three interviewees mentioned Blinkfire as their main tool. Two said they mostly use Sprinklr. They also referred to the analytics tools from the platforms themselves, like Twitter or YouTube analytics, that

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they use often. Two interviewees mentioned that they use CrowdTangle, a tool provided by Facebook to measure the performances on Facebook and Instagram. Three social media managers also said that they use the Twitter analytics tool to get insights on their numbers on Twitter.

Interview Questions Part III: KPI integration

The last part of the interviews focused on integrating KPIs in the daily work and how the data should be handled.

First, the researcher asked the interviewees what they think about who should be responsible for performance measurement and handling KPIs. All interviewees had the same opinion: there should be (at least) one person who overviews the data and gives instructions on how to use it. This person should have expertise in the field of social media. Some of the interviewed social media managers are currently doing it themselves, but because they have so many other things to do, it just cannot be done efficiently. "We [social media managers] also have access to the numbers, and from a platform perspective we are looking into it as well […] but we have a data analyst who measures all the accounts for us and also does the deep dives when it comes to post specifics," the global social media manager of a beverage brand said. The senior manager digital & social media of an American soccer club, for example, said that it is important that the person who is responsible for the data has enough knowledge in the field, "because each platform has its own language." The manager of a social media agency who works on content strategies for soccer organizations highly supports this point of view. "Having someone within the social team is going to create less hurdles and problems for the social

team, because if you have a non-social minded person or even somebody that is social-minded but is sitting outside of the team, it kind of feels like an us versus them mentality," he said. The woman who works at a platform that focuses on social media analysis and statistics added: "The person responsible for KPIs in social media should also be someone interfacing between the analytics section of the company and the social media team." The head of PR & Media at a German soccer club said he would like to integrate a so-called "Content Development team" within his social media team that is responsible for keeping up with trends and also measuring the performances. There should be professionals who analyze the numbers but are still part of the social media team. The manager of a social media agency who works on content strategies for soccer organizations has the same opinion and said, "it is important to have at least one specific person that sits within the social team but that is dedicated to targeting KPIs, analyzing data, and implementing the data feedback into the content strategy."

When it comes to handling the data, four out of ten people mentioned that the numbers should be shared with other departments. "Depending on the post, it can definitely be helpful for other departments like the sponsorships or merchandising team," the woman who works at a platform that focuses on social media analysis and statistics said. The senior manager digital & social media of an American soccer club said that he is actively sharing the results with other departments because "the efforts are obviously mixed." The manager of the DACH region at an analytics platform thinks even bigger: "Generally, social should work together with all the departments that have a connection to it – cooperate communications, ticketing, merchandising, and so on." That is why they

should also share the numbers, he said. The manager of a social media agency who works on content strategies for soccer organizations is of the same opinion but remarked that it is important to have "[…] very snackable and easy to understand kind of content KPIs for the business side. I think it prevents a lot of friction and […] gives the social team a better defense in most instances to protect themselves." According to him, there should be KPIs set for the social team internally and then some comprehensible numbers shared with other departments. He explained it like that: "If I report some certain KPIs to business, I might know they are amazing, but some random individual in the business might be like 'Why is this not this high?'."

In addition to that, two out of ten people mentioned that a dashboard that everyone has access to could help to measure the data in real-time and spread it to other departments. the head of PR & Media at a German soccer club said that it would be ideal to have such a dashboard in the future to immediately see how the content is performing and therefore being able to react instantly. According to the senior social media analyst of a beverage brand, the company uses a customized dashboard that everyone can access. He said he as the analyst can always dig deeper into the numbers, but the dashboard is a good first step to provide an overview of the most important numbers for everyone. "That makes it a lot easier to report on and there is a lot less crossover of misinformation," he said.

The third part of this interview section focused on how the content should be adapted after certain KPIs have been analyzed. Five out of ten interviewees said that the most important discovery is WHY the content performed the way it did. The two social

media managers, the social media manager of a German soccer club and the global social media manager of a beverage brand, said it is of utmost importance to find out why the content is underperforming. "If something really underperformed, you need to question yourself is it underperforming because the content is not good enough or is it like the concept that people don't understand yet," the global social media manager of a beverage brand explained. "I think it is identifying if it is the type of content, is it the person in the content or the people in the content that is not performing the highest […], kind of like getting in and see alright what worked, what didn't work," the manager of a social media agency who works on content strategies for soccer organizations said. The manager who overviews the DACH region at an analytics platform mentioned that it is important to also look at the context and the timing. He also said this should be done immediately and not at the end of the month, as many organizations are doing it. The woman who works at a platform that focuses on social media analysis and statistics mentioned the exact same points. "Clubs should analyze directly why content pieces are underperforming – is it because they posted it at a wrong time and people were sleeping, or because it was a Sunday afternoon, or because people were on siesta," she said. If organizations do not react and adapt the content after seeing it is underperforming, they risk losing followers who eventually become bored of the content or are not satisfied with what they are seeing, she concluded.

Two people mentioned that it is crucial to always stay ahead of trends and if the numbers are proving that certain content formats on specific platforms are performing well, the content should be adapted immediately. "You should always be able to react to

trends and special events immediately and change your content plan last-minute," the manager of the DACH region at an analytics platform said. The senior manager digital & social media of an American soccer club remembers a situation in which he and his team did exactly that: "So, we have seen over the last two months that anything on [Instagram] Reels has outperformed any of our regular feed videos. […] So, that is something that has shifted […] and the first thing we do now is cut videos for Reels," he explained.

When it comes to the pace of how quickly the content should be adjusted if the numbers show it is performing badly, the two people who work for the same company, the senior social media analyst and global social media manager, said it should be adjusted as fast as possible, but only for day-to-day postings. "So basically, the day-to-day posting stuff we change immediately, the bigger projects can take weeks or months, that depends," the senior social media analyst said. The manager of a social media agency who works on content strategies for soccer organizations, on the other hand, said "having a couple of cycles to look at things" is how he was doing it at his former position with DAZN. However, he also said it always depends on the type of content and event. The other interviewees did not give a specific answer on how quickly they would change posts.
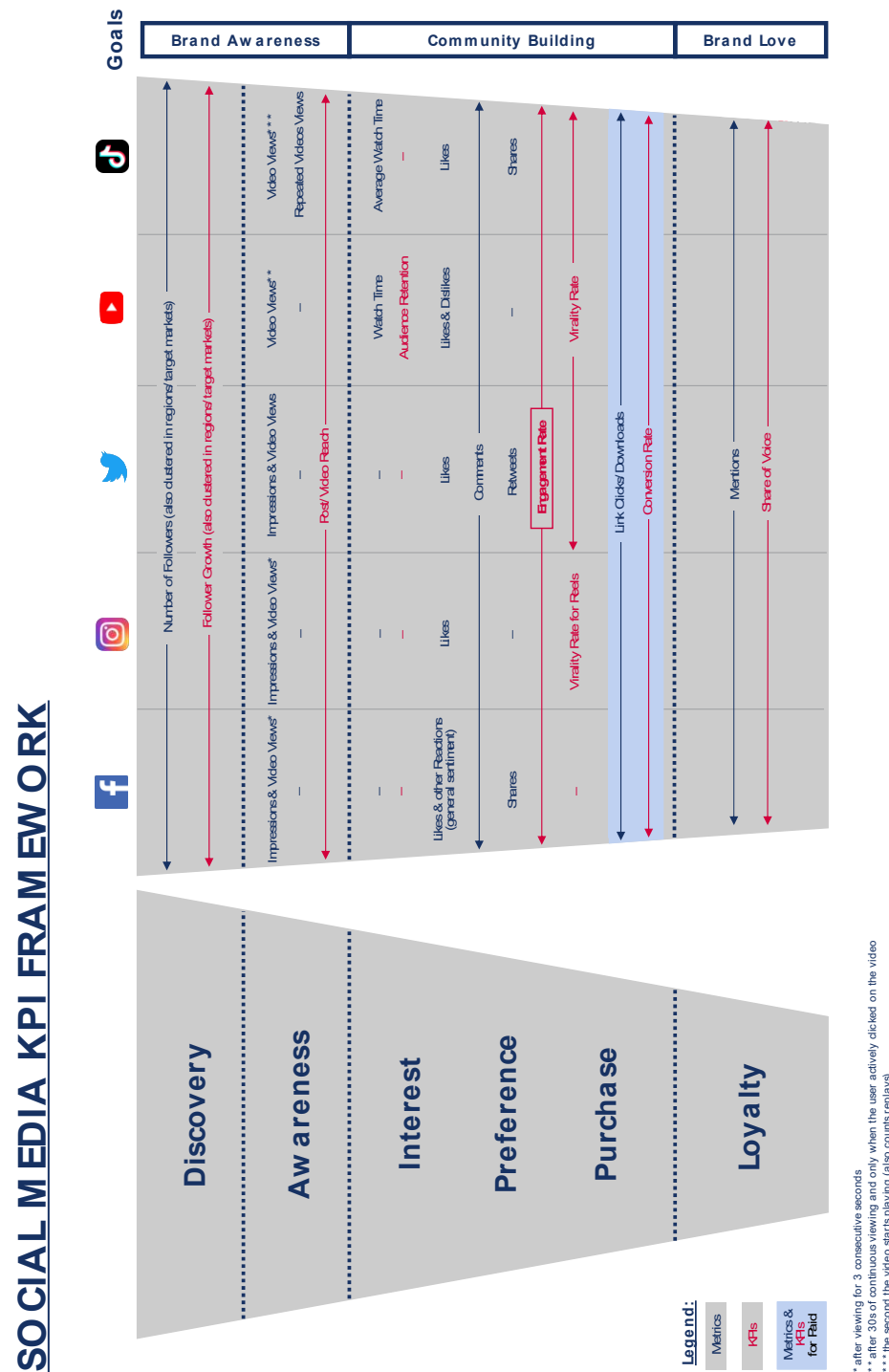
Chapter 5: Discussion

RQ1: What are specific goals for the organization's activities on social media? and RQ2: What specific KPIs does the organization need in order to evaluate its success on social media?

The framework shown on the following page represents all the results drawn from the interviews (see figure 6). It answers both the subordinate research question one and two, as it includes the goals as well as the KPIs. A detailed explanation of the framework is given in the following paragraphs.

Figure 6

Social Media KPI Framework for soccer clubs (developed by the researcher)

SOCIAL MEDIA KPI FRAMEWORK

Goals

| Brand Awareness | Community Building | Brand Love |

Discovery
Awareness
Interest
Preference
Purchase
Loyalty

Legend:
Metrics
KPIs
Metrics & KPIs for Paid

* after viewing for 3 consecutive seconds
** after 30s of continuous viewing and only when the user actively clicked on the video
*** the second the video starts playing (also counts replays)

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On the right side, there are the main goals that sports organizations follow with their presence on social media, according to the interviewees. The most basic one is brand awareness, followed by community building and then brand love. These are the general goals. Other departments who work with the social media team can, of course, have other, more specific goals. When these have been defined by the respective departments, the related KPIs should be identified within the framework. For example, if the merchandising team works together with the social media team and they set up a (paid) post that advertises a new jersey, the people from the merchandise section want to know how many people clicked on the link that forwarded the fans to the online shop and how many of them actually bought a jersey. According to the model, the KPI *Conversion Rate* would provide this information. Therefore, the goals can differ from department to department and maybe also from post to post, and the KPIs that can help measure if a goal has been achieved needs to be picked from the framework individually, based on the goal. However, the main goals clubs want to achieve on social media are brand awareness and community building. How to measure and compare them should be defined by the social media team at the beginning of a time period, e.g., quarterly, by saying, for instance, "we want to increase our engagement rate by 0,5% in the next four months." This would add value to realizing the goal of community building.

On the left side, the marketing funnel represents the different stages of fandom. It is a combination of Figure 2 and Figure 5 on pages 22 and 34 (Roch, 2019, p. 9; Stellaralgo, 2020, p. 1). It has then been combined and adapted based on the metrics and KPIs considered the most important from the interviewees.

The right side, which focuses on the specific KPIs, is divided into the different platforms. The researcher wanted to make it more apparent which metrics and KPIs should be measured on which platform. According to the respondents, the blue words clustered under the respective platform logos represent the metrics that should be measured on each platform. Based on those metrics, the related KPIs are shown in red color under the particular metrics. As explained in the literature review above, a metric is a number that organizations can read and monitor on their social media channels, like the number of followers or likes. It is also called raw data. On the other hand, KPIs are based on metrics that are being set into context (Grabs et al., 2017). For example, the number of followers shows how many people follow the organization's account at a specific point in time. To measure the KPI Follower Growth, this number should be set into context to a number from the past to determine how much the follower count has grown (or shrunk). Only in this context, the social media team can make a statement of, for instance, "we have increased our following by 5% in the last four months." Overall, the model first shows the metrics that need to be measured/read (blue color), and under those metrics, the related KPIs (red color) can be seen. The part that is being shaded in blue only applies to paid content, according to the interviewees. Link clicks and/or downloads are mostly connected to paid content that is advertising, e.g., tickets or merchandise, and, therefore, it only makes sense to measure those metrics for that type of content. The related KPI would be Conversion Rate, as shown in the model.

The Engagement Rate is framed and written in bold letters because the interviewees predominantly called this the most important KPI. Among others, the global

social media manager of a beverage brand, said: "Engagement is for us the main driver this year." That is why the researcher wants to emphasize this KPI by using these stylistic elements.

Also, the order of the metrics and KPIs is based on their value and intensity. The number of followers is the most basic information organizations can get from the platforms, but also the least valuable one. The woman who works at a platform that focuses on social media analysis and statistics explained it like that: "All of these followers are useless if they do not interact with the content." However, this number can be helpful for professional soccer clubs to find out more about their international fans. Analytics platforms allow soccer clubs to split the general number of followers into geographic regions, age, gender, etc. Those information are what Anderson (2017) referred to as socio-demographic data. This can specifically help in the internationalization process of clubs, so social media specialists can see if they are gaining followers in the specific markets they are targeting and who those people are in general. According to the funnel, people from a country where a specific club is just starting to advertise are also just beginning to "discover" the club. Next down in the framework are impressions and video views that show how many followers saw the content.

Watch time is next for YouTube and TikTok, which represents how long the users stayed with the content. The worth of likes, comments, and shares was predominantly ranked by the interviewees as shown in the framework; a like is the least valuable form of engagement which is why it is further up in the marketing funnel. A comment is worth

more. However, a share is the most valuable one. "Sharing is the ultimate – if somebody shares it, that means they want their audiences to see it," as the senior social media analyst of a beverage brand put it. Virality Rate is up next but should just be considered as a "cherry on top," as the head of PR & Media at a German soccer club said. The most influential KPI is Share of Voice – it shows how many conversations the club owns on social media, compared to the other clubs.

All in all, this framework includes the metrics and KPIs that are being considered as most important by the interviewees from the sports industry and can be adjusted to different situations and needs from other departments, dependent on their goals and strategies.

RQ3: What does the organization need to do in order to implement the KPIs in the employees' daily work life?

Implementing KPI measurement and the framework in the employees' daily work-life brought up different topics. All of the respondents said that, ideally, there needs to be (at least) one person responsible for the data. It should not be spread among all of the team members in the social media department. That one person should overview the performance, provide the numbers, and is there for questions – like the senior social media analyst of a beverage brand.

In addition to that, there should be a dashboard that provides all the numbers in real-time and represents the source everyone is using and referring to when working with numbers from social media. This prevents misunderstandings and makes sure everyone is talking about the same numbers.

As soon as such a dashboard exists and all the social media managers are regularly updated with the numbers, the KPIs should be used to adapt the content as fast as possible. This aligns with Friedrich's (2012) point of view who stated that KPIs are "actionable information". The content adaptation, of course, should be separated between day-to-day posting and bigger projects, so it requires individual rules set by the social media team and their supervisors. Schedules should be considered as well to see how quickly adjustments can be realized.

Chapter 6: Conclusion

This research aimed to identify a KPI framework for a soccer club's social media activities. Based on expert interviews conducted with social media managers and communication professionals from the field, a complex framework including the different stages of the marketing funnel and the related metrics and KPIs had been developed. The result indicates several KPIs that can be measured, depending on the stage in the marketing funnel and the platform. However, according to the interviewees, the KPI Engagement Rate had been named as the most important one.

Even though the result will be helpful for how social media teams of soccer clubs can handle performance measurement and also to get an overview of what numbers they should pay attention to in the future, there are some limitations that come with that study. The amount of interviews, which was ten in total, for example, limits the generalizability of the results. The more people are being interviewed, the more the framework could be generalized and used by a wide range of clubs. It also faces the challenge of validity. Social media platforms are changing so quickly and modifying their algorithms and settings from time to time. Therefore, such frameworks need to be adapted regularly and should not be considered as a fixed and long-term model. In addition to that, the goals that have been included are really broad. In order to get better results and use the framework to its full extent, more precise goals need to be set. This applies to the goals within the social media team as well as to broader business goals that relate to numbers on social media.

Future studies could interview more people and include perspectives from more clubs to understand the implications of these results better. This could indicate additional findings of how such a framework looks like for soccer clubs in general, or if it is more of an individual challenge for each club. In order to get better insights into the goals from the business side as well, the range of interviewees could be extended and the managers from the club could be interviewed for this part as well.

However, this research provides a basis for performance measurement of a soccer club's main channels on social media. It clearly illustrates the various KPIs' different stages and importance for specific platforms and emphasizes the most important one.

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