

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

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Should we YouKu, VK, KasKus, Zing and Rappler our organisations?



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Sheffield Hallam University Assessing global digital reach to support your international objectives:

A digital Case Study snapshot of the English Premier League Soccer (Association Football) clubs during the 2014-15 season



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Background & Auckland



Introduction

Contact details and background

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Y

@MTSportBusiness







- Boston, USA, Netherlands
- Singapore & Dubai over last five years







To be back in the most expensive city in the world



Image source: With thanks to Emirates Team New Zealand, 2007

To be back in the most expensive city in the world

The images from this slide have been removed if not being actually presented

Image sources: Marc Taylor, 2003 and 2005



Should we YouKu, VK, KasKus, Zing and Rappler our organisations?



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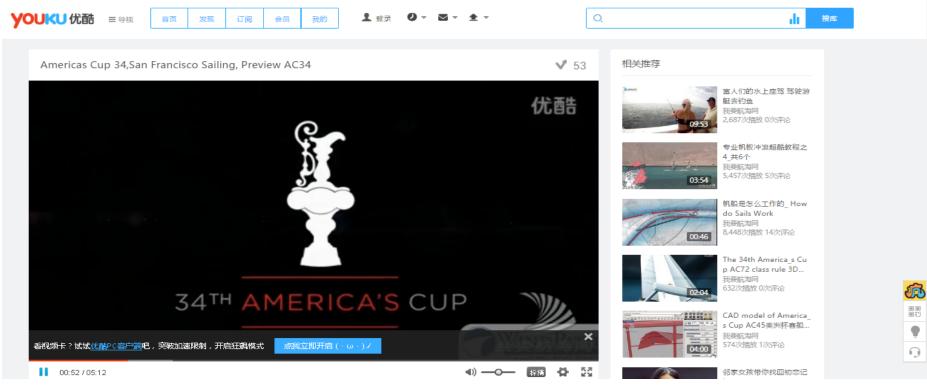


America's Cup



America's Cup (First option in Google (I could read)



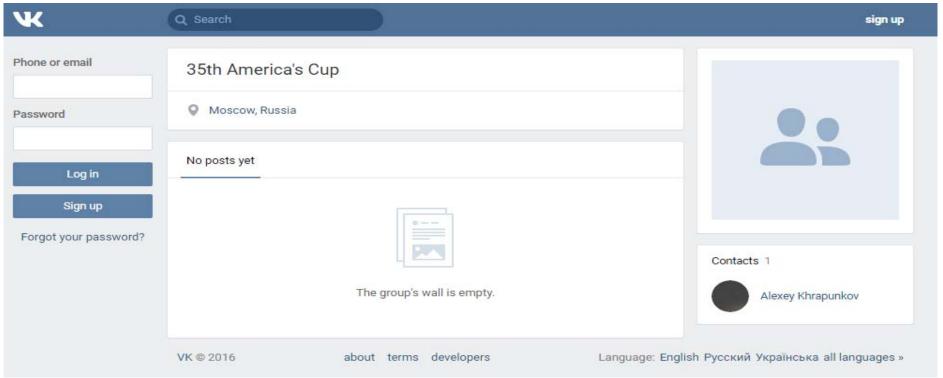


YouKu, (2016)



America's Cup (First option in Google (I could read)





VK, (2016)



America's Cup (First option in Google (I could read)





Hot Categories: Lounge | Berita & Politik | Computer | Jokes | Movies | Supranatural | Sports | Games | Otomotif | Music | Regional | all Home | LoeKeLoe | Casciscus | Jual/Beli | Regional | Kaskus Corner Recycle Bin Home > CASCISCUS > WELCOME TO KASKUS > Recycle Bin > %%%\$\$\$\$%%%%Merrica's Cup World Series Sailing Live Stream Online Free Total Views: 1 Share : [Facebook Twitter GGoogle+ chriscurry 667 - 19/05/2012 08:15 PM %%%\$\$\$%%%%%America's Cup World Series Sailing Live Stream Online Free Watch America's Cup World Series Sailing Live online streaming Free >>here http://bit.ly/GCyrBS /.Sailing Streaming Online on May 19, 2012. Don't miss to watch this game live. Watch live America's Cup World Series Sailing games online via the streaming live sports network, your home on the net for live Sailing each and every week of the season. SAILING WATCH FREE BELOW THIS LINK http://bit.ly/GCyrBS http://bit.ly/GCyrBS http://bit.ly/GCyrBS http://bit.ly/GCyrBS Watch America's Cup World Series Sailing, America's Cup World Series Sailing live, America's Cup World Series Sailing, America's Cup World Series Sailing online TV, America's Cup World Series Sailing Internet TV Coverage, America's Cup World Series Sailing live feed, America's Cup World Series Sailing Live video , America's Cup World Series Sailing live Online , America's Cup World Series Sailing Sop cast HD TV , America's Cup World Series Sailing TV link, America's Cup World Series Sailing live telecast, America's Cup World Series Sailing online coverage, America's Cup World Series Sailing highlights, America's Cup World Series Sailing recap, Sports live

Kaskus, (2016)



America's Cup (First option in Google (I could read)





Zing, (2016)



America's Cup (First option in Google (I could read)





WORLD SPORTS

Yachting: USA claims America's Cup in historic comeback

The defending champions crossed the finish 44 seconds ahead of challenger New Zealand, notching an unprecedented 8 wins in a row

Find ou

TEACHING

YOUR FUTURE | THEIR FUTURE

Rappler, (2016)



Presentation Overview

Presentation Overview

Research Topic, Aim and Objectives (Context)

The Leading Question

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Conduct data analysis

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Reporting the research results

Thoughts about the research results

Discussion Q&A

Writing up the research / Case Study with Premier League Clubs / CIM

THE
'SO WHAT'
AND
NEXT STEPS

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)



The Leading Question



The Leading Question

Do organisations ensure that their digital communications are visible to all interested international stakeholders?



Research Topic, Aim and Objectives (Context)



Specific research objectives and specific type of research

Research Topic, Aim and Objectives (Context)

The Leading Question

General research objective and general type of research

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)



- Drivers for initial interest in the topic
- Chinese students in Sheffield (Not using Facebook/Twitter)
- Executive interviewing
 - CEO/Head of International Marketing and Media (CL club)
 - Head of Research and Insight (CL club)
 - CEO (PL club)
- Key words
- Digital Marketing, Marketing Communications, Digital Marketing Communications, Media Planning, Premier League, Soccer, Association Football



General Research Topic

General Research Topic: Marketing Communications

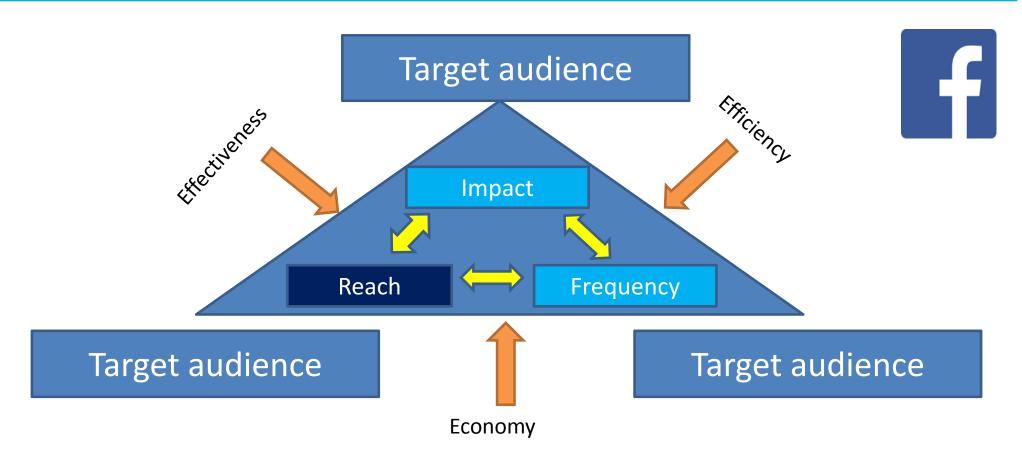


Image source: Adapted from Pickton and Broderick, 2005



General Research Topic

General Research Topic: Marketing Communications



Image Source: © Marc Taylor, 2015



General Research Topic

Specific Research Topic: Digital Marketing Communications





















































- Internet and digital has been the fastest growing sector of Marketing communications in the last decade globally.
- 4% in 2004
- Risen to 26% of a \$555bn industry segment by 2014. (Clift, (2014), World Advertising Research Center (2014), World Economics (2015))
- Estimated to grow further to 30-50% of Marcomms budgets over next decade in developed countries. (OFCOM, 2015).



- To support their domestic and international aspirations some Premier League clubs have formed partnerships;
- Chelsea (Adobe and WIPRO) (Adobe, 2015)
- City Football Group and SAP (Bacon, 2015)
 (Manchester City, New York City, Melbourne City, Yokohama F. Marinos)
- Manchester United and HCL (Manchester United, 2015)



- We know professional soccer clubs generate revenue from Broadcasting, Ticketing and other Commercial activities including friendly matches overseas. (Deloitte, (2015), Soriano, (2012))
- In 2015 only West Ham and Leicester City did not play overseas friendly games in Europe, Asia or the USA (although Leicester City did also travel to a post season tour of Thailand) (Sky Sports, 2015).

Research Context

- Marketing and media planning questions
- Over fifty years ago, we were asked a relatively simple question as to whether we were really planning our marketing. (Winer, (1965))
- Stasch and Lanktree (1980) asked the same question over 35 years ago and yet it still appears to be relevant today
- Some digital sources have been hot and are now not (e.g. Bebo and MySpace)

Research Context

- Marketing and media planning questions
- Rapid economic changes globally
- Rapid changes with digital and social marketing platforms

Specific research objectives and specific type of research

Research Topic, Aim and Objectives (Context)

The Leading Question

Specific research objective and specific type of research

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)



Specific research objectives and specific type of research

- What are the largest markets for Internet size?
 - Top 75% of countries by absolute size
 (Also assess Internet penetration, but primary interest in size)
- What are the most popular 25 digital platforms and websites in each of these countries?
- What are the digital platforms that Premier League clubs were using during the 2014/15 season?
- What 'gaps/learning' appears to exist



The Research Strategy



The Research Strategy

The Research Strategy

Instances

Conduct Research and Measurement

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)

The Research Strategy

- Descriptive, practice-orientated research
- Useful as it delivers knowledge that a practitioner can actually use or consider (Dul and Hak, 2008, Yin, 2014)
- This approach does not require statistical generalization (Silverman, 2014) and therefore has potentially larger impact that is transferable to other contexts (Miles, Huberman and Saldana, 2014)*

(*Positive feedback from Editor at MIT SMR (To be raised later))



The Research approach

Non digital has established media communications metrics

Television TVRs,

Radio RAJARs

• Print ABCs

Outdoor Passers by / POSTARs

The Research approach

- Whilst critics of some social media sources (e.g. Ritson) I
 wanted to explore credible macro and micro level source data
- Use of Alexa to assess the e-marketplace and calculate digital and social media reach
- This is recommended by, two leading global eMarketing experts, Chaffey and PR Smith (2013)
- Premier League club sources from the official sources of the Premier League clubs

The Research approach

November 2014 -

March 2015

collection Data tables Data of Preparation

Macro level research and analysis of;
•International Telecommunications Union

September

2014

(ITU) World Telecommunications website and ICT indicators database;

World Bank;

August

2014

- •United Nations Population Division;
- •The Central Intelligence Agency World Factbook 2013-14

Country level digital platforms research in Top 75% of Internet User countries

(Absolute numbers (not penetration)

Alexa

Premier League Club level research

Official channels and linked club accounts.

C

B

October

2014

collected data populated 'formatting Review of ongoing

Repeat
Repeat

April

2015

collected data Review of ongoing populated 'formatting

Summer of

2015



Data analysis

Data Analysis

Details of the approach and why

Conduct data analysis

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)

Data analysis

- Tabulated data in Microsoft Excel and Microsoft Access
- Verified data to ensure 100% accuracy
- Structured data tables capturing club and digital platform metrics



Results and Findings

Results And Findings

Reporting the research results

Thoughts about the research results

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)



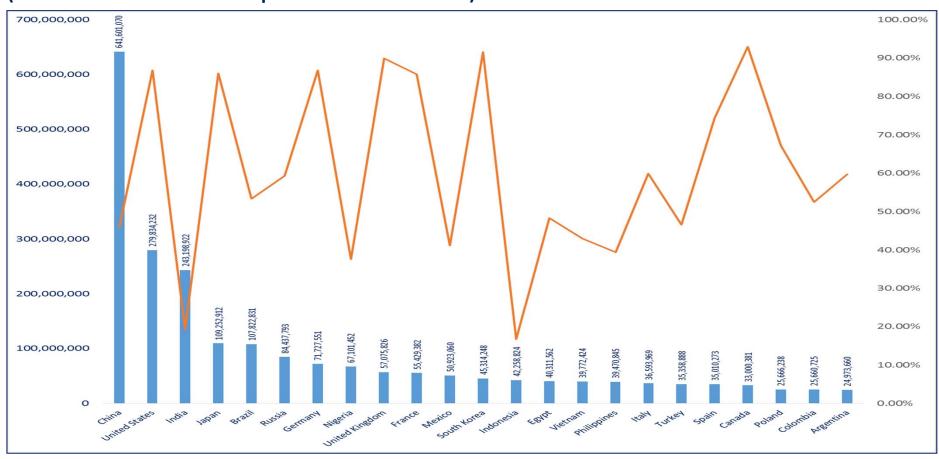
Results and Findings





Results and Findings

Total number of internet users in countries covering >75% of global internet users (in absolute terms) (The % lines was the Internet penetration rate in 2014)



Sources: Taylor, M. (2015) Analysis of International Telecommunication Union (ITU), World Bank, and United Nations Population Division and The World Factbook 2013-14. Washington, DC: Central Intelligence Agency, 2013



Results and Findings

Largest country base by the number of Internet users

#	Country	Internet Users	Internet Penetration	Cumulative Internet Users	Country's share of World Internet Users (4)	Cumulative share of World Internet	Total Country Population	Cumulative Popuation	Country's share of World Population
1	China	641,601,070	46.03%	641,601,070	21.97%	21.97%	1,393,783,836	1,393,783,836	19.24%
2	United States	279,834,2 <mark>,</mark> 2	00.7370	921,435,302	9.58%	31.55%	322,583,006	1,716,366,842	4.43/0
3	India	243,198,9 <mark>.</mark> 2	19.19%	.,164,634,224	8.33%	39.88%	1,267,401,849	2,983,768,691	17.50%
4	Japan	109,252,912	86.03%	1,273,887,136	3.74%	43.62%	126,999,808	3,110,768,499	1.75%
5	Brazil	107,822,831	53.37%	1,381,709,967	3.69%	47.31%	202,033,670	3,312,802,169	2.79%
6	Russia	84,437,793	59.27%	1,466,147,760	2.89%	50.20%	142,467,651	3,455,269,820	1.97%
7	Germany	71,727,551	86.78%	1,537,875,311	2.46%	J2.00/0	82,652,256	3,537,922,076	1.14%
8	Nigeria	67,101,452	37.59%	1,604,976,763	2.30%	54.96%	178,516,904	3,716,438,980	2.46%
9	United Kingdom	57,075,826	89.90%	1,662,052,589	1.95%	56.91%	63,489,234	3,779,928,214	0.88%
10	France	55,429,382	85.75%	1,717,481,971	1.90%	58.81%	64,641,279	3,844,569,493	0.89%
11	Mexico	50,923,060	41.13%	1,768,405,031	1.74%	60.55%	123,799,215	3,968,368,708	1.71%
12	South Korea	ىم 45,314,2 <mark>كى</mark>	J1.J2/0	,813,719,279	1.55%	62.10%	49,512,026	4,017,880,734	0.68%
13	Indonesia	42,258,8 <mark>.</mark> !4	16.72%	.,855,978,103	1.45%	63.55%	252,812,245	4,270,692,979	3.49%
14	Egypt	40,311,5 <mark>5</mark> 2	48.34%	,896,289,665	1.38%	64.93%	83,386,739	4,354,079,718	1.15%
15	Vietnam	39,772,4 <mark>.</mark> !4	42.97%	.,936,062,089	1.36%	66.29%	92,547,959	4,446,627,677	1.28%
16	Philippines	39,470,8 <mark>.</mark> 15	39.43%	.,975,532,934	1.35%	67.64%	100,096,496	4,546,724,173	1.38%
17	Italy	36,593,9 ₀₉	JJ.JZ/0	<mark>2,012,126,903</mark>	1.25%	68.89%	61,070,224	4,607,794,397	0.84%
18	Turkey	35,358,888	46.62%	2,047,485,791	1.21%	70.10%	75,837,020	4,683,631,417	1.05%
19	Spain	35,010,273	74.38%	2,082,496,064	1.20%	71.30%	47,066,402	4,730,697,819	0.65%
20	Canada	33,000,381	92.89%	2,115,496,445	1.13%	72.43%	35,524,732	4,766,222,551	0.49%
21	Poland	25,666,238	67.15%	2,141,162,683	0.88%	73.31%	38,220,543	4,804,443,094	0.53%
22	Colombia	25,660,725	52.44%	2,166,823,408	0.88%	74.19%	48,929,706	4,853,372,800	0.68%
23	Argentina	24,973,660	59.74%	2,191,797,068	0.86%	75.05%	41,803,125	4,895,175,925	0.86%
					75.05%				

Sources: Taylor, M. (2015) Analysis of Alexa with each listed 'platform', International Telecommunication Union (ITU), World Bank, and United Nations Population Division and The World Factbook 2013-14. Washington, DC: Central Intelligence Agency, 2013



Results and Findings

Total number of internet users in countries covering >75% of global internet users (in absolute terms)

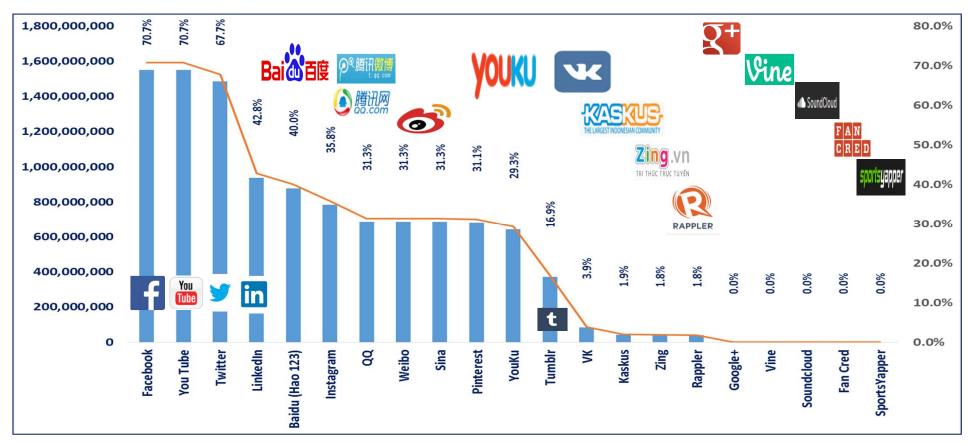


Sources: Taylor, M. (2015) Analysis of International Telecommunication Union (ITU), World Bank, and United Nations Population Division and The World Factbook 2013-14. Washington, DC: Central Intelligence Agency, 2013



Results and Findings

Analysis of the maximum number of internet users by platform
Using the top 25 listed sites by country (via Alexa) during the 2014/15 Premier League season



Sources: Taylor, M. (2015) Analysis of Alexa with each listed 'platform' in September 2014 and April 2015 in the largest 23 countries by number of Internet Users.

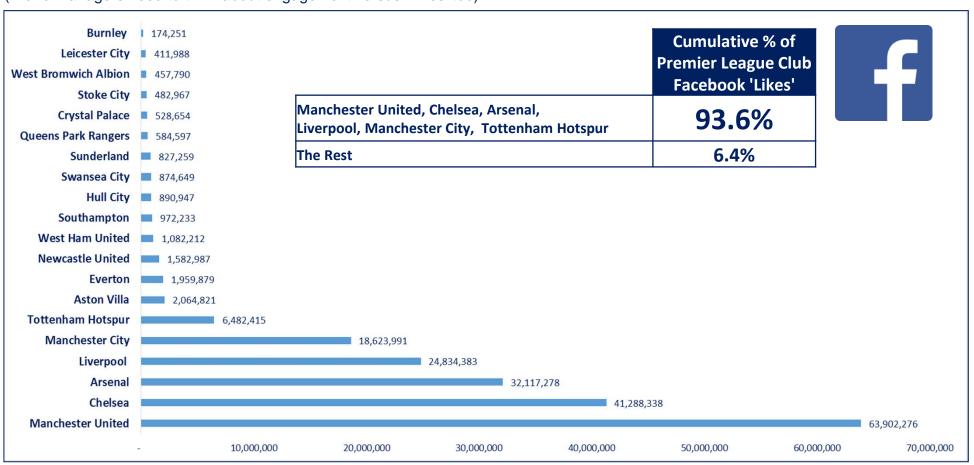
(Where the percentage of users is listed as 0%, these sources are being used by the clubs direct, but are not in the top 25 sites via Alexa)



Results and Findings

Facebook 'Likes' (m) 2014/15 Premier League season (as of April 2015)

(Brand Managers need to think about engagement versus 'Likes' too)



Source: Taylor, M. (2015) Analysis of each official club publicized Facebook site



Results and Findings

Facebook 'Likes' (m) 2014/15 Premier League season (as of April 2015)

(Not that I think 'Likes' is as useful as it needs to be if I was a Brand Manager looking at engagement)

Club	Facebook	Facebook Likes	% of Premier League Club 'Likes'	Cumulative % of Premier League Club 'Likes'
Manchester United	www.facebook.com/manchesterunited	63,902,276	31.9%	31.9%
Chelsea	www.facebook.com/ChelseaFC	41,288,338	20.6%	52.6%
Arsenal	www.facebook.com/Arsenal	2,117,278	16.0%	68.6%
Liverpool	www.facebook.com/LiverpoolFC	4,834,383	12.4%	81.0%
Manchester City	www.facebook.com/mcfcofficial	8,623,991	9.3%	90.3%
Tottenham Hotspur	www.facebook.com/TottenhamHotspur	6,482,415	3.2%	93.6%
Aston Villa	www.facebook.com/avfcofficial	2,064,821	1.0%	94.6%
Everton	www.facebook.com/Everton	1,959,879	1.0%	95.6%
Newcastle United	www.facebook.com/newcastleunited	1,582,987	0.8%	96.4%
West Ham United	www.facebook.com/westhamunitedofficial	1,082,212	0.5%	96.9%
Southampton	www.facebook.com/southamptonfc	972,233	0.5%	97.4%
Hull City	www.facebook.com/hulltigersofficial	890,947	0.4%	97.8%
Swansea City	www.facebook.com/SwanseaCityFC & www.facebook.com/swanseacityfc.kor	874,649	0.4%	98.3%
Sunderland	www.facebook.com/sunderlandafc	827,259	0.4%	98.7%
Queens Park Rangers	www.facebook.com/OfficialQPRFC	584,597	0.3%	99.0%
Crystal Palace	www.facebook.com/officialcpfc	528,654	0.3%	99.2%
Stoke City	www.facebook.com/stokecity	482,967	0.2%	99.5%
West Bromwich Albion	www.facebook.com/westbromwichalbionofficial	457,790	0.2%	99.7%
Leicester City	www.facebook.com/lcfcofficial	411,988	0.2%	99.9%
Burnley	www.facebook.com/officialburnleyfc	174,251	0.1%	100.0%
	Premier League Clubs (UK total)	200,143,915	100%	

Source: Taylor, M. (2015) Analysis of each official club publicized Facebook site



Results and Findings

Twitter 'Followers' (m) 2014/15 Premier League season (as of April 2015)

(Brand Managers need to think about engagement versus 'Followers' too)



Source: Taylor, M. (2015) Analysis of each official club publicized Twitter site (see references too)



Results and Findings

YouTube 'Subscribers': 2014/15 Premier League season (as of April 2015)

(Brand Managers need to think about engagement versus 'Subscribers' too)



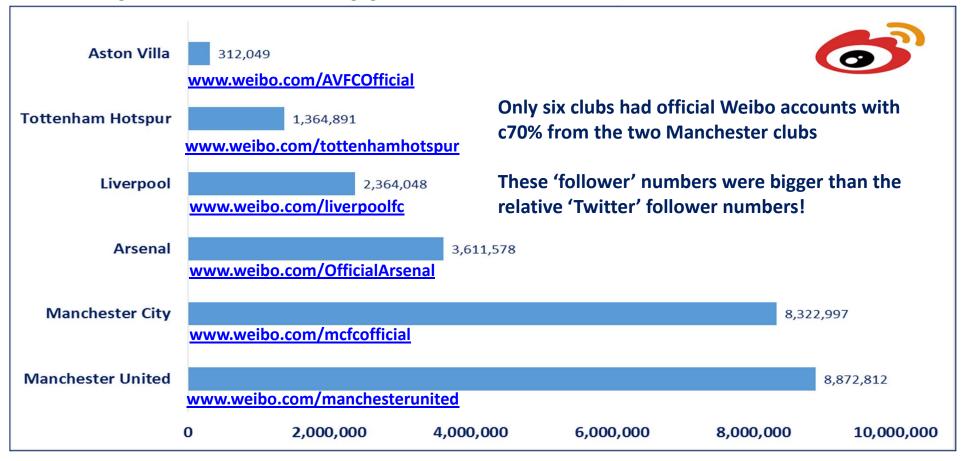
Source: Taylor, M. (2015) Analysis of each official club publicized YouTube site (see references too)



Results and Findings

Official Weibo 'Followers' 2014/15 Premier League season (as of April 2015)

(Brand Managers need to think about engagement versus 'Followers' too)



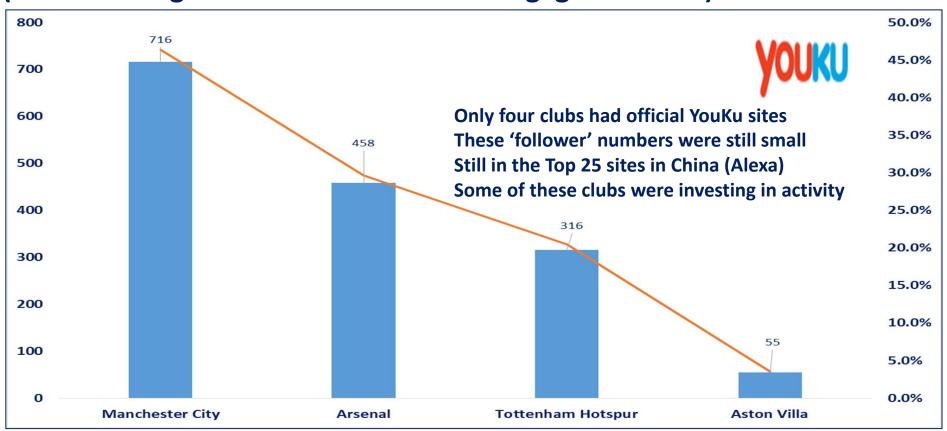
Source: Taylor, M. (2015) Analysis of each official club publicized Weibo site (see references too)



Results and Findings

YouKu Fans 2014/15 Premier League season (as of April 2015)

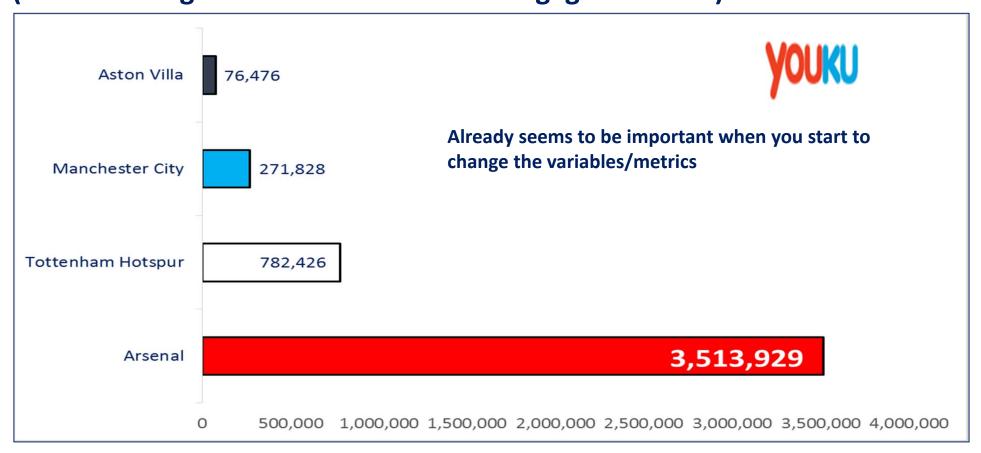
(Brand Managers need to think about engagement too)



Source: Taylor, M. (2015) Analysis of each official club publicized YouKu site

Results and Findings

YouKu 'Video Playbacks' 2014/15 Premier League season (as of April 2015) (Brand Managers need to think about engagement too)

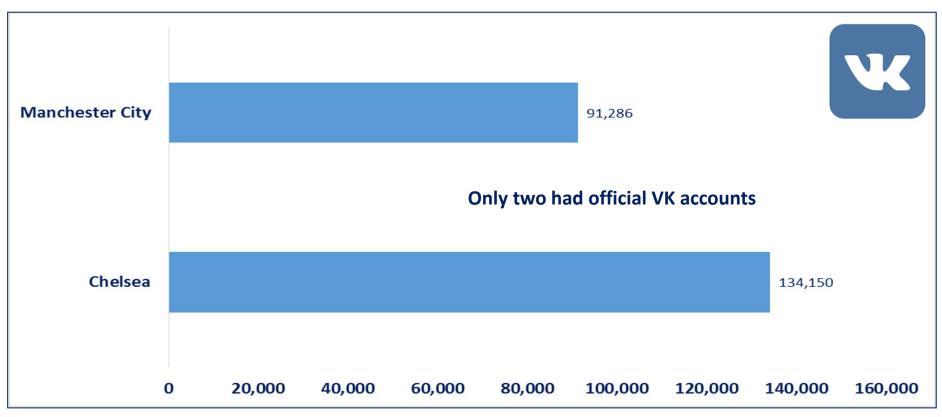


Source: Taylor, M. (2015) Analysis of each official club publicized YouKu site

Results and Findings

VK Followers 2014/15 Premier League season (as of April 2015)

(Brand Managers need to think about engagement too)



Source: Taylor, M. (2015) Analysis of each official club publicized VK site



Results and Findings

KasKus, Zing and Rappler metrics

(Brand Managers need to think about engagement too)









Source: Taylor, M. (2015) Analysis of each official Kaskus, Zing and Rappler account



Results and Findings

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

1. China

Population: 1,393,783,836

Internet Users: 641,601,070

Penetration rate: 46.03%













2. USA

Population: 322,583,

Internet Users: 279,834,232

Penetration rate: 86.75%

















Results and Findings

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

3. India

Population: 1,267,401,849

Internet Users: 243,198,922

Penetration rate: 19.19%











4. Japan

Population: 126,999,808

Internet Users: 109,252,912

Penetration rate: 86.03%









Results and Findings

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

5. Brazil

Population: 202,033,670

Internet Users: 107,822,831

Penetration rate: 53.37%













6. Russia

Population: 142,467,651

Internet Users: 84,437,793

Penetration rate: 59.27%



Instagram







Results and Findings

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

12. South Korea

Population: 49,512,026

Internet Users: 45,314,248

Penetration rate: 91.52%















13. Indonesia

Population: 252,812,245

Internet Users: 42,258,824

Penetration rate: 16.72%













Results and Findings

Should we YouKu, VK, KasKus, Zing and Rappler our organisations?

15. Vietnam

Population: 92,547,959

Internet Users: 39,772,424

Penetration rate: 42.97%







16. Phillipines

Population: 100,096,496

Internet Users: 39,470,845

Penetration rate: 39.43%



















Discussion, Q&A

Discussion Q&A

Writing up the research / Case Study with Premier League Clubs / CIM

THE
'SO WHAT'
AND
NEXT STEPS

Adapted from ideas of Dul and Hak, (2008) and Yin (2014)



Discussion, Q&A

- Not all the data collected during this research has been presented
- Data on a large number of other digital sources and platforms too from Alexa and clubs (e.g. Instagram, Pinterest, Sports Yapper, <u>Vine</u> etc. etc.)
- Dynamic changing landscape and academia could be too slow to add value (but we can definitely add value!)

Discussion, Q&A

- Practitioner driven recommendations for practice now;
 - 1. Do not be 'Me too'. Set your own objectives
 - 2. Regularly review and assess 'global' or country specific digital reach set against business and communications 'reach' objectives
 - 3. Undertake an annual benchmarking review ('snapshot') considering changes and developments (e.g. new sustainable digital platforms) that could drastically affect organisational and communication objectives in the short or medium term

Discussion, Q&A

- Practitioner driven recommendations for practice now;
 - 4. Regularly review the organisational resources (internal or agency) needed to service different international markets and the wider resource considerations needed to build capacity and learning.
 - 5. Ask 'smarter' questions and smarter 'evaluation' questions
 - Track 'international' engagement and device access
 (e.g. Philippines leading the way in terms of daily activity of social.
 Mobile increasingly significant)

Discussion, Q&A

Academic and professional next steps

- Submit paper to MIT Sloan Management Review (or other),
 but know the subject is of real interest to their editor
- Case study with Premier League Club (undertaken further anonymised research in the process of writing up). Then in depth Case Study too
- Collaborate with others to develop this angle further in multiple countries
- CIM (Professional marketing body in the UK)



Finishing the start of the story...

To be back in the most expensive city in the world

The images from this slide have been removed if not being actually presented

Image sources: Marc Taylor, 2007

To be back in the most expensive city in the world

The images from this slide have been removed if not being actually presented

Image sources: Marc Taylor, 2012 and 2016

Where next?

Thank you to everyone for listening

Questions and challenges please

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Results and Findings

Other: Twitter

Club	Twitter
Arsenal	https://twitter.com/Arsenal
Chelsea	https://twitter.com/chelseafc
Manchester United	https://twitter.com/ManUtd
Liverpool	https://twitter.com/LFC
Manchester City	https://twitter.com/mcfc
Tottenham Hotspur	https://twitter.com/spursofficial
Everton	https://twitter.com/Everton
Newcastle United	https://twitter.com/NUFC
West Ham United	https://twitter.com/whufc_official
Aston Villa	https://twitter.com/avfcofficial
Southampton	https://twitter.com/southamptonfc & https://twitter.com/SouthamptonFCJP
Sunderland	https://twitter.com/SunderlandAFC
Swansea City	https://twitter.com/SwansOfficial
Stoke City	https://twitter.com/stokecity
Queens Park Rangers	https://twitter.com/QPRFC
West Bromwich Albion	https://twitter.com/WBAFCofficial
Crystal Palace	https://twitter.com/CPFC
Hull City	https://twitter.com/HullCity
Leicester City	https://twitter.com/OfficialFOXES
Burnley	https://twitter.com/burnleyofficial

Source: Taylor, M. (2015) analysis of each official club site



Results and Findings

Other: YouTube

Club	YouTube Channel				
Chelsea	www.youtube.com/user/chelseafc				
Manchester City	www.youtube.com/user/mcfcofficial				
Liverpool	www.youtube.com/user/LiverpoolFC				
Arsenal	www.youtube.com/arsenal				
Tottenham Hotspur	www.youtube.com/user/spursofficial				
Southampton	www.youtube.com/southamptonfc				
Everton	www.youtube.com/user/OfficialEverton				
QPR	www.youtube.com/user/OfficialQPR				
West Ham United	www.youtube.com/channel/UCCNOsmurvpEit9paBOzWtUg				
Crystal Palace	www.youtube.com/user/OfficialCPFC				
Leicester City	www.youtube.com/user/LCFCOfficial				
Swansea City	www.youtube.com/user/SWANSPLAYER				
Newcastle United	www.youtube.com/user/NUFCOfficial1892				
Aston Villa	www.youtube.com/user/avfcofficial				
West Bromwich Albion	www.youtube.com/user/OfficialAlbion				
Hull City	www.youtube.com/user/HCAFCOfficial				
Sunderland	<u>www.youtube.com/user/sunderlandafc</u>				
Stoke City	www.youtube.com/stokecity				
Burnley	www.youtube.com/user/officialburnleyfc				
Manchester United					

Source: Taylor, M. (2015) analysis of each official club site