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# PROPOSAL



## FUNPLUS PHOENIX PR CAMPAIGN



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# EXECUTIVE BRIEF

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Along with the prevalence of esports, it is observed that the number of crises has been escalating in recent years, making crisis communication more indispensable to esports clubs in terms of daily operation and long-term reputation management. Regardless of the sensitivity of the topic, crisis communication has been widely studied in current sports PR practices and become a major aspect of concern for almost every team.

FunPlus Phoenix(FPX), being one of the most famous and competitive Chinese professional esports organizations, has been beset by various crises in its recent operations, making crisis communication and image building become challenging tasks for the team to maintain sound relationships with its fans and all the stakeholders. To better enhance its upbeat image, appropriate crisis communication and active fans engagement are the key factors that the FPX management team needs to attach more importance to.

Given the severe issue, in this PR campaign, the team's current situation, target audience as well as prospective competitors are comprehensively analyzed. Previous communication efforts in terms of strategies and tactics used to interact with fans and techniques applied for risk management are also involved to obtain deeper insights on the overall team management. As the ultimate goal is to transmit messages to the public in a more effective way thus strengthening the connection between the team and its fans, necessary communication that was omitted in previous practice, together with alternative strategies that could be used to help fans learn more about the team's daily operation, is also discussed.

Based on the objectives, various strategies are proposed, including building and maintaining long-term relationships with the media and influencers; conducting media training for spokesperson and players; taking the advantage of social media to improve risk detection and crisis monitor while keeping the information updated for fans to browse; actively interacting with fans through brand sponsorships and fan clubs, etc. Potential budget, evaluation and measurement methods are also offered at the end.

# SITUATION ANALYSIS



## • About FPX

FunPlus Phoenix (FPX) is a Chinese professional esports organization that was founded on Dec. 20, 2017, and run by video game developer FunPlus. As a professional esports team, it competes in several world-prevalent video games, including League of Legends, Valorant, Counter-Strike: Global Offensive, Fortnite Battle Royale and PlayerUnknown's Battlegrounds.

## • Awards & Championships

- 2019 LPL World Championship
- 2019 LPL Summer Split Championship
- 2020 LPL Spring Split Championship
- 2020 Mid-Season Cup (MSC) Second Place



FunPlus Phoenix <i>League of Legends</i> roster				
Players				Coaches
Role	Handle	Name	Nationality	Head coach
Top	xiaolaohu	Ping Xiaohu	China	Chou "Steak" Lu-hsi
Bot	Lwx	Lin Weixiang	China	<b>Assistant coach(es)</b>
Support	Crisp	Liu Qingsong	China	Chen "REFRA1N" Kuan-ting
Support	Shenyi 	Wei Zijie	China	Wang "River" Yang

**Legend**

- (I) Inactive
- (S) Suspended
-  Substitute
-  Injury / Illness

Roster updated 10 July 2021.

(Retrieved from Wikipedia, FunPlus Phoenix)

# SITUATION ANALYSIS

- **Previous Public Relation Crisis and Efforts**

- **FPX's Jungler Bo – "Match-Fixing" Crisis**

- FPX's former jungler, Bo, received a four-month suspension from LPL after confessing that he was “coerced” into “participating in inappropriate behavior” during the 2020 LDL season when he played for eStar Young in the academy league in China (Heath, 2021).
- To prevent inappropriate behavior such as match-fixing in the games, the League decided to investigate suspected acts. As the FPX League of Legends has been popularly known for engaging in malpractice, the investigation has mainly targeted the team, especially some of the key players such as Zhou Yangbo – Bo. The crisis significantly threatened the team's reputation; although Bo claimed that he was experiencing threats from the undisclosed party during his professional career in League of Legends, his misconduct was still perceived as intolerable and infringed upon the interests of the entire team and other players.
- The issue evoked heated discussion within the Chinese esports industry; however, the FPX management team did not take any effective communication strategies to reduce the impact of the crisis on its team image; the four-month suspension and fine did not comfort the public, causing fans to question the overall management as well as the team culture.

- **Doinb's Live Broadcast Crisis**

- In March, 2021, FPX's key player and mid-laner, Doinb was found supporting inappropriate comments made by his fans against another player, Tian, who was suffering from severe mental health issues in a live broadcast.
- The issue generated broad public attention, however, the FPX management team also did not make any official statement to clarify or apologize. Doinb's Weibo account was not strictly monitored as he had been receiving gifts given by fans and commenting on posts in support of his fans, which further aggravated the situation as LPL fans and Tian's fans suggested that Doinb's behavior was totally disrespectful to his teammate.

# SITUATION ANALYSIS

- **Previous Public Relation Crisis and Efforts**

- While Doinb later published a personal apology on his Weibo account, it was found that the statement was actually drafted and sent by the management team, rather than himself, which led fans to question his sincerity as well as the integrity of the entire team and made the portrayed team image even more negative. No disciplinary punishment was made in response to the crisis.
- The "silence" of the FPX management team and inadequate communication on the issue reveal its lack of sensitivity to public sentiments, lack of professional media training for players, and poor fans relationship management.

- **FPX's Loss in S11 Global Finals**

- As a world championship, FPX was given high expectations in the LPL S11 Global Finals. Nevertheless, it lost four of the last five games, becoming the first of all Chinese professional esports teams to be eliminated.
- The complete failure in the LPL Global Final greatly disappointed its fans and also astonished all LPL fans, making the already bad public attitude even more negative. In response to public questioning, the FPX management team published an official statement on its official Weibo account to apologize to its fans, claiming that "We are very sorry that FPX's world championship has come to an end. Sorry to disappoint you! We will face all difficulties and losses bravely. We will turn pain into motivation, earnestly reflect on our failure and hope to meet you with better performance. The Phoenix's ambition will always remain the same." Nevertheless, it turned out that the statement was of no help and was deemed to be "insincere," "empty words," and "untrustworthy."
- Such public reactions also exposed FPX's poor fans relationships and engagement, inability to transmit encouraging messages to the public thus mediating negative sentiments.

# SITUATION ANALYSIS

- **Social Media Audit**

- Social Media Handles:

- Sina Weibo: @FPX电子竞技俱乐部
  - 5,255 posts; 6,150,545 followers; 402 following
- Twitter: @FPX\_Esports
  - 1,432 tweets; 107.9K followers; 191 following
- Instagram: @fpx.esports
  - 241 posts; 9,060 followers; 75 following
- Youtube: @FPX
  - 9,022,849 views

- Content:

- In the latest three months (from Aug. 1, 2021 to Oct. 31, 2021), content for FPX's Weibo account is broken into 35.5% information, 15.5% promotion and 49% entertainment. There is no educational content posted among the 194 posts in total.
- Commonly-used interactive elements include photos and entertaining memes of players, vlogs that record players' lives, weekly newsletters, and player interviews.
- Content published on FPX's official Twitter, Instagram accounts are mostly informational, informing fans of game schedules, results, rosters, etc. Few entertaining or promotional content is involved, which can be caused by the consideration of different target audiences.
- Videos recording players' performances in games and routine training are often published on Youtube, allowing people who are interested in video games to study and analyze.
- To better seize today's trends, FPX also created its own emojis for fans to use in interaction and daily chat with their friends. Besides, it even released a music record for the coming LPL season, which together with the emojis, helped to enhance its connection with the fans.

# SITUATION ANALYSIS

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- **Target Audience Analysis**

- Noticing the growing interest in video games among today's younger generation, FPX targets the marketing demographic aged between 15 to 30 years old while previous market research has also found that millennials and the Gen-Zers have more positive perceptions of esports and FPX, compared to the elder generations. The population can be divided into three main categories, including teenagers aged 15-18, college students aged 19-24, and young people aged 25-30. It is also observed that most of its fans live in first-tier cities with a relatively high income and educational background, allowing them to flexibly pursue their interests and participate in online and offline events. In terms of psychographic and behavioristic characteristics, the younger generation is also more prone to be attracted by new dynamic technologies and video games that can bring great excitement and pleasure.
- Considering people's reliance on social media, FPX is currently working hard to establish and maintain relationships with the younger generation through its social media platforms in order to better communicate with its target audience. For instance, the team released various types of media materials about Alex, one of the major players of the team, after noticing his popularity among the younger generation. Such a strategy was later proved to be effective as it successfully helped to attract numerous youths to watch the games played by FPX (Schwarz, & Hunter, 2017).
- The group of teenagers, especially, has developed significantly in terms of its increasing population in today's society, which is of benefit for esports teams like FPX as they are more willing to embrace video games and interact with the team. Given that the majority of the youth admire new technologies, it offers the club a clearer direction in developing communication strategies and strategies to better seize their interests and grasp more public attention.



# SITUATION ANALYSIS

- **Competitor Analysis**

- As a professional esports team, FPX competes in several world-prevalent video games, bringing the organization stiff competition in the field. Despite the team's effort in releasing creative media materials and producing merchandise for fans to browse and purchase, other esports teams have also joined the competition and started attracting public attention by using similar strategies and tactics. Key competitors faced by FPX include the DWG KIA, the G2 Esport as well as T1. Nevertheless, besides from these international esports teams, the organization that the FPX management team should attach great importance to is actually Royal Never Gives Up (RNG), another Chinese professional League of Legends team.
- Founded in May 2015, RNG has accumulated a larger fan base and higher reputation because of the honor of winning championships in the 2016 LPL Spring Playoffs, 2018 LPL Spring Playoffs, 2018 LPL Summer Playoffs as well as the 2018 and 2021 Mid-Season Invitational
- Social Media Handles:
  - Weibo: @RNG电子竞技俱乐部
    - 8,091 posts; 8,441,745 followers; 233 following
  - Twitter: @RNG
    - 2,781 tweets; 128.5K followers; 123 following
  - Instagram: @rngroya
    - 384 posts; 30.8K followers; 31 following
  - Youtube: @RNG UZI
    - 14,577,986 views
- Strengths
  - Closer fans relationship
  - Better social media performance in terms of public impression and engagement
  - More upbeat team image





# SWOT ANALYSIS



- **Strengths**

- Huge Fan Base across the world
  - Years of operation and competition have helped FPX accumulate a large fan base, which is beneficial for promoting FPX's values, events, and impacts by encouraging them to engage and share.
- Comprehensive Social Media Metrics
  - FPX's social media handles on different platforms allow it to publish different content tailored to each platform while targeting different groups of audiences.
- Positive Team Culture
  - FPX is viewed as an inclusive community as its roster is relatively international, having esports players from different countries.
- Abundant Brand Sponsorships
  - The organization has attracted many brand sponsorships including BMW, Herman Miller, Huya Live, OPPO, PUMA, Oish, Cool Fish, Scream, and Bixin.

- **Weaknesses**

- Lack of diversity in published content
  - As information and promotion take a large portion of FPX's social media platforms, the public's interest can be distracted or reduced due to competitive content.
- Missing official website
  - Unlike most sports leagues, such as those in NBA, FPX does not have an official website where basic introduction and background are offered, making it difficult for fans or the general public to browse and learn more about the team.
- Inadequate interaction with fans and the general public
  - While certain entertaining elements are involved in FPX's social media operation, interaction with fans in terms of comment and reply is insufficient.



# SWOT ANALYSIS



- **Opportunities**

- Change in public attitude toward esports
  - Along with the prevalence of esports, the public attitude toward video games has been changed and become more positive, offering opportunities for the team to promote its values, missions, and visions.
- Development of live broadcast and new technology
  - Different from traditional sports, esports is highly reliant on new technologies such as live broadcast. The development of live broadcasts also enables esports teams and players to better interact and communicate with their fans without any time lag.
- People's reliance on social media
  - As both Generation Z and Millennials are known for being dependent on social media platforms, the growing reliance creates opportunities for teams to transmit messages and develop effective strategies to enhance brand image online.

- **Threats**

- Growth and success of other esports teams
  - The favorable reputation owned by competitors such as Royal Never Give Up and DWG KIA can create pressure for FPX in terms of fans' loyalty and engagement.
- Key players' leaving
  - Given that fans' loyalty is highly reliant on their favorite players, the leaving of key players can seriously affect FPX's fan base, restraining the effectiveness of publicity and active fan engagement.
- Poor performance in recent game seasons
  - Due to frequent changes in roster and negative impacts caused by previous crises, the performance of this former world champion has been poor in recent seasons, which is not conducive to the long-term reputation and fan relationship.



# PESTEL ANALYSIS



- **Political**

- It determines the factors that impact on the growth and long-term profitability of FPX within different countries in all market sectors.
- It contributes to the corporation to operate in dozens of countries not only in the region of China.
- It assists in analyzing the political stability and the importance of insurance sector within the region of China and other countries to open up the business strategies within the current dynamic world.
- The management of FPX will also identify the issues related to trade regulation and tariffs which are the major component that contributes to the expansion of the business organization within our current context.

- **Economic**

- It assists FPX in recognizing the different types of economic systems within our country and how they operate.
- It assists in identifying saving rates, inflation rates, interest rates, and foreign exchange rates and the economic cycle that determines the aggregate demand and a great investment within the economic system of China and other countries when FPX wants to expand.
- The management of FPX will be aware and communicate effectively introducing the concept of communication crisis in relation to the economic development within the region of China and across the globe.

- **Social**

- The social culture which is a way of doing things impacts positively or negatively on the club environment.
- The shared attitude and belief will contribute a lot to the development of FPX thus avoiding collapse.



# PESTEL ANALYSIS



- **Social**

- The issues of communication will be effective when positive social context is being applied within the club culture within our current society due to dynamic diversity and cultural backgrounds from different people.

- **Technological**

- Technology will play a vital role in developing the club operations and increasing communication and transparency which has been a problem in the previous years.
- It will improve the concept of transportation and communication techniques from one person to the other hence increasing communication tactics.
- Improving technological concepts will increase the reason performance and reduce the concept of communication crisis and create a competitive advantage over its similar competitors.
- The challenge of match-fixing will be solved due to the creation of security through the new technology will create transparency and attract more customers which increases profitability.

- **Environmental**

- The concept of the environmental factor will assist FPX in identifying the different versions in relation to different environmental standards that will impact the growth and development of profitability within the market sector.
- The relationships with the environmental liability laws and environmental laws will be identified by the club's management and maintaining a competitive advantage and following all the rules and regulations within the country.

- **Legal**

- Despite the legal institutional framework being not robust in providing protection for the intellectual property rights within a club, it is imperative to be followed by any club.
- FPX should carefully evaluate every legal issue without entering into different market sectors across the universe which assists them to have relevant concepts that assist them in achieving their competitive advantage and desired objective within the current market sector.



# PESTEL ANALYSIS



- **Legal**

- It will assist FPX in identifying Consumer Protection and e-commerce, Health and data protection in China. All the suspects will be imperative in the growth and development of the FPX making it achieve its desired objective and create a competitive advantage over other similar clubs.

Overall, the application of PESTEL of FPX is imperative because it influences our competitive advantage and increases its profitability levels about its financial status within our current context. Therefore, the concept of PESTEL analysis provides excellent details about the challenges being observed within the organization and finding an alternative of solving such issues, sometimes crisis communications, that affect FPX regarding the macro environment.

- **Insights**

After observing the above analysis on club development, it is clear that FPX has been experiencing some issues that are majorly correlated with a lack of transparency and ineffective communication strategies that contribute to the communication crisis.

However, the major efforts in this context that can be used is implementing new strategies that will contribute to effective communication and introducing an official account for the club which will increase audiences interaction while providing their personal point of view on how the club is operating. Communication should be reinforced because it is the important element that contributes to the development of the club through following the audiences priority which may be posted on various different social media and official account for the management to be aware and rectify their problems.

# CREATIVE STRATEGY

## GOALS

1. Improving creativity among the management hence reducing the previous challenges of communication that results in a negative portrayal of the organizational image within our current context.
- 2.1 Increasing the publicity and reputation of FPX team.

## OBJECTIVES

1. An official response to negative information, whether it is individual players or the entire team. All statements must be sent from official channels.
2. Team members should not only train their own e-sports skills but also receive other training, such as: how to accept interviews, how to communicate with fans during live broadcasts, etc.
3. Use different promotional methods such as advertising and brand cooperation to expand the publicity of FPX
4. Daily update of official accounts, including Weibo, Instagram, Twitter, etc.



# CRISIS COMMUNICATION

- Considering the fact that FPX has been plagued by crises for a long time, especially in 2021, there have already been three major crises, which all severely affected FPX's team image and reputation. Therefore, effective and appropriate crisis communication is needed to better monitor public sentiments, make quick responses thus reducing negative impacts.
- Take Doinb's live broadcast crisis as an example, possible crisis communication can be conducted in following strategies:

## **a) Crisis Statement**

FPX member Doinb caused conflicts with fans during the live broadcast

## **b) Why is the crisis an issue?**

After this incident happened, it caused discussion among netizens. FPX officials did not give any formal response. A few days after the incident, Doinb and his wife made a brief apology on Weibo. Such an apology is obviously not persuasive.

## **c) Spokesperson for this crisis and the reason for the choice**

- Crystal Bi, the manager of FPX
- The team manager is one of the club's management, mainly responsible for the club's public relations media, operations, business cooperation and team management. The manager of FPX is a bridge between members and fans, and the manager's official reply is more convincing.



## d) Sample Crisis Statement


### Standby Statement

Dear fans,

Recently, we found that FPX member Doinb had a communication conflict with our fans while on air.

We apologize for the incident and have educated our member Doinb. Doinb will suspend all activities for a month to reflect.

For the FPX club and all our members, the support of our fans is our most valuable asset. We will strictly educate FPX members and make civilized live broadcasts and civilized speeches in the future. Finally, we apologize again to all the fans.



## e) Media list

The major statement will also act as an important foundation for the club to gain media coverage in all publications, blogs, radio programs, and television programs in relation to the target audience. In this context analysis of the media list will be listed on the below table.

Publication blog Name	Website Link	Blogger journalist	Occupation	Email	Recent Articles
Esports observer	<a href="https://archive.esportsobserver.com/fpx-player-backlash-match-fixing/">https://archive.esportsobserver.com/fpx-player-backlash-match-fixing/</a>	<u>Hongyu Chen</u>	Blogger	N/A	
AMUR	<a href="https://repozytorium.amu.edu.pl/handle/10593/25885">https://repozytorium.amu.edu.pl/handle/10593/25885</a>	Maciej & Weronika	Blogger	<u>Obsewuj@AMUR_UA</u> <u>M</u>	<a href="https://hdl.handle.net/10593/25885">https://hdl.handle.net/10593/25885</a>
Dote Sports	<a href="https://dotesports.com/league-of-legends/news/fpx-ways-ways-tian">https://dotesports.com/league-of-legends/news/fpx-ways-ways-tian</a>	<u>Jerome Heath</u>	Blogger	N/A	
Business Wire	<a href="https://www.businesswire.com/news/home/2021112005713/en/FunPlus-Introduces-Felipe-Mata-as-Director-of-Central-Product-Management">https://www.businesswire.com/news/home/2021112005713/en/FunPlus-Introduces-Felipe-Mata-as-Director-of-Central-Product-Management</a>	<u>Jason Fagan</u>	Blogger	<u>Jason_Fag</u> <u>an@bhimp</u> <u>act.com</u>	

## f) Social Media tracking and control

- The club can use relevant social media tracking concepts such as Weibo, Twitter, Instagram, and Facebook to track its fans while posting relevant messages that increase interactions and create awareness of how FPX operates. This concept will allow the majority of the audiences to have relevant knowledge of how the club is running, which may be portrayed in an official way, allowing the audiences to respond to the club operations.
- FPX as a Chinese e-sports team, Weibo is the most used software for fan discussion and communication. The articles of some official marketing accounts often grasp the entire public opinion orientation. Once a crisis occurs, these Weibo accounts can help FPX improve its positive image.



### **g) Media training for players**

- The media training for the players will be effective because it will increase the communication strategies with the customers thus creating a positive interaction that contributes to the positive reputation of the company.

### **h) Social Media Messaging and Messaging Discipline**

- The players' training will be imperative in this context because it will assist them in writing relevant social media messages while maintaining discipline messages that may not bring attention to the fans. Specifically, the messages will be direct to the point and official, making it easy for the fans to understand them appropriately on the organizational operations in relation to upcoming video games, which will not raise any harassment issue but instead portray a positive picture for the FPX.
- Creative strategy in this content will effectively improve communication crises by developing players' knowledge and information. Specifically, the previous public relations crisis experienced within the club was when one of the members, Doinb, had a conflict with fans during a live broadcast but failed to communicate effectively with them. The worst thing is that the club being the best professional e-sports club, was unable to provide an official response to the issue, which suggested how the club has been experiencing a communication crisis. In this context, effective techniques should be implemented, such as developing our communication training strategy to assist the players in interacting effectively with the fans.

### **i) Crisis Monitor and Detection**

FPX should focus and implement five effective strategies in monitoring its crisis and detecting them before they contribute to the club's negative perspective to its customers. According to the Mitroff model of study, FPX should follow a five-stage crisis management concept that includes signal detection that will assist them in identifying the challenges making them take preventive measures appropriately. The other stage includes probing and prevention which will reduce the risk factor. Damage containment will assist the club in identifying the crisis and taking immediate actions to limit its spread. The fourth stage entails the recovery, which includes the effort of returning to normal operations while the final stage includes learning within FPX will be able to learn after reviewing the crisis and finding effective solutions to minimize the issue in the future.

# FANS ENGAGEMENT

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## Strategy 1:

### Brand Sponsorship with "Scream," a Chinese Energy Drink Brand

- **Sponsorship description:**
  - QR codes that give consumers access to the FPX WeChat official account will be printed on the covers of the sports drink.

#### a) Purpose

- Trying to create synergy.
- Use Scream and FPX to create an enormous effect. One of our goals is to expand the publicity. Putting Wechat QR codes on a well-known beverage is an effective way of promoting FPX. The fans or the potential fans could scan the code and access FPX on a daily basis.



# FANS ENGAGEMENT

## b) Rationale:

- **Sponsorship**

- Scream is owned by Nongfu Spring Co., Ltd, and it is a famous nutritional, functional beverage brand. Scream went on the market at the end of 2003 and stood the test of the market for 11 years long. The products have different flavors and functions. This brand is the choice of many people. On June 3rd, 2021, the brand announced its cooperation with FPX.

- **Target audience**

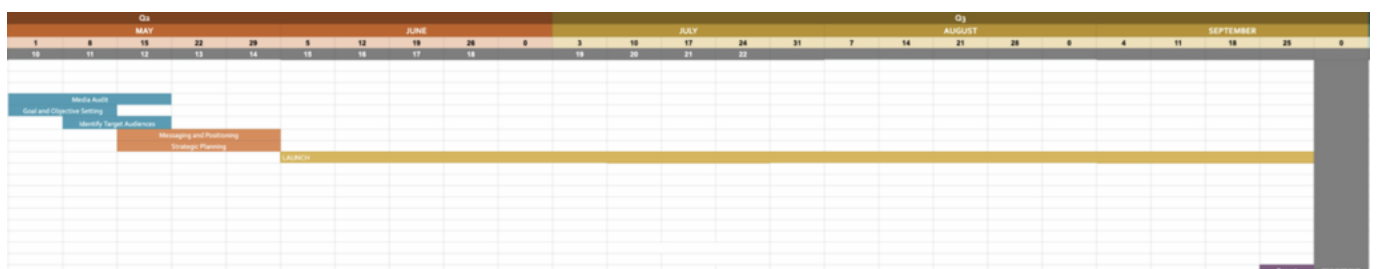
- Beverage brands' market is usually around age 15-29. Scream is a sports drink, and men would be the more significant proportion in the market. FPX's fan also is male dominant.

- **Convenience**

- Putting the QR code on the cover of Scream is efficient action. People have phones in their hands every second in today's world. They cannot live without technology. If we have the QR code on the cover, once people get the drink, they could scan the code and know the inclusive contents and information about FPX immediately. The whole process would not take long and could keep the fans updated. If the person who scans this is not a fan, it could just let that person learn something new and turn that person into a fan, hopefully.

## c) Timeline

- Summer is the peak season for sports drink sales and the start of new competitions. So we specially choose to start selling our cooperative products in June.



# FANS ENGAGEMENT

## "FPX FAN CLUB"

### **Purpose:**

To strengthen the fan base. We need to keep the fans and do not let them go away. We need to enhance the relationship between FPX and the fans. Making the fans think they belong somewhere.



After researching FPX, we find out FPX does not have a fan club or organization. FPX lacks some cohesion, and it does not manage and guides fans well. It is important to have an organization that can lead the fans. Therefore, we decided to run an FPX fan club account on Weibo, the biggest social media platform in China, just like Twitter. This fan club should be run and managed by an FPX staff.



# FANS ENGAGEMENT

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- **What would be in the fan club account:**

- Team and the team members promoting contents
  - Videos about the team members, such as when they are in a game, interview, or TV show.
  - Videos or content that is fan-made.
  - It should be posted daily.
- Team schedule(Keeping the fans updated on what's going on with the team
  - Game schedule and live-streaming schedule
- Fan activities
  - Competition
    - Organize some competitions between fans. For example, competition about who can make the best promoting videos for FPX, the winner gets the ticket to a game. Whoever gets the most “like” or repost is the winner.
  - Lottery
    - Reposting or commenting on one of the contents posted by the account will get a chance to win a gift from FPX.

- **Rationale:**

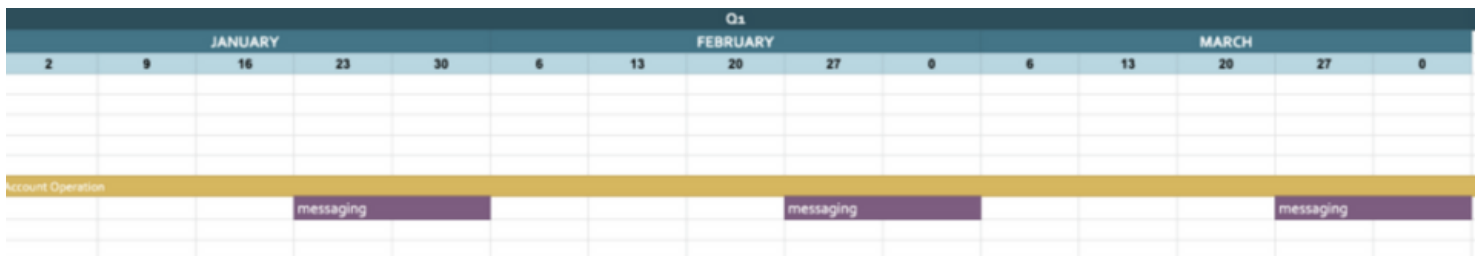
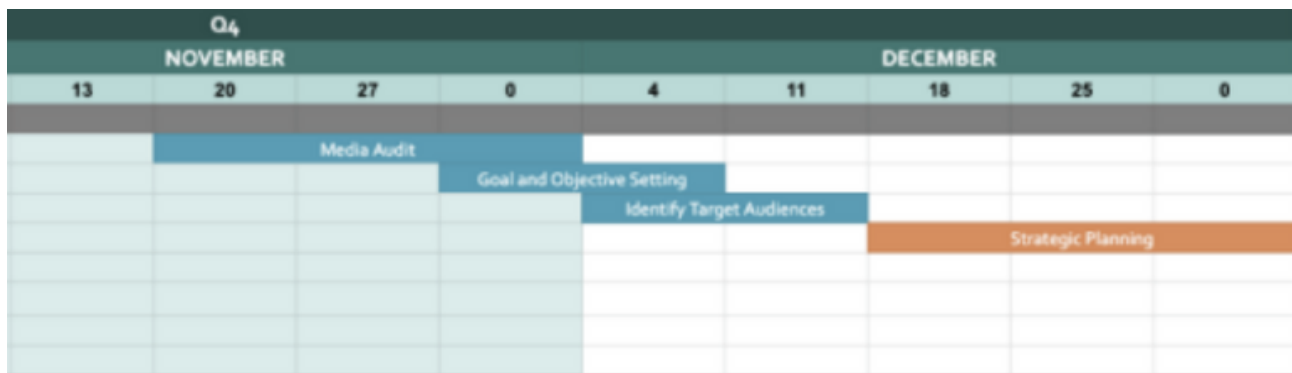
- Lead and guide fans
  - We try to create cohesion by using the fan club. We want the fans to feel a sense of belonging and create a healthy fan environment.
- Building up relationships with fans
  - We are trying to engage the fans as much as possible such as we create competition within the fans. We want them to “work” for FPX.



# FANS ENGAGEMENT

- **Timeline:**

- The end of November each year is the end of a season, so the preparation of fan accounts can start at the end of November. This is a long-term strategy, so there is no so-called end time. It is worth noting that at the end of each month, there must be a summary to give feedback to fans.



- **Media Audit:** Nov. 20 to Dec. 3
- **Goals and Objectives Setting:** Dec. 1 to Dec. 10
- **Target Audience Identification:** Dec. 4 to Dec. 11
- **Strategic Planning:** Dec. 18 to Jan. 1
- **Fan Club Account Operation:** Jan.2 to March 30
- **Monthly Messaging:**
  - Jan. 22 to Jan. 30
  - Feb. 27 to March 5
  - March 27 to April 2

# BUDGETING

- As proposed strategies are mostly online-based, the budget would be mainly used for risk management, crisis communication, media training as well as maintenance of social media accounts.
  - Considering the fact that having a professional social media monitoring tool is essential for public sentiment analysis and risk detection, a yearly subscription should be covered for more efficient and accurate crisis communication. Besides, the organization should have professional media training services for the management team and players for more influential messaging in future practices. By subscribing to the Weibo VIP membership, FPX can have access to more detailed social media engagement analysis and all kinds of data that can be used for evaluation.
  - To attract fans' attention and interests, the budget for purchasing gifts for the fan club events is also covered in the table. On the other hand, as entertaining content such as vlogs and photos are found to be more appealing and interesting to the general public, production fees for video and photo shootings are indispensable.

	Event	Description	Estimated Price
<b>Crisis Communication</b>			
1	Subscription of Social Media Monitoring Tool	used for risk monitoring and tracking public sentiment	\$9,600/year
2	Media Training Services	Educate players on appropriate social media messaging	\$5,000/time
3	Weibo VIP Membership	Daily operation and maintenance of FPX's official weibo account	\$20/year
<b>Fan Engagement</b>			
1	Gifts for Fan Club events	Serve as prizes for events such as competition and lottery	\$10,000
2	Production Fee for vlog and photos	used to produce entertaining content on social media	\$10,000
3	Employees' Salaries	Salaries for designers, specialists, copywriters, etc	\$500,000
<b>TOTAL</b>			<b>\$534,620</b>

# EVALUATION

- In order to obtain a comprehensive understanding of the effectiveness of the campaign, evaluations should be conducted during and after the execution of each strategy.
- Evaluation Criteria
  - Crisis Management
    - Were risks detected before the outbreak of crisis?
    - Were proactive strategies made to reduce negative impacts?
    - Was the crisis statement published in 24 hours?
    - Were public concerns timely solved?
  - Fan Engagement
    - Is there an increase in followers?
    - Is there an improvement in fan engagement in terms of the number of likes, comments, and reposts?
    - Is public attitude toward the organization more positive?

# MEASUREMENT

- To accurately evaluate the performance of the campaign, the following measurement methods can be used:
  - Crisis Communication
    - Public Sentiment Analysis
    - Number of press coverage; the overall tone of the articles
    - Share of voice
    - Survey on stakeholders' perception
  - Fan Engagement
    - Number of likes, reposts, comments and followers
    - Rate of participation in Fan Club events

# FUTURE

# RECOMMENDATION

As it usually takes a long period for organizations to enhance the brand image by improving crisis communication and fan engagement, evaluations are crucial for FPX to measure the effectiveness of strategies and make timely adjustments whenever needed. Nevertheless, besides from the proposed strategies and tactics, the organization can also take the following recommendations to better promote its value and strengthen its connection with the community.

- Increase the portion of educational content on social media platforms.
  - Stereotypes of esports and video games are still common in today's society, therefore, it can be the esports team's responsibility to educate people and raise public awareness on healthy video game consumption.
- CSR Events can be involved to increase the impacts and enhance the image
  - As a prevalent team with a huge fan base, FPX can also enhance its brand image by helping people in need and contributing to the community.
- Avoid outdated copywriting to better seize today's young people's interests.
  - Content and ways of expression can be more creative and diverse to keep fans interested in engaging.



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