



ANNUAL REPORT 2025

1. Community Pillar
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4. Inspiration Pillar



1. Community Pillar

In 2025, the Community Pillar moved from laying the foundation toward strengthening and expanding our organisation. Building on the groundwork laid in 2024, this year's focus was on filling key roles within the organisational structures, enhancing communication systems and fostering engagement and learning among our fingerprints. Through collective efforts and a spirit of collaboration we have made significant progress towards creating a diverse, connected and empowered global team.

Goal 1: Building a Complete and Diverse Team

Our first priority was to fill all open positions within the organisational structure, ensuring a well-balanced and global representative team. We continued to identify passionate individuals from within our projects and networks, as well as skilled external recruits whose expertise aligns with our mission. As a result, the major Captain roles are now successfully filled. Several new fingerprints joined from former projects or bring professional experience in sports and development. In the beginning of the year we said goodbye to our Treasurer, Tonnie de Jonge, who has been involved since the organisation's very beginning. We are grateful for his years of dedication and commitment. He was succeeded by Pieria Propria, who brings extensive expertise in finance and joined through one of our existing fingerprints.

During our search for a new Chairman of the Board, we explored several promising options. While the ideal candidate has not yet been found, our founder and CEO, Lesley de Jonge, continues to serve as interim Chair to ensure continuity and leadership stability.

In 2025, we also got in contact with former beach volleyball player Madeleine Meppeling, who played an important role in refining our mission and vision. Together we developed the LKTBF Strategy 2030, setting a clear direction for the coming years.

As the organisation grew throughout the year, new positions were created within the organisational structure. We also introduced a distinction between organisational fingerprints and supporting fingerprints. The latter contribute to the different pillars, for example through country-based fundraising events or social media content creation (see respective pillar sections for more details).

Today, our team spans multiple continents, reflecting our ongoing commitment to diversity, inclusion and strengthening a global perspective.

Highlights:



- Over 90% of organisational fingerprint positions in our organisation are filled
- Representation of fingerprints expanded to 4 continents
- More than 10% of our organisational fingerprints have been involved in former project work

Goal 2: Strengthening Communication and Collaboration

A key milestone for 2025 was embedding a meeting structure that enables fingerprints to access information effectively and perform their tasks optimally. Regular pillar and general meetings took place with improved participation and with [Monday.com](#) a centralised platform for progress tracking and communication was introduced.

Highlights:

- Over 90% of the planned meetings for the board, captains and monthly fingerprint meetings took place
- Average attendance for general fingerprint meetings was lower than the expected 70% (average around 64% of organisational fingerprints)
- Introduction of a shared tracking and communication platform → [Monday.com](#)

Goal 3: Encouraging active Fingerprint Involvement

In 2025, we continued conducting one-on-one meetings with all organisational fingerprints to align roles with personal interests and ensure overall satisfaction. These conversations provided valuable insight into individual experiences within the organisation, highlighting positive engagement and concerns related to the organisation's growth and increasing workload and complexity. Nevertheless, the majority of fingerprints reported feeling motivated, connected and committed to LKTBF's mission. The conversations helped identify where additional clarity, structure or support was needed and directly informed improvements in internal process and priorities for 2026.

In addition, short quarterly evaluations were integrated into the monthly Fingerprint meetings. These check-ins helped identify areas for improvement early on and resulted in several concrete actions. Role descriptions and task overviews (roles & responsibilities) were developed or refined for specific positions, and a short monthly quiz highlighting key updates and organisational priorities was introduced to improve information flow and shared understanding during meetings.

Highlights:

- >90% of the organisational fingerprints participated in individual meetings
- Quarterly evaluations showed >80% of fingerprints felt mostly or very satisfied with their voluntary work



Goal 4: Promoting Learning and Development

2025 marked the launch of the GURU Toolkit, a key milestone in LKTBF's commitment to learning and capacity building. As part of this effort, onboarding content was filmed and prepared to support new and existing Fingerprints in understanding LKTBF's structure, values and ways of working. The onboarding materials will be made accessible for all Fingerprints in 2026.

Goal 5: Connecting in Person

In 2025, we took concrete steps towards organising in-person meetings for all Fingerprints. While the event planning is ongoing, we successfully defined the concept, identified potential locations and aligned expectations around purpose, format and participation.

With a growing international community it becomes more challenging to get all (organisational) fingerprints together. However, the goals remain to bring our community together annually to strengthen our shared vision and connection.



2. Connection Pillar

2025 was a year of structural change and strategic repositioning for the Connection Pillar. While this transition reduced operational velocity in the short term, it significantly strengthened the foundation for long-term growth aligned with Strategy 2030. The year was characterised by leadership changes, a redefinition of roles, and a deliberate shift from short-term activations towards scalable partnerships, sustainable fundraising systems, and deeper global relationships.

During the year, LKTBF appointed Ron Zwerver as Captain of Connections. As the pillar evolved, the structure was redesigned into three dedicated focus areas: Partnerships, Events and Fundraising, and Ambassadors. Ron transitioned into the role of Head of Partnerships, while Jente Wieldraaijer became Scout Leader for the Netherlands. Later in the year, Jameela Chaudhry joined the organisation as Head of Events and Fundraising. This restructuring created clarity of ownership and accountability, positioning the pillar for stronger execution in 2026.

Goal 1: Strengthen Financial Independence through Brand Partnerships

In 2025, the Connection Pillar prioritised network expansion and strategic positioning over immediate financial returns. This approach resulted in a significant increase in the number and quality of relationships, particularly within the United States volleyball ecosystem.

A major milestone was LKTBF's invitation to present at the AVCA Convention, where Ron Zwerver and Lesley de Jonge engaged with a wide network of corporate partners, clubs, and universities. This exposure marked a step-change in visibility and credibility within the global volleyball landscape and directly led to the initiation of a multi-stop USA tour at the end of the year.

The scout system was further professionalised, with team leaders established in the USA, the Netherlands, Italy, and the UK. This resulted in a broader and more active scout network than originally planned, enabling more consistent outreach and local activation. A new technical partnership with Slunks was secured, with a strong focus on the US market and renewal potential for 2026.

While overall partnership numbers exceeded expectations, financial contributions from partners remained below target. This reflects a deliberate investment year focused on relationship building rather than short-term income.

Conversations initiated in 2025 are expected to mature into higher-value partnerships in 2026. The search for a dedicated partner for the 1% Movement continued throughout the year but has not yet resulted in a confirmed collaboration.



KPIs	Target	Actual	Status
# of strategic partners	20	25	Achieved
# of club partners	4	3	Partly achieved
# of annual contribution from partners	€25.000	€4200	Not achieved
# of scouts involved	10	16	Achieved
New technical partner	1	1	Achieved
1% Movement campaign partner	1	0	Not achieved

Goal 2: Amplify Recurring Donors and Fundraising Events

Fundraising operations in 2025 underwent decentralisation, with regional scout teams taking greater ownership of local activations. This shift increased activity levels but also exposed structural challenges, particularly in payment flows and ambassador engagement within the 1% Movement.

Recurring donation income grew, although the annual target was not fully met. A key challenge was delayed payments from athlete ambassadors, resulting in a portion of pledged funds not being received within the calendar year. This highlighted the need for clearer systems, communication, and accountability, which will be addressed in 2026.

Despite these challenges, several positive developments emerged. University-led fundraisers in the UK contributed to grassroots engagement, while Slunks delivered a successful fundraising activation in the USA that is set to continue in 2026. The Ace With Impact campaign proved to be a strong pilot, generating recurring donations through club-based engagement and reinforcing the value of structured partnership frameworks.

Three volleyball marathons were planned, with only one successfully executed due to late cancellations caused by low attendance. The cancelled events have been rescheduled for 2026 with revised planning and promotion strategies. Two outreach tours were delivered in Tanzania, including a landmark collaboration with A5 Volleyball, the number one ranked club team in the United States, marking a significant step in linking elite volleyball to community impact.

KPIs	Target	Actual	Status
# of 1% movement members	50	34	Not achieved



# of annual recurring donation revenue	€100.000	€60000	Not achieved
# of annual event and fundraising revenues	€25.000	€20000	Not achieved
# of hosted Marathons per year	3	1	Not achieved
# of hosted Volleycations per year	2	2	Achieved

Goal 3: Increase Visibility Through Ambassador Engagement and Global Campaigns

Ambassador engagement in 2025 was impacted by increasingly demanding athlete schedules. While interest and intent were high, multiple planned activations were cancelled due to last-minute availability issues. This resulted in fewer ambassador-led campaigns than anticipated.

Despite these constraints, important groundwork was laid. A new 1% Movement ambassador campaign video was produced, and a professional photoshoot with athletes in Istanbul refreshed LKTBF's visual assets. The organisation was represented at two major international networking events, the Volleyball Nations League in the Netherlands and the AVCA Convention in the USA.

In particular, the AVCA Convention significantly expanded LKTBF's ambassador and partner pipeline, opening doors to new collaborations and athlete involvement planned for 2026. The year highlighted the need for more flexible, system-based ambassador engagement models rather than reliance on single-event activations.

KPIs	Target	Actual	Status
# of ambassadors involved in LKTBF Projects	6	0	Not achieved
# of ambassador brand campaigns created	4	1	Not achieved
Networking events represented	2	2	Achieved

Goal 4: Ensure Financial Transparency and Charity Status Expansion

LKTBF continued to strengthen its commitment to financial transparency and professional governance throughout 2025. A new accounting system was implemented, enabling improved oversight and real-time financial insights. The foundation onboarded a new financial analyst and introduced a formal expenses policy, alongside a more robust budgeting framework incorporating forecasting and scenario planning.



While no additional international charity status was secured during the year, the groundwork for future expansion was laid through improved documentation, reporting standards, and internal controls. LKTBF successfully maintained its ANBI status and published its financial reports, reinforcing trust and accountability with partners, donors, and volunteers.

KPIs	Target	Actual	Status
Maintain ANBI status	Yes	Yes	Achieved
Published financial reports	Yes	Yes	Achieved
Extra international charity status achieved	Yes	No	Not achieved

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3. Impact Pillar

The impact pillar continued the implementation of projects Adopt a Team, GURU and Volley Beyond Borders (VBB, which was also extended to another location outside Greece (Nijmegen, Netherlands) in July. In addition, seven pioneering projects, initially not included in the 2025 year plan, were incorporated into the pillar to strengthen our overall impact and explore new areas of engagement.

These include the Coaches Courses -

Open Play in Cloetesville and Kayamandi, VoleiPaz, the Trauma course, Bali Project and Croatia Pula Project, impacting 38 adults and 92 children.

While 2024 focused on strategic design and long-term planning, 2025 has been about turning those strategies into action. A major milestone this year has been the development and rollout of LKTBF's first organisation-wide **KPI framework**, enabling all teams to systematically collect and report data for the first time, which was not part of the 2025 plan.

This foundational step represents a significant achievement, ensuring greater consistency, accountability, and insight across all projects. Alongside this, efforts have focused on piloting initiatives and testing approaches that will guide scale-up in 2026. For example, the VoleiPaz project which got funding for two months of implementation, is expected to get funding for 10 months in 2026.

The 2025 year plan was built on the vision and momentum established under the previous coordination. As implementation progressed, we took the opportunity to reassess priorities and refine our approach, focusing on building the systems and structures needed to make our impact more sustainable in the years ahead.

Main achievements:

- Direct impact: 1,144 children and 960 coaches & adults
- 21 cities
- 77 countries
- GURU certifications: 46

Goal 1: Pilot Implementation and Evaluation of Volley Beyond Borders, The Netherlands

In 2025, the Volley Beyond Borders programme was piloted at one asylum seeker location in the Netherlands. The pilot site in Nijmegen was officially launched on 14 July 2025, marking the first implementation phase of the programme.

While the initial goal was to run the pilot across two locations, the year primarily focused on establishing the programme at one site and building a strong operational foundation.



Main Achievements:

- One pilot site was launched in Nijmegen on 14 July 2025.
- The head coach of the project was able to find funding for the indoor court and the volleyball net that was initially acquired by the project.

Other Achievements

- 18 participants have been part of the pilot. However, the average number of participants per session is 4.

Progress Summary:

KPI	Target	Achieved	Status
Project locations	2	1	Partially achieved
Beneficiaries reached	40	18	Partially achieved
Organised training sessions	5	12	Achieved
Community coaches recruited	4	0	Not achieved
Pilot completed & evaluated	1	Pending evaluation	
Logistic plan with GURU	1	0	Not achieved
Communication systems	1	0	Not achieved

Despite not meeting all numerical targets, the 2025 pilot provided critical insights into programme feasibility, engagement barriers and operational needs. The project evaluation will provide better insights on the potential improvements of the project.

Goal 2: Goal 2: Expand the coaches community of Volley Beyond Borders Greece

The planned activities for 2025 included: organising a general coach course in Ioannina, a dedicated course for coaches based on the island of Lesbos, and maintaining financial support for Yoga and Sport with Refugees.

While the full scope of planned activities was not implemented in 2025, progress was made toward strengthening the coaching community. A total of 12 coaches completed certification, contributing to the longer-term objective of building local capacity. Additionally, four certified coaches were able to step into coaching positions within the programme and one coach got into a coaching position outside of the programme.



Main Achievements:

- 648 unique participants (for all VBB)
- 235 volleyball practice sessions
- 13 tournaments

Progress Summary:

KPI	Target	Achieved	Status
New certified coaches	30	12	Not achieved
Beneficiaries reached	75	630	Achieved
Number of certified coaches getting a coach position	0	5	Achieved No baseline provided

Goal 3: Build the foundation for a structured and sustainable Circular Gear programme

To professionalise Circular Gear operations through better logistics, documentation, and impact tracking.

In 2025, Circular Gear operations continued despite some structural limitations and was put on hold in September 2025. While the central warehouse location is still under discussion, progress, before September, was made in other areas:

- Gear was shipped to seven countries, reaching active projects and participants and 3 continents (Africa, Europe and Latin America)
- 239 donated volleyballs were processed and distributed.
- Nets donations exceeded expectations, with 26 received and distributed.
- Efforts to build the volunteer team are ongoing to strengthen operational capacity.

These activities helped maintain the programme’s continuity and provided a solid foundation for further optimisation in 2026.

Progress Summary:

KPI	Target	Achieved	Status
Parcels sent	14	Unknown	Not measured
Pallets sent	6	Unknown	Not measured
Continents reached	3	3	Achieved



Donated balls	250	239	Partially achieved
Donated nets	5	26	Achieved
Volunteer team members	3	0	Not achieved

Goal 4: Expand the GURU Toolkit by scaling up the distribution and support through the launched program

The goal was to scale the GURU Toolkit’s reach, improve its accessibility, and strengthen the global mentorship network.

Main achievements:

- New toolkit content was produced in Africa, focusing on locally relevant materials and storytelling.
- The mentorship and support system was rolled out, engaging coaches during monthly “grow the game” meetups and initiating the Guru Global Leaders campaign piloting in 4 regions.
- Members from over 35 countries have signed-up to the platform.
- Securing a new production partner significantly upgrading our content quality, while lowering the production cost.

Main Challenges:

- Finding ambassadors to join the production tour due to overfull schedules. 10+ athletes acknowledged wanting to join, but all failed to do so.
- As the back end of the online platform is still in development, we are experiencing delays in several features of automation and onboarding. Also our paid social media campaign has heavy delay, now initiated in Q1 2026.
- Finding a major global partner has been unsuccessful. Currently, LKTBF has acquired several new connections to achieve this goal for 2026.

Progress Summary:

KPI	Target	Achieved	Status
Regions covered	1 New	1 New	Achieved
Toolkit modules	12	14	Achieved
Accounts	1000	150	Not Achieved
Beneficiaries (Coach Reach)	10,000	17,649	Achieved
Partnerships	2-5	2	Achieved



Ambassadors Engaged	5-10	0	Not Achieved
Distribution (countries)	5	65	Achieved

Goal 5: Expand the Adopt A Team programme’s reach and content

In 2025, the Adopt A Team programme aimed to significantly increase the number of adopted teams and develop local league systems that enhance programme sustainability. In addition, targeted training courses incorporating the GURU toolkit were planned.

Main achievements

- The number of adopted teams grew from 4 to 11, engaging more than 200 players in Tanzania.
- Locally produced jerseys were delivered to all newly adopted teams.
- A summer coaching course was held in Tanzania, with 20 participants and coaches completing the programme and integrating GURU content into their training sessions.
- An internal measuring and tracking system was made and tested in Q4 in the form of a monthly form that will be evaluated at the end of each quarter starting 2026.

Main Challenges

Monitoring and Evaluation:

- Kilimanjaro Region
The Kilimanjaro region experienced a shortage of experienced coaches, which affected the quality of training sessions and the development of the participants. Additionally, there was limited access to indoor training facilities. During the rainy season, this lack of indoor space disrupted scheduled training activities.
- Shinyanga Region
In the Shinyanga region, a major challenge was the complete lack of reporting and supporting evidence. No formal reports, documentation, or tangible data were received to show what activities were implemented on the ground. This made it difficult to monitor progress, evaluate outcomes, and account for project activities.
- Mwanza Region
The Mwanza region faced challenges related to inconsistent reporting and limited supporting evidence. Activities were sometimes conducted before formal communication with the project team, and documentation to prove implementation and expenditure was insufficient or missing. As a result, the



transfer of project funds was delayed, as adequate evidence and proof of spending were required for budget disbursement.

KPI	Target	Achieved	Status
Adopted teams	12	11	Partially achieved
LKTBF Coaches	3	9	Achieved
Training hours/week	8	10	Achieved
Course participants	20	20	Achieved
Course completion	90%	100%	Achieved
League established	1	0	Not Achieved
League participants	84	0	Not Achieved
League coordinators	1	0	Not Achieved



4. Inspiration Pillar

This report evaluates the progress and outcomes of our strategic goals aimed at enhancing our social media presence, increasing engagement, improving website traffic, and optimising ways of working with other pillars. The evaluation is based on the key results set for each goal.

Goal 1: Create awareness through our social media

Strategy evaluation

Content strategy and partnerships: We developed a compelling and authentic content strategy focusing on three content pillars: organisational, GURU, and 1% Movement content. Our key focus was on Instagram, which proved to be the primary channel where our ambassadors, partners, and collaborators are most active.

This approach, combined with strategic partnerships and collaborations, led to exceptional performance with Instagram exceeding target by 64% (91,666 vs 56,000) and Instagram post views surpassing target by 75% (175,000 vs 100,000).

Platform best practices: Best practices for each social media platform were followed, including regular posting during peak times and utilising tags, collaboration features, and location features. LinkedIn impressions exceeded target by 14% (2,282 vs target of 2,000), demonstrating effective platform optimisation.

Data analytics and performance monitoring: Technology was leveraged to implement data analytics tools and monitor performance. Quarterly KPI analysis enabled strategy adjustments that contributed to the strong awareness metrics achieved across platforms.

Insights and recommendations

The strategies implemented have delivered exceptional results in creating awareness, with all three key metrics exceeded and Instagram reach growing by 104% year-on-year (91,666 vs 45,000) far surpassing the set 20% growth target. The content strategy and partnership approach proved highly effective, particularly on Instagram where reach and views significantly exceeded expectations.

We will continue leveraging strategic partnerships with organisations, ambassadors, and partners aligned with LKTBF's mission. The strong momentum provides an excellent foundation for 2026 growth targets.



KPI	Target	Actual	Achievement
Average contents reach p/m (Instagram)	56,000	91,666	164%
Average Instagram post views p/m	100,000	175,000	175%
Average LinkedIn post impressions p/m	2,000	2,282	114%

Goal 2: Increase followers and engagement on our social media

Strategy evaluation

Content strategy and cross-marketing: Cross-marketing campaigns with partners and influencers contributed to exceeding Instagram follower target by 1% (7,600 vs 7,500). LinkedIn followers reached 91% of target (1,087 vs 1,200), falling just short but showing steady growth in the professional audience

Platform-specific strategies: While Instagram and LinkedIn showed strong results, YouTube subscriber growth reached 92% of target (573 vs 620), on track to meet future targets with continued content development.

Engagement metrics: Instagram content interactions reached 95% of target (2,192 vs 2,300), showing strong but slightly below-target engagement. LinkedIn post engagement underperformed at 44% of target (11.1 vs 25), indicating a need to revisit content strategy for the professional audience.

Insights and recommendations

Strong performance overall with Instagram followers exceeding target. However, LinkedIn engagement, LinkedIn follower growth, and YouTube subscriber growth fell short, indicating need for enhanced strategies on these platforms.

For 2026, we will focus on

- 1) YouTube strategy enhancement including optimising video titles, thumbnails, and keywords;
- 2) LinkedIn engagement improvement through more interactive content, thought leadership posts, and consistent posting cadence
- 3) LinkedIn follower acquisition through fingerprint advocacy and increased posting frequency
- 4) Adding Facebook as a key channel for community engagement to recruit coaches and local leaders to join our GURU platform
- 5) Continue successful Instagram cross-marketing and giveaway campaigns.



KPI	Target	Actual	Achievement
Number of Instagram followers	7,500	7,600	101%
Content interaction p/m (Instagram)	2,300	2,192	95%
Number of LinkedIn followers	1,200	1,087	91%
Average engagement rate (LinkedIn)	25	11.1	44%
Number of YouTube subscribers	620	573	92%

Goal 3: Increase website traffic

Strategy evaluation

Content and SEO strategy: Due to the lack of a dedicated copywriter resource, a limited content calendar for blogs was developed, covering project updates, partnership news, and volunteer spotlights. This constrained our ability to produce consistent, SEO-optimised content.

Website visitors reached only 41% of target (2,518 vs 6,200), partly due to the "12 Universal Laws for Life" blog piece losing its keyword ranking after being renamed to "A Compass for Change: The Essential Fingerprint Guide of LKTBF Revealed". While this blog previously drove 2,000-3,000 visitors per month, this traffic was irrelevant to our mission.

For 2026, targets have been revisited to focus on mission-relevant keywords and quality traffic that aligns with LKTBF's objectives, rather than volume alone. A comprehensive review of all website pages will also be conducted to ensure content is optimised and aligned with our mission.

Newsletter performance: Newsletter subscriber growth significantly exceeded target by 43% (1,075 vs 750), demonstrating strong audience interest in direct communication. However, email CTR at 1.7% fell short of the 2.7% target. The 2.7% target was based on industry benchmarks rather than historical data, which may have been overly ambitious. Additionally, the GURU newsletter being sent regularly may have interfered with the visibility and engagement of the organisational newsletter. For 2026, we will set more realistic CTR targets based on our own performance data and review newsletter frequency and segmentation to improve engagement.

Website engagement: Average time spent on website (53 seconds) fell significantly below the 1 min 30 sec target, indicating visitors are not finding engaging content or clear navigation paths to explore further. To improve time on site, in 2026 we will look into improving internal linking between pages, review



website navigation and user journeys, and ensure clear call to action guide to visitor to relevant next steps.

Insights and recommendations

Goal 3 represents the most significant gap in our 2025 performance.

Critical actions for 2026:

- 1) Conduct comprehensive SEO audit and implement technical improvements;
- 2) Review and optimise paid media strategy (Google Ads);
- 3) Improve website content quality and user experience to increase time on site;
- 4) A/B test email subject lines and CTAs to improve CTR and audience segmentation.

KPIs

KPI	Target	Actual	Achievement
Average monthly website visitors	6,200	2,518	41%
Average time on website/visitor	1 min 30 sec	53 sec	Below target
Newsletter subscribers	750	1,075	143%
Email CTR	2.7%	1.7%	63%

Goal 4: Improve ways of working with other pillars

Key results

- A content request submission form was set up on Monday.com with a clear workflow.
- Following content submissions were received across pillars:
 - Connection Pillar: 3 submissions (30% of target)
 - Community Pillar: 2 submissions (20% of target)
 - Impact Pillar: 8 submissions (80% of target)
- Meetings were not specifically established for content coordination between pillars; however, communication was facilitated through captains and fingerprint meetings.
- A shared event and campaign calendar has yet to be introduced.

The content submission form generated 13 submissions, achieving 43% of the overall target. Impact Pillar performed strongest at 80% of target, while Community Pillar had the lowest engagement at 20%. Contribution was also unbalanced. Impact Pillar accounted for 62% of all submissions versus the ideal 33% per pillar.



The Monday.com submission form has established a foundation for structured content coordination. However, dedicated cross-pillar content meetings and a shared campaign calendar are still needed to fully optimise collaboration.

Underperformance was driven by three key factors:

- Low incentives for content contribution
- Time constraints across pillars
- Lack of clearly defined content ownership responsibilities within pillars

For 2026, we will address these gaps through clearer ownership structures, streamlined submission processes, and recognition systems to drive more balanced cross-pillar contributions.

Key priorities:

- Launch a cross-pillar social media calendar with defined responsibilities and deadlines.
- Increase submission rates, particularly from Connection and Community pillars.
- Hold quarterly content coordination meetings between pillars.
- Implement a shared event and campaign calendar for cross-pillar visibility.
- Ensure equal content representation across all pillars.

KPIs

KPI	Target	Actual	Status
Content submissions per pillar	10 per pillar (30 total)	13 total (3/2/8 split)	43% achieved
Publication ratio across pillars	Equal representation (33% each)	23%/15%/62%	Not achieved

