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Utilization of Social Media Marketing Communications of Football Clubs

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TIIVISTELMÄ

Tämä pro gradu -tutkielma käsittelee jalkapalloseurojen sosiaalisen median markkinointiviestintää. Tutkimuksen tavoitteena on kuvailla jalkapalloseurojen sosiaalisen median markkinointiviestintää. Kahden jalkapalloseuran aineiston tutkimustavaksi valittiin tapaustutkimus, jonka jälkeen aineisto analysoitiin sisällönanalyysin ehdoin.

Tutkielmassa käsitellään ensiksi laaja kirjallisuuskatsaus sosiaalisen median markkinointiviestinnästä ja jalkapalloseurojen sosiaalisen median käyttämisestä Seuraavaksi esitellään tarkemmin tutkimuksen kontekstiin liittyvää kirjallisuutta. Tutkimuksen empiirinen osio toteutettiin vuonna 2020 sosiaalisen median alustoilta kerätyllä datalla. Datan kokonaismäärä on 568 viestiä kolmelta sosiaalisen median alustalta. Viestit jaettiin tutkijan määrittelemiin kategorioihin viestien sisältötyypin ja eloisuuden perusteella.

Ilmeisiä eroja huomattiin sekä jalkapalloseurojen että eri alustoilla toteutetun viestinnän välillä. Seurojen viestinnän huomattiin eroavan muiden alojen sosiaalisen median markkinointiviestinnästä. Molemmat seurat tuottivat säännöllisesti sekä viihdyttävää että informatiivista sisältöä seuraajilleen. Kuvat ja videot olivat yleisimmin käytettyjä median muotoja seurojen viestinnässä. Molempien seurojen viestintä oli päivittäistä kaikilla tutkituilla alustoilla.

ABSTRACT

This master's thesis handles social media marketing communications of football clubs. Objective of this study is to describe social media marketing communications of football clubs. Case-study was selected as the approach to gather data of two selected football clubs. The analysis of the data was done in the means of content analysis.

First will be addressed an extensive literature review on marketing communications of social media and use of social media in the context of football clubs. Second, literature in relation to the context of the study will be presented. Empirical part of the research was performed in 2020 with the data collected from the social media platforms. Total amount of data was 568 posts across three social media platforms. Messages were distributed in categories determined by the researcher based on content type and vividness of posts.

Notable differences were found both between communications of the clubs, and the studied platforms. Communications of the clubs was also noticed to differ from communications of other industries. Both clubs produced regularly informative and entertainment content for their followers. Pictures and videos were the most used forms of media in communications of the clubs. Both clubs communicated daily on all the studied platforms.

ACKNOWLEDGEMENTS

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1. Introduction

In the 21st century marketing communications have evolved as social media has become an integral part of today's organization's integrated marketing communications. Companies social media brand pages have emerged as a common way to engage with consumers, who also takes part in creating some portion of content of the page (Pöyry, Parvinen & Malmivaara 2013). Social media marketing communication is significant part of companies marketing communication strategy, and it is also evident in the club football industry. Sport organizations use social media more frequently to communicate. Through social media consumers can communicate between other consumers, as well with organizations. (Obradović, Alčaković, Vyugina & Tasevski 2019) One can hear about a goal in a game from social media even before you see it in live TV broadcast. Football clubs have harnessed social media marketing communications as a part of their marketing strategy. It can be even their main channel to maintain contact with their fan base. Even though social media has become integral part of people's lives, its benefits are not always utilized. Commercial benefits of social media are not known well because of its quick development and brief history (Jussila, Kärkkäinen, Multasuo, Allén, Anttila & Isokangas 2012).

Social media is seen as a more trustworthy source of information regarding products and services than traditional corporate marketing communications channels. Social media users trust their peers more than corporates. (Foux 2006) Still, consumers who interact with their favorite brands in social media, have stronger relationship with the brands, than consumers who do not engage with their favorite brands. (Hudson, Huang, Roth & Madden 2016) For this reason, it is important for companies to learn how to use their social media marketing communications, since it is in their benefit to earn the trust of costumers. With social media organization can contact end-customer at higher levels of efficiency and lower cost than with more traditional tools of communication. Social media may demand new ways for organizations to think, and it is not clear-cut lead to success but gains of it are not insignificant. (Kaplan and Haenlein 2010) Therefore it is important for businesses to learn how to use it to their advantage, so they can reap the benefits of social media.

Marketing has evolved as today you can reach millions of people globally with one click in seconds. That is the beautiful part of social media: you can really interact with your customers. Communication is two-way, not one-way. This can also work negatively for the companies. What you put in social media stays in social media, one unthoughtful message can create chaos. That is why companies must be careful and thoughtful about their social media marketing communications. Social media and related technologies have many benefits, but there are also risks involved with use of these technologies (Picazo-Vela, Gutiérrez-Martínez & Luna-Reyes 2012).

This study focuses on social media marketing communications of football clubs. The research follows how Juventus Football Club and Manchester United Football Club provide content in their Facebook, Twitter and Instagram channels in their social media marketing communications. Social media is important to sports teams because of sponsorships, ticket sales and to brand equity (for sponsors and for teams). Sports clubs' social media channels are optimal platforms for brands to engage consumers through sponsorship of the club. Clubs can provide brands with effective exposure through social media with social graph. Social media use social graph in their efforts to sell tickets. Through social graph clubs can spread information about ticket deals. Through social media fans can connect with each other, this way you will add value to fans' online experiences, which leads to fans, who are better connected and more loyal to the club. (Coyle 2010) Even during the matches fans use social media, which provides football clubs possibilities to engage with them. During FIFA World Cup 2018 93% of World Cup fans were using another device while watching the matches. Mobiles were the most used devices with usage of 77%. The most common act as they second-screen is use of social media with percentage 51%. (GlobalWebIndex 2018) Social media provides football clubs visibility, which they can exploit in their marketing efforts during matches.

In 2020 according to Deloitte Money League to grow more than competitors lies in the hands of football clubs' ability to grow revenue sources that clubs control directly. Sponsors eagerness for true partnership is one of the trends in generating revenue for football clubs. Organizations spending increasingly on digital marketing, and the digital reach of football clubs opens commercial opportunities to monetize better

clubs' digital assets and content. In addition, there has been growth in content outside of the football matches such as behind-the-scenes content and highlights. (Deloitte 2020) Hence football clubs have already realized the value of digital marketing, which is a positive sing as they can create revenue through it. Obradović et al. (2019) study was along the same lines with Deloitte's report, according to research: content should be focused on match results and club's success of the team, along with higher interaction content like players individually, history of the club and intriguing facts about the club.

Reasons to study this phenomenon is eagerness to study social media marketing communications, and how football clubs execute their marketing communications in social media, as it is getting bigger and more common. There is still a lot we can learn about the phenomenon of social media marketing communications of football clubs. Goal of the research is to describe social media marketing communications within the industry of club football. As the phenomenon is still new, there is plenty to learn about it. As we gain more knowledge about social media marketing communications in the industry, we find needed information for others who work in the industry. The significance of social media in marketing communications of football organizations is not becoming lesser anytime soon. To understand how it is used in football clubs, can create value for the ones using social media in their marketing efforts of an organization.

Some studies focusing on behavior of sports organizations in social media study the subject through questionnaires that are directed at the people managing social media marketing communications (Hachtmann & Hipke 2014; Mccarthy, Rowley, Ashworth & Pioch 2014) Through this you can find out what organizations plan and want to do with their social media marketing management, but you cannot find out what kind of content the organizations are providing through their social media channels. This study focuses on the actual content the football clubs provide through their social media marketing communications.

1.1 Subject and Goals

Subject of the research is to study social media marketing communications of Juventus Football Club and Manchester United Football Club, and what kind of content the clubs post in their social media channels in their marketing efforts. Platforms being studied in this research are Facebook, Instagram and Twitter. The study is based on the content, vividness of posts and quantity of the messages within the platforms. Consumer reactions social media are not included in the research. Within field of football clubs' social media marketing communications, content of social media marketing communications is a remotely studied subject. Hence the research should create interesting data on the subject. In the study, there will be followed two football clubs' social media channels. The goal is also to find differences in the marketing communications, learn about what kind of content is provided and how often, and what are the differences in social media communications of the clubs. As social media marketing communications of football clubs have not been studied much as a phenomenon, it is important to learn more about it, in order to better utilize it. In addition. the study generates more data about social media marketing management within the football industry. Since big European football clubs are followed by people around the world, it is an integral part of their marketing communications efforts to connect with them through social media.

From social perspective the motivation for the study is to learn about the phenomenon. To learn how football clubs utilize social media marketing communications in their efforts to create value for them. Findings of the study can be useful for other industries as well, especially for different sports. By focusing on what kind of social media marketing communications football clubs provide, we can learn how social media marketing communications are handled within the industry. However, we will not find out what are the aims of football clubs, and how football clubs intend to use it to their benefit.

Aim of the study is to learn more about social media marketing communications, especially within the football industry. From the managerial perspective motivation for the study is to find out how footballs clubs to utilize social media in their efforts

to create short-term and long-term benefits for the club. Social media gives football clubs another way to connect with fans of the club. Also, it gives another way to get more coverage for the club's sponsors. In integrated marketing communications strategies, sponsorships have become an influential tool for companies (Dolphin, 2003). Social media enables companies to use these sponsorships to greater lengths. Findings of the study should assist people in their efforts to use social media in their marketing communications to better connect with their fans. As within the field of football research about the phenomenon is still quite raw, the study provides background for the future studies of social media marketing communications of football clubs.

1.2 Research Questions and Delimitations

As knowledge of the studied subject is rather limited, researcher's information about the phenomenon will be insufficient. Therefore, it is natural to perform a descriptive study (Metsämuuronen 2006a, 44). Descriptive study suits the needs of this research since the purpose is to learn about the phenomenon to better comprehend the phenomenon in the future. The research questions are aimed at being descriptive so that the purpose of the study would remain unchanged.

The main research question is

> How social media marketing communications are executed in the football clubs?

The sub-questions related to the main research question include

1. What kind of content the football clubs use in their social media communications?
2. What is the level of vividness of the football clubs' social media marketing communications content?
3. How active are the football clubs in their social media communication efforts?

Both the main research question and the sub-questions are answered through empirical study of the matter. Before the empirical part of the thesis, theory is viewed in order to learn more about the phenomenon. Theory is also used in performing the empirical part of the study since earlier research can give direction how the research should be done.

The study is limited through the number of studied platforms. Social media channels included in the study are Facebook, Instagram and Twitter. Language-wise perspective study is limited to only English channels. Paid advertisements will not be considered within the research as the study only focuses on communications happening in the social media platforms of each club. Also, Instagram stories and Facebook Messenger stories will not be included in the data of this study. Setting up a hypothesis for a study demands general knowledge on the assumed findings, or earlier research on the subject (Metsämuuronen 2006b, 40). As social media marketing communications of football clubs is new as a phenomenon, there is not included hypothesis in the study. Even though social media marketing communications have been studied before, a clear hypothesis for the purpose of this study could not be identified.

1.3 Research Design

Study is carried out in a qualitative manner. Case study is used as the strategy to gather data in the research. Goal of the study is to learn more about the social media marketing communications conducted by football clubs. Data is analyzed in the ways of content analysis; the analysis will be made with the terms of content. Goal is to find main categories, which can consist of sub-categories. The purpose of content analysis is not to develop theory about the subject, but to learn to understand the phenomenon. (Metsämuuronen 2006b, 91) For this study the main categories of the posts were composed from the earlier research of the field. Sub-categories were mostly assembled from the data of the study. Even though there are some categories from previous research, role of researcher is still pivotal in content analysis.

1.4 Theoretical Framework

The theoretical framework of the study is modified from Cvijikj's and Michahelles' (2013) – a study in which they examined online engagement factors on brand pages.
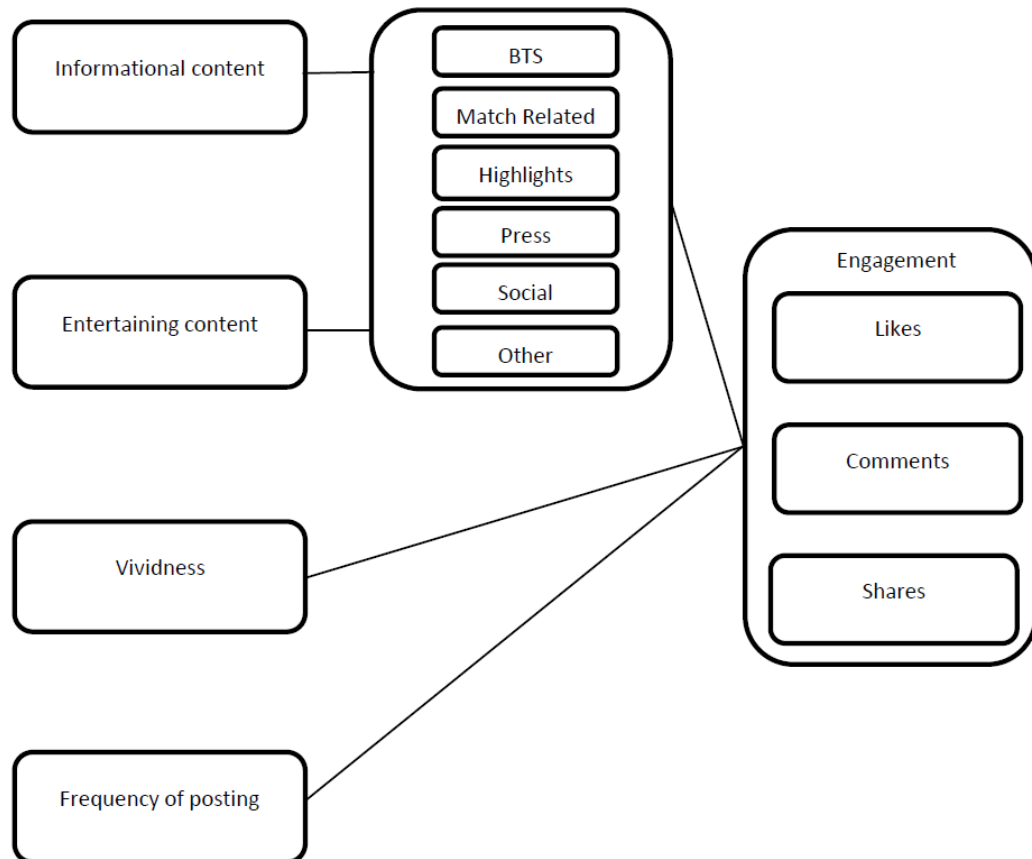
Figure 1. Theoretical framework of the study

The framework starts from the perspective of the organization, which is executing its social media marketing communications. Organizations social media marketing communications post' content type, vividness and frequency have been studied in previous research and these elements have been found out to have an effect in engagement of followers (likes, comments and shares). Post's content can be categorized as informative or entertaining, both of which have been commonly studied content types in the field of social media marketing communication. Additionally, informative content and entertaining content are divided into sub-

categories, that consist of behind-the-scenes (BTS), match-related content, highlights, interviews, social, and other posts. Sub-categories of the study are modified from earlier research to suit the needs of the study. This study focuses on examining football clubs' social media posts (content type, vividness and frequency), so likes, comments and shares of the posts are not studied.

1.5 Literature Review

This chapter summarizes some earlier research of marketing communications in social media. The literature review aims to gain background and new perspective about the subject. Next will be presented literature about social media marketing communications, after it will be reviewed social media marketing communications in sports industry.

1.5.1 Social Media Marketing Communications

Davis, Piven and Breazeale (2014) examined consumer specific motivations for the purpose and structure of consumption of brands in social media. To collect the data for the study they used social media-based Facebook focus group and personal interviews. The study identified five drivers of brand consumption in a social media community for brands to improve their relationships with customers of the company: functional, emotional, self-oriented, social and relational (Davis et al. 2014). In research one must consider consumer specific motivations on consumption of brands in the social media as consumer is one of the variables that has impact on businesses marketing communications. Keller (2009) studied how brands should be built in today's marketing communications environment. He studies the topic through consumer-based brand equity model, which emphasizes the importance of understanding consumer brand knowledge structures. Through marketing communications company can establish desired image about the brand in minds of consumers. For this reason, brand influences on what company communicates to its customers in social media.

Multiple studies have been done on how marketing should be changed in the context of social media, as it differs from other media platforms. Gordon (2012) studied in his article Re-thinking and re-tooling the social marketing mix, on how 4p marketing mix should be changed to be suitable for social media marketing. Peters, Chen, Kaplan, Ognibeni and Pauwels (2013) as well studied the subject on the behalf social media management, as they developed framework, which helps to create right social media metrics and dashboards for managing social media network. Social media marketing communications differs from earlier literature about marketing communications (Gordon 2012; Chen et al. 2013). For this reason, it is important to study how football clubs use social media marketing communications in their marketing efforts.

Macnamara and Zerfass studied internationally what platforms and how organizations use social media (2012) In the research they did not study content of the marketing communications. Still, the study itself gives information on how organizations use social media. As social media has lately become a common communication tool for organizations, there are not too many studies on how organizations use social media towards organizations gain. Balakrishnan, Dahnil and Yi (2014) studied impact of social media marketing medium toward purchase intention and brand loyalty among undergraduate students of Malaysian universities. In the study they found an effect between online marketing communications in promoting brand and product through social media platforms. Specifically, E-WOM, online communities and online advertisement were found to be effective in promoting brand and product. The study underlines how the social media marketing platform has become essential tool in marketing for companies to promote their brand and products. (Balakrishnan et al. 2014) With effective social media marketing communications, organization can rise their brand loyalty and sell more products.

Cvijikj and Michahelles found out vividness of a post and content type to have effect on likes and comments (2011). De Vries', Gensler's and Leeflang's (2012) finding were in along the same lines, as they discovered brand posts with vivid characteristics to grow the number of likes. Schultz's (2017) research learned mixed results of vivid post characteristics effects on social interactions. Luarn's, Lin's and

Chiu's study (2015) however found out that moderate level of vividness generates the most engagement, also interactivity increases engagement. De Vries et al. (2012) findings, also supported interactive posts characteristics to enhance engagement.

Content type has been noticed to influence engagement. Entertainment was found to increase number of likes, comments and shares. Information increased likes and comments but did not have effect on shares (Cvijikj & Michahelles 2011). In Luarn's et al. study (2015) entertainment increased number of comments and shares. On the other hand, De Vries' et al. (2012) study did not find correlation between neither entertainment posts nor information posts to number of likes and comments.

1.5.2 Social Media Marketing Communications in the Sports Industry

Hachtmann and Hipke studied how social media strategy is developed and put in use in Big Ten Conference athletic departments in USA. They found out social media allowed them to be more interactive with fans. Nowadays social media is not limited to one-way flow of information. (2014) Stoldt's study was consistent with these findings, as it was found out social media have improved execution of public relations (2012). In the Social media is not anymore just a network to send a message to fans, it is more about two-way communications with the consumers (Kohli, Suri & Kapoor 2015). For this reason, organizations must learn how to communicate effectively with its customers through the organization's social media channels.

Social media usage in football has also been studied. Dima (2015) studied the digital reach of European football clubs and whether it is more correlated with the clubs' sports or financial performance. Dima found out that increase in supporter base benefits clubs' revenues. Connection was found as well with sports results and digital reach. (Dima 2015) Obradović's et al. study points out success of social media of football club is affected by other factors, like number of posts, type and variety of content, about the club, matches of the club and personnel of the club. This way fans can have a closer at what is happening inside the club. (2019) Social

media marketing communications can have an influence in the revenues of football clubs, which emphasizes the importance to study how clubs manage their social media presence.

Kuzma, Bell and Logue (2014) studied social media marketing in the football industry. They studied behavior of Premier league, Bundesliga, Serie A, and La Liga teams in their study. They found out that most of the teams in the leagues have presence in social media, but there was difference on the extent of social media use in different leagues. Although teams have presence in social media Kuzma et al. results indicate some clubs do not use the commercial potential well as they could. In the study they also discovered that less known teams use social media occasionally more efficiently to market effectively to their fans. (2014) Even though social media is already often used within the industry to communicate with the fans of the club, there still seems to be question marks as to how the clubs should use their social media presence. As nowadays football teams have millions of followers in social media, it is essential for the clubs to learn to use their social media marketing communications effectively to improve their marketing efforts, which would benefit the club.

Mccarthy et al. (2014) did an exploratory research on how football clubs manage their brand presence in social media. In their study clubs admitted that developing their social media strategies could generate interaction and engagement, community growth and belonging, more traffic to official website of the club and commercial gain. As for the concerns, clubs were concerned how the opportunities impact the brand, and what would be right balance between short-term revenue creating strategies and the ones that build longer term brand loyalty. (Mccarthy et al. 2014) Parganas and Anagnostopoulos (2015) bumped into the same concerns while studying football club Liverpool FC's social media as a marketing tool, they also found out that developing social media strategies could increase commercial gains in short as well as the long run. Studies about social media marketing communications in football clubs have become to the conclusion that improving social media marketing management would lead in better results in terms of commercial gain for the football clubs (Mccarthy et al. 2014; Parganas & Anagnostopoulos 2015). Problem remains though for the teams to find the right

balance in their social media marketing management efforts. Therefore, it is important to study how teams interact with their fans, and what kind of marketing communication is effective for the clubs.

The literature review chapter reviewed central subjects in relation to the study. Subject to be addressed in more detail within the theory section is how social media marketing communications is managed in organizations, and especially in football clubs. Word-of-mouth and behavior of consumers in social media will be addressed in the theory section of the study as well.

1.6 Definitions and Concepts

In this chapter one can find definitions which play pivotal role in the study. Appreciation of the laid definitions facilitates the reader in understanding the study content. Definitions which will be defined in the following are integrated marketing communications, social media, vividness and interactivity.

1.6.1 Integrated Marketing Communications

Integrated marketing communications (IMC) will be defined in the study as it is integral part of marketing for organizations. Even though in this study, IMC will not be addressed as a theory for the study. Still it provides background for the study as marketing communications are a part of the process of IMC.

Integrated marketing communications have changed between the years, and there are still many different views on how to define them. First definition of integrated marketing communications was made by American Association of Advertising Agencies in 1989. The definition formed to be "A concept of marketing communications planning that recognizes the added value of comprehensive plan that evaluates the strategic roles of variety of communication disciplines (e.g. general advertising, direct response, sales promotion, and public relations) and

combines there disciplines to provide clarity, consistency, and maximum communication impact". (Percy 2008, 5)

Pickton and Broderick (2001, 714) see integrated marketing communications as a process in which all elements in the marketing communications mix to all customer contact points to accomplish cohesion with the brand.

Percy defines integrated marketing communications being planning and execution of brand, service, or company selected advertising-like messages, to meet common set of goals for communication, or to support single 'positioning'. (2008, 5) As a theory, integrated marketing communications will not provide the right angle for this research. Still it provides depth on the marketing communications as marketing communications are part of the integrated marketing communications process.

1.6.2 Social Media

According to Kaplan and Haenlein (2010, 61) "Social media is a group of Internet-Based applications that build on ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content." Carr's and Hayes's definition of social media is similar to definition of Kaplan and Haenlein: "Social media are Internet-based channels that allow users to opportunistically interact and selectively self-present, either in real-time or asynchronously, with both broad and narrow audiences who drive value from user-generated content and the perception of interaction with others" (2015, 8).

As social media is broad concept, we should introduce distinction between social media and social network site. Platforms being studied in this research are all under the definition of social media, but we can also call them social network sites. Ellison's and Boyd's (2013, 158) definition of social network site is one of the most commonly used: "A social network site is a networked communications platform in which participants 1) have uniquely identifiable profiles that consist of user-supplied content, content provided by other users, and/or system-level data; 2) can publicly articulate connections that can be viewed and traversed by other; and 3) can

consume, produce, and/or interact with streams of user-generated content provided by their connections on the site".

Online social networks are platforms, where everyone can share stories in different forms like in words, pictures and videos. They can also connect with people around them in different environments, for example with students of same school or who live around them. People can also find and learn about events and other social functions in social networks. (Cheung & Lee 2010)

1.6.3 Vividness

Vividness is the extent to which a brand post stimulates different senses (Steuer, 1992). The degree of vividness differs on how it stimulates multiple senses (Coyle & Thorson, 2001). For instance, video stimulates both hearing and sight, whereas picture only sight, which makes a video more vivid than picture. Vividness of content has been noticed to influence engagement with posts, as a post with higher vividness leads to more likes than a post with lower vividness (de Vries et al., 2012). However high level of vividness posts receives less likes than posts with medium level of vividness. (Luarn et al., 2015; Trefzger, Baccarella & Voigt, 2016).

1.6.4 Interactivity

Interactivity is "The degree to which two or more communication parties can act on each other, on the communication medium, and on the messages and the degree to which such influences are synchronized" (Lie & Shrum, 2002, 54). Posts with questions are highly interactive posts, as it encourages readers to reply (de Vries et al., 2012). Highly interactive post has been found out to increase engagement in terms of comments (de Vries et al., 2012; Luarn et al., 2015). In this study interactivity of each message is not measured, although there is a social category defined as one of the post types. Social posts of the study are regarded as highly interactive posts.

2. Theory of Social Media and Marketing Communications

This chapter reviews earlier research on social media marketing communications and its components. Chapter consist of following seven subjects: Social media marketing communications, consumers, word-of-mouth and electronic word-of-mouth, communities and brand. As brand posts have been studied earlier in different context, there is research, which can give direction for this study. As for the context of football clubs' social media marketing communications, there is not much previous research about social media marketing communications within this context.

2.1 Social Media Marketing Communications

Even though marketing has changed with new tools for marketing communications, the definition of marketing communications has not changed fundamentally. Earlier the main communication tools were newspapers and brochures. Today channels such as television and internet have clearly changed marketing communications. Through evolution of media the concept of marketing communications has changed. This has led to organizations to change how they communicate with their customers. (Kumar & Bosangit 2014, 141) From organization point of view, it is important to learn to use the new tools to keep up with competition, or perhaps even excel at it better than the competitors.

Even though there are new tools for marketing communications, the main principles of marketing communications have stayed the same. Marketing communications include all the elements of communications, which provides positive effect on the outcome of organization's marketing, through interaction of organization and its stakeholders. (Vuokko 2003, 17) Basically the goal is to create positive value for the organization through communication with its customers. As Keller rightly states "Marketing communications are the means by which firms attempt to inform, persuade and remind consumers – directly or indirectly – about the products and brands they sell. In a sense, marketing communications represent the 'voice' of the company and its brand and are a means by which it can establish a dialogue and build relationships with and among consumers". (2009, 141) Focus of marketing

communications is too often on immediate awareness, image, preference goals in target market. Today marketers view communications more as managing the customer relationship over time. This approach is longsighted. (Kotler & Armstrong 2010, 431) Process of communications should start with an audit of all the potential touch points that target customers may have with the company and its brands. Marketers need to find out what influence each communication experience will have at different stages of buying process. This way marketers can allocate their budget more efficiently. (Kotler & Armstrong 2010, 432) To manage marketing communications efficiently, organization must consider varied factors, for example budget, way of approach, consumers and goals of the communications.

With social media and traditional marketing communication tools, difference is social media is made up on interaction between organizations and its stakeholders. Social media creates many opportunities, but it can also provoke problems for the organizations, as many organizations do not know how they should behave in the context of fast evolving social media. Nevertheless, through social media companies can produce useful information for their stakeholders and learn about their stakeholders needs. (Lagrosen & Josefsson 2011, 1048) As social media is built on interaction, it is important for organizations to be able to produce quality content as well manage listen their consumers so that they can learn from them. As Kotler and Armstrong stated (2010, 434) "a goal of marketing in general, and of marketing communications, is to move target customers through the buying process. Once again, it all starts with understanding what customer needs and wants." Social media is different to traditional marketing model because of its interactivity between marketer and customer. Traditional marketing model is mostly about one-way communication, from companies to customers. Social media is more of a two-way communication, where marketers and consumers interact more frequently with each other. (Kohli et al. 2015) So in addition to produce content, which attracts costumers, organization must understand the importance of listening to their customers in social media.

In their study on relative impact of brand communication on brand equity through social media as compared to traditional media, Bruhn, Schoenmueller and Schäfer found out that social media has stronger positive influence on brand image, as

opposed to traditional media. However, compared to social media, traditional media has a stronger impact on brand awareness. (Bruhn, Schoenmueller & Schäfer 2012) Thus brands should not pick either social media or traditional media but rather learn to use both to improve the brand holistically.

There has been lack of academic literature on how to include social media into organizations integrated marketing communications. For this reason, social media lacked appreciation in promotional efforts of companies. (Mangold, Faulds 2009) However, the pressure of social media has led organizations to adopt social media more in their integrated marketing communication efforts (Tiago, Borges & Verissimo 2014). Social media has grown quickly since it was first introduced. Organizations have been forced to react on their appreciation of social media, as it has become a part of people's everyday lives.

Marketing mix consist of all the things organization can do to engage consumers, and to create customer value. The possibilities can be compiled into variables of four groups, the four Ps: Product, Price, Place, and Promotion. In effective marketing program the four Ps have been mixed into integrated marketing program, goal of which is to achieve organizations' marketing objective by creating value and engaging stakeholders. (Armstrong & Kotler 2018, 78) In traditional marketing the for Ps is vastly used theory. However as earlier stated, social media as a platform is a whole lot different than most of the traditional marketing channels.

Since social media differs from traditional marketing, Gordon studied how the 4p model of marketing mix should be changed for the needs of social media marketing communications. As the role of consumer orientation is crucial in social marketing, utilizing seller's perspective, similarly to marketing mix model is not right way. Marketing mix models do not stress enough the long-term effects of marketing. Models cause budgeting to focus on short term effects of marketing. Usually marketing mix models focus measures of sales, that do not consider brand equity. (Gordon 2012) For this reason models should be more focused on how the brand is affected; sales can be influenced by many other things as well than marketing. Gordon's findings also support the role of two-way communication, which must be taken into consideration when talking about social media marketing management.

Gordon proposed social marketing mix, that would take into consideration these matters. It consists of Consumer, Circumstances, Organization and competition, Cost, Process, and channels and Strategies (Gordon 2012).

To better understand and serve customers, organizations need to learn new technologies and tools. Organizations need to adapt their marketing mix to take advantage of these tools and technologies. This would provide organizations the opportunity to build their customer engagement. (Sashi 2012 255) Customer engagement has a behavioral focus that extends beyond purchase behavior. Customer engagement has a brand or firm focus, which results from motivational drivers. The dimensions of customer engagement behavior proposed by Van Doorn, Lemon, Mittal, Nass, Pick, Pirner and Verhoef are valence, form or modality, scope, nature of its impact and customer goals. (2010)

Social interaction does not only relate to consumer-to-consumer relationships. It also relates to consumer-to-brand relationships. Labrecque (2014) found out in her study on parasocial interaction theory's usage for designing social media strategies that consumer engages with a brand when consumer can relate to brand through interaction. In addition, Sinha, Ahuja & Medury (2011) found out that regardless of if brand's content in social media is functional or emotional, consumer's emotional bond with the brand increases when consumer's knowledge about a brand increase. Hence functional content too can enhance consumer's emotional bond with the brand.

De Vries found out that high number of likes or followers is not always a good thing. High and low likes to followers' ratios can affect negatively on perceived account credibility and number of new followers. For social media marketing to be effective, it is important that the account is perceived as credible. (De Vries 2019) Marketers agree that the main components for a successful communication strategy and interaction on social media are frequency of posting, time of posting and content (Obradović et al. 2019).

Social media has changed the traditional marketing communication model with its consumer-generated content. Traditional marketing communication model is mostly one-way path from brands to customers, with some feedback going in the brands

direction. In social media consumers have more power in communications towards them and consumers can initiate communications towards brands and organizations as well. (Kohli et al. 2015) For this reason, organizations should not provide content in social media the same way as they provide their traditional media communications.
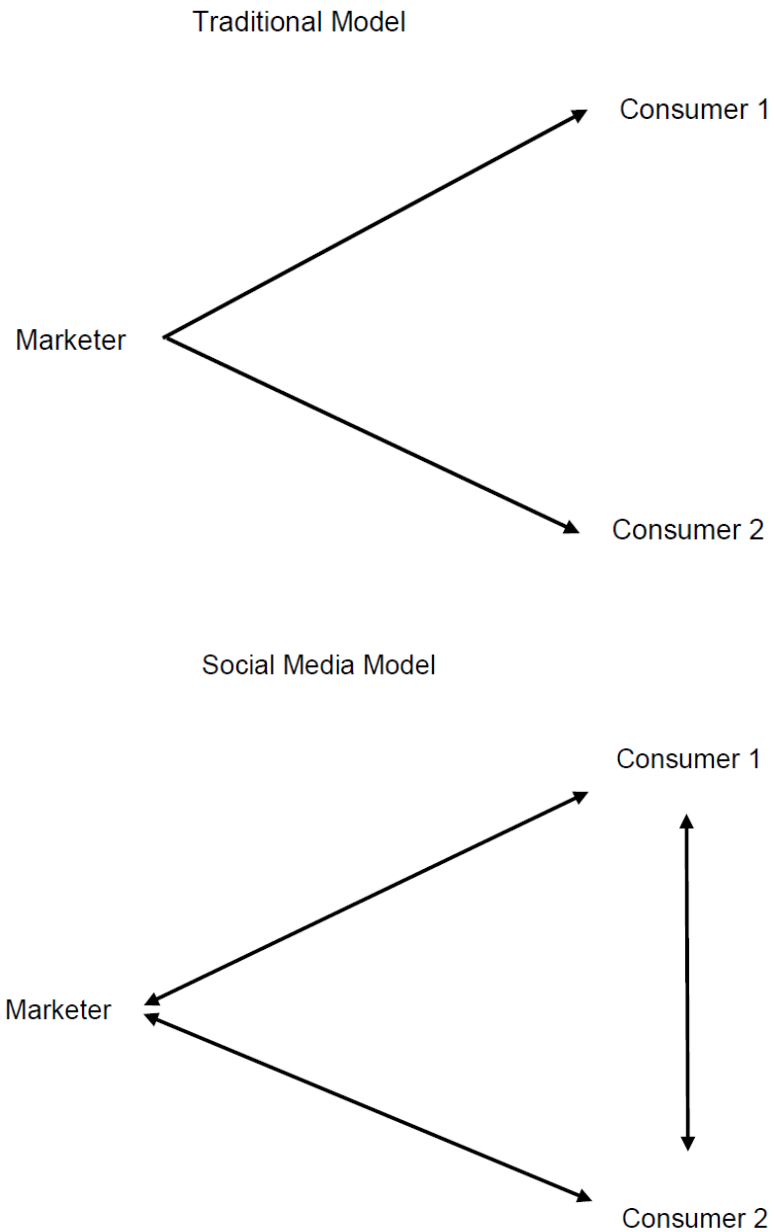
Figure 2. Communication models. (Kohli et al. 2015)

2.2 Consumers

Why consumers follow brands in social media has been studied during social media's short history. Pereira, Salgueiro & Mateus (2014) found out that interaction, sense of belonging and identification with the brand is reasons why consumer follow them. Davis et al. again noticed passion and interest towards product or service as a rallying point for consumer who follow a brand (2014). It seems that for consumers reason to follow a brand in social media is emotional one. Davis et al. also points out that consumers possibility is higher to follow brand in social media, if they feel that the brand's symbolic content is homogeneous to their own interest, beliefs and values (2014). The definition of brand personality also supports the statement, that the relationship is usually emotional one with an organization and its followers. The brand personality is " The specific mix of human traits that may be attributed to a particular brand" (Kotler & Armstrong 2010). In order to produce content which attracts followers, brand should target consumers who have same interests and values as the organization.

Physical and temporal obstacles do not block consumer on joining social media communities, because of it there is a higher chance for followers to join, who earlier could not. Also, there is followers, who are not interest about the brand, in which case they want a prize for joining a community. (Davis et al. 2014) Through social media organizations can communicate easily in two-way manner with customers in daily manner. This creates organizations with possibilities to bring their customers closer to the brand. Brands persona and relationship with customers is important concept in theory about marketing, also this explain why consumers often make decisions with emotion rather than reasoned logical choices. The relationships between brands and customers are rather alike human to human relationships. (Dahl 2015, 56-67) Because of these reasons it is important for brands to communicate with their followers in social media. They can create emotional connections with them, which creates value for the brand.

In addition to self-related motivation like gaining knowledge about a brand and interest to experience enjoyment, social motivation is also important for customers. Consumers social motivation to join brand communities refers to consumers' desire to meet likeminded members of the community and to have affiliation with them. (Enginkaya & Yilmaz 2014) As well as consumers' willingness to learn more about a brand, consumers also provide feedback about a brand or a product. For millennials, providing information for other consumers in social media is a motivational driver for consumers to interact with a brand, as it makes them feel important. (Kabadayi & Price 2014) As mentioned before, social media differs from traditional marketing with its two-way communication, but also with its consumer to consumer interactions. Organizations cannot have an influence on all the communications in the context, but it can try to manipulate it to its favor.

For consumers, social media has become leading source to search reliable information. For this reason, consumers visit brand's social media accounts and pages. (Enginkaya & Yilmaz 2014) Biggest reasons to become a brand follower is previous positive experience and consumer's trust in a brand. In Pereira's et al. study receiving news from the brand ranked as the fourth highest reason why consumers followed a brand. (2014) These studies point out the trust consumers have in brands in social media, which addresses the importance of social media for organizations as a marketing communication tool. In addition, they should remember, that they are not the only ones providing the information.

Jahn and Kunz (2012) learned while studying consumer participation in brand profile pages on Facebook, that one of the most important drivers for attracting users to fan pages is hedonic and functional content. To produce interesting, entertaining and innovative content, brand fan pages can produce exclusive content, sweepstakes, online events and contests. Pereira et al. (2014, 700) found in their study that most common reasons to follow a brand in Facebook are: earlier positive experience with the brand, trusting the brand, being customer of the brand, to get news from the brand, opportunities for contests and promotions. Challenge for companies is to create content, which generates additional value for the brand. Contest can create buzz in follower numbers, but it might not turn into value for the brand.

2.3 Word-of-Mouth and Electronic Word-of-Mouth

Keller and Kotler define word-of-mouth influence as: "Personal communication about a product between target buyers and neighbors, friends, family members, and associates." (Kotler & Armstrong 2010, 436) So basically word-of-mouth is everything consumers talk about a product or a brand with other consumers. Word-of-mouth marketing has a greater effect in social media, as the information can spread fast in social media. Still, people do not trust all the information that is provided in the social media. Users trust most on recommendations by their friends. In real life friends and family is trusted more than just Facebook-friends. When friend is an expert on the subject person is gathering information, his expertise is accounted more than on expert who is unknown. Expert blogs and independent review-websites are trusted less than Facebook-friends. (Harris & Dennis 2011,442-444) For organizations providing information it is important to know what channels consumers trust, that they can use right channel in providing information. Antheunis, Van Noort and van Reijmersdal found as well out that marketing is more efficient, when it is provided by socially close source (2012, 50) Organizations should try to win consumers on their side that can talk on behalf of the company, this way they can benefit from consumers word-of-mouth communications. Laroche, Habibi and Richard noticed as well that consumer's brand trust and brand loyalty evolves better through consumer to consumer relationship, than through consumer's product, brand or company relationship (2013, 80)

Based on different platforms, electronic word-of-mouth (eWOM) can be classified into two categories. First consist of websites of consumer review forums and product feedback sites. Second is electronic discussion boards, online communities and online social networking sites. First category is more information-oriented, whereas second category is more emotion-oriented. According to earlier studies these two categories are different in terms of features and roles in the marketing communication mix. (Rodgers & Wang 2010)

As noticed earlier, attractiveness of the source influences how much consumers trust the source. Teng, Wei Khong, Wei Goh and Loong Chong found out in their study, that person found out online reviews more attractive, when they were familiar

with the reviewer, or the reviewer had similar opinions as the recipient. (2014) For this reason organizations must study their customers what are their values and interests.

One fundamental implication of how to effect on conversation for an organization is to manipulate it. In joining and manipulating of conversation has risks and benefits. The organization which realize when its good time to join, can show their followers that they care about the subject, which can be a positive addition to the conversation. (Kietzmann, Hermkens, McCarthy & Silvestre 2011, 245) In relationship with a brand online, consumers look how invested is the brand in building the relationship. Perceived relationship investment is consumers' perception of the extent to which the brand is willing to make effort to establish relationship with the consumer. When consumers feel that the brand is willing to make effort, it is likely that the consumer responds the same way, for example by expressing their emotional connection to the community. Positive interactions with the brand can strengthen the relationship between consumer and the brand. (Park & Kim 2014) Joining in conversations points out, that social media is not one-way communication method for organizations. Organizations must consider, that in the platforms of social media, people can start conversations about the organization without the willingness of the organization. When organization joins in social media it must consider the versatility of social media, and how should it conduct the organization's social media marketing communications. Company should notice and understand the field of social media it is in. Like in normal business, firms should as well study their competitors use of social media marketing communications (Kietzmann et al. 2011, 249). Brands should therefore try in order to engage with consumers, but still brand must know when it is better to join in conversation, and when it is better to stay out of it.

Brands try to engage with more users as it leads to more coverage for the brand among consumers, and to more eWOM. All the posts will not gather as positive response from the consumers, as some posts. One post could gather high volumes of eWOM, as other post might not create any eWOM. There are different factors affecting to consumers' reactions, for one, brand's posting types. (Erkan 2015) Entertainment has also been found out as a motivation to engage with a brand,

consumers want to have fun in brand's social media pages (Enginkaya & Yilmaz 2014). Fun posts stand out and entice attention of consumers in social media, followers might also share content the entertaining content with their friends (Pereira et al. 2014). In order to connect with consumers, organizations need to be able to entertain them and get consumers attention. Still previously mentioned functional content can also create emotional connection between consumer and brand.

As most common reasons to share brand content, Pereira et al. (2014, 700) found content affinity (87,1%), being involved with the brand (71,1%), allow friends to have fun (65,8%), friends' alert to bad experiences (62,1%) and to receive incentives and prizes (57,8%). Even though as a reason to share brand content, incentives and prizes were not the highest ranked reason to share brand content, promotions and contests were the most often shared brand content, second was information about brand events. (Pereira et al. 2014, 700) Still it does not mean promotions and contents are the best way to engage followers. It depends on what kind of engagement organization is looking for a brand.

When the goal of marketing communication is to create eWOM through getting more likes, the posts should be less product oriented. Marketers should not just post pictures of their products to their followers; they could find other ways to connect with their customers. (Erkan 2015) Also brands should consider what kind of eWOM they a looking for the brand. Daugherty and Hoffman (2014) found out that consumers pay attention to neutral eWOM, even though they pay more attention towards negative and positive eWOM. Even if brand receives high volumes of eWOM, the effect can be relatively small if it is just neutral eWOM. If organization wants to stand out through eWOM, it should try to create positive eWOM, as it stands out for consumers.

Interesting information how eWOM effects consumer is what Doh and Hwang found out in their study about online consumers behavior. A few negative messages can help in promotion of positive attitude towards Web site. Also, credibility of eWOM messages can be aided by negative messages. There reason for it is that consumers might suspect the Web site or eWOM messages if there are no negative messages. (2009) These finding supports the fact that consumers do not trust every

site and social media influencer in social media. Consumers understand that not all the information in the internet is trustable.

There have also been created a method on how to help the progress of positive word-of-mouth about an organization. Viral marketing is: "The internet version of word-of-mouth marketing – web sites, videos, e-mail messages, or other marketing events that are so infectious that customers want to pass them along to friends" (Kotler & Armstrong 2012). Also, there is Buzz marketing, which is a phenomenon "cultivating opinion leaders, and getting them to spread information about a product or service to others in their communities" (Kotler & Armstrong 2012, 437). Nowadays you can see many business-to-consumer products, that social media influencers support by spreading information about them.

Studied spillover effects in seeded word-of-mouth marketing campaigns. In seeded marketing campaigns (SMC's) firms send product samples to selected customers while encouraging them to spread the word. In their study they found out seeding increases word-of-mouth of the product but decreases word-of-mouth about other products from the same brand, also about competitors' products which are in the same category as the advertised product. (Chae, Stephen, Bart, Yao 2017) Marketer should take in consideration this while putting social media marketing communications into effect.

2.4 Communities

As for a brand, brand communities were introduced to service costumers, when one on one relationships with consumers demanded lots of resources. The brand communities work on behalf of the brand. The communities can share information and help consumers in matters, which involve the brand. (Laroche, Habibi, Richard & Sankaranarayanan 2012, 1756) Brand communities improve organization's ability to efficiently serve their customers. If brand communities are put well to effect, can organization save resources, which would be otherwise used on serving the customers. Still organizations should carefully reflect, how brand communities will be organized. There is a risk that the people in the brand communities do not have

enough knowledge about products or services of the company. Social networks provide many advantages to traditional marketing methods for organizations, for example cost and better communication with consumers (Kaplan & Haenlein, 2010). Through social media brands can access millions of supporters for a very small cost. Fans of brand can have a strong feeling of community, which makes them feel obliged to contribute on brand's welfare. Still managers must understand there is differences with traditional brand communities and social media brand communities. (Habibi, Laroche & Richard 2014)

Laroche et al. found out that brand communities which operate in social media, helps members of the community to enhance feelings of community, and create value for member and the organization. Also, brand loyalty increases in brand communities. (2012, 1763) Through brand communities' consumers can meet other consumer with the same interests. When the customer is loyal to the brand, can the band earn added value through the word-of-mouth as well. Social media brand communities can also assist building relationship quality and loyalty with consumers. (Park & Kim, 2014) Still communities should not be taken for granted. Engaging customers through virtual communities is believed to create value by most managers, even though the managers as well realize the financial risks behind them. Still, more than half in Fortune 1000 companies, might in fact lose in sponsoring virtual communities, for the companies as well for their customers. (Porter, Donthu, Macelroy & Wydra 2011, 81)

Other parties of the brand community also have an influence on consumer's relationship quality with the brand. To have a strong relationship with the brand, consumer must also establish good relationship with other parties of the community as well. Thus, consumers who build positive brand community relationships, experience the relationship with the brand more positively as well. To reach goals of brand community, brand managers should try to improve consumers' relationship with other elements of the community. (Habibi, Laroche & Richard 2016) Brand cannot have influence on everything inside brand community, what creates risks for the brand. Online brand communities can become contagious for anti-brand comments, consumers can use these communities to post about negative influence of brand's products. Also, it is connected closely to the brand inside the mind of its

members, everything that happens in there is associated with the brand. Still, member need to feel unchained to express their opinions, that is what makes managing an online brand community a difficult task. In the end, the quality of communication inside the community determines if brands enjoy benefits or suffer from the negative effect of online brand community. (Wirtz, den Ambtman, Bloemer, Horváth, Ramaseshan, Klundert & Kandampully 2013) Consumers can have such a large effect in social media, as opposed to traditional media, that organization must carefully think what they should do, and what they should not do. Social media has many things that organizations cannot influence.

Hussain, Ahmed, Jafar, Rabnawaz and Jianzhou found out in their study about eWOM source credibility, perceived risk and food product customer's information adoption that to attract users, organizations should improve usability for online communities and encourage consumers to share their experiences. (2017) Through better usability and active consumers, customers can engage better inside the online communities, and provide better value for online community.

2.5 Brand

Social media has changed how organizations manage their brands. In social networks consumers have gained influence over marketing communications of brands, they are involved in the process. Consumers are part of the telling the brand stories, which complicates organizations coordination of the stories. Brands need to take this into account in their efforts of building a brand online (Gensler, Liu-Thompkins, Völckner & Wiertz 2013) Brands need to find a way to turn consumers influence to benefit their cause.

According to Gensler et al. organizations has three strategies to manage their brand in social media: they can listen carefully and respond to consumer demand; they can demonstrate understanding of the online cultural environment and fit in; or the brand can use social media's to get consumers to play the brand's game, for example by creating cultural icons for customers. (2013) Consequently, consumer's part in building a brand in social media is pivotal. Organization can manipulate the

story; organization cannot know how the story will evolve, but the organization can provide boundaries for the story, so it will stay within limits (Gensler et al., 2013)

Brands reputation of social media channels can be measured in different ways. The number of followers is simple way to follow popularity of the channel, but it does not tell if the followers read the posts or about its reputation. If the firm's goal is to get consumers to use time in the channel and be active, measure of the number of posts could be a better way to analyze its reputation. If firm's goal is to get contributing individuals, company can use a rating system to measure it. (Kietzmann et al. 2011, 246) While executing social media marketing communications, organization must consider what is the goal of social media for the organization. Gaining more followers, will not necessarily account to more active contribution of customers. Brand communities need active commentators and likers, as otherwise there will not be much to follow about. However, companies should encourage their customers in a way, which has also an effect on their buying behavior, not just to get as many likes and comments as possible. (Gummerus, Liljander, Pihlström & Weman 2012, 870) Organizations must ponder where they will focus their social media marketing communications. Through lotteries their channel might get a lot of engagement, but it might not be that kind of engagement, which the organization was looking for. It important for organization to learn how to measure social media, so they can adjust their behavior if the results are not what the organization was looking for.

In a study how following a brand's Facebook enhances brand evaluations and purchase intention by Beukeboom, Kerkhof & de Vries (2015) was found out that brand evaluations and purchase intention of consumer is positively affected by engagement with brand's social networking platform. Also, information serves as a motive for consumers to spend time on brand-related content. (Muntinga, Moorman & Smit 2011). When consumers feel uncertainty about purchase decision, consumers can search information about product, which can be marketing controlled or nonmarketing controlled. (Akdeniz, Calantone & Voorhees 2013) Central role of marketing is to provide information about new products to reduce uncertainty of consumers (Narayanan & Manchanda 2009). Social media enables brands with a way to engage with consumers, and through social media

communications brands can provide consumers information about products of the brand, which can help consumers in their purchasing decisions.

3. Methodology

The study is concentrated on analyzing social media marketing communications of Juventus Football Club and Manchester United Football Club. Platform which will be studied are Instagram, Facebook and Twitter. Both clubs have channels in multiple languages, but in this study, we concentrate only in the English channels. First, we go through background of the empirical study, including material of the study and methods used in the study. In the study will be analyzed the content of the football clubs' social media posts, vividness of the posts and frequency of posting of the clubs. In the end of this chapter we continue with the results of this study. Also, to the research questions will be answered in this chapter of the study.

3.1 Background of the Analysis

The study is a qualitative research. Differences between methods of collecting data occur in how data is collected and what is purpose of the study (Metsämuuronen, 2006b, 92). In this study, case study was selected as an approach to collect the data, as case study suits the need of this study. Almost all qualitative methodology's strategies use case study to approach data collecting, which makes it a primary strategy to collect data in qualitative methodology (Metsämuuronen, 2006b, 92). Goal of case study is usually to describe a phenomenon (Hirsjärvi, Remes, Sajavaara, 2009, 135). However, in case study case is not usually able to be generalized, but case can be a step-in generalizing. (Metsämuuronen, 2006a, 212). As the study's goal is to learn and observe phenomenon, not to create generalizations, case study is the right way to perform the research.

The data is analyzed by means of content analysis, as it suits the purpose and needs of this study. Content analysis enables researcher to derive data in meaningful categories, which helps researcher to compare data. (Sloan, Quan-Haase & Augus, 2007, 236) Ye and Tripathi (2016, 3840) noticed in previous research about content analysis that it provides both systematic and objective analysis of communication features, for this reason it is a suitable approach to analyze content of communication. Challenge in content analysis method is the flexibility of the

approach, there is no one way of doing content analysis (Elo & Kyngäs 2008, 113). Much of how to perform content analysis is on the shoulders of the researcher of the study, which can be a challenge for researcher as you can do it in many ways.

Content analysis can be executed in three ways: conventional, directed and summative. Main differences with the types of content analysis is how initial codes in the study are developed. In conventional content analysis categories are formed from data during data analysis. In directed content analysis codes are formed from theory or prior research during or before data analysis. Summative content analysis differs essentially from previous two, as data is not studied as a whole, rather its often approached in relation to specific content or with single words. Keywords are formed from interest of researchers or of literature during or before data analysis. (Hsieh & Shannon 2005) In this study the categories are formed both conventionally and directed way. Categories from prior research were used, but during data analysis there came up new sub-categories, which were used as well in the research.

Content analysis is also divided in inductive and deductive approach. Inductive approach is an approach which is used in cases where there is no prior research about the phenomenon. Deductive is helpful when aim is to test previous theory at different time periods or in different circumstances. (Elo & Kyngäs 2008) This study has an inductive approach, as there have not been study about the same phenomenon. Elo and Kyngäs separated content analysis into three main phases (preparation, organizing and reporting) including subcategories for each phase (2008). Ye and Tripathi (2016, 3841) introduced a more straightforward approach with five steps from reading and developing overall understanding of the data to identifying the relationships among categories and find evidence to support them. In figure 2 you can see the steps of content analysis according to Elo and Kyngäs (2008).

```
                          Preparation phase

Inductive approach                                    Deductive approach

                     Selecting the unit of
                          analysis

                     Making sense of the
                      data and whole

                     Organizing phase

Open coding            Developing analysis   Developing structured
                           matrice           analysis matrice

Coding sheets          Data gathering by     Data coding according
                           content             the categories

Grouping                                     Hypothesis testing,
                                             correspondence
                                             comparison to earlier
Categorization                               studies etc.

Abstraction

                  Reporting the analyzing process and the
                                results

              Model, conceptual system, conceptual map or
                              categories
```
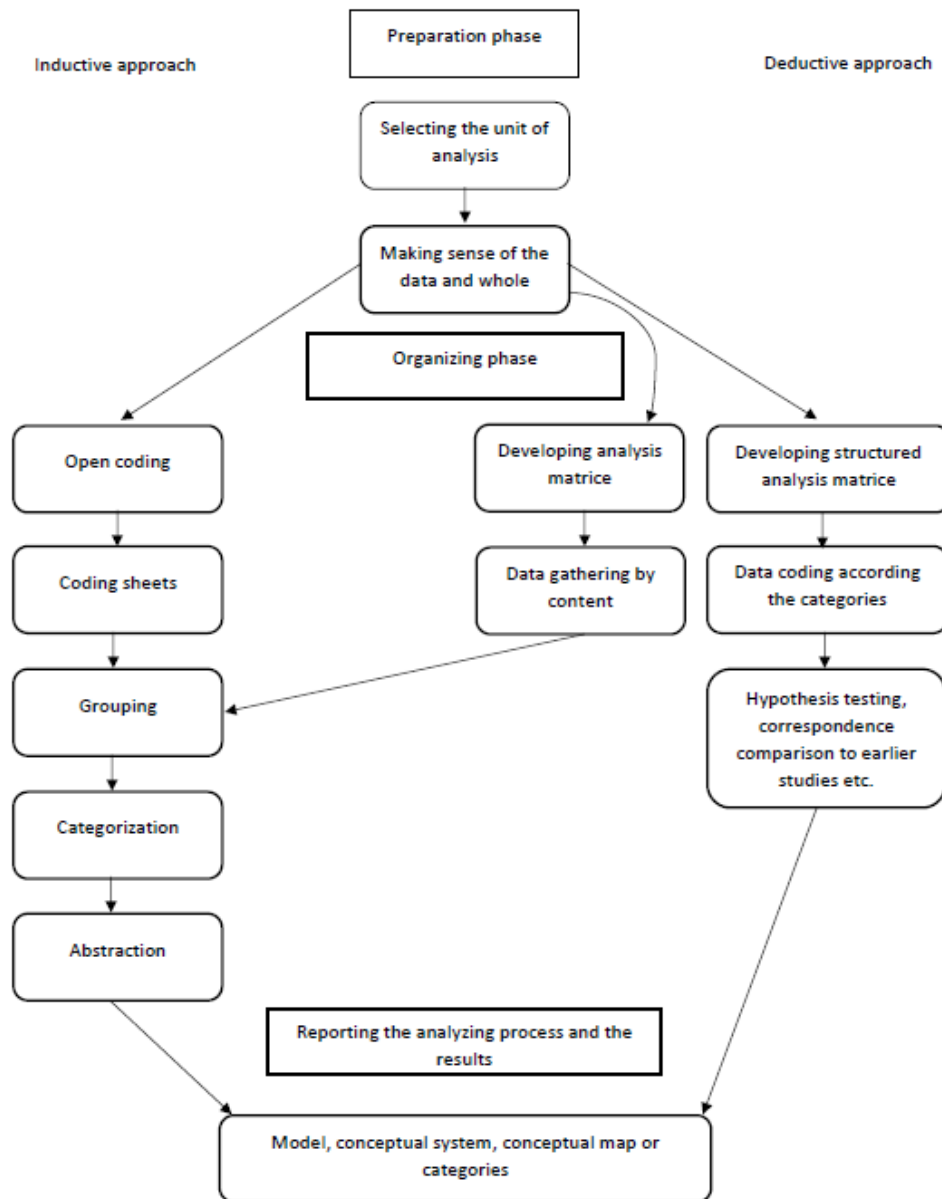
Figure 3. Preparation, organizing and resulting phases in the content analysis process. (Elo & Kyngäs, 2008)

To suit the needs of the study, categories of social media marketing communication messages are the same for all the platforms. This allows us to find differences between platforms, which would not be possible, if there where various categories for platforms of the study.

Brand posts content types have been studied earlier. Entertainment and informative have been commonly used as content type categories in previous research, for example by De Vries et al. (2012). Remuneration has also been used as one of the categories. For instance, Cvijikj and Michahelles (2013) used it in addition to entertainment and informative categories. In this study we distribute posts in entertaining and informative categories. The decision was done after exploring the data of this study. Scope of the categories were altered to fit context of the study. Informative category includes posts, which contain information about football club, or something related to the club. For example, post informing about result of a football match is considered informative. Entertainment category has also been altered from earlier research. The category includes posts, which are made in entertaining manner. Entertaining posts include information about the brand in some manner. For example, a highlight from a match is considered as an entertaining post.

In addition to these categories, sub-categories have been established to suit the context of football clubs. These sub-categories were also based on the data of the study, although earlier research still played part in building of the categories. The content categories in a study on use of social media in communication strategies of Premier League football clubs were game announcements, about game (new or live info), the best moments (from the game), players and coach announcement or interviews, behind the scene, interesting facts or info about player and club, fan support, promotion activities that were not directly connected with football, Sponsors and partner promotions.(Obradović et al. 2019). The sub-categories of this study are behind-the-scenes, match-related, highlights, interview, social and other.

Each post was distributed in a single category, even though some of the posts had features of multiple categories. For example, a match-related interview has features of two different categories. In these situations the post was categorized in the category which mainly corresponded the post from the view of publisher of the post, which in these posts are the football clubs.

Behind-the-scenes category includes posts, which are about situations out of sight for most fans of the club. For example, behind-the-scenes category includes posts about club's practice, warm-ups and travels to matches

Match-related posts category includes posts that are directly about a match. For example match commentaries and information about club's next match are considered match-related. Highlights are not considered as match-related posts, although the posts would be about certain match of the club. Match-related posts are more about club's current matches.

Highlights category consists of posts that are highlights about clubs or players prior performances. For example, goals, saves and other highlights are considered as highlights. Highlights can also be about former players of the club.

Interview category includes post-conferences and interviews. Most often the interviewees have been coaches or players of club. Quotes of interviews were also included in the category. Sometimes interviews were multiple posts long in the social media pages as not all the interviews fit in one post or tweet.

Social posts have been categorized in prior research, for example by Luarn et al. In the study social posts included content that is designed to encourage followers to participate. (2015) In this study social category comprises of posts that include call to action from the club, e.g. encouraging to comment or like a post of the club. Most of the social posts included question about something related to club. Social posts of the football clubs can be regarded as highly interactive posts.

The data included also posts, which were not fitting in any of the sub-categories of the study. The posts, that were not included in any of the before mentioned categories were diverse. Therefore, suitable categories could not be identified for these posts and tweets. As the other category included largely different kind of posts, instead of creating small categories fitting for these posts or forcing the posts in some of the before mentioned categories, the posts were included in the category of other posts.

In previous research De Vries et al. (2012) used no vividness, pictorial (low level of vividness), event (medium level of vividness) and video (high level of vividness) as categories of vividness in their study of brand post popularity on brand fan pages, link to a website was used more as a characteristic of interactivity. Cvijikj and Michahelles (2013) as well as Luarn et al. (2015) categorized vividness to status posts (no vividness), pictorial posts (low level of vividness), link (moderate level of vividness) and video posts (high level of vividness). In this study vividness was similarly shared into four levels of vividness, which falls in line with prior research of Fortin and Dholakia (2005), de Vries et al. (2012), Cvijikj and Michahelles (2013) Luarn et al. (2015) and Schultz (2017). Vividness is categorized based on the content of the post – text, picture, video and and/or link, which is in line with prior research of Cvijikj and Michahelles (2013) and Luarn et al. (2015). After review of the data, it was decided that the category of each post is determined on the basis of the post's highest vividness factor.

Frequency of posting is measured by posts by day on average. This allows us to also measure the frequency of posting between different platforms. Each post will count as one post, even though the same post would appear in multiple social media channels of a club. During the review of the data posts were found that appear in multiple platforms of a club. However, the amount of posts, which appeared in multiple platforms was not high.

3.2 Data and Material

Data for the study was collected from the social media accounts of chosen football clubs. Hence the data in the study is primary data. Accounts being followed in the study were English language Facebook, Instagram and Twitter accounts of the football clubs. These accounts were also the most followed profiles of the companies (excluding the Twitter account of Juventus, as the Italian Juventus Twitter account has more followers) as the environment and supporter base for both football clubs is global.

Before collecting the data for the study, the social media marketing communications of the football clubs were being followed to better understand what kind of material is available. The marketing communications were also followed to learn the degree of data to be collected to understand the phenomenon. Data for the study was collected during the winter of 2020. Amount of data was 568 posts. In the study redistributed posts, such as retweets and reposts were not being considered. Timing for collecting the data was executed in the middle of the football season when both clubs are active. The amount of data can be regarded as small considering the volume of social media marketing communications these two football clubs produce. Nevertheless, as the purpose of the study is to understand the phenomenon, the amount of data can seen as sufficient for the study.

The data consist only of posts posted in the page of football clubs. Comments on behalf of the clubs have been considered if they are directly connected to the post and they change the meaning of the post in a way that it would change the post's category. Other marketing communication messages posted in social media on behalf of the clubs were not included in the data. For example Instagram Stories and advertisements were not included in the study.

3.3 Validity

Amount of data can be considered as a limitation for the study as statistically significant findings require large amount of data, which amount to a more quantitative approach. Quantitative approach in turn disables analysis of unique communications. Second limitation for content analysis is replicability requirements. In order to produce results that fulfill replicability requirements, categories should be fixed and independent from researcher. Another researcher could have categorized the data differently. If categories for the study are results of the data which is being analyzed, findings of the study cannot be generalized beyond the data of the study. (Krippendorff, 1989) If results of content analysis have not proven to change under different circumstances, there is not much to say about validity of the results (Krippendorff, 1980).

Another limitation in social media marketing research is that the accounts can edit their communications. Football clubs can delete posts after posting them. Therefore, one cannot be certain whether everything one see, is everything that has been posted. In addition, context can limit the research; same message can have a different meanings in another context. Hence researcher must be precise in his or her interpretation of communication.

3.4 Presentation of the Football Clubs

Juventus Football Club is one of the most famous football clubs both nationally and globally. The club has history of over 100 years, which makes it a traditional club. (Juventus 2020) The Club is based in Turin, Italy. Manchester United Football Club is similarly one of the most celebrated football clubs in the world. The club was founded in 1878. (Manchester United, 2020) Manchester United Football Club is based in Greater Manchester, England.

Both Juventus Football Club and Manchester United Football Club are publicly traded companies. Manchester United Football Club is the highest valued publicly trade football clubs, as Juventus Football Clubs is the third highest. (This is Money 2018) Based on online following (Facebook, Instagram and Twitter) both Juventus Football Club (fifth) and Manchester United Football Club (third) are at the top ten of football clubs globally, with 79 422 589 followers and   125 255 379 followers respectively as of 17th October 2019 (GiveMeSport 2019).

Revenue of Manchester United Football Club's was 711.5 million in 2019, of which 45% in commercial revenue. Juventus Football Club's revenue was 459.7 million, of which 41% was commercial revenue. Commercial revenue includes sponsorships, merchandising and revenue from other commercial operations. (Deloitte 2020) Social media marketing communications influence all these streams of revenue for the clubs, which makes it an integral part of the football club's marketing communications.

Football clubs must communicate continuously, not only when the club have a match. Social media channels of clubs should provide information about important events for the club. (Obradović et al. 2019) These findings are also supported by Giorgio Ricci (Chief Revenue Officer of Juventus Football Club), who stated on rebranding of Juventus Football Club as follows: "The idea of the rebrand was to reposition the club in the wider entertainment industry as a brand that was able to deliver lifestyle experiences. It was about being able to be identified as something wider than a pure football brand." (Bleacher Report 2019) Since Juventus aims to expand beyond football, it makes sense, that social media marketing communications should not exclusively cover football. To earn more revenue, they also need to expand the business. Juventus has indeed expanded beyond football in other way. For example, the club founded The J | hotel in a project between Juventus Football Club and Lindbergh Hotels group. The hotel opened its doors in 2019. (Juventus 2019) Manchester United Football Club's plan to expand their portfolio of product licensees, to further advance club's product assortment. Additionally, increasing focus on developing licensing rights of the club in more proactive manner is a possibility. The company has historically had a proactive approach to identifying, securing and supporting their sponsors, and therefore is in good position to secure sponsorships with leader brands. (Manchester United, 2019a) During 2019, sponsorships created revenue of 173 million pounds for the club, as retail, merchandising, apparel and product licensing accounted for 102.1 million pounds. Matchday revenue in 2019 was 111 million, as it was already 115 million pounds in 2009. In contrast instead of declining, commercial revenue (including sponsorships; retail, merchandising, apparel and product licensing; and mobile and content) has more than quadrupled during the same period. (Manchester United, 2019b) This supports the argument, that football clubs need to expand, if they want to grow revenue. Matchday revenue is not growing nearly as much as the commercial revenue. The following present number of followers across each of the platforms for both clubs.

Number of followers of the studied football clubs' social media channels:

- Manchester United Facebook 72,2 million followers (Facebook, 2020a)
- Manchester United Instagram 35,3 million followers (Instagram, 2020a)
- Manchester United Twitter 21,9 million followers (Twitter, 2020a)
- Juventus Facebook 41,7 million followers (Facebook, 2020b)
- Juventus Instagram 39,4 million followers (Instagram, 2020b)
- Juventus Twitter 1,9 million followers (Twitter, 2020b)

3.5 Platforms of the Study

The data of the study will be gathered from three different social media platforms. Both clubs utilize all three of these platforms. Each of these platforms will be individually presented in the following.

3.5.1 Facebook

Based on global reach, Facebook is the biggest social networking service. Founded in 2004, first only available to Harvard students, nowadays available for users aged 13 and over. In the fourth quarter of 2019, Facebook had almost 2,5 billion active users. In Facebook, a person can create profile with which the person can interact with other users. With the profile person can also join groups and add friends. Person can add status updates on their wall, and message to other users. (Statista 2020)

3.5.2 Instagram

Instagram is photo and video sharing platform, in which people can share photos and videos with their followers or a select group of friends. People can also view, comment and like post. (Instagram 2020c) Worldwide Instagram has over 600 million users, and it has become an excellent way for companies to visualize their

web communications. Instagram was founded in 2010 and Facebook bought it in 2012. For companies Instagram provides a way to share stories, that creates and strengthens their brand image. Instagram has developed functions within the service, which especially aids companies. For example, companies can get data about post coverage and data about its followers. 2016 Instagram launched Instagram Stories functionality, with which one can share short video clips. (Suominen 2017) In this study we do not focus on Instagram Stories even though the functionality has become a fundamental part of Instagram.

3.5.3 Twitter

Twitter is a microblogging platform in which one can write 'tweets', which can be up to 280 characters long. In Twitter one can also include photos, GIFs and videos in one's tweets. (Twitter 2020c) During the first quarter of 2019, there were 330 million active users in Twitter (Statista 2019). Twitter characterizes itself as "what's happening in the world and what people are talking about right now" (Twitter 2020d)

4. Findings

This chapter presents the findings of content, vividness and frequency of both clubs will be first shown in tables. Thereafter the results will be explained in a more detailed manner. The first table shows gathered data of Juventus Football Club's and Manchester United Football Club's social media content. The categorization was made based on observations of the researcher. Empirical part of the study focuses on content, vividness and frequency of posting of the before mentioned football clubs.

The focus will be first on every platforms' (Facebook, Instagram, Twitter) content types. Second, the overall content types will be reviewed. After content types have been discussed, vividness of posts and frequency of posting are being analyzed. Tables will be presented in percentages to enable better comparison of the data.

4.1 Content Type

In this chapter will focus on the content type of posts of the clubs. Content has been divided into two main categories: informative and entertainment. Thereafter the content is also categorized in the following sub-categories: behind-the-scenes, match-related, highlights, interview, social and other content. Results of each platform are being presented first. After results of each platform have been reviewed, overall content results across all platforms for each of the clubs will be presented. Finally, overall content results of the clubs will be presented.

Content, sub-categories	Description of typical post of the
Behind-The-Scenes	Picture or video of the club's training session
Match-related	Commentary of a match of the clubs
Highlights	Highlight of top goals of the month
Interview	Post-match interview of the manager of the club
Social	Question: where the followers are from
Other	Announcement of a contract extension for a player

Table 1. Description of typical sub-category posts.

4.1.1 Facebook

Both Juventus Football Club and Manchester United Football Club focus heavily on match-related content as over 40% of both clubs' messages are match-related. In addition, all the type of content categories are represented by both clubs. Still, interviews are not content that Juventus provides much on their Facebook page.

Manchester United's content is more focused in informative content as Juventus provides overall quite evenly informative and entertaining content. Major reason for this is because Juventus provides more highlights as Manchester United does not focus as much on highlights. Over 70% of content provided by Juventus is highlights or match-related whereas Manchester United's content is divided more across all categories. In addition, other posts category counts over 25% of Manchester United's content, as opposed to under 17% of Juventus' content.

Facebook	Juventus Informative	Juventus Entertainment	Manchester United Informative	Manchester United Entertainment
Behind-the-scenes	3,51%	3,51%	0,00%	10,45%
Match-related	32,46%	9,65%	37,31%	5,97%
Highlights	0,00%	28,95%	0,00%	2,99%
Interview	0,88%	0,00%	10,45%	0,00%
Social	0,00%	4,39%	4,48%	2,99%
Other	8,77%	7,89%	19,40%	5,97%
Overall	45,61%	54,39%	71,64%	28,36%

Table 2. Category-wise distribution of posts, Facebook.

4.1.2 Instagram

Instagram	Juventus Informative	Juventus Entertainment	Manchester United Informative	Manchester United Entertainment
Behind-the-scenes	5,33%	10,67%	1,75%	12,28%
Match-related	29,33%	14,67%	32,46%	4,39%
Highlights	1,33%	16,00%	1,75%	14,91%
Interview	0,00%	0,00%	7,89%	0,00%
Social	0,00%	13,33%	6,14%	4,39%
Other	5,33%	4,00%	7,89%	6,14%
Overall	41,33%	58,67%	57,89%	42,11%

Table 3. Category-wise distribution posts, Instagram.

Manchester United's content is more informative also in Instagram, as Juventus' content is more entertaining. Almost half of the informative content, that Manchester United provides, is match-related content. Over half of Juventus' informative content is match-related. Entertaining content of both clubs distributes more evenly in other categories. For example behind-the-scenes and highlights accounts over 10% both

clubs' entertaining content. Social content account over 10% for each team of their overall content in Instagram, which is clearly larger share than that of Facebook. For Juventus, the social content is only entertaining as Manchester United provides informative social content as well.

Interviews play greater role in Manchester United's content than in Juventus' content. Match-related content is around 50% of Juventus' content. For Manchester United match-related content counts for around 37%. Overall, the content of Manchester United is more evenly spread than content provided by Juventus.

4.1.3 Twitter

Next will be introduced finding of Twitter. Messages posted in Twitter are referred to as tweets (Twitter, 2020e). Within context of this study, tweet can be considered as a synonym for the Facebook and Instagram counterpart post.

Also in Twitter Manchester United's content is more oriented information oriented as opposed to entertaining. Juventus on the other hand provided equally informative and entertaining content. This is a clear distinction from the two other social media platforms of Juventus. Over 43% of Manchester United's content is match-related while for Juventus it is around 27%. For Juventus interviews, behind-the-scenes and match-related content accounted for over 72% of their tweets. For Manchester United only match-related content represented over 20% of Manchester United's tweets. Outside of match-related content, Manchester United's content is more evenly balanced between each content type category.

Juventus has focused more on behind-the-scenes, highlights and interviews, even though the difference is one long interview which was multiple posts long. Manchester United is more focused on match-related and social content.

Twitter	Juventus Informative	Juventus Entertainment	Manchester United Informative	Manchester United Entertainment
Behind-the-scenes	4,55%	18,18%	0,91%	10,90%
Match-related	22,73%	4,55%	33,64%	10,00%
Highlights	0,00%	13,64%	0,00%	5,45%
Interview	22,73%	0,00%	15,45%	0,00%
Social	0,00%	2,27%	3,64%	3,64%
Other	2,27%	11,36%	11,82%	4,55%
Overall	50,00%	50,00%	65,45%	34,55%

Table 4. Category-wise distribution of tweets, Twitter.

4.1.4 Overall

Across all platforms	Juventus Informative	Juventus Entertainment	Manchester United Informative	Manchester United Entertainment
Behind-the-scenes	4,33%	10,11%	1,03%	11,34%
Match-related	28,52%	9,39%	34,02%	6,87%
Highlights	0,36%	20,58%	0,69%	8,59%
Interview	7,58%	0,00%	11,34%	0,00%
Social	0,00%	6,14%	4,81%	3,78%
Other	5,50%	7,94%	12,03%	5,50%
Overall	45,85%	54,15%	63,92%	36,08%

Table 5. Distribution of content across all platforms.

In main content type categories, Juventus provided more entertaining content as Manchester United provided more informative content. This occurred on every platform except in Twitter where Juventus provided equally informative and entertaining content. Manchester United seems to focus more on current content whereas Juventus provides also much historical content. For example, many of the highlights posted by the club were older highlights.

For both of the clubs, match-related content was the most published content category. This was also evident on every platform. After match-related content, highlights were most posted content by Juventus. By Manchester United other category was the second most posted. Behind-the-scenes were third most posted by both clubs. Manchester United used more behind-the-scenes and social category content than Juventus. Overall, Manchester United's content was more diversely divided in all of the categories than Juventus' content. Interviews by both clubs were only informative, not entertaining. Highlights and behind-the-scenes content were mostly entertaining. Social and other content by Juventus was mostly entertaining, as Manchester United's social and other content was mostly informative.

Overall	Informative	Entertainment	Overall
Behind-the-scenes	2,64%	10,74%	13,38%
Match-related	31,34%	8,10%	39,44%
Highlights	0,53%	14,44%	14,96%
Interview	9,51%	0,00%	9,51%
Social	2,46%	4,93%	7,39%
Other	8,63%	6,69%	15,32%
Overall	55,11%	44,89%	100,00%

Table 6. Distribution of content overall.

Overall, the content was both informative and entertaining. Nearly 40% of the messages were match-related, followed by other, highlights and behind-the-scenes content. Interviews were the second least posted content and social content was the least posted. Match-related content was mostly informative whereas behind-the-scenes, highlights and social content was mostly entertaining. Other content was mostly informative, and interviews only informative. The amount of match-related content clearly increases the volume of informative content, which could indicate that outside of the match content, the content provided is more towards entertaining.

4.2 Vividness

Posts were divided into four categories, based on the level of vividness. Results of each platform of each club will be first introduced. After reviewing each platform, each clubs' overall results will be reviewed. Finally results of overall vividness of messages posted by the clubs will be presented.

Vividness	Juventus Twitter	Juventus Instagram	Juventus Facebook	Manchester United Twitter	Manchester United Instagram	Manchester United Facebook
No	19,32%	0,00%	0,00%	2,00%	0,00%	0,00%
Low	23,86%	64,00%	41,23%	52,00%	72,81%	68,66%
Moderate	20,45%	0,00%	14,00%	28,00%	0,88%	28,36%
High	36,36%	36,00%	46,49%	28,00%	26,32%	2,99%

Table 7. Level of posts vividness of both clubs in each platform.

Exceptionally only Twitter content of both clubs included all the levels of vividness. Neither Instagram nor Facebook contained any posts that did not have any factor of vividness. For Juventus, the amount of no vividness (i.e. containing only text) was around 19%, whereas for Manchester United it was only 2,00%. Juventus used video in over 36% of their tweets, as Manchester United used videos in 28,00% of its tweets. Both clubs used links and pictures in their Twitter communication, but pictorial posts were much more regular in Manchester United's content. Over half of the posts by Manchester United were low vividness posts, i.e. included a picture. For Juventus low vividness posts accounted for around 24% of their tweets. Overall Juventus' content was more equally distributed between all of the categories, whereas Manchester United's content was more low, moderate and high vividness driven. On average Manchester United's content had more vividness. Juventus, however, provided more high vividness content than Manchester United.

In Instagram neither of the clubs used low vividness content and also moderate vividness content was hardly used (only 0,88% by Manchester United). Clearly only text posts, and posts with a link but without video or photo, are not commonly used content by either of the clubs. Pictorial content was widely provided by the clubs as 64% Juventus' content was low vividness content, and around 73% of Manchester United's content was low vividness content. Highly vividness content was commonly used by both clubs. 36,00% of Juventus' content was highly vivid whereas around 26% of Manchester United's content was highly vivid. Overall Juventus' Instagram communications were more vivid with a higher share of video posts. Manchester United's was more focused on low vividness content by providing more pictures.

Low vividness content was nonexistent in Facebook by either of the clubs. Low vividness content was however highly used by both clubs. Around 41% of Juventus' posts were low vividness posts, and around 69% of Manchester United's posts were low vividness posts. Moderate vividness content was used by both clubs in Facebook. Moderate content was second most posted content by Manchester United in Facebook. Highly vivid content was the most posted category (around 46%) by Juventus whereas only around 3% of Manchester United's content was highly vivid. This can be seen as an interesting difference, but it can be affected by Manchester United's behavior of deleting posts, which was noticed during the study.

Vividness, all platforms	Juventus	Manchester United
No	6,14%	0,69%
Low	41,88%	62,20%
Moderate	11,55%	16,49%
High	40,43%	20,62%

Table 8. Level of posts vividness of both clubs across all platforms.

Overall Juventus' content was more spread across each level of vividness. No vividness content was not commonly used, save for Juventus' Twitter account. Low vividness content was the most posted content by both clubs, and it was commonly used on every platform by both of the clubs. Moderate content was third most used level of vividness. Both clubs used moderate content in Twitter and in Facebook, but not as much in Instagram. High vividness content was second most posted content by both clubs, but Juventus posted it more frequently than Manchester United.

Vividness	Overall
No	3,35%
Low	52,29%
Moderate	14,08%
High	30,28%

Table 9. Combined level of vividness across all platforms.

Overall, it is evident that pictorial content and content including videos are a major part of social media marketing communications of both clubs. Links are also used regularly by both clubs, often in a purpose of sharing information. What can be a small surprise is the amount of posts consisting of only text by both clubs. It was surprisingly seldom used in both clubs' social media marketing communications. This could be due to the observed tendency that even match commentary posts often included pictures or videos in addition to text.

4.3 Frequency

Posts per day	Juventus	Manchester United
Instagram	3,75	10,36
Facebook	5,70	3,72
Twitter	17,80	22,00

Table 10. Frequency of posting

The frequency of posting differs significantly across the platforms. In Twitter both clubs post messages in double digit numbers on daily basis. The communication with followers is clearly more frequent than in other platforms. Manchester United was more active than Juventus in Twitter with 22,00 posts averaged a day in comparison to Juventus' 17,80 posts per day. Twitter's microblogging platform can be an easy way to deliver short messages to followers, which could be one of the reasons for the higher amount of posts. Twitter can be a useful platform in communications with the most passionate fans of the club that are eager for a high amount of content.

The greatest difference in frequency of posting, both relative and absolute, between the clubs was in Instagram. Juventus posted less in Instagram with 3,75 post per day while Manchester United posted 10,36 times a day. Between the clubs, the strategies for communicating in Instagram is clearly different. Juventus posts least on the platforms in Instagram, and for Manchester United Instagram is the second most posted platform. During data collection phase, it was also noticed that both clubs are active in posting stories in Instagram by posting stories on daily basis.

4.4 Other Observations

During data analysis, other observations were also being found on both clubs' social media communications. For example differences were being recognized as to what the clubs were communicating about. In addition to the first team (i.e. male team competing on highest tier) of the club, both clubs also posted on other teams of the clubs. Juventus had posts about their women's team, whereas Manchester United posted about their youth team. Merchandising plays a part in of the both clubs' social media marketing communications. Clubs can provide opportunities of buying merchandise of the club to benefit from social media interactions with fans (Mccarthy et al. 2014). Selling merchandise in social media should generate revenue for the club. Juventus had five posts where the club marketed its merchandise. Similarly Manchester United had eight such posts. Some posts had even direct link to the store of the club to view the product. As earlier mentioned, sponsor revenues are a major part of both clubs' revenue streams. Juventus used sponsored posts in the club's communications in order to get more coverage for their sponsors. For example, a post, where line up for the upcoming game of the team was informed, was sponsored by one of the club's partners. Juventus had in total 19 sponsored posts. Football club's origin can have an influence on social media communications of the club. Manchester United originates from an area where English is the national language. Juventus on the other hand is from area where Italian is the official language. Manchester United can use the national language in communication with its local and international fans as Juventus is required to use Italian language in communications with the club's local fans, and English with international fans

5. Discussion and Conclusion

In this chapter results of the study will be discussed in relation to the research questions and previous research on the topic. After review of the answers to the research questions and the earlier research, future research suggestions, critique for the study and conclusions will be addressed.

5.1 Answers to Research Questions

In order to answer the main research question, related sub-questions will be answered first. Finally, the main research question of the study will be addressed.

What kind of content the football clubs use in their social media communications?

Both clubs used frequently both entertaining and informative content in their social media communications. Manchester United's communication was more focused on informative content whilst Juventus' content was more entertaining. Between the platforms, major differences in use of the main content categories could not be seen. Regarding the sub-categories, for both clubs' match-related content was the most often posted category. Juventus used highlights frequently in their communications, where a Manchester United did not produce highlights content as much. Manchester United's content was more widescale, as Juventus' content was more concentrated in certain sub-categories. After match-related content, other, highlights and behind-the-scenes content was the most frequently used. Interactive content was also frequently used by both of the clubs as social content was used in every platform of the study. In addition, interviews were used by both clubs and Twitter was the most used platform to post interviews for both clubs. Same posts in different platforms were not used often by neither of the teams, which indicates both clubs want to publish different content on different platforms.

What is the level of vividness of the football clubs' social media marketing communications content?

Low vividness (pictorial) content was clearly the most used media in the study. Second most used was high (video) media and moderate (link) was the third frequently used. Post, that did not contain any vividness (i.e. only text), were rarely posted, covering only 3,35% of the messages included in the study. Between the clubs, there was significant differences in vividness of posts. Juventus focused more on highly vivid content (40,43%) whereas Manchester United used both high (20,62%) and moderate (16,49%) vividness content. Low vividness content was used often by both clubs, but Manchester United focused in pictorial content more than Juventus. Between different platforms, in Facebook and Twitter low, moderate and high vividness were regularly used. In Instagram both clubs focused heavily on low and high vividness media.

How active are the football clubs in their social media communication efforts?

Both clubs of the study communicate daily with their followers. However, there were significant differences in activity between the platforms and the clubs. Twitter account are the most active accounts for both clubs. For Juventus Facebook was the second most active account and Instagram was the least active. Manchester United used Instagram the second most of the platforms and Facebook the least. Greatest difference between the clubs was in Instagram activity, where Manchester United was almost three times as active as Juventus. Between usage of different platforms, Twitter was the most actively used, Instagram was the second most active and Facebook was the least active platform. In addition to posting, during the study it was discovered that both clubs posted stories daily on their Instagram accounts.

How social media marketing communications are executed in the football clubs?

Social media marketing communications were used in active manner by both clubs. Clubs used Facebook, Instagram and Twitter actively, and created different content to every platform. Both entertaining and informative content was used frequently. Facebook and Instagram content seemed to be more targeted for a bigger audience whereas Twitter seems to be have been used in engaging the most passionate fans of the clubs. In sub-categories, communications of the clubs were diverse even

though match-related posts the most often posted by the clubs. Matches are important events for fans, and therefore it is not surprising that football clubs provide information for fans about these essential events. However, clubs also provide content for fans on everyday basis. Clubs posted content that provides fans a closer look at the club, such as history by showing highlights, or by providing material fans could not otherwise see by posting behind-the-scenes material. Interactive content was also posted for the fans in order to better engage followers. Pictures, links and videos were highly used in social media communications of the clubs. Messages without any vividness were not common by either of the clubs. Commercial posts, where merchandise or partners of the club were put forward for followers, were not common among the communications of the clubs.

5.2 Discussion

Presumably customizing content to suit the needs of specific segments is one of tactics to gain benefits from social media usage for a football club (Mccarthy et al. 2014). In that sense, Juventus' English social media pages should be focusing on international fans. Manchester United's usage of English social media pages with both local and international fans might not be ideal. This can cause problems for the club, as the local fans might not be interested in same content as the international fans. This can lead to seek different ways as to how they should manage their social media marketing communications.

Content of posts can vary considerably on brand pages (De Vries et al. 2012). As stated earlier, post can contain e.g. text, picture, video or a link. Content of a post can be considered informative when the post contains information about brand and/or its products (De Vries et al. 2012). Brands can also post entertaining content that is not specifically related to the brand e.g. to attract attention of followers with a funny video (Luarn et al. 2015). Even though informative and entertainment categories have been used in previous research in categorization of social media content, the categories were adapted to suit the needs of the context. In addition to informative and entertainment categories, remuneration was considered as a main

category, but after review of the data, it was decided to not use it. Entertainment and information are among motivations to engage online brand-related content whereas remuneration has been found out less often to be a motivation for engagement (Muntinga et al. 2011).

As earlier mentioned, prior research of the context was helpful in determining the sub-categories for the study. One can see the similarities between the categories of Obradović et al. (2019) and categories of this research, especially for the behind-the-scenes, match-related, highlights and interview categories. The decision of not using the same categories as in previous research was made upon the compatibility of the categories for the data and phenomenon. After data review, it was deemed that the new categories would fit the study better. For example, social category enabled means to find out how often football clubs use highly interactive posts in their marketing communications.

The decision to have all categories the same for each of the platforms was made after exploring of the data. It was noticed that even though the way football clubs use of different platform may differ, the social media posts of the football clubs were similar so that there was no need for different categories for each social media platform.

The decision to measure level of vividness of a post per the highest media of vividness in a post was made after the realization that majority of the posts in the data contain multiple factors of vividness. If every vividness factor of a post would be counted, the amount of posts that contain no vividness factors could be almost all posts as nearly every post of the clubs contained some text. Posts that contain a picture, a link or a video usually contain some text as well. Trefzger et al. (2016) found out in their data that only 3% of posts did not contain any words, which means 97% of the data had factors of no vividness.

There is not much research available that results of the study could be compared to, save for the study carried out by Obradović et al. (2019). In addition, the sub-categories were formed during the stage of data analysis so there were not earlier studies with the exact same categories. Informative and entertaining categories have been studied earlier, but in a different context.

In Cvijikj's and Michahelles' (2013) study on fast-moving consumer goods industry's social media communications in Facebook, posts containing entertainment were the most posted communications with 58% of total posts as brand related information posts totaled 14%. In Luarn et al. (2015) study that was carried out across multiple industries on social media communication in Facebook, entertainment was also the most frequently posted category with representation of 34,1% of all posts. Informational posts accounted for 33,8% in total as social posts represented 14,3% of the data. Both of the studies also embodied remuneration posts, which complicates the comparison of results with this study. Interesting is that even though football is an entertaining industry, in which entertainment plays a major role, according to results of this study, entertaining content does not stand out as much as one could presume. Nonetheless, as earlier mentioned, excluding the posts categorized as match-related, entertaining posts would have greater share than informative posts.

Manchester United's social media communications on Facebook have been studied in previous research. Content types of Obradović et al. (2019) study about social media communications of Premier league clubs has been different to this study, but similarities can be drawn as well, one example being the behind the scenes category. In Obradović et al. (2019) study behind the scenes category represented 6,57% of the posts, as opposed to 10,45% representation in this study. Game announcements and about game categories in Obradović et al. (2019) study totaled around 29% as in this study match-related content accounted for approximately 43% of all messages. The results are somewhat different between the studies, but it can be due to different categorization and period of gathering data. Overall, there are differences between the results. Players and coach announcements and interviews represented over 20% of the messages by four of the five clubs in the study (Obradović et al. 2019). In this study Juventus totaled 0,88% in interviews as opposed to Manchester United's 10,45%. Reason for higher numbers in the research by Obradović et al. could be that players and coach announcements were added in the numbers of interviews. In addition, as the clubs in the study were different (except for Manchester United), there could also be different strategies in social media marketing communications between the clubs. Behind-the-scenes

content in the previous study was at lowest 6,57% and at highest 11,59% (Obradović et al. 2019). This was closer to the results of this study as the equal representation for Juventus was 6,02% and for Manchester United 10,45%. Apparently many clubs utilize behind-the-scenes content in their social media communications, yet it is not the most common content provided by football clubs. Reason for football clubs providing behind-the-scenes can be their efforts to produce content outside of football for the fans of the club. In addition, through behind-the-scenes content clubs can bring fans even closer to the club and the brand.

Comparison of the results to earlier research related to vividness of posts is not straightforward as there is not much research about vividness of social media marketing communications in the same context. The results of earlier research on vividness of posts are also different between the studies, which does not come as a surprise. Multiple things can have an effect on how organizations handle their social media marketing communications. For example industry and platform can already make a difference. Most of the studies on the subject are made within the context of Facebook. In Cvijikj and Michahelles (2013) study about fast-moving consumer good industry and Facebook as a studies platform, photos were accounted for 40%, links for 14% and videos for 9%. In Schultz et al. (2017) study on apparel and food retailing industry and Facebook as the studied platform, pictures were used for 90,6% of posts and videos for 4,4%. Trefzger et al. (2016) studied automotive industry and within Facebook, and 82,1% of all posts included photos, 7,9% events or links and videos were accounted for in 10% of the posts. Hence it can be said that it is hard to compare the results with earlier research that has different context compared to this study. Nevertheless, pictures seem often to be the most posted media in social media marketing communications. Difference compared to the other industries seem to be the usage of videos as it does not seem as common in many industries as it is in football. Reason for higher number of videos in club football industry communications can be the way consumers consume football. It is consumed by watching, not by tasting or by using it. Football is mainly about events that most fans monitor as a video. In addition, the material for the

communications can come as a byproduct of events whereas in the other industries this may not typically be the case.

Comparing the data of both clubs Facebook content, vividness can be compared to earlier research by Obradović et al. (2019). In their study Manchester United's post level of vividness was not revealed, but the format of the content for the five clubs (including Manchester United) is introduced. In this study the vividness of content was quite evenly distributed between photo, link and video (31,2%, 30,59% and 37,6% respectively). (Obradović et al. 2019) In this study pictorial content represented even higher number of posts as in the research by Obradović et al. (2019), but the amount of video was lower. The amount of links used in Manchester United's content was around the same as in the earlier research. Manchester United's evidently lower number of video posts might be since Manchester United deleted posts on their Facebook page. Manchester United's amount of video posts is clearly higher in Instagram and Twitter, and number of videos in their Facebook page distinctly deviates from the other platforms. Juventus' content was more driven by video and pictorial content whereas links were not as often used.

Facebook had the lowest frequency of posting for Manchester United with 3,72 posts per day, and second highest for Juventus with 5,70 posts per day. In Facebook posts seemed to be targeted for a bigger audience, which might be the reason for the lower frequency of posting compared to the other platforms. Juventus' frequency of posting was higher than Manchester United's, but we must take here into consideration the fact that Manchester United deleted some of their posts from the clubs Facebook page, which may have had an effect on the frequency of posting results. Obradović et al. (2019) found out in their study Manchester United's posting frequency to be 12,17 Facebook posts per day. For other teams in the study the amount Facebook posts per day was between 8,67 and 9,9 posts (Obradović et al. 2019). Timing of data collection can have a large effect on the posting frequency, as well as Manchester United's eagerness to delete posts after posting.

Social media platforms with different features can also lead to different kind of communications with followers. In Twitter, like earlier mentioned in the study, tweets are restricted to 280 characters. In Facebook organization can share status updates,

pictures and videos whereas Instagram is more oriented in sharing pictures and videos. However, in each of the platforms one can use all the earlier mentioned media types. The number of followers also differs between the platforms. For both clubs Facebook and Instagram were the most followed social media pages. In Twitter follower bases were smaller, especially for Juventus. While analyzing the data that seemed to affect the communications of both clubs. Twitter communications seemed to be focused for fans that share greater interest in the club than an average Instagram or Facebook follower.

In Twitter interviews were more common than in Facebook and Instagram. Links were also used more in the communications. In addition, Twitter was the only platform where no vividness posts were being used. Low vividness posts were more common in Instagram than in Facebook or Twitter, which is not surprising as Instagram is a picture and a video sharing platform. In Instagram also had the highest amount of social posts. This could indicate that Instagram communications of the clubs are more interactive than in the other platforms. Daugherty, Eastin and Bright (2008) found out social interaction as an essential motivator for making user-generated content. Through social function people socialize and experience a sense of community. (Daugherty et al. 2008) Social media is a two-way communication platform for organizations, as earlier mentioned in the theory. Creation of opportunities for two-way dialogue with fans, should presumably produce benefits for social media communications of football clubs. (Mccarthy et al. 2014).

Entertaining content was more common in Instagram than in Facebook and Twitter. Facebook had highest amount of match-related posts. Reason for this could be that Facebook is the largest social media platform for both of the clubs, and naturally match-related content is interesting for every fan of a football club.

Between the two clubs, most eye-catching difference can be noticed between the main content categories. Whereas Juventus provides more entertaining content, Manchester United focused more on informative content. Informative content is important for fans as social media pages of clubs should be the places where fan can find information about important events, such as matches (Obradović et al. 2019). Still interesting and diverse, quality content should likely be tactics to garner

benefits from social media engagement and interaction with fans (Mccarthy et al. 2014).

The differences between the clubs' social media communications occurred in several sub-categories. Hence not one reason can be pointed out as to why there are differences between clubs in this subject. In vividness, Juventus used more highly vivid posts whereas Manchester United posts focused more on low and moderate vividness content. Juventus' higher frequency of posting highlights influences Juventus' high percentage of highly vivid posts. Manchester United's higher number of interviews had an influence as to why Manchester posted more links as many of the links posted were to interviews. Any categorial reasons for Manchester United's higher pictorial content were not found.

From the two clubs, Manchester United was more involved with its followers by having a higher frequency of posting than Juventus. Manchester United's broad follower base can be a motivation to spend more resources on their social media marketing communications. Nevertheless, both clubs posted daily in every social media account, which should continue, as brand's effort can positively affect followers' effort as well. (Park & Kim 2014). Similar tendencies for both of the teams were being found between the platforms. Twitter was the most posted platform for both teams, which also indicates that the clubs use Twitter to communicate with their diehard fans, who are really interested in hearing about the clubs. Facebook and Instagram were used more sparingly, even though Manchester United posted over ten Instagram posts a day. It is also notable, considering both clubs have over 30 million followers, that there was a substantial difference in their frequency of posting. Supporting evidence as to why Manchester United's posting frequency is substantially more frequent could not be drawn from the data.

5.3 Future Research and Critique

Results of the study can be criticized for multiple reasons. Firstly, the amount of data gathered during the study was 568 posts, which is on average under a hundred posts per each social media account. Data could have been gathered for a longer

time to better understand the phenomenon, so that one-off events would not have as big an effect on the results. For example, one matchday for a club can have a large effect on number of posts and type of content.

As the research was conducted as a content analysis, the validity of the study can be criticized. Researcher has great effect on analyzing the data. Another researcher could categorize the content differently and could also place some posts in different categories. As the analysis is based on categories formulated by the researcher, different interpretation of the data could have led to different results.

Finally, researcher did not take into consideration the fact that football clubs can delete posts after posting them. If each post would have been collected right after posting, deleting posts would not influence the results. This could however prolong the process of collecting the data and it could be too exhaustive to be ready to catch every post right after the clubs post them.

In future, football clubs' social media communications could be studied with addition of followers' reactions to clubs' messages. Thus, followers' reactions to posts with different type of content and post with different vividness could be learned. In addition, the frequency of posting could be studied from an angle that does the amount of posts influence on how followers engage with each post. This would possibly teach if there is a right frequency for posting. Last, it would be interesting if the phenomenon would be studied from the angle of how football clubs want to conduct their social media marketing communications and compare it to the actual social media communications of the club. Thus, it could be learned if the thoughts of the clubs are in line with the actual results.

5.4 Conclusion

Purpose of this study was to shed light on content of football clubs' social media marketing communications. Football clubs' social media marketing communications as the subject was chosen due to researcher's personal interest to learn about a context that is interesting to him. In addition, there is not much prior research about

the context of the study. Learning what kind of content football clubs provide in their social media marketing communications can also assist other organizations in their efforts of social media marketing communications.

Case study was used as data gathering method for the study, and the data was analyzed through the way of content analysis. Content analysis enabled to classify the data in suitable categories for the study. The flexibility of the approach was also suitable for the context of the research.

The research's main content type categories and vividness categories had been used in prior research of studying content of social media marketing communications. For example, De Vries et al. (2012) used the same main content type categories and Cvijikj and Michahelles (2013), Luarn et al. (2015) used same categories for vividness of posts. Nevertheless, some of the earlier used categories were altered in order to suit the needs of the context of this study. Sub-categories were formed from data of the study, and the sub-categories also differ from earlier research. Categories from Obradović et al. (2019) research still provided direction on how the categories could be built.

Across six social media pages 568 posts of data were being collected, which was deemed suitable amount of data for the study. Allocation of posts in the categories was carried out by the researcher. As the data was allocated by a person, there could be differences in results if the study would have been done by someone else. The aim of categorization and allocation of the data was to do in a way that would minimize the amount of researcher's judgement on the results. After analyzing the data, it seems researcher has succeeded in his efforts as repetitive occurrences within the data had been identified.

The study provides some indications for future research about how social media marketing communications are performed in the field of football. As for managerial implications, the study can provide information about what kind of content is being provided by football clubs in their social media marketing communications. The categories of the study can be used in further research of social media marketing communications of football clubs. Probably the most relevant subject for further research would be how consumers react and engage with different types of posts.

Within the context of academic research, the purpose of this study was to create foundations for future studies on the content of football clubs' social media marketing communications.

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Appendices

Appendix 1. List of main literature used in the research

Author & Year	Subject/Focus	Concept
Akdeniz, Calantone & Voorhees (2013)	Effectiveness of Marketing Cues on Consumer Perceptions of Quality: The Moderating Roles of Brand Reputation and Third-Party Information	Marketing cues effect on consumer, Brand
Balakrishnan, Dahnil & Yi (2014)	The Impact of Social Media Marketing Medium toward Purchase Intention and Brand Loyalty among Generation Y	Social media marketing, Purchase Intention, Brand Loyalty
Beukeboom, Kerkhof & de Vries (2015)	Does a Virtual Like Cause Actual Liking? How Following a Brand's Facebook Updates Enhances Brand Evaluations and Purchase Intention.	Social media, Brand, Brand evaluation, Purchase intention
Bruhn, Schoenmueller & Schäfer (2012)	Are social media replacing traditional media in terms of brand equity creation?	Social media, Marketing Communications, Brand equity
Carr & Hayes (2015)	Social media: Defining, developing, and divining	Social media

Chae, Stephen, Bart & Yao (2017)	Spillover effects in seeded word-of-mouth marketing campaigns	Seeded word-of-mouth marketing, Spillover effects
Cheung & Lee (2010)	A theoretical model of intentional social action in online social networks	Online social networks, Social identity, Social influence, Subjective norm
Cvijikj & Michahelles (2011)	A case study of the effects of moderator posts within a Facebook brand page	Social media marketing, Post characteristics,
Cvijikj & Michahelles (2013)	Online engagement factors on Facebook brand pages	Social media marketing, Online engagement, interaction
Dahl (2015)	Social media marketing: Theories and Applications	Social media marketing
Daugherty, Eastin & Bright (2008)	Exploring consumer motivations for creating user-generated content	User-generated content, Consumer motivations
Daugherty & Hoffman (2014)	eWOM and the importance of capturing consumer attention within social media	eWOM, Social media, Consumer

Davis, Piven & Breazeale (2014)	Conceptualizing the brand in social media community: The five sources model	Social media community, Brand, Consumption motivation, Grounded theory
De Vries, Gensler & Leeflang (2012)	Popularity of brand posts on brand fan pages: An investigation of the effects of social media marketing	Social media, Marketing communications, Relationship marketing, Brand post
De Vries (2019)	When more likes are not better: the consequences of high and low likes-to-followers ratios for perceived account credibility and social media marketing effectiveness.	Social media marketing, Credibility
Dima (2015)	Social Media Usage In European Clubs Football Industry. Is Digital Reach Better Correlated With Sports Or Financial Performane?	Social media, Football
Doh & Hwang (2009)	How Consumers Evaluate eWom (Electronix Word-of-Mouth) Messages	eWOM, Consumers
Ellison & Boyd (2013)	Sociality through social network sites	Social media, Social interaction

Enginkaya & Yılmaz (2014)	What drives consumers to interact with brands through social media? A motivation scale development study	Social media, Brand, Consumer
Erkan (2015)	Electronic word of mouth on Instagram: customers' engagements with brands in different sectors	eWOM, Customer engagement, Brand
Gensler, Völckner, Liu-Thompkins & Wiertz (2013)	Managing Brands in the Social Media Environment	Social media, Brands
Gordon (2012)	Re-thinking and re-tooling the social marketing mix	Social media, Marketing mix
Habibi, Laroche & Richard (2014)	The roles of brand community and community engagement in building brand trust on social media	Brand community, Social media, Engagement, Brand trust
Habibi, Laroche & Richard (2016)	Testing an extended model of consumer behavior in the context of social media-based brand communities	Social media, Brand communities, Customer centric model,

Hachtmann & Hipke (2014)	Game-Changer: A Case Study of Social-Media Strategy in Big Ten Athletic Departments	Social media, Sports
Harris & Dennis (2011)	Engaging customers on Facebook: Challenges for e-retailers	Social media, Customer engagement
Hudson, Huang, Roth & Madden (2016)	The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors	Social media, Brand relationship, Word-of-mouth
Hussain, Ahmed, Jafar, Rabnawaz & Jianzhou (2017).	eWOM source credibility, perceived risk and food product customer's information adoption	eWOM
Jahn & Kunz (2012)	How to transform consumers into fans of your brand	Social networks, Engagement, Brand, Consumer behavior
Josefsson & Lagrosen (2011)	Social media marketing as an entrepreneurial learning process	Social media, Marketing communication, Grounded theory, Relationship marketing

Jussila, Kärkkäinen, Multasuo, Allen, Anttila & Isokangas(2012)	Social media in customer experience	Social media, Customer experience
Kabadayi & Price (2014)	Consumer–brand engagement on Facebook: liking and commenting behaviors	Social media marketing, Brand management, Consumer behavior
Kaplan & Haenlein (2010)	Users of the world, unite! The challenges and opportunities of Social Media.	Social media, User-generated content
Kietzmann, Hermkens, McCarthy & Silvestre (2011)	Social media? Get serious! Understanding the functional building blocks of social media.	Social media, User-generated content
Kohli, Suri & Kapoor (2015)	Will social media kill branding?	Social media, Brand management
Kuzma, Bell & Logue (2014)	A Study of the Use of Social Media Marketing in the Football Industry	Social media, Football
Labrecque (2014)	Fostering consumer–brand relationships in social media environments: The role of parasocial interaction	Social media, Brand, Consumer, Interaction

Laroche, Habibi, Richard & Sankaranarayanan (2012)	The effects of social media based brand communities on brand community markers, value creation practices, brand trust and brand loyalty	Brand communities, Social media, Brand loyalty
Laroche, Habibi & Richard (2013)	To be or not to be in social media: How brand loyalty is affected by social media?	Social media, Brand community, Brand loyalty, Customer centric model
Luarn, Lin & Chiu (2015)	Influence of Facebook brand-page posts on online engagement	Social media, Engagement, Brand post
Macnamara & Zerfass (2012)	Social Media Communication in Organizations: The Challenges of Balancing Openness, Strategy, and Management	Social media, IMC
Mangold & Faulds (2009)	Social media: The new hybrid element of the promotion mix	Social media, Promotion mix
Mccarthy, Rowley, Ashworth & Pioch (2014)	Managing brand presence through social media: the case of UK football clubs	Brand, Social media, Football
Muntinga, Moorman & Smit (2011)	Introducing COBRAs Exploring motivations for brand-related social media use	Social media, Consumer motivations, Brand

Narayanan & Machanda (2009)	Heterogeneous Learning and the Targeting of Marketing Communication for New Products	Marketing communication
Obradović, Alčaković, Vyugina & Tasevski (2019)	Use of Social Media in Communication Strategies of Premier League Football Clubs	Social media, Football
Parganas & Anagnostopoulos (2015)	Social Media strategy in Professional Football: The case of Liverpool FC	Social media, Marketing, Football
Park & Kim (2014)	The role of social network websites in the consumer–brand relationship	Social media, Brand, Consumer
Pereira, Salgueiro & Mateus (2014)	Say yes to Facebook and get your customer involved! Relationships in a world of social networks	Social media, Online consumer behavior, Brand
Peters, Chen, Kaplan, Ognibeni & Pauwels (2013)	Social Media Metrics – A Framework and Guidelines for Managing Social Media	Social media, Key performance indicators,
Picazo-Vela, Gutiérrez-Martínez, Luna-Reyes (2012)	"Understanding Risks, Benefits, and Strategic Alternatives of Social Media Applications in the Public Sector."	Social media, Public sector

Porter, Donthu, MacElroy & Wydra (2011)	How to foster and sustain engagement in virtual communities	Social media, Virtual communities, Engagement
Pöyry, Parvinen, Malmivaara (2013)	Can we get from liking to buying? Behavioral differences in hedonic and utilitarian Facebook usage	Social Media, Brand community, Consumer motivations
Rodgers & Wang (2011)	Electronic word of mouth and consumer generated content: From concept to application	eWOM, User-generated content
Sashi (2012)	Customer engagement, buyer-seller relationships, and social media	Social media, Customer engagement
Schultz (2017)	Proposing to your fans: Which brand post characteristics drive consumer engagement activities on social media brand pages?	Social media, Brand post, Engagement
Sinha, Ahuja & Medury (2011)	Corporate blogs and internet marketing–Using consumer knowledge and emotion as strategic variables to develop consumer engagement	Engagement, Consumer, Brand
Sloan, Quan-Haase & Augus (2017)	The Sage handbook of social media research methods	Social Media

Stoldt (2012)	The impact of social media on college athletics communications	Social media, Sports, College athletics
Teng, Wei Khong, Wei Goh & Yee Loong Chong (2014)	Examining the antecedents of persuasive eWOM messages in social media	eWOM, social media
Tiago & Veríssimo (2014)	Digital marketing and social media: Why bother?	Social media, Marketing
Trefzger, Baccarella & Voigt (2015)	Antecedents of brand post popularity in Facebook: The influence of images, videos, and text	Social media, Brand post
Van Doorn, Lemon, Mittal, Nass, Pick, Pirner & Verhoef (2010)	Customer engagement behavior: Theoretical foundations and research directions	Customer engagement, Customer loyalty
Wirtz, Den Ambtman, Bloemer, Horvath, Ramaseshan, van de Klundert & Kandampully (2013)	Managing brands and customer engagement in online brand communities	Online brand communities, Brand, Customer Engagement

Ye & Tripathi (2016)	Using Social Media to Manage Customer Complaints: A Preliminary Study.	Social media, Customer
Zongchao & Qinghua (2014)	"Like Us on Facebook": Linkage Between Social Media Use, Community Identification, and Electronic Word-of-Mouth	Social media, Facebook, eWOM, Online community