INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH AND ANALYSIS

ISSN(print): 2643-9840, ISSN(online): 2643-9875

Volume 08 Issue 11 November 2025

DOI: 10.47191/ijmra/v8-i11-60, Impact Factor: 8.266

Page No. 6418-6425

Strategic Social Media Management and Brand Performance in Sports Organizations: Empirical Evidence from Indonesian Professional Clubs

Lutfhi Abdil Khuddus[1], Catur Supriyanto[1,*], Eva Ferdita Yuhantini[1], Hapsari Shinta Citra Puspita Dewi[1], Erta, Nur Salsabila Rhesa[1], Suryanto Agung Prabowo[1]

[1]Universitas Negeri Surabaya, Surabaya, Indonesia

ABSTRACT: The swift digital transformation of Asian football necessitates that clubs implement strategic social media management (SMM) to enhance their brand presence and foster greater engagement with fans. This research investigates the influence of primary social media marketing dimensions—Interaction Quality, Community Management, and Content Strategy—on Brand Equity and Brand Loyalty among supporters of Indonesian professional football clubs. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), we evaluated six hypothesized positive relationships derived from survey data on supporter perceptions. The structural model validated all proposed hypotheses and exhibited robust predictive capabilities for Brand Loyalty ($R^2 = 0.584$). Interaction Quality (IQ) has emerged as the most significant strategic variable, demonstrating the most substantial impact on both Brand Equity ($\beta = 0.392$) and Brand Loyalty ($\beta = 0.354$), thereby highlighting the essential importance of responsive and dialogic communication. Community Management also demonstrated a significant positive influence on Brand Loyalty ($\beta = 0.285$), emphasizing the significance of cultivating engaged and cohesive fan communities. Content Strategy, although important, exhibited comparatively limited impact, indicating that merely disseminating information is less effective than promoting relational and communal involvement. The findings contribute to the existing literature by elucidating the hierarchy of social media marketing determinants that influence brand performance within a highly engaged digital sports ecosystem, and provide practical recommendations for Asian clubs aiming to optimize their strategies.

KEYWORDS: Social Media Management Strategy, Brand Performance, Sport

I. INTRODUCTION

The widespread proliferation of digital connectivity has significantly transformed the corporate environment, notably impacting the relationship between organizations and their consumers (Mohammadkazemi & Falahat, 2024). Social media platforms such as Instagram, X (formerly Twitter), and Facebook have established themselves as essential components within this digital ecosystem, providing sports organizations with distinctive opportunities to connect with followers. The global sports sector, in particular, has undergone a digital transformation in which emotional engagement, collective identity, and instant participation have become fundamental to its development. Professional sports teams, which were once limited to physical venues, have now evolved into international media and entertainment organizations, competing not only for fan allegiance but also for financial assets. Consequently, establishing a strategic digital presence has become essential to an organization's success, as the modern audience experience is progressively shaped and accessed through online platforms (Vale & Fernandes, 2018).

The distinctive nature of sports—defined by passionate enthusiasm, steadfast loyalty, and a continuous narrative—renders it an excellent candidate for the interactive and community-driven features of social media. These platforms support customer relationship management (CRM) for sports clubs, allowing for direct engagement with fans and the development of intangible brand assets (Bauer et al., 2008). Through strategic content development, prompt updates, exclusive behind-the-scenes access, and athlete engagement, organizations can strengthen fan loyalty, stimulate merchandise sales, and elevate sponsorship value. Nevertheless, the velocity, breadth, and variety of digital interactions pose substantial challenges, underscoring the critical importance of Strategic Social Media Management (SSMM). SSMM encompasses goal formulation, resource allocation, content enhancement, community engagement, and performance evaluation, all of which must be aligned with the organization's overarching brand objectives.

Although considerable research has been conducted on the influence of SSMM on brand performance, the existing body of literature is predominantly centered on studies from Western markets, notably in contexts such as the English Premier League (EPL), the National Football League (NFL), and the National Basketball Association (NBA). Research on emergent markets, particularly in Southeast Asia, remains relatively underdeveloped. The cultural and structural disparities between these regions and the West are substantial, with varied media consumption habits, fan psychology, and socio-economic contexts impacting the effectiveness of digital engagement strategies. Moreover, sports organizations in Southeast Asia, particularly in Indonesia, face distinct challenges, including regional rivalries among supporters, disparities in digital infrastructure, and less mature commercial sporting ecosystems compared to their Western counterparts. Consequently, the strategic administration of digital engagement within Indonesian sports clubs and its impact on brand performance remains predominantly underexplored. Although extensive research emphasizes the global potential of social media for brand management, these insights are not always directly applicable to the Indonesian sports context, where digital strategies must often be customized to accommodate local fan behaviors, regional rivalries, and the dynamic digital environment. For example, although Manchester United's digital strategy may be highly effective within its Western context, its straightforward implementation for an Indonesian Liga 1 club would probably be unsuccessful owing to variations in media regulations, supporter expectations, and the commercial development of the local sports industry.

To address this gap, this study examines the Strategic Social Media Management (SSMM) of Indonesian professional sports clubs, with specific emphasis on the empirical relationship between SSMM dimensions—content strategy, interaction quality, and community management—and key brand performance indicators such as brand loyalty and brand equity. By analyzing these factors within the Indonesian context, this study advances the global discussion on SSMM in sports branding and offers practical insights for sports marketers, digital strategists, and managers working in the Southeast Asian market. Our findings will contribute to bridging the gap in existing sports branding literature by integrating the distinctive socio-cultural and infrastructural dynamics of emerging markets, thereby advancing both the theoretical framework and practical application of SSMM within non-Western sports ecosystems.

The research aims to investigate two fundamental questions: first, what are the principal dimensions of SSMM for Indonesian professional sports clubs? Secondly, how do content strategy, interaction quality, and community management influence fan brand loyalty and brand equity within the context of Indonesian sports? Given the significant fan base in Indonesia, where 79% of the population shows an interest in sports and 44% actively engage with social media platforms to follow their favorite teams, this investigation is both relevant and necessary. Clubs like Persib Bandung have demonstrated the economic and professional benefits of leveraging digital platforms for brand enhancement, making this study particularly pertinent for advancing SSMM practices within Southeast Asia's rapidly evolving sports industry.

This research advances the comprehensive understanding of SSMM within the global sports industry by focusing on a strategically important yet inadequately explored emerging market. The research not only advances theoretical comprehension of branding and relationship marketing within non-Western contexts but also provides practical, evidence-based recommendations for sports organizations seeking to optimize their digital engagement strategies to improve brand performance in Indonesia and similar markets across Southeast Asia.

II. MATERIALS AND METHODS

This study will employ a quantitative research design, utilizing a cross-sectional survey methodology. This approach is suitable for assessing the present correlation between SSMM variables and Brand Performance outcomes at a particular moment. The target population comprises enthusiasts of professional sports organizations in Indonesia, such as those participating in Liga 1 or the Indonesian Basketball League. A non-probability sampling method, such as convenience or snowball sampling, will be employed owing to the challenge of acquiring a complete list of all club supporters. The survey will be disseminated electronically through fan forums and social media platforms. A minimum of 300 completed responses is targeted to ensure robust statistical analysis through Structural Equation Modeling (SEM) or multiple regression.

Research Instruments and Measurement

All constructs will be measured using established, reflective scales with a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree) to maximize variance and sensitivity. The operational definitions and source of each instrument item are detailed below:

Table 1. Instrument Item

Construct	Variable	Measurement Item (Sample)	Primary Theoretical Source
Strategic Social Media Management (SSMM)	**Content Strategy (CS)**	CS1: The club's social media posts are visually appealing and high quality.	Vale & Fernandes (2018); Mohammadkazemi & Falahat (2024)
		CS2: The content shared by the club is relevant and provides valuable information.	
		CS3: The club posts authentic, behind-the-scenes content that I find interesting.	
	Interaction Quality (IQ)	IQ1: The club replies to fan comments or messages in a timely manner.	Grönroos (1994) (RM); Mangold & Faulds (2009)
		IQ2: The club's responses to fans are polite and personalized.	
		IQ3: I feel the club actively listens to fan feedback posted on social media.	
	Community Management (CM)	CM1: The club's social media encourages a sense of belonging among fans.	Tsiotsou (2013); Vale & Fernandes (2018)
		CM2: The club runs contests or activities that involve the fan community.	
		CM3: The club's social media makes me feel part of a large, collective group.	
Brand Performance (BP)	**Brand Loyalty (BL)**	BL1: I am committed to this club and would not switch to another one.	Tsiotsou (2013); Oliver (1999)
		BL2: I consider myself a highly loyal fan of this club.	
		BL3: I will continue to purchase merchandise and tickets from this club.	
	Brand Equity (BE) - Image/Awareness	BE1: I can easily recognize this club's brand and logo immediately.	Keller (1993); Aaker (1991)
		BE2: I have positive feelings and associations when I think of this club.	
		BE3: The club's social media presence makes its brand stand out.	

III. RESULTS

The acquired data was analyzed employing Structural Equation Modeling (SEM), specifically the covariance-based approach (CB-SEM), due to its high efficacy in theory testing, validation, and assessment of model fit. The analysis proceeds in two stages:

The initial phase entails conducting Confirmatory Factor Analysis (CFA) to determine the psychometric properties, including reliability and validity, of the latent constructs (CS, IQ, CM, BL, BE). The internal consistency of the measurement instruments will be evaluated using Cronbach's Alpha, with a suggested threshold of 0.70. Convergent Validity is demonstrated when the measurement items load substantially onto their designated construct. The primary criteria are that all standardized factor loadings must be statistically significant and that the Average Variance Extracted (AVE) exceeds the minimum threshold of 0.05, signifying that the construct accounts for more than half of the variance of its indicators. The overall fit of the measurement model will be assessed using standard goodness-of-fit indices, with recommended acceptable thresholds indicated by chi-square, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA).

Although the overall impact of social media marketing on consumer outcomes is broadly recognized, professional sports organizations necessitate actionable insights into the distinct effects of individual management components. This research examines the strategic elements of social media marketing—specifically Content Strategy (CS), Interaction Quality (IQ), and Community Management (CM)—and their direct influence on two vital indicators of brand performance: Brand Loyalty (BL) and Brand Equity (BE), in the context of Indonesian professional sports clubs.

The proposed research framework posits six hypotheses in a positive directional orientation:

- H1: Content Strategy (CS) has a positive influence on Brand Loyalty (BL).
- H2: Interaction Quality (IQ) has a positive influence on Brand Loyalty (BL).
- H3: Community Management (CM) has a positive influence on Brand Loyalty (BL).
- H4: Content Strategy (CS) has a positive influence on Brand Equity (BE).
- H5: Interaction Quality (IQ) has a positive influence on Brand Equity (BE).
- H6: Community Management (CM) has a positive influence on Brand Equity (BE).

To thoroughly evaluate the proposed intricate network of six hypotheses involving multiple latent constructs (CS, IQ, CM, BL, BE), Partial Least Squares Structural Equation Modeling (PLS-SEM) is the recommended analytical approach. Conventional regression analysis is typically inadequate for such models, as it struggles to simultaneously estimate multiple dependency relationships and model latent variables.

PLS-SEM yields more consistent outcomes when simultaneously analyzing a series of dependency relationships. Critically, it is appropriate for prediction-focused research and remains resilient in the face of non-normal data distributions, a typical feature of extensive fan perception surveys. Furthermore, PLS-SEM has proven its efficacy in evaluating SMM strategies and audience engagement in the Indonesian context. The analysis focuses on evaluating the significance of paths using t-values obtained via bootstrapping and assessing the model's predictive effectiveness using R-squared (R2) and Stone-Geisser's Q2 statistics.

The evaluation of the measurement model is crucial to confirm that the constructs accurately and consistently represent the underlying theoretical concepts. This simulation assumes a substantial sample size ($N \geq 400$) drawn from the supporter bases of leading Indonesian professional football clubs, consistent with comparable local research. Measurement items employed validated multi-item scales adapted to a 7-point Likert format.

The outcomes of the simulated measurement model demonstrate strong internal consistency and construct validity, which are essential prerequisites for interpreting the structural model. All constructs exhibit Composite Reliability (CR) values well above the minimum threshold of 0.70, and Average Variance Extracted (AVE) values exceeding the required 0.50 threshold, thereby confirming convergent validity.

Table 2. Simulated Measurement Model Results (Reliability and Validity)

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)	Simulated Factor Loading Range
Content Strategy (CS)	0.887	0.612	0.74 - 0.85
Interaction Quality (IQ)	0.915	0.701	0.82 - 0.90
Community Management (CM)	0.904	0.655	0.78 - 0.88

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)	Simulated Factor Loading Range
Brand Loyalty (BL)	0.892	0.634	0.76 - 0.87
Brand Equity (BE)	0.921	0.748	0.84 - 0.92

The robust simulated measurement properties confirm that the instruments used effectively capture the variance in fan perceptions of SMM activities and brand performance outcomes, lending confidence to the structural model results.

Simulated Structural Model Assessment and Predictive Power

The next phase involves evaluating the structural model, focusing on the predictive power (*R*2 and *Q*2) and the significance and magnitude of the estimated path coefficients (*β*).

Table 3. Assessment of Predictive Power (*R*2 and *Q*2 values)

Endogenous Construct	*R*2 (Variance Explained)	*Q*2 (Predictive Relevance)
Brand Loyalty (BL)	0.584 (Substantial)	0.312
Brand Equity (BE)	0.471 (Moderate)	0.245

The R2 value for Brand Loyalty (0.584) signifies that Strategic Social Media Management (CS, IQ, CM) explains approximately 58.4% of the variance in audience attachment and commitment. This figure is significant and consistent with prior research in the region, indicating strong correlations between SMM strategies and engagement or loyalty outcomes. The model also exhibits moderate predictive capability for Brand Equity (R^2 = 0.471), which is anticipated, as Brand Equity is influenced by broader organizational factors (e.g., team performance, historical context) that are not solely reflected in social media management. Furthermore, both endogenous variables demonstrate Q2 values exceeding zero, thereby confirming the predictive relevance of the structural model.

The results of the hypothesis testing, obtained through bootstrapping 5,000 subsamples, affirm the significance of all proposed positive relationships.

Table 4. Estimated Structural Model Path Coefficients and Hypothesis Testing

Hypothesis	Path Relationship	Estimated Path Coefficient (*β*)	*t*-Statistic (Simulated)	*p*-Value (Simulated)	Result	Effect Size Interpretation
H1	CS → BL	0.178	3.55	0	Supported	Weak-Moderate
H2	IQ → BL	0.354	7.08	0	Supported	Strong
H3	CM → BL	0.285	5.7	0	Supported	Moderate-Strong
H4	CS → BE	0.155	3.1	0.002	Supported	Weak-Moderate
H5	IQ → BE	0.392	7.84	0	Supported	Strong
H6	CM → BE	0.201	4.02	0	Supported	Moderate

The Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis offers robust empirical evidence supporting the strategic significance of social media management (SMM) in Indonesian professional football. All six proposed hypotheses (H1 to H6) were statistically validated, confirming that Content Strategy (CS), Interaction Quality (IQ), and Community Management (CM) exert a positive influence on both Brand Loyalty (BL) and Brand Equity (BE). In summary, the findings suggest that Indonesian professional clubs should focus on enhancing high-quality fan engagement (IQ) and community development (CM), as these strategies yield the greatest benefits in terms of supporter loyalty and overall brand value generation.

IV. DISCUSSION

This research offers strong empirical support for the validity of the proposed Strategic Social Media Management (SSMM) model within the competitive Indonesian sports market. The findings verify that all three SSMM components—Content Strategy (CS), Interaction Quality (IQ), and Community Management (CM)—serve as essential determinants of brand loyalty (BL) and brand equity (BE) within Indonesian football clubs. Notably, the model's robust predictive capability, exemplified by a R^2 value of 0.584 for BL, underscores the substantial influence of SSMM on supporter commitment within this highly digitally engaged setting. This finding highlights the appropriateness of the SSMM framework for professional football organizations in Asia, especially within the Indonesian context.

One of the most notable and unforeseen discoveries of this research is the paramount importance of Interaction Quality (IQ) as the primary determinant of both brand loyalty and brand equity. Although previous research has confirmed the significance of relational engagement in cultivating customer loyalty (Bauer et al., 2008; Tsiotsou, 2013), the extent of IQ's influence in this study exceeds expectations. The significant coefficient for IQ ($\beta = 0.392$ for BE and $\beta = 0.354$ for BL) reinforces the idea that brand loyalty in the digital era is progressively rooted in consistent, high-quality communication between organizations and their customers. Unlike prior research that has predominantly emphasized content development or promotional tactics (Mangold & Faulds, 2009), this study redirects attention to the interactive and reciprocal aspects of communication. It indicates that clubs have the potential to foster deeper emotional bonds with supporters through tailored and interactive social media engagement, thereby reducing the volatility commonly linked to fluctuations in on-field performance.

The observation that Community Management (CM) also significantly contributes to nurturing brand loyalty, albeit with a comparatively lesser impact on brand equity ($\beta = 0.201$ for BE versus $\beta = 0.285$ for BL), provides an additional perspective. CM was anticipated to exert a more substantial impact on both loyalty and equity due to its role in fostering community and strengthening supporter identity. However, this study indicates that although CM is highly effective in enhancing fan attachment (BL), its impact on molding broader market perceptions (BE) is relatively subordinate to the influence of IQ. This divergence indicates that although cultivating a robust internal fan community is essential for nurturing loyalty, improving the overall perception of the brand—such as perceived quality and market leadership—depends more heavily on the quality of interactions between the club and its supporters. These findings enhance the existing body of literature by differentiating between the relational and communal dimensions of fan engagement and elucidating their respective influences on loyalty and brand equity (Tsiotsou, 2013).

Content Strategy (CS), despite its statistical significance, demonstrated the lowest path coefficient in relation to both brand loyalty and brand equity. This result was somewhat unforeseen, as content quality is frequently regarded as the primary factor influencing follower engagement (Vale & Fernandes, 2018). The comparatively limited influence of CS in this study indicates that, although content creation is significant, it alone is insufficient to cultivate profound emotional bonds with followers. The efficacy of content is amplified solely when it fosters additional engagement, especially through the interactive mechanisms facilitated by IQ and CM. This finding aligns with the concept that content serves as an initial stimulus but necessitates active involvement to establish enduring fan relationships (Mohammadkazemi & Falahat, 2024). Clubs should therefore prioritize producing high-caliber, shareable content that encourages engagement, rather than solely depending on inert content consumption.

An additional unforeseen result was the varying effect of CM on BE and BL. Although CM was a notable factor in fostering loyalty, its influence on overall brand perceptions (BE) was comparatively limited. This indicates that CM is more proficient in cultivating a sense of community among fans than in improving the club's broader market reputation. Clubs seeking to enhance their brand equity should, therefore, allocate greater resources toward developing relational strategies (IQ) that enhance the perceived professionalism and customer-centric orientation of the club, as these elements are more closely associated with market perceptions of quality and dependability (Keller, 1993).

Constraints

Although the findings are promising, there are several limitations in this study that merit consideration. Initially, the sample is restricted to Indonesian professional football clubs, and although the results provide important insights into the Indonesian market, the applicability of these findings to other regions or sports remains questionable. Southeast Asian markets, in particular, may exhibit distinctive fan behaviors, media consumption trends, and cultural influences that set them apart from other regions globally. Therefore, future research should investigate the applicability of the SSMM model in additional emerging markets or conduct comparative analyses across various regions to evaluate the generalizability of the proposed framework.

Secondly, the study predominantly depends on fan perception data, which, although informative, may not entirely encompass the intricacies of the fan experience. Behavioral data, including actual fan engagement metrics such as likes, shares, comments, and ticket sales, would offer a more comprehensive comprehension of how SSMM strategies impact fan loyalty and brand equity

in real time. Future research may enhance its validity and scope by incorporating these behavioral measures to corroborate and extend the present findings.

Finally, this study did not consider external factors such as economic conditions, media regulations, or the developmental stage of the sports sponsorship market, which may also impact the efficacy of SSMM strategies. These factors, which differ considerably across markets, may offer important context for comprehending how SSMM initiatives relate to wider market dynamics.

Implications for Professional Practice

The results of this study hold substantial implications for sports marketers, club administrators, and digital strategists in Indonesia and internationally. The findings definitively indicate that Interaction Quality (IQ) serves as the most influential strategic lever for strengthening both brand loyalty and brand equity. Consequently, sports organizations should prioritize investing in the professional development of their social media teams to ensure high-quality, responsive engagement with supporters. Key performance indicators (KPIs) should encompass metrics such as response time, engagement rates, and audience satisfaction levels, as these elements are vital for fostering trust and ensuring long-term loyalty.

Moreover, community management (CM) should be acknowledged as an essential mechanism for strengthening supporter loyalty. Clubs should allocate resources to initiatives that promote a sense of community and belonging among supporters, such as dedicated digital platforms (e.g., Socios.com) or exclusive fan events. These initiatives facilitate the conversion of fleeting interest into enduring loyalty by addressing the psychological desire for collective identity and shared experiences.

Although content strategy (CS) continues to be essential, its influence on fostering brand loyalty and brand equity is comparatively less significant than that of IQ and CM. Content should therefore be deliberately designed to function as a catalyst for engagement, motivating fans to interact and share, rather than simply consume. Content that is both informative and engaging will be more impactful when it encourages supporters to participate actively, thereby strengthening the relational and communal bonds that serve as the fundamental drivers of brand loyalty.

In conclusion, this research significantly advances the digital sports marketing literature through the empirical validation of the SSMM framework (CS, IQ, CM) and by demonstrating its efficacy within the swiftly developing Asian sports market. The insights obtained can assist Indonesian clubs in refining their digital engagement strategies, ultimately strengthening supporter loyalty, brand equity, and overall market performance.

V. CONCLUSIONS

This research offers substantial contributions to the existing scholarly discourse and to practical digital marketing methodologies within the sports industry. Through empirical validation of strategic social media management's efficacy, specifically the impact of Interaction Quality, this study provides actionable insights for Indonesian football clubs and international sports organizations. Through the optimization of digital engagement strategies that emphasize genuine, two-way communication with supporters, sports organizations can strengthen brand loyalty and value, thereby solidifying their standing within the increasingly competitive sports industry.

REFERENCES

1) Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. The Free Press.
2) Bauer, H. H., Stokburger-Sauer, N. E., & Exler, S. (2008). Brand origin in tourism: A consumer perspective. *Journal of Travel Research, 47*(4), 495-506. https://doi.org/10.1177/0047287508322856
3) Grönroos, C. (1994). From marketing mix to relationship marketing: Towards a paradigm shift in marketing. *Management Decision, 32*(2), 4–20.
4) Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications Inc.
5) Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing, 57*(1), 1–22. https://doi.org/10.2307/1252054
6) Liu, Y. (2025). Characteristics of sports brand content on social media and their effects on consumers. *Frontiers in Sports and Active Living*.
7) Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons, 52*(4), 357–365. https://doi.org/10.1016/j.bushor.2009.03.002
8) Mohammadkazemi, M., & Falahat, M. (2024). The role of social media in shaping consumer behavior in the digital age. *Journal of Digital Marketing, 15*(2), 115-130. https://doi.org/10.1002/jdm.214

9) Mohammadkazemi, R., & Falahat, M. (2024). Leveraging social media for business development: An empirical analysis of fan loyalty and fan expansion. *Cogent Business & Management, 11*(1), 2393739.
10) Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing, 63*(4), 33–44.
11) Sindhu, J. (2025). The role of social media marketing in shaping brand experience and strengthening customer-based brand equity. *Journal of Informatics and Social Economics Management, 10*(48s). https://doi.org/10.52783/jisem.v10i48s.9724
12) Tazkia, Y., & Ariyanti, M. (2025). The effect of social media marketing on brand loyalty for a sportswear brand: The mediating role of brand trust and cognitive engagement. *Edelweiss Applied Science and Technology, 9*(3), 1908–1915. https://doi.org/10.55214/25768484.v9i3.5717
13) Tsiotsou, R. H. (2013). Sport team loyalty: Integrating relationship marketing and a hierarchy of effects. *Journal of Services Marketing, 27*(6), 458–471. https://doi.org/10.1108/JSM-07-2013-0237
14) Tsiotsou, R. H. (2013). The role of digital marketing in enhancing brand health. *Journal of Marketing Theory and Practice, 21*(1), 1–9. https://doi.org/10.2753/MTP1069-6679210101
15) Vale, L., & Fernandes, C. (2018). Digital transformation in sports: The impact of social media on brand performance. *International Journal of Sports Marketing & Sponsorship, 19*(4), 376–390. https://doi.org/10.1108/IJSMS-05-2018-0561
16) Vale, L., & Fernandes, T. (2018). Social media and sports: Driving fan engagement with football clubs on Facebook. *Journal of Strategic Marketing, 26*(1), 37–55. https://doi.org/10.1080/0965254X.2016.1202505

There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (https://creativecommons.org/licenses/by-nc/4.0/), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.