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STRATEGIC COMMUNICATION AND ITS EFFECTIVENESS: THE CASE OF UKRAINIAN BUSINESS ASSOCIATIONS

(СТРАТЕГІЧНА КОМУНІКАЦІЯ ТА ЇЇ ЕФЕКТИВНІСТЬ: ПРИКЛАД УКРАЇНСЬКИХ БІЗНЕС-АСОЦІАЦІЙ)

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Abstract

Business associations in Ukraine use strategic communication to bring together local and international businesses and to create more favorable business conditions. This paper examines the strategies and the effectiveness of the strategic communication used by the most prominent business associations in Ukraine. The data was collected for five business associations operating in Ukraine over the period of 6 months during 2023. The research findings indicate that the communication strategies certainly differ across the associations. The Board Association is the most effective when it comes to gathering reactions and its patterns of strategic communication are similar to those of the American Chamber of Commerce. Moreover, the Post with Image is the most effective post format to gather reactions from the audience.

Keywords: Strategic communication, business, association, facebook, reactions, Ukraine.

1. Introduction

This paper examines the strategies and the effectiveness of the strategic communication used by the most prominent business associations in Ukraine. Social and business consolidation more than ever requires clear and effective communication from governmental and non-governmental institutions. Business associations play a significant role in shaping Ukrainian business society as well as influencing the course of governmental policy making. The way subscribers and society react to the initiatives and communication of a business association may indicate how well an association hears the topics and issues important to its audience and how well it meets the needs of the business community.

This research provides the insights on how five influential business associations in Ukraine build the relationships with the audience and the principles they use to develop strategic communication. Even though some of the business associations are local organizations while others have clear international affiliation, the primary target audience for public communication remains the business and governmental establishment of Ukraine. The goal for every business association is to not only protect the interests of its members, but to engage the business community in the dialogue on how to develop better business conditions in Ukraine, resolve current issues and help businesses increase their profitability.

Considering the evolving communication between the business associations and their audience, this paper focuses on two major areas. First, looking at the types and the characteristics of the content business associations share will help us understand the strategic communication strategy that every business association chooses. Second, this paper examines reactions by the audience of every business association as the main source of understanding the effectiveness of every strategy chosen by the organization. The results of this research

provide insight into ways of increasing the engagement of the target audiences in the activities of business associations.

The main results of the paper indicate the differences in the communication strategies among the reviewed business associations. Each of them has its own way of mixing the use of the posts of different formats, functions and sub-functions. Yet, the reviewed associations share the similarities in the formats of the posts being used. Second, the research indicates that there is a difference in the effectiveness of collecting the reactions. The Board Association as well as the American Chamber of Commerce have higher effectiveness compared to the other business associations. Lastly, the effectiveness of gathering the reactions had similar patterns across the organizations. The data illustrated that particular forms of post such as post with image seem to be more effective in gathering reactions.

The paper proceeds as follows. Section 2 describes the literature and sources for the research. Section 3 discusses the theoretical framework including the classification of collected data. Section 4 covers the data description and construction of the variables. Section 5 provides the data analysis and the outcomes of the research. Section 6 draws conclusions and Section 7 discusses the limitations of this paper and highlights potential areas for future research.

2. Literature Review

The strategic communication literature pays a lot of attention to the ways organizations make strategic decisions about how they invest and allocate their resources in the development of their strategic communications. The variety of strategic communication evaluation models, as well as different options on strategic communication data classification, provide a coherent overview of whether the organizations get the desired level of public awareness and attention.

One of the foundational papers on the definition of strategic communication is by Hallahan et al. (2007). Authors use the work of Kuhn (1996) who popularized the concept of strategic communication and review it by using the six communication specialties.. Authors review each specialty taking into consideration the personnel and purpose. The six specialities of communication outlined by Kuhn (1996) are summarized in Table 1.

Table 1 - Specialties of communication (Kuhn, 1996).

Specialty	**Short Description w/ Purpose**
Management Communication	Focus on administrative personnel and purpose to facilitate operation in the organization
Marketing Communication	Focus on marketing staff and purposes of attracting and retaining the customers.
Public Relation	Purpose of conducting and maintaining fruitful relationships with the key constituencies.
Technical Communication	Purpose of proper technical e education of employees for the sake of improving their efficiency.
Political Communication	Purpose to build political affairs and consensus
Social Marketing Campaigns	Purpose to promote significant social causes

Hallahan (2004) states that a growing number of organizations realize that similar purposes are shared by different communication specialties. Each speciality differs from one

other by the tactics which provide a sufficient communication arsenal for the organizations to stay flexible and quickly adapt the communication to the environment.

Hallahan et al. (2007) distinguish between one-way and two-way communication (J. E. Grunig (1976, 1989, 2001; Grunig & Hunt, 1984). Transmission model of communication is defined as a one-way transaction of information with a limited feedback capacity. This model asks questions about how we share information across distances and includes the metaphors of space, travel, geography, technology and helps to community farther and faster. Whereas Ritual model of communication is about how society builds a "shared reality and culture in social groups." This also includes the different kinds of modern organizations. Ritual communication model is about labeling and giving names to the things that don't exist until we name them. Furthermore, Hallahan et al. (2007) discuss the division of the two-way communication into symmetrical and asymmetrical. Symmetrical communication occurs when "each participant in the communication process is equally able to influence the other" and asymmetrical occurs when the influence is distributed unequally. It is worthy to mention that the two-way communication (influence) model was advocated as the "most effective and ethical way to conduct public relations" (J. E. Grunig 1989).

Strategic communication literature provides a variety of evaluation models and concepts. For instance, Macnamara (2018), explores the planning, implementation and evaluation of strategic communication. The author suggests that evaluation of the strategic communication is recognised as a major challenge due to the different standards and methods. The paper discusses 6 models of evaluating strategic communication.

Reviewed Models:

- Evaluation model developed and used by the European Commission Directorate-General for Communication

- The UK Government Communication Service Evaluation Framework

- The AMEC Integrated Evaluation Framework 2.0

- The NSW Government evaluation framework

- The Public Health England (2017) evaluation model.

- An Integrated model of evaluation for strategic communication

Author concludes that the evaluation model the organization chooses defines how they look at themselves in terms of the effectiveness of the strategic communication. Every organization has its own understanding of "realistic evaluation" and it can be expected that the discussed models will be evolving. In a more recent paper, Macnamara & Gregory (2018) propose an evolution of the view on the strategic communication evaluation models. The authors review a new model (Communication Controlling Model) and conclude that the entire planning, execution and evaluating of the strategic communication according to the reviewed models leave the context of the communication out of the picture. Researchers state that "Stakeholders, public, and society are not represented in any of the models, either graphically or textually other than as recipients of information and messages and targets for persuasion and change." Authors recommend that the evaluation model should include the overall impact which should be seen as bidirectional and the feedback, meaning that the models ought to measure the two-way communication that will allow the organization to adapt its strategic communication.

To get into more details on the classification, we turn to Rahman at al. (2017). Authors measure the effectiveness of the public communication of the electronic companies by

consumer engagement actions in the social media posts of the chosen companies - likes, reposts, comments and shares.

The above mentioned classification proposes a certain path of evaluation of the organization's strategic communication and its effectiveness. Authors conclude that electronic companies develop their social media engagement through images and visuals, hence use the design to drive the two-way interaction with the current and potential customers.

Coelho et al. (2016) review the connection between the type of the post and the strategic communication path that the organization chooses. Authors propose their own variable categorisation for the Facebook posts which was developed based on the studies of other scholars. For instance, authors borrow post categories from Swani et. al. (2013), technical post classification from Rauschnabel et al. (2012) and distinguish between six types as per De Vries et al. (2012). For the current research we gather experience from the different scholars on the categorisation of the post typology and strategic communication tools. Coelho et al. (2016) provides a valuable insight on how the post typology can be structured for two networks at once - Facebook and Instagram. Authors conclude that the usage of Facebook and Instagram is more effective when the promotion on these platforms is used for non-commercial benefit, rather than commercial which includes direct promotion of products, services and prices. This implies that the most successful posts on Facebook and Instagram are the ones that create emotional engagement, rather than showcase a direct commercial benefit.

Pletikosa et al. (2014) aim to evaluate the effect of the chosen three metrics of the Facebook public communication - post type, post category and weekday of posting - on a sponsored Facebook brand page. Authors used the data from the 14 sponsored Facebook brand pages. In the conclusions authors discuss that the day of the post showed a really small effect.

Posts under the classification of *Information* caused a significantly larger amount of likes compared to other posts. For likes ratio, comments ratio and interaction duration *Photos* gained the biggest levels of interactions and have statistically significant differences with the Status and Links post types. To be precise, *Photos* gain 56% more likes and 57% more comments than Links, but moreover, *Photos* post types show the biggest amount of interaction duration and account for 44% of interaction duration out of all reviewed post types. *Status* posts gained the biggest amount of comments and overall format of *Videos* was the most successful in the like gaining.

Berg (2017) aims to understand more about how communication tools impact project communication efficiency within the organization. By using the Social Media classification based on the intensity of the social presence, the author proposes the next classification including the social richness as the separate metric and turns to the level of interaction and the ability of the platform to hold one-to-one, one-to-many and many-to-many conversations. By reconstructing the corporate and communication structure of the organization the author discusses how social media communication influences the inter-project communication in the organization and whether the social media communication drives the efficacy of the overall organizational communication.

Table 2. Content Analysis on NPOs Facebook and Twitter.

Engagement goals	**Code type**
Information	News and updates / Education, tools / Media
Community	Other organization / Conversation / Giving recognition and thanks / Live Posting
Action	Event / Call for action

We review Hou & Lampe (2015) due to the research of the social media effectiveness for public engagement. It informs our research with the classification of the engagement goals that authors use for the research of the social media effectiveness for the NPOs. Facebook and Twitter were in particular reviewed as the instruments of communication and engagement for the NPOs. Researchers conducted semi-structured phone interviews with the designated people from the NPOs as well as conducted the content analysis of the latest 30 posts of the 25 Facebook pages and 23 Twitter pages.

The findings of the researchers bring more light onto how NPOs use social media and what they lack to be more effective. For instance, content analysis showed that on average reviewed NPO's dedicate 29% of content in Facebook and 24.8% in Twitter to share news and updates while for call for action posts the amount of content is 10.4% and 14.5% respectively.

The Author discusses that the NPO's are not always successful in using social media for mobilizing actions and argues that the social media platforms should include specific design and functionality to meet the needs of the small NPOs in terms of the engagement with the core stakeholders.

Ayaji & Mmutle (2021) explore how the communication of social corporate responsibility (CSR) influences the organization's reputation. Researchers found out that 78.17% of the organizations used the information strategy of communicating CSR, while 21.83% used the interactive one. Out of all the messages that used the informing strategy, 96.75% of messages included the "organization's promise" that CSR is their major concern and 82.47% of informative strategy messages included the information on how the organization is going to link CSR to its corporate values. Researchers conclude that CSR

should use the informing communication strategy over the interactive one, yet not to seem excessive in promising CSR priorities and results. The abovementioned paper contributes to this research on multiple dimensions. First of all, the direct comparison between the types of the posts - informative and engaging are used as a base for the development of the functions of the posts classification for this research. Secondly, the received results from the communication strategies of the for-profit organizations provide additional context to understanding the communication strategies of the business associations in Ukraine.

The paper analyzes the differences in communication strategies of prominent business associations as well as differences in effectiveness and parameters that define it. The research questions this paper addresses are as follows:

Question 1. What are the communication strategies of the business associations?

Question 2. Do the communication strategies differ across the associations?

Question 3. How effective are various communication strategies?

Question 4. Does the effectiveness of communication differ across organizations?

This paper contributes to the literature in a few key areas. First, the paper explores the differences between the communication strategies of Ukrainian business associations. Second, the data on effectiveness of every format of post as well as function of post illustrates the difference in communication effectiveness across organizations. Third, the results allow us to better understand the effectiveness of strategic communication across various communication types as well as across organizations. The insights provided in this paper can be applied by organizations that aim to improve their strategic communication.

3. Theoretical Framework

The significant part of the theoretical framework is dedicated to discussing the general

goals of communication as well as proposed classification of the strategic communication facebook posts utilized by the Ukrainian business associations. Last but not least, we discuss how we measure the effectiveness of strategic communication and why we believe that such a way of measurement is able to provide us with accurate data and further implications.

There is no singular definition of strategic communication and different scholars emphasize various things when defining "strategic" and "communication." Argenti et al. (2005) propose the definition of strategic communication as "aligned with the company's overall strategy, to enhance its strategic positioning." On the other hand, Hallahan et al. (2007) propose the definition of strategic communication as "the purposeful use of communication by organization to fulfill its mission". In the case of our paper, we will go with the strategic communication definition proposed by Argenti et al. (2005).

Content Classification

The classification of the data is driven by the literature, in particular Hou & Lampe (2015), Coelho et.al (2016), Berg (2017), and specifics of posts' content. The posts are divided into functions and subfunctions. I follow Hou & Lampe (2015) by dividing posts into two main functions: informative and engaging. Assigning sub-functions is based on the details of the posts (see the Explanations column in Table 3).

Table 3. Post Classification by post function.

Post Function	**Sub-Function Division**	**What Sub-Function Covers**	**Explanation**
Function 1: Informative	Division 1	About team	The post describes and / or presents the in-house teammate of the association / business community

	Division 2	Working process	The post describes the process and / or result of the operational activity of the association / business community
	Division 3	Market information	The post includes the information about the conditions, analytical results, findings and thoughts about the business environment in Ukraine
Function 2: Engaging	Division 4	Media Links	The post is used to engage the audience in the link integrated to the post
	Division 5	Event Announcement	The post shares the information about the internal and / or external event organized and / or sponsored / co-organised by the business community

The format division is proposed according to the capacity of the Facebook platform and its functionality. The platform allows 5 formats of posts: with or without text, with image and with or without video. For this research the additional functionality of Facebook posts such as “check-in”, “gif”, “tag of the person” and others were not considered. See Table 4 for more details.

Table 4. Post Classification by post format.

Type	**Format of Facebook Post**	**Explanation**
Format 1	Only Text Post	The post includes only the text without any additional materials
Format 2	Post with Image	The post includes Image as the additional core element and includes Text
Format 3	Post with Video	The post includes Video as the additional core element and includes Text
Format 4	Only Image	The post includes only Image file as the core material shared with the audience

Format 5	Only Video	The post includes only Video file as the core material shared with the audience

Measuring the Effectiveness of Strategic Communication

The data about the strategic communication of the Ukrainian business associations that has been collected includes the total number of reactions, comments and reposts, whereas the reactions are being divided according to the platform's capabilities: likes, hearts emoticons, holding heart emoticons, surprised emoticons, sad emoticons and angry emoticons.

In order to measure the effectiveness of the strategic communication, we are able to analyze the number of all reactions per each particular format of the post, function and subfunction. Besides, we also have access to the data about the shares and comments on the posts which is able to provide us with the additional context upon the necessity. This leads us to the further discussion on the collected data and its more thorough description.

4. Data Description

The data collected covers the five business associations that are considered to have the biggest number of business members (companies) both of Ukrainian and foreign origin as well as influence on the business and political community in Ukraine. Overall, the business environment in Ukraine consists of more than 80 business associations. The five associations studied in this paper were taken from the list of most socially aware associations and business chambers in Ukraine. The chosen associations and chambers of commerce are the ones that most likely every professional in Ukraine has heard of or cooperated with. Moreover the author uses his own professional context considering that the majority of the chosen business associations except Board Associations were the matter of author's cooperation with them.

Table 5. Ukrainian Business Associations and number of their Facebook subscribers.

Name of Associations	Number of Subscribers
SUP (Association of Ukrainian Entrepreneurs)	24,000
EBA (European Business Association)	34,000
ACC (American Chamber of Commerce)	23,000
Association “Board”	23,000
UCCI (Ukrainian Chamber of Commerce and Industry)	16,000

In order to measure the effectiveness of the communication strategy of each chosen business association, the particular period of 6 months was chosen. It covers all the Facebook communication that every business association has delivered since 01.04.2023 until 01.10.2023. This period is chosen as the most recent 6-month period before the research. The data was collected manually and each post was classified by format, function and sub-function. Table 6 provides the total number of posts during the 6-month period and the total number of reactions.

Table 6. Number of Total and Average Reactions.

Organization	**Number of Subscribers**	**Number of posts [6-month period]**	**Total Number of Reactions**
SUP	24,000	321	5877
EBA	34,000	266	2712
ACC	23,000	221	4168
Asc. Board	23,000	139	9155
UCCI	16,000	181	4015

The data already provides us with the visible trends. To start with, the number of subscribers chosen for the review associations cover a wide range from 16,000 subscribers by

UCCI to EBA with 34,000 subscribers. Majority of the reviewed business associations have 23,000-24,000 subscribers. As for the number of posts and total reactions, The Board Association collected the biggest amount of reactions during the 6-month period. At the same time, the Board Association has the smallest number of posts published within the 6-month period. The smallest amount of reactions was collected by EBA but their number of posts delivered is not the lowest one. Last, but not least, SUP has the highest number of posts delivered in the 6-month period, yet has the second-highest result in total reactions.

5. Data Analysis

Question 1: The communication strategies of the business associations

Descriptive Analysis

To start with, we measure the overall pattern of behavior of the business associations. By considering their size, we take into consideration how often they communicate publicly, what's the frequency rate of their posting. Preliminary, for the chosen period of 6 months or 184 days, we are also able to see how many reactions have every business association collected in total and on average daily.

Table 7. Post Frequency.

Organization	Number of subscribers	Number of posts	Frequency of posts per day	Average Reactions per Post	Average Reactions per day
SUP	24,000	321	1.74	18.30	31.94
EBA	34,000	266	1.44	10.19	14.73
ACC	23,000	221	1.20	18.85	22.65
Asc. Board	23,000	139	0.75	65.86	49.75

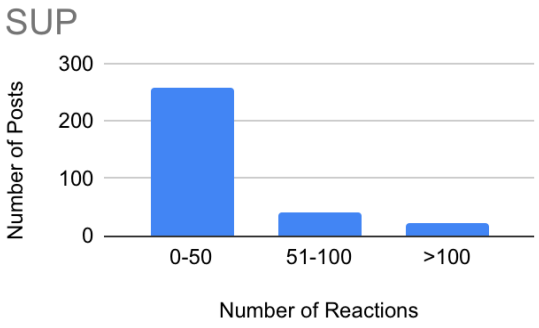
UCCI	16,000	181	0.98	22.18	21.82

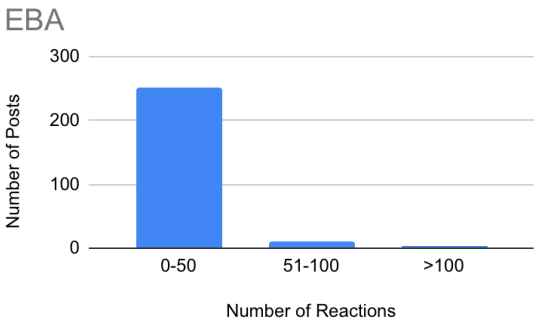
The biggest frequency of posts is supported by SUP - 1.74 / posts per day, while the lowest number of posts is provided by the Board Association - 0.75. The difference of subscribers between these two organizations is 4.34%, yet the difference of daily post frequency is 132% and the difference of the average reactions per day is 55.7% in favor of the Board. The biggest difference in the average reaction per day parameter is between EBA and Board. While EBA manages to collect 14.73 reactions per day on average, Board manages to collect 49.75 which is 237.7% difference even though the EBA has 1.47 times more subscribers. The amount of total reactions over the posts during the 6-month period illustrate the dispersion of the reactions for every association chosen for the review. The difference between Board and EBA in terms of total number of reactions is 237.5%. The difference between Board and EBA in this metric is even bigger - 546.3%. It is worth considering that the difference between the number of posts delivered by business associations is quite noticeable. For instance, the Board Association has the lowest number of posts and to be particular delivered 47.7% lower amount posts than the EBA. The biggest amount of posts was delivered by SUP. To compare the range, the difference between the highest number of posts delivered in the chosen period and the lowest is 56.6%.

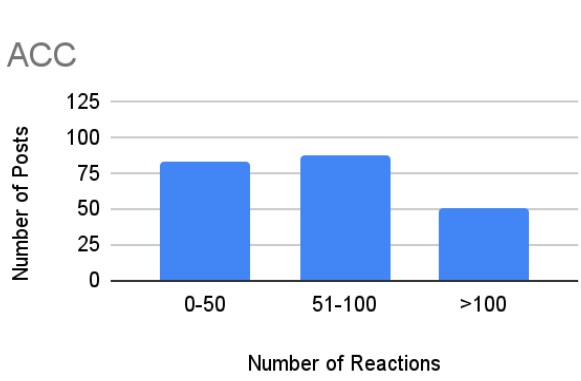
The raw data indicates that the association which has the biggest number of subscribers is not the one with the biggest total amount of collected reactions per day nor per post. Same applies to the frequency of the posts - the data indicates that the association with the lowest frequency of the posts per day managed to collect the best results in all dimensions - total number of reactions, reactions per post and reactions per day.

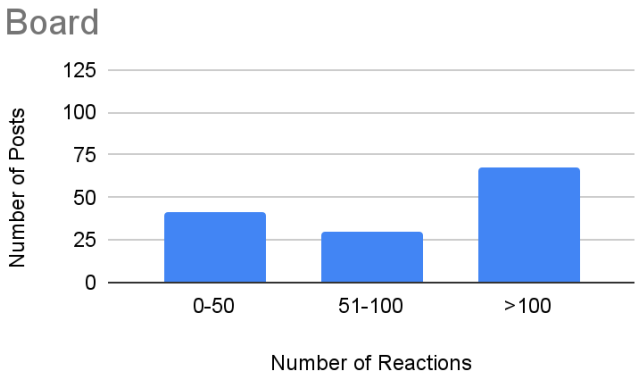
The next parameter to discuss is the reaction quantity distribution over the 6-month period. This metric illustrates what number of posts have collected the particular range of reactions. Understanding the reactions distribution of every business association leads to further context and findings about the communication strategy and performance of every organization.

Majority of the SUP's posts gather up to 30 reactions and the reaction dispersion rarely moves to the triple digits number and reaches hundreds of reactions.









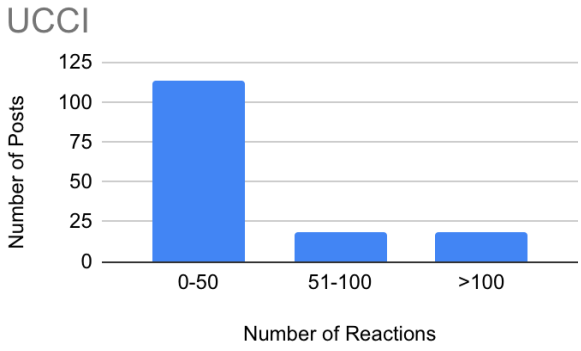


Figure 1. Histogram of the number of reactions by organization.

EBA histogram illustrates that it has a similar to SUP reaction dispersion, whereas the majority of the posts reach between the 0 and 50 reactions. Same as with SUP, data does not indicate any tendency for EBA to the normal distribution of the reactions.

The data of Board's Association reaction gathering shows that it first of all has the most distributed reactions over the range of reaction number and it is the most resultative in gathering the reactions. Unlike other organizations, the Board Association gathers the most number of reactions across the range and reaches the highest numbers of reactions of the posts as well. Specifically, the majority of the posts of the Board Association collect more than 100 reactions. Such results are diametrically different from the other reviewed organizations, since the majority of their posts don't collect more than 50 likes.

The data about the ACC's reaction gathering indicates that its reaction distribution is closer to the Board Association than to any other organization. First of all, it does not have any posts with less than 21 reactions, but the significant fact is that the majority of the ACC's posts gain between 50 and 100 reactions.

The reaction distribution of the UCCI somewhat is similar to the ones of EBA and SUP whereas the majority of the reactions are focused on the left side of the histogram and do not exceed the particular number of reactions.

To provide more context on how business communities communicate, we breakdown the total posts number of every business association according to our classification of the format, function and subfunction division.

Table 8. Post division by Format, Function and Subfunction.

		SUP	**EBA**	**ACC**	**Board**	**UCCI**
	Total No. of Posts	**321**	**266**	**221**	**139**	**181**
Format of Post	Only Text Post	6	0	0	0	2
	Post with Image	284	243	177	131	160
	Post with Video	26	20	44	8	1

	Only Image	1	0	0	0	17
	Only Video	4	3	0	0	1
Function	Informative	168	173	159	83	106
	Engaging	153	93	62	56	75
Subfunction	About team	50	7	11	12	0
	Working process	64	123	133	69	102
	Market information	54	39	15	2	4
	Media Links	7	64	25	4	6
	Event Announcement	146	33	37	52	69

Such breakdown provides an opportunity to see the preliminary tendencies in the number of posts every business association dedicates to every format, function or sub function of the post.

First of all, all of the reviewed business associations have the biggest amount of posts delivered in *Post with Image* format. For instance, the Board Association delivered 94.2% of posts in this format, SUP - 88.4%, EBA - 91.3% ACC - 80% and UCCI - 88.4%. No organization delivered less than 88% posts in *Post with Image* format.

In terms of the Function division, all the reviewed business associations have delivered more posts of *Informative* function rather than *Engaging.* For example, SUP delivered 9.8% more Informative function posts than *Engaging*. In the situation of the Board Association, it delivered 48.2% more of *Informative* function posts and in case of EBA this difference is 86%.

Furthermore, we also have the opportunity to understand whether the communication strategy of the chosen business associations is dedicated to the topic of the particular event.

Table 9. Communication dedicated to the event.

Organization	*Post about event*	*Total Posts*	*Percentage of event - related posts*
SUP	181	321	56%
EBA	107	266	40%
ACC	101	221	45%
Acs. Board	53	139	38%
UCCI	101	181	55%

Ratios indicate the first differences in what percentage of the posts that are published by the associations cover the particular event. For instance, SUP dedicates 56% of its communication to the events, whereas Association Board dedicated 38%. The data illustrates that there is a difference in proportion of what quantity of posts by every association covers the events. The biggest gap in this proportion lies between SUP and Board Association - the difference is 47.3% while the difference in total posts quantity is 56%. The difference in proportion of the posts dedicated to the events indicates the overall range of content that reviewed business associations dedicated to the events is from 40% to 60%. The posts about events may play an important role in the strategic communication of business associations due to numerous reasons. First of all, the posts of the events reflect the offline engagement of the business association and / or direct online engagement regarding a particular cause. Secondly, it continuously engages the audience into the discussion cycle regarding the particular activities and ideas discussed on events. Nevertheless, the case of the Board Association is worth further discussion. With the familiar context that the Board has collected the biggest number of reactions, it has the lowest amount of the event-related posts. There can be numerous reasons behind it. For instance, the Board may have the capacity to produce more original content besides the events, secondly, the Board may not organize or be part of that many events

as other organizations. Last but not least, over time the Board may have deliberately chosen the strategy to focus on other resources of content because event-related content was not as effective in gaining audience's reactions.

Table 10. Statistical comparison of the ratio of events.

SUP	>	*EBA*	+
SUP	>	*ACC*	+
SUP	>	*AB*	+
SUP	>	*UCCI*	-
EBA	>	*ACC*	-
EBA	>	*AB*	-
EBA	>	*UCCI*	-
ACC	>	*AB*	-
ACC	>	*UCCI*	-
AB	>	*UCCI*	-

In case of comparing SUP to EBA, ACC and Board Association, the statistically significant results were achieved under p-value of 0.01. It can be claimed that statistically the proportion of the posts dedicated to the events is different between the above mentioned organizations and most likely that is a strategic choice. Highlighting the Board Association, it can be stated that their event-related content and its portion in overall strategic communication is a deliberate choice. While the reasons for such strategy were discussed above, it may seem that practically all associations deliberately decide what portion of content will be dedicated to the events. In practice it means that some of the associations use the event-related content to engage their audience in the particular activities, on the other hand - to build the reputation.

Question 2: Difference of communication strategies across the associations

In this analysis we analyze the differences in communication strategies across organizations by comparing how frequently certain types of posts are used. The results are posted in Table 11 with "+" sign indicating differences that are statistically significant at 1%. For example, for row (i.e. "SUP>EBA") and column (2) the "+" sign indicates that the proportion of engaging posts used by SUP is greater than that of EBA and such difference is statistically significant at 1%. The "-" sign indicates that differences in using certain types of posts are not significant for the relevant pair of organizations. Our goal is to define the strategic choices made by the business associations that are made by chance or by choice. In this particular case, the hypotheses will be the next ones:
The null hypothesis (H0) = The sample data occurs purely from chance

The alternative hypothesis (Ha) = The sample data doesn't occur from chance. The significance level that is being used is 0.01, which means that the possibility of data being random is not more than 1%.

Table 11. Statistical significance of the Statistical analysis.

	Format of Post	**Function**	**Division**	**Format of Post**	**Division**	**Division**	**Division**	**Division**
	(1)	**(2)**	**(3)**	**(4)**	**(5)**	**(6)**	**(7)**	**(8)**
	Post with Video	*Engaging Post*	*Market Information Post*	*Post with Image*	*Post About team*	*Working process Post*	*Media Links Post*	*Event Announcement*
SUP > EBA	-	+	-	-	-	-	-	+
SUP > ACC	-	+	+	+	+	-	-	+
SUP > AB	-	-	+	-	-	-	-	-
SUP > UCCI	+	-	+	-	+	-	-	-
EBA > ACC	-	-	+	+	-	-	+	-
EBA > AB	-	-	+	-	-	-	+	-

EBA	> *UCCI*	+	-	+	-	-	-	-	-
ACC	> *AB*	+	-	+	-	-	-	+	-
ACC	> *UCCI*	+	+	-	-	+	-	+	-
AB	> *UCCI*	+	-	-	-	+	-	-	-

We compare the strategies of business associations based on the structure of the posts in their communication strategy. In discussion of the statistical analysis we focus on the groups of the statistically significant results. For instance, the comparison of SUP and ACC indicates five statistically significant results in both overall function of post and the function division. Statistically significant differences are indicated in the engagement post function, market information posts, post with image, post about teams and event announcement. Statistically significant difference in simultaneous five strategic choices of post conductions may indicate the non-random difference in the strategic communication between those two organizations. Another group of statistically significant differences is in comparing ACC and UCCI parameters of post conduction. Statistically significant results are in posts with video, engaging posts, posts about team and media links posts. This also indicates that the above mentioned parameters there is statistically significant difference that may also indicate the significant difference of what function and format posts are used in the communication strategy of ACC and UCCI. There is also a statistical significant difference in parameters of SUP and UCCI in posts with video, market information posts and posts about the team. There are no association comparisons without the statistically significant results, which may be interpreted in the way in at least 1 parameter they differ by non-random cause. The least statistically significant difference is in the comparison of SUP and Association Board. The statistically significant difference is in the market information posts. This is the parameter that most often has a

statistically significant difference between the associations and can be interpreted as one of crucial parameters of differences of association's strategies.3

Ratios *Analysis*

The ratio analysis is being used to understand the effectiveness of collecting the reactions to the posts of the business associations. The number of subscribers of every business association is also taken into the account, so the ratio is adjusted to the effectiveness comparison. Our goal is to understand the average number of reactions per post per subscriber while taking into consideration the difference in the number of subscribers.

For clear discussion of the results, the analysis is divided into three parts - comparison on the effectiveness regarding the format of the facebook posts, function division and subfunction division.

Table 12 illustrates the effectiveness of pairs of business associations in collecting the reactions to the particular formats of posts. The numbers illustrate how much one association is effective compared to others in gaining the fractions for the particular format of post.

Noticeable outstanding difference in the comparison of the SUP and EBA post effectiveness. Even with the adjustment to the number of the subscribers, SUP's posts with video are 2.4 times more effective when it comes to the metric of the average number of collected reactions per post per subscriber. The almost same effectiveness difference applies to only video format post format. - 2 times difference in comparison with EBA. Preliminary, we can discuss the opinion that SUP is quite effective with the reactions collection when it comes to posts with video.

Post with image format adjusted ratio results do not indicate an enormous difference in

effectiveness, with the exception of a pair of Board Association and UCCI. Data indicates that posts with images by AB collect reactions 2 times better than the ones from UCCI.

Table 12. Format of Facebook Post ratio analysis,

	Only Text Post	***Post with Image***	***Post with Video***	***Only Image***	***Only Video***
SUP & EBA	- *	0.0002	2.42	- *	2.08
SUP & ACC	- *	0.00009	0.53	- *	- *
SUP & AB	- *	0.00002	0.15	- *	- *
SUP & UCCI	2.36	0.00004	0.65	1.00	0.074
EBA & ACC	- *	0.44	0.22	- *	- *
EBA & AB	- *	0.10	0.06	- *	- *
EBA & UCCI	- *	0.22	0.27	- *	0.03
ACC & AB	- *	0.24	0.29	- *	- *
ACC & UCCI	- *	0.51	1.22	- *	- *
AB & UCCI	- *	2.09	4.13	- *	- *

**N/A - Not Applicable result*

In terms of the function division post effectiveness, data clearly illustrated that in comparison to the European Business Association, SUP remains more than 3 times more effective in its Informative types of posts and 1.75 times more effective in the engaging type of posts.

In Table 13 we showcase the effectiveness of pairs of business associations in collecting the reactions to the particular posts functions.

Table 13. Comparison of the number of reactions by post type (informative vs. engaging).

	Informative	***Engaging***
SUP & EBA	3.26	1.75
SUP & ACC	1.04	1.04
SUP & AB	- *	0.24

SUP & UCCI	0.58	0.54
EBA & ACC	0.31	0.59
EBA & AB	- *	0.14
EBA & UCCI	0.17	0.31
ACC & AB	- *	0.23
ACC & UCCI	0.55	0.51
AB & UCCI	N/A	2.20

** - Not Applicable result due to the lack of data or small number of observations*

The review of the adjusted ratio analysis based on the post subfunction division not only continues some of the tendencies illustrated by data when reviewing the effectiveness of the reaction collection by the business associations based on the function and format division, but provides a wide perspective on the reaction gathering effectiveness between organizations. In Table 14 we compare the effectiveness of pairs of business associations in collecting the reactions to the particular types of posts - the sub-function division. The numbers displayed in the table illustrate how many times one association is more or less effective in collecting the reactions compared to the other one.

Table 14. Comparison of the number of reactions by post sub-function.

???	***About team***	***Working process***	***Market information***	***Media Links***	***Event Announcement***
SUP / EBA	2.92	7.90	2.39	4.93	1.90
SUP / ACC	2.92	0.60	0.80	1.29	1.69
SUP / AB	0.45	0.18	0.09	0.22	0.36
SUP / UCCI	-	0.35	1.01	0.57	0.80
EBA / ACC	1.00	0.07	0.33	0.26	-
EBA / AB	0.15	-	-	-	-

EBA / UCCI	-	-	0.42	0.11	-
ACC / AB	0.15	0.30	0.11	0.17	0.21
ACC / UCCI	-	0.58	1.26	0.44	0.47
AB / UCCI	-	1.93	10.88	2.61	2.17

Note, some ratios are not displayed due to the lack of data or small number of observations.

First of all, one of the highest differences in effectiveness is between SUP and the European Business Association. SUP is around 3 times more effective in collecting reactions when it comes to the posts about the team, 8 times more effective in collecting the reactions on the posts about the working process, 2.4 times more effective when it comes to market information posts, and almost 5 times more effective with posts that include media links. Last but not least, SUP is almost 2 times more effective in average number of reactions per post per subscriber for the event announcement posts. Similar results SUP shares in respect to ACC, being 2.92 times more effective in gathering reactions for the posts about the team, 1.3 times more effective with the posts that include media links and 1.7 times more effective in collecting reactions for the event announcement posts. Yet, ACC in respect to SUP is more effective in gathering reactions for the posts that showcase working process and market information. Another noticeable effectiveness difference is between Association Board and UCCI. Extremely noticeable difference in the market information type of posts whereas Association Board is almost 11.0 times more efficient than the UCCI. In this research we don't cover the content, its consistency, quality or tone of voice, yet the quality of the content might be the key to understanding such drastic differences. First of all, the Board executes its own market researches and has access to some exclusive data which might be interesting for their audience. Secondly, over the particular span of time, the Board Association might have collected the audience which is more active online and more engaged in the association's activities

compared to the other ones.

Question 3: Effectiveness of various communication strategies

Reaction Analysis

For the period of 184 days, every business association has managed to collect a different number of reactions, which first of all indicates how the audience of every business association is engaged with its online activities.

Table 15. Number of total Reactions.

	SUP	***EBA***	***ACC***	***Acs. Board***	***UCCI***
Number of subscribers	24,000	34,000	23,000	23,000	16,000
Total Posts	321	266	221	139	181
Frequency of posts / day	1.74	1.44	1.20	0.75	0.98
Total Reactions	5,877	2,712	4,168	9,155	4,015
Average Reactions / Day	31.94	14.73	22.65	49.75	21.82
Number of likes reactions	5,312	2,497	3,699	8,694	3,616
Number of hearts reactions	387	213	392	271	206
Number of emoticons that the holds the heart	80	31	55	48	28
Number of surprised emoticons	41	10	3	32	1
Number of sad emoticons	0	1	2	9	146
Number of angry emoticons	32	2	1	23	0

Data illustrates that every association possesses a different distribution of reactions on the posts that may be the matter of the type and function of the content that every business association uses the most to tackle the audience. In terms of the audience engagement,

Association Board seems to lead the cohort by total reactions per day metric despite the fact that this association has the least frequency of posts per day.

It Is worthy to discuss the difference in total reactions per post between the associations in respect to the difference of their number of subscribers.

For instance, the difference between the total reactions of the American Chamber of Commerce and EBA is 53,2% , yet the frequency of the posts is 20% lower.

Data illustrates the outstanding result for the Board Association. With the lowest frequency of posts per day, the association manages to collect the biggest amount of reactions over the stated period of time.

Moreover, we have an opportunity to understand what kind of reactions the business associations collect more. In our case this provides an additional context of the audience engagement, yet this data is to be used most during the further areas of research.

The data illustrates that the majority of the reactions collected are likes. For SUP, likes account for the 90.3% of the total reactions, for EBA - 92%, ACC - 88.7%, Board Association - 95% and UCCI - 90%.

By using the Board Association and its performance as the base for the comparison with the other business associations, there are new data illustrations for the further discussions. First of all, there is a noticeable difference in the total number of posts, total reactions collected and reposts. In all above mentioned metrics, Board Association exceeds the performance of the rest reviewed organizations.

Table 16. Ratios in comparison to Board Association.

	SUP	***EBA***	***ACC***	***UCCI***	***Asc. Board***
Number of subscribers	1.04	1.48	1.00	0.70	1.00

Total Posts	2.31	1.91	1.59	1.30	1.00
Frequency of posts / day	2.32	1.92	1.60	1.31	1.00
Total Reactions	0.64	0.30	0.46	0.44	1.00
Average Reactions / Day	0.64	0.30	0.46	0.44	1.00
Number of likes reactions	0.61	0.29	0.43	0.42	1.00
Number of hearts reactions	1.43	0.79	1.45	0.76	1.00
Number of emoticons that the holds the heart	1.67	0.65	1.15	0.58	1.00
Number of surprised emoticons	1.28	0.31	0.09	0.03	1.00
Number of sad emoticons	0.00	0.11	0.22	16.22	1.00
Number of angry emoticons	1.39	0.09	0.04	0.00	1.00

By reviewing in depth the breakdown of the reactions being collected for the stated period, the noticeable result illustrates that the Board Association collects more likes than any other association and gets the majority of other reactions across the board. Another detail to point out is that UCCI has an abnormally high number of sad reactions compared to all other associations. That may illustrate the difference in the kind of content that UCCI shares as well as the difference of the audience - both in subscribers and the ones that follow and react to the posts without the subscribing.

By reviewing more specifically the distribution of the reactions per format of the posts and per function, we are able to understand deeper the performance of the associations and preliminary discuss the preferences of the audience of each business association.

Table 17. Number of reactions by format and function.

	SUP	EBA	ACC	Acs. Board	TPP
Total Reactions	5877	2712	4168	9155	4015

Format 1	Only Text Post	213	0	0	0	20
Format 2	Post with Image	5107	2479	2773	8299	3364
Format 3	Post with Video	463	208	1395	856	18
Format 4	Only Image	45	0	0	0	504
Format 5	Only Video	49	25	0	0	109
Function | Informative	About team	1723	117	124	868	0
	Working process	952	328	3153	5380	2852
	Market information	577	247	191	219	28
Function | Engaging	Media Links	125	328	331	311	124
	Event Announcement	2575	433	369	2377	1011
Total Informative Function Reactions		3989	1784	3468	6467	2880
Total Engaging Function Reactions		1888	928	700	2688	1135

For convenience, besides the number of reactions, the data is also presented in the percentage format - to understand for which percentage of total reactions each format, function and sub-function accounts for.

Table 18. Number of reactions by format and function in percentage of the total reactions collected.

		SUP	EBA	ACC	Acs. Board	TPP
	Total Reactions	5877	2712	4168	9155	4015
Format 1	Only Text Post	3.6	0.0	0.0	0.0	0.5
Format 2	Post with Image	86.9	91.4	66.5	90.6	83.8
Format 3	Post with Video	7.9	7.7	33.5	9.4	0.4
Format 4	Only Image	0.8	0.0	0.0	0.0	12.6
Format 5	Only Video	0.8	0.9	0.0	0.0	2.7

	About team	29.3	4.3	3.0	9.5	0.0
	Working process	16.2	12.1	75.6	58.8	71.0
Function | *Informative*	Market information	9.8	9.1	4.6	2.4	0.7
	Media Links	2.1	12.1	7.9	3.4	3.1
Function | *Engaging*	Event Announcement	43.8	16.0	8.9	26.0	25.2
Total Informative Function Reactions		67.9	65.8	83.2	70.6	71.7
Total Engaging Function Reactions		32.1	34.2	16.8	29.4	28.3

Note, due to the manual entrance of the data, some minor errors in occur when summing up reactions

The data illustrates that the majority of reactions are collected by the posts with images. In the case of the SUP, posts with image brought 86.9% of reactions, in the case of EBA - 91.4%, ACC - 66.5%, Board Association - 90.6% and UCCI - 83.7%. The biggest gap is between ACC and EBA, yet it is possible to claim that all of the results for the reaction collection for the posts with image fall in the range 66% - 91.4%.

On the other hand, it is possible to discuss that in the majority of our cases, with the exception of ACC, the other four formats of posts combined bring less than 20% of reactions. The second format of posts that bring the biggest number of reactions is post with video. While for UCCI this format of posts account for 0.44% of the amount of gathered reactions, other business associations have different results. For instance, in the case of SUP, posts with video account for 7.8% of the total reactions, EBA - 7.6%, ACC - 33.4% and Board Association - 9.3%. With the exception of ACC, the majority of the sample associations do not collect more than 9.3% of reaction by posting posts with video. As for the other formats, only video and only text post formats have the least performance whereas 3 out of 5 associations gathered 0

reactions on them. Discussing the functions of the posts, data illustrates that informative function posts tend to collect more reactions than engaging function posts. In case of SUP, Informative posts account for 67.8% of the reactions. Similar situation is seen with other business associations, for example EBA collected 65.7% of reactions for the stated period using informative functions posts. ACC has a bigger result - 83.3% of reactions, whereas the Board Association collects 70% of its reactions through the informative posts and UCCI - 71.7% .

Table 19. Ratio of reactions by format and function (relative to Asc. Board).

		SUP	EBA	ACC	UCCI	Asc. Board
	Total Reactions	0.64	0.30	0.46	0.44	1.00
Format 1	Only Text Post	-	-	-	-	1.00
Format 2	Post with Image	0.62	0.30	0.33	0.41	1.00
Format 3	Post with Video	0.54	0.24	1.63	0.02	1.00
Format 4	Only Image	-	-	-	-	1.00
Format 5	Only Video	-	-	-	-	1.00
Function | Informative	About team	**1.98**	0.13	0.14	-	1.00
	Working process	0.17	0.11	0.58	0.53	1.00
	Market information	**2.63**	**8.82**	0.87	0.12	1.00
Function | Engaging	Media Links	0.40	1.05	1.06	0.39	1.00
	Event Announcement	1.08	0.18	0.15	0.42	1.00
Total Informative Function Reactions		0.62	0.28	0.54	0.45	1.00
Total Engaging Function Reactions		0.70	0.35	0.26	0.42	1.00

By comparing the performance of the Association to the Board Association, data illustrates that in both functions - informative and engaging Board manages to collect more reactions.

The only exception is with ACC's ability to collect more reactions on the posts with video. Nevertheless, this result does not influence the overall picture in a drastic way. The informative function results especially in the sub-function of the working process and market information suggest interesting discussion. First of all, the working process subfunction results suggest the noticeable division between SUP and EBA on the one hand and ACC and UCCI with Board Association on the other hand. Same dispersion even in a bigger scale applies to the market information sub-division. The associations SUP and EBA collect 2.6 times and 8.8 respectively times more reactions on working process and market information sub-function posts than Board association. In order to understand the exact reasons behind it, further exploration is needed as well.

Question 4: Difference of strategic communication effectiveness across organizations

Our understanding of the effectiveness of the strategic communication strategy of every business association starts from analyzing the average reactions number per each format, function and subfunction of posts.

Table 20. Average reactions per format, function and sub-function of posts.

		SUP	**EBA**	**ACC**	**Asc. Board**	**UCCI**
Number of Total Posts		321	266	221	139	181
Total Reactions		5877	2712	4168	9155	4015
Average Reaction / Post		18.3	10.19	18.85	65.86	22.18
Average	Only Text Posts	35.5	N/A	N/A	N/A	10

Reactions per each Format	Posts With Image	17.98	10.2	15.66	63.35	21.025
	Posts With Video	17.8	10.4	31.7	107	18
	Only Image Posts	45	N/A	N/A	N/A	29.7
	Only Video Posts	12.25	8.33	N/A	N/A	109
Average Reactions per each Function	Informative Posts	23.74	10.31	21.81	77.91	27.16
	Engaging Posts	12.33	9.97	11.29	48	15.13
Average Reactions per each Sub Function	About team	34.46	16.71	11.27	72.33	N/A
	Working process	14.87	2.66	23.7	77.97	27.96
	Market information	10.68	6.33	12.73	109.5	7
	Media Links	17.9	5.1	13.2	77.8	20.7
	Event Announcement	17.63	13.12	9.97	45.71	14.65

**N/A - Not Applicable result due to lack of data*

The first finding we witness is that SUP manages to collect quite a substantial amount of average reaction per post for its only text posts. In fact, comparing SUP's average post reactions to the average reaction of only text posts, SUP managed to collect 91.2% more reactions. With EBA the situation differs. Their only text posts gather roughly the same amount (0.09% lower result) of reactions on average as EBA's all posts on average. Neither ACC nor Board Association or UCCI used the text posts.

Posts with Image average reactions results roughly reflect the average for total average reactions per posts results, since the difference between cannot be considered big. For instance, for SUP the number of average reactions for all posts is only 1.7% higher than for posts with images. For EBA, this result is 0.09%, for the Board Association - 3.96% and for UCCI -

5.49%. The exception is the ACC, since the number of average reactions for all posts is 20.3% higher than for the posts with images. Regarding the functions of the posts, the overall tendency is that the informative posts collected have higher average numbers than the average for the total posts. Informative posts show 1.5 - 2.0 times more effectiveness in reaction collection than for instance the engaging function posts. This tendency is fair for all of the association, except the EBA. We also compare how much more effective informative posts are in comparison with the average number of reactions associations collected for the total amount of posts.

For instance, for SUP the informative posts show 29.7% higher average reaction collection number than total post average reactions. For the Board Association this result is 18.29%.

As for the sub function of the posts, the data illustrates that with the exception of ACC and UCCI, the About Team subfunction post collects on average more reactions than organizations gathered on average for the all posts. For SUP this difference is 88.3% bigger, for EBA - 64% and for the Board Association - 18.4%. In order to understand whether or not the difference in the average reactions gathering is caused by the non-random cause, we ran a series of T-tests with the different sets of data. The first data set was with unadjusted data of average reactions per format, function and subfunction to the number of subscribers. The second one was with the adjusted data. This is done to compare the results and view them from a different angle - in terms of the absolute number of reaction collections and the adjusted one. The formats of the posts as well as functions and subfunctions were chosen based on quantity number, meaning if some kind of posts had 0 postings by any

of the reviewed associations, they were not used. The significance level used for the test was 0.01.

Table 21. T-test significance of results with unadjusted data for formats, functions and sub functions of posts.

		Format of Post	Function		Subfunction
	Total Posts	Post with Image	Informative	Engaging	Working Process
SUP / EBA	+	+	+	+	+
SUP / ACC	-	-	-	-	-
SUP / AB	+	+	+	+	+
SUP / UCCI	-	-	-	-	-
EBA / ACC	+	+	+	+	+
EBA / AB	+	+	+	+	+
EBA / UCCI	+	+	+	+	+
ACC / AB	+	+	+	+	+
ACC / UCCI	-	-	-	-	-
AB / UCCI	+	+	+	+	+

The unadjusted dataset T-Test results illustrate interesting tendencies. First of all, in the majority of the cases the results were statistically significant, meaning that the chance that the number of average reactions differences are up to the random cause is at the level of 1%. Nevertheless, for all tested formats, functions and subfunctions, the results for SUP & ACC, SUP & UCCI as well as ACC & UCCI were not significant.

Both unadjusted and adjusted results each provides us with the important findings about the effectiveness of each reviewed business association. First of all, we find out that AB has more reactions than any other reviewed organization at 1% significance. Secondly, on the

unadjusted basis, the ACC, SUP and UCCI are not different at 1% significance. This implies that despite the differences in their strategic communication that were discussed before, their effectiveness remains practically the same. Last but not least, the data illustrates that SUP and ACC have formed an 'effectiveness bundle', since both of them have higher effectiveness compared to EBA.

With the adjusted average reactions with the view on the number of the subscribers of every association, the situation changes.

Table 22. T-test significance of results with adjusted data for formats, functions and sub functions of posts

	Format of Post		**Function**		**Subfunction**
	Total Posts	Post with Image	Informative	Engaging	Working Process
SUP / EBA	(+)	(+)	(+)	(+)	(+)
SUP / ACC	(-)	(-)	(-)	(-)	(-)
SUP / AB	(+)	(+)	(+)	(+)	(+)
SUP / UCCI	(+)	(-)	(+)	(+)	(+)
EBA / ACC	(+)	(+)	(+)	(+)	(+)
EBA / AB	(+)	(+)	(+)	(+)	(+)
EBA / UCCI	(+)	(+)	(+)	(+)	(+)
ACC / AB	(+)	(+)	(+)	(+)	(+)
ACC / UCCI	(+)	(-)	(+)	(+)	(+)
AB / UCCI	(+)	(+)	(+)	(+)	(+)

First of all, in the case of the analysis with the adjusted data, the SUP & ACCI comparison indicates that with the exception of the Post with Image, all other results are statistically significant. Exact same case applies to ACC & UCCI. The unadjusted dataset

result give us an opportunity to discuss the following insight: On the unadjusted basis, UCCI has a higher effectiveness only to EBA, while when adjusting the number of reactions to the number of followers, we find out that UCCI has higher effectiveness also to SUP and ACC.

6. Conclusion

Each business association aims to develop an effective strategic communication and engage the audience in its offline and online activities. The association which manages to engage the audience, grow it and grow the feedback from the audience will increase its influence on shaping the local business community and its narratives. Current study illustrates that every business association has its strategy on how it develops the strategic communication and differs from each other with the post frequency, event-related content, format and function.

Firstly, there is a noticeable difference in the total number of posts and total reactions collected. In all above mentioned metrics, Board Association exceeds the performance of the rest reviewed organizations. Along with the research of the reactions effectiveness it became more visible that Board Association and ACC form some kind of 'outliers bundle'. They differ from all organizations in terms of the strategic communication behavior and the effectiveness of gathering the reactions from the audience. For instance, the Board Association strictly follows the pattern of the formats of posts they use for the strategic communication as well as the ratio of the functions and subfunctions of the posts. Board Association has zero number of text posts as well only image and only video posts. Yet, it has the biggest reaction collection effectiveness and the biggest fraction of posts that has collected more than one hundred likes which is around 30%, whilst other organizations either barely have them or have them at no more than 15% of total posts. Data illustrates that ACC has somewhat similar strategy and results - zero number of text posts as well only image and only video posts, yet quite effective

in engaging the audience and gathering the reactions. On the other hand, SUB and EBA also form a so-called "bundle". Their strategy includes a different approach and their focus is given to team, working process and market information sub-function posts.

Secondly, the results of the research indicated some interesting insights about the reaction effectiveness of each post format, function and sub-function. The data illustrates that the majority of reactions are collected by the posts with images and the informative function posts tend to collect more reactions than engaging function posts. When it comes to the effectiveness of the particular business associations, its overall difference for the particular amount of time covers the range of 3 times more effective in the Informative types of posts and 1.75 times more effective in the engaging type of posts. Each association has mastered its own types of posts in which it is more effective than others. The difference here covers the wide range, for instance difference in the market information type of posts whereas Association Board is almost 11.0 times more effective than the UCCI. At the same time, it can be concluded that the dispersion of usage of all of the variety of formats, functions and subfunctions does not add to the effectiveness of the reaction collection.

To conclude, every association and for profit or non-profit organization aims to develop an effective communication and a fruitful relationships with its audience. This analysis in this paper will be helpful for organizations to learn, pivot, test new combinations of posts formats and be closer to finding its key to developing a highly effective strategic communication.

7. Limitations and Further Research Areas

The limitations of the paper include the influence of the Facebook algorithms on the research calculations. First of all, Facebook may have promoted certain types of posts of certain organizations. Secondly, the inability to differentiate whether the collected reactions

were by the subscribers or by outside non-subscribed facebook users and consequently its proportion. Last but not least, the research did not include the data whether on average the subscribers of the particular organizations had more facebook friends, hence their likes and comments were influencing the platform visibility of the particular posts of the particular organizations.

Future areas of the research may not only take into consideration the above mentioned details, but consider a more in-depth work on the content that is being produced by the business association. For instance, there is a potential to use analytical approaches such as rhetorical analysis (Cornelissen, Holt, & Zundel, 2011), narrative analysis (Jameson, 2001), conversation analysis (Bargiela-Chiappini & Harris, 1997), and semantic network analysis (Thomas & Stephens, 2013). Additionally, there is a chance to analyze the activity of the current subscribers with the aim to understand what kind of audience every association has built. Moreover, it is possible to add the analysis of the reposts and comments and define their influence on the growth of the audience and quality of the strategic communication.

Last but not least, future research may include the context of presence of every of the chosen business communities in the offline space, the data about the offline activities and the number of the events delivered for the chosen period of time as well as planned is also included. The value of this data is in better understanding of offline behavior of every business association and its correlation with the online strategic communication. Such additional analysis is believed to provide a more thorough view on the strategy and effectiveness of the organization’s strategic communication.

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Appendix

Appendix A. Interest variables of the empirical study (Limongi Franca Coehlo et al. 2016).

Variable	Description	Nature	Notation

Likes	Quantity of likes received per post	Dependent \ Quantitative	LIKE
Comments	Quantity of comments received per post	Dependent \ Quantitative	COM
Advertising	Post to promote brands in social media present publicity items which cross the digital sphere and posts with entertaining content, to attract the attention of their followers and acquire larger numbers of likes and comments	Independent \ Qualitative	ADV
Fan	A fan is responsible for the main idea of post, or for sending the photo. Their participation is always mentioned in the post.	Independent \ Qualitative	FAN
Events	Posts, with photo and video media, directly connected to brands or otherwise.	Independent \ Qualitative	EVE
Information	Content with data about events, places, opportunities. People, of celebrities, directly connected to a brand or otherwise.	Independent \ Qualitative	INFO
Promotion	Post with quizzes, which promote participations of followers through redards.	Independent \ Quantitative	PROM

Appendix B. Classification of content Pletikosa et al. (2014).

Name	**Description**	**Values**	**Type**
PT	Post Type	Status, photo, video, link	IV
DOW	Posting Day	Monday, …,Sunday	IV

PC	Post Category	Product(s) announcement information, designed question, questioner, competition, advertisement, statement	IV
LR	Likes Ratio	Numerical	DV
CR	Comments Ratio	Numerical	DV
ID	Interaction Duration	Numerical	DV