

The Assessment of the Social Media Marketing Skills of Entrepreneurs and Content Creators through Social Media Platforms

Muenjit Jitsoonthornchaikul^{a*}, Kanda Sae-eiaew^b

^{a,b} Panyapiwat Institute of Management, Thailand

ABSTRACT

This paper aims to assess the digital skills between content creators and entrepreneurs in selling products or services online business via social media platforms based on Facebook, Line, TikTok, Instagram, and YouTube. An online survey was used to collect data from 400 respondents who were born between 1964 and 2006 (Generations X, Y, and Z) and who were residents in Bangkok, Thailand. Cluster analysis and multiple regression analysis were utilized. The findings of this research demonstrated that content creators are mostly graduates with a bachelor's degree (Generation Y), while entrepreneurs are business owners (Generation X). It depicted that Facebook, Line, and Instagram strongly influence content marketing communication, and social customer relationship strategy, while Line, TikTok, and Facebook strongly influence purchasing more than other platforms. Additionally, Generations and Z like to use social media for shopping, but Generation X (93%) are business owners who like to use search engines for searching information. Therefore, it could be concluded that social media is a great opportunity for e-commerce with large groups of consumers. Understanding the uniqueness of each platform in order to match with personal digital skill training can create a competitive advantage for approaching customers and developing marketing communication strategy.

Article Info

Received August 29, 2024

Revised December 6, 2024

Accepted December 16, 2024

Keywords: Digital skill, Content creator, Entrepreneur, Social media, Thailand

Introduction

Over the last few decades, technology has dramatically changed the way of living and trading, and social media has revolutionized the way we communicate, not only in our daily lives but also in several industries. The use of social media has become popular as a marketing tool for the establishment of customer relationship management. Moreover, it has been found to influence consumer shopping behavior (Ruane & Wallace, 2013). Businesses have been using social media using since World Wide Web 2.0. Kaplan and Haenlein (2010) also defined social media as a group of

internet-based applications built on the ideological and technological foundation of Web 2.0 that allows the creation and exchange of user generated value. A digital entrepreneur is an entrepreneur who finds new ways of transforming from offline to online business through digital technology (Kraus et al., 2019).

The popularity of social media has grown, hence, almost all entrepreneurs have responded by using social media for marketing. On the other hand, several entrepreneurs lack the digital skills for doing online business, and experience problems

CONTACT

Muenjit Jitsoonthornchaikul (MBA, Dominican University, USA.) is Associate Professor, Faculty of Business Administration, Panyapiwat Institute of Management, Thailand.

Kanda Sae-eiaew (MBA, Mahanakorn University of Technology, Thailand) is a lecturer, Faculty of Business Administration, Panyapiwat Institute of Management, Thailand.

***Corresponding author's email:** muenjitjit@pim.ac.th

with social media platforms including its selection not matching with specific business aims.

The aims of this paper are to evaluate the essential social media marketing skills by: 1) measuring the digital media marketing skills of entrepreneurs, 2) measuring the digital media marketing skills of content creators, and 3) comparing the social media marketing skills between entrepreneurs and content creators in order to reskill or upskill appropriately.

Literature Review

Digital Marketing with Digital Communication

To understand the fundamental digital marketing, it involves the 6Ds principles related to digital marketing. Chaffey and Chadwick (2019) identified the 6Ds principles as follows: 1) Digital devices, which are gadgets that combine smartphones, iPads, desktops, virtual assistant tools and other smart gimmicks to form internet connections; 2) Digital platform, which is the interaction of these devices on apps or browsers through online services such as Facebook, Instagram, Line, WhatsApp, TikTok, Twitter, LinkedIn, or YouTube; 3) Digital media, which is the communication channel for reaching or engaging audiences via email, message, search engine, or social networking; 4) Digital data, which is business data, customer profiles, the selling of information, and any business transaction data; 5) Digital technology, which is the marketing technology that businesses use to facilitate the running of their business, decrease operational costs, and increase high productivity; and 6) Digital communication, which is the result of challenging digital marketing with the 6Ds above. How good the message is that sellers would like to communicate with buyers depends on these channels, media, platforms, devices and technology.

There are three key concepts of communication in digital marketing, which are as follows: 1) Permission marketing: This the marketing term was coined by Godin (1999) who noted that marketing activity is related to consumer's permission before engaging the marketer in their relationship and providing something in exchange; 2) Content marketing: the management of text, wording, video, or media that is aimed at engaging consumers with the brand; and 3) Customer engagement, which is the challenged activity in which the marketer would like to create a long term relationship and brand experience with consumers that leads to consumer loyalty.

Social Media Marketing

Ruane and Wallace (2013) mentioned that social interaction is the way of communicating with each other, especially with how social media today

has revolutionized communication and trading both in our daily lives and work. Social media usage in marketing is based on a multi-way interaction approach, in which the roles of sender and receiver are mixed (Scott, 2010). It is common today for entrepreneurs to leverage social media for brand awareness, brand recall, selling approach, data analysis, marketing communications, customer journey and buying experiences, customer relationship management and behavioral loyalty.

Social Media Strategy: Social media strategy is the tool used to support achieving marketing goals. Dave and Fiona (2019) classified social media activities into 5 activities, which are as follows:

1. Listening and building reputation strategy: this is the first activity concerning who is the right consumer, influencer and competitor for you because these data can let us understand how to use social media in each feature and select the type of social media platform correctly for the right audiences.

2. Transforming brand equity through social media: the second activity scopes the extent of social media platforms in terms of content, social marketing activities and consumer engagement.

3. Acquiring new customers: The third activity sets the priorities tasks for increasing sales and creating new opportunities for reaching new targets.

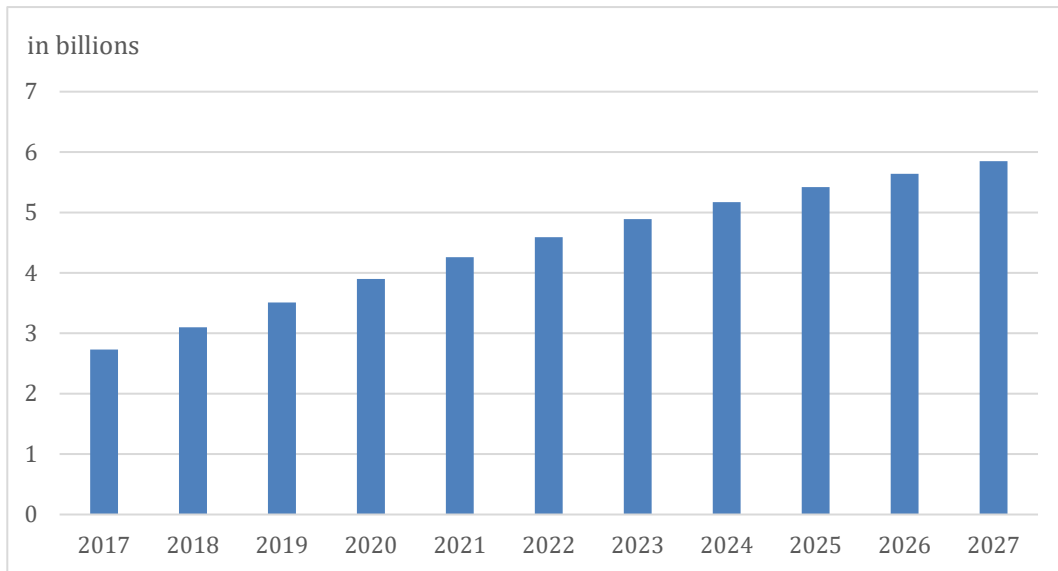
4. Increasing sales to existing customers: the fourth activity develops a customer communication strategy and increases social interaction with existing consumers and loyalty retention.

5. Deliver service: the last step enhances brand added value and provides customer service through social media in either the during or after sales service process.

However, these social media activities ought to be done consistently based on a clear brand image in the same brand identity in every moment of thought.

Social media has disrupted the way to understand consumer insights and shopping behavior. Arora and Sanni (2018) referred to social media as the game changer in the digital era, and a platform to serve customers faster and better (Sashi, 2012). It is also improving customer interaction strategies (Mangold & Faulds, 2009). In addition, social media is easy for businesses that are already internet-connected to adopt (Ahmad et al., 2019).

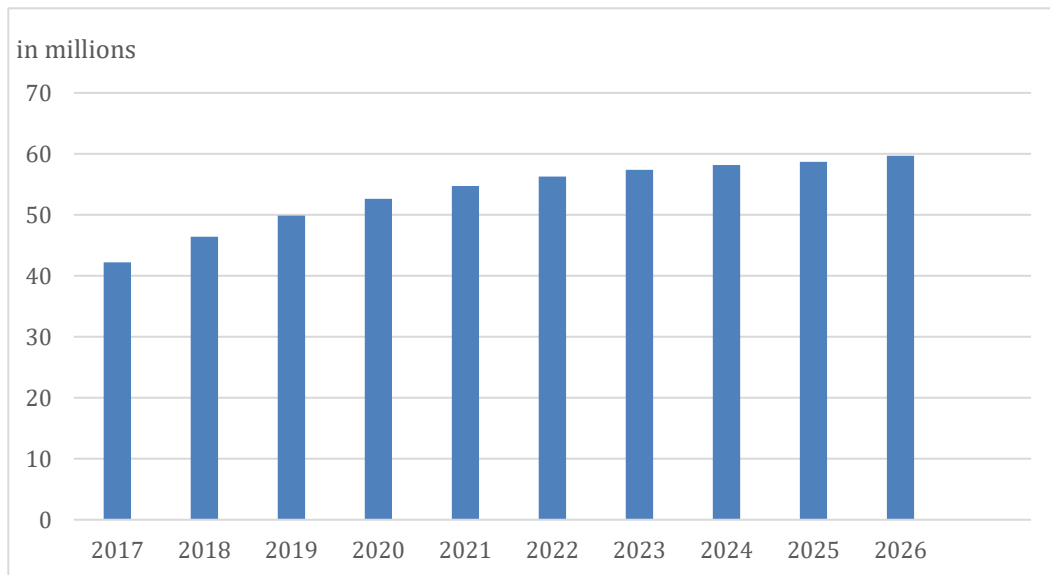
From 2015 to 2016, active social media users increased by 21 percent. It means that more than 482 million people joined social networks in just one year (WeAreSocial, 2017). From Figure 1, it shows that the number of social media global users worldwide has increased continuously from 2017 (2.73 billion) to a predicted high in 2027 of 5.85 billion, almost 6 billion users. During 2021, 57% of the global population used social media, approximately 4.26 billion people (Statista, 2023 and Dixon, 2023).

Figure.1: Number of social media users worldwide from 2017 to 2027

Source: Statista. (2022-2023). *Social media- Statistics and facts*.
<https://www.statista.com/topics/1164/social-networks/#topicOverview>

Moreover, specifically, the growth of internet users and social media users is at the highest rate in the Asia region (Chaffey, 2017). From Figure 2, in Asia, China is the country that has the highest number of monthly social media users, followed by India, and Indonesia and Thailand, which was ranked the seventh highest at 55 million

users in 2021. In 2020, the number of social media users in Thailand was at 52.63 million users, and this rate was forecasted to increase to 53% of the Thai population by 2023. In 2026, the number of social media users will reach almost 60 million users (Statista, 2023).

Figure. 2: The number of social media users in Thailand from 2017 to 2024

Source: Statista. (2022-2023). *Social media- Statistics and facts*.
<https://www.statista.com/topics/1164/social-networks/#topicOverview>

Social Media Platforms: Generally, social media can be divided into six categories, which are social networking, social bookmarking, social news, media sharing, microblogging, and online forums (Dollarhide & Kindness, 2024). A recent study discovered that entrepreneurs tend to build brand consciousness via social media and that this

personalization leads to a higher number of reactions and engagement (Denner and Schneider, 2022), which indicates that social media connect brands to their consumers better. Also, social media marketing enables brands to be involved in timely and direct contact closely with customers at low costs and high efficiency (Kaplan & Haenlein,

2010). Popular social media platforms include Facebook, YouTube, LINE, Instagram, TikTok, Twitter, WhatsApp, WeChat. The number of users around the world is shown in Table 1.

Table 1: The World's Most Used Social Platforms in 2024

Social media platform	Active users
Facebook	2.96 billion
YouTube	2.51 billion
WhatsApp	2.00 billion
Instagram	2.00 billion
WeChat	1.31 billion
TikTok	1.05 billion
Facebook Messenger	931 million

Source: Dollarhide, M., & Kindness, D. (2024). *Social media: Definition, importance, top websites and apps*. <https://www.investopedia.com/terms/s/social-media.asp>

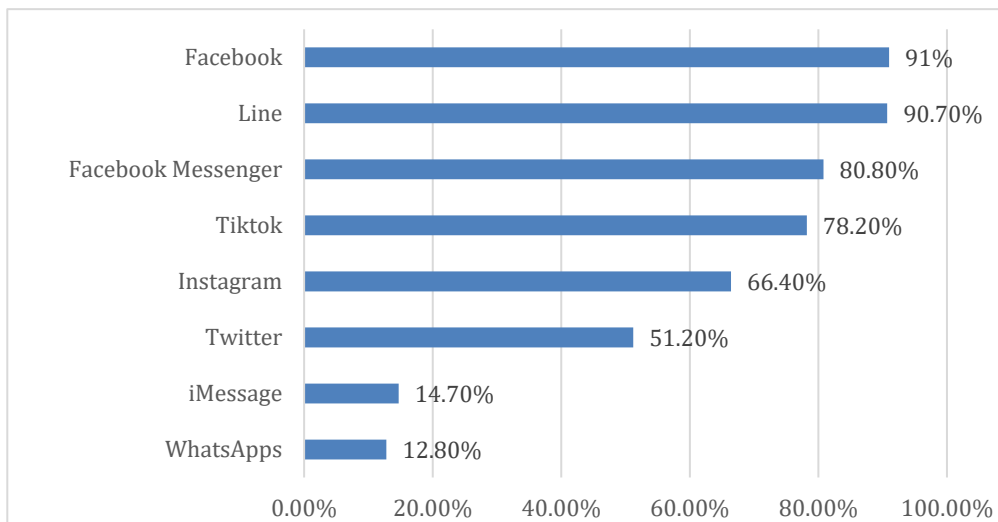
Table 1 indicates that in terms of global users on social media platforms, Facebook has the highest rate (2.96 billion), YouTube is ranked second with 2.51 billion users, followed by WhatsApp (2 billion users), Instagram (2 billion users), WeChat (1.31 billion users), TikTok (1.05 billion users), and Facebook messenger (931 million users), respectively.

The percentages of social media platforms used in Thailand in the third quarter of 2023, are Facebook (91%), Line (90.7%), Facebook messenger (80.8%), TikTok (78.2%), and Instagram (66.4%) respectively, as shown in Figure 3.

Comparatively, Facebook is the most populous social media platform both in Thailand and worldwide, while Line has the high rate of users in Asia, especially in Japan and Thailand.

WhatsApp and YouTube are popular in America and Europe, however, Instagram and TikTok hold a higher the market share in Asia, but it was banned in the USA. recently.

Figure 3. The Leading Social Networks in Thailand

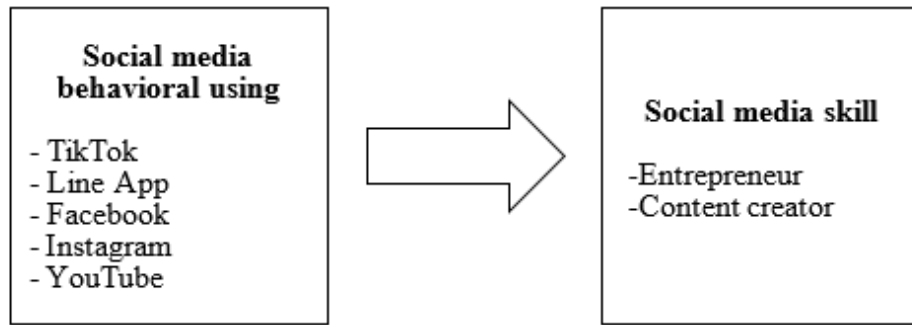


Source: Statista. (2022-2023). *Social media- Statistics and facts*. <https://www.statista.com/topics/1164/social-networks/#topicOverview>

Conceptual Framework

The conceptual framework is clarified through social media skills by highlighting the features of TikTok, Line, Facebook, Instagram,

and YouTube, and dividing them into selling and content creator perspectives (see Figure 4). Either the entrepreneur or content creator can select to train or relearn in the right direction with their own career path.

Figure 4. The Entrepreneur and Content Creator with Social Media Uses

Sampling and Methodology

To pursue the objectives of this study, the sample size of 400 respondents was chosen by using simple random with non-probability sampling by Cochran (1977) with $n = 385$. As detailed in Table 2, we utilized data through cluster analysis for entrepreneur and content creator discrimination. Moreover, we also tested the theoretical model and carried out a study focused on the multiple regression analysis (MRA). The criteria for the survey with two conditions was conducted with these groups of people: 1) people aged between 18 and 59 years old, and 2) any person using a social media platform for selling or involved in marketing activities.

Results

Cluster analysis can declare and divide content creators and entrepreneurs as shown in Table 2. The sample size of 400 respondents consists of 188 content creators and 212 entrepreneurs. Content creator (cluster1) consists of approximately 57.98% who are generation Y, 36.70% who are generation Z, and 0.53% who are generation X, respectively, while, entrepreneurs (cluster 2) consist of appropriately 93.40% who are generation X, 4.72 % who are generation Y, and 1.88% who are generation Z, respectively. Moreover, the number of content creators and entrepreneurs who have graduated to a bachelor's degree level is approximately 93.61, and 72.64 percentage, respectively. However, almost all content creators are students, and entrepreneurs are business owners from this survey.

Table 2. Demographic Profile (Clusters 1 and 2)

Details	Entrepreneurs (%)	Content Creators (%)
Gender		
Female	144 (67.9)	119 (63.3)
Male	68 (32.1)	69 (36.7)
Total	212 (100.0)	188 (100.0)
Age		
Generation Z	4 (1.9)	69 (36.7)
Generation Y	10 (4.7)	109 (58.0)
Generation X	198 (93.4)	10 (5.3)
Total	212 (100.0)	188 (100.0)
Degree		
Undergraduate	10 (4.7)	6 (3.3)
Bachelor	154 (72.3)	176 (93.6)
Master	45 (21.2)	5 (2.6)
Ph.D.	3 (1.4)	1 (0.5)
Total	212 (100.0)	188 (100.0)
Occupation		
Business owner	197 (93.0)	9 (4.8)
Student	9 (4.2)	176 (93.6)
Government officer	4 (1.9)	
Officer	2 (0.9)	2 (1.1)
New graduate (no job)		1 (0.5)
Total	212 (100.0)	188 (100.0)
Total	400	

From Table 3, the rate of social media usage behavior for content creators is Facebook

($M = 4.25$), Line ($M = 2.35$), TikTok ($M = 1.68$), Instagram ($M = 1.36$), and YouTube ($M = 1.17$).

Table 3: Social Media Usage Behavior for Content Creators

Content creator on social media	Mean	SD
Facebook	4.25	1.39
Line	2.35	1.60
TikTok	1.68	1.33
Instagram	1.36	1.07
YouTube	1.17	0.64

Table 4 indicates that Facebook has the highest rate of social media platform influenced with selling (Rsquare change as 0.292), Line has the second most toward selling for entrepreneurs (Rsquare change as 0.276), and Instagram has the third most influence with consumer buying, respectively (Rsquare change as 0.213). Rsquare comes from the multiple regression analysis of each platform after cluster analysis using entrepreneur and content creator separation.

However, TikTok and YouTube do not really influence content creators with content writing in marketing and commerce. Although consumers are aware of content in terms of what you say, what you communicate, or who you are, they haven't decided to buy or take any action commercially through this channel. Consumers may share, like, or follow this content, but they will not be consumers or repurchase with these messages.

Table 4: Multi Regression Analysis (Cluster 1: Content Creators)

	Unstandardized Coefficients		Rsquare change	Standardized Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error		Beta		
Line	0.197	0.055	0.276	0.382	3.558	.000
Facebook	0.205	0.051	0.292	0.373	4.024	.000
Instagram	0.125	0.053	0.213	0.213	2.367	.019

Note: $R = 0.678$, Rsquare = 0.460, $F = 15.094$, $p < .05$

Table 5 indicates that TikTok, Facebook, Instagram, Line, and YouTube are the social media platforms that entrepreneur most use for selling ($M_s = 4.66, 4.43, 4.35, 4.14$, and 3.92 , respectively). TikTok is the platform that entrepreneurs prefer to

use with selling whether short videos, music, appealing captions or famous influencers. However, TikTok is not the platform that makes the highest money for entrepreneurs.

Table 5: Social Media Usage Behavior for Entrepreneurs

Selling on social media	Mean	SD
Facebook	4.43	1.38
Line	4.14	1.92
TikTok	4.66	1.31
Instagram	4.35	1.02
YouTube	3.92	0.41

Table 6 indicates that Line has the highest rate of social media platform influence with selling (Rsquare change as 0.317). Moreover, the Digital Insights Thailand Report, Content Shifu, and YouGov 2024 reported that Thai people have the highest social media account usage, with Line at 95%, Facebook at 94%, YouTube at 93%, TikTok

at 76%, and Instagram at 68%. From this survey, Line is the most effective social media for selling in accordance with the survey of Digital Insights Thailand Report.

Referring to consumer behavior, especially Generation Z, this group prefers using social media at approximately 55% compared to 49% for search

engines. On the other hand, Baby Boomers and Generation X tend to prefer using search engines for their searches. For entrepreneurs, knowing the target group and understanding consumer behavior

and their lifestyle is really significant for approaching them.

Table 6: Multi Regression Analysis (Cluster 2: Entrepreneurs)

	Unstandardized Coefficients		Rsquare Change	Standardized Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error		Beta		
TikTok	0.198	0.049	0.301	0.390	4.073	.000
Line	0.260	0.038	0.317	0.445	6.754	.000
Facebook	0.158	0.031	0.287	0.309	5.146	.000
Instagram	0.264	0.065	0.059	0.431	4.077	.000

Note: $R = 0.848$, $R_{\text{square}} = 0.720$, $F = 51.648$, $p < .05$

TikTok has the second highest rank toward selling for entrepreneurs (R_{square} change with 0.301), while Facebook and Instagram have less influence with consumer buying, respectively (R_{square} change as 0.287 and 0.059). Furthermore, Digital Insights Thailand Report, Content Shifu, and YouGov (2024) reported that Generation Z (born 1997-2009), Generation X (born 1965-1980), and Millennials like to online purchase through TikTok, and Facebook while Baby Boomers like to use Facebook and TikTok instead. This survey also found that Facebook is the third ranked with R_{square} 0.287 that it has influenced with online buying behavior, especially, the baby boomer group.

Line is social media platform that earns the most and has the most influence towards selling, including how Line has added many functions inside this tool, such as adding a friend, sending a notification via promotion, discounts, points collection, QR code scanning, consumer data about purchasing, and member privileges with coupon and rewards.

Discussion

Social network theory (SNT) described how an individual and entrepreneur, marketer, content creator, and company are connected through a network of relationships and tiers. The level of the relationship depends on the network of relationships and tier. A strong tier connection can be a close friend, family member, or people with prolonged contact. Conversely, a weak tier connection might be a loose acquaintance or heterogeneous group (Stephan, 2018). Moreover, SNT specified 2 roles, which are the opinion leader and opinion follower. An opinion leader is a person who has the power or influence over others in persuasion, acting as the connector between

different groups to diffuse content among a wide range of groups. In contrast, an opinion follower is someone with less skill in interpreting and sharing information with others. They are typically found in homogeneous groups, engaging in exchanges within the same group rather than interacting with different groups. Therefore, an opinion follower is similar to someone who posts or comments on social media platforms. In practical terms, understanding which group has influence or a key opinion person can lead one to easily do business.

The author suggests that social media selection for entrepreneurs or content creators should involve identifying opinion leaders and opinion followers, as this helps define roles and responsibilities for marketing communication and social media marketing strategies. Furthermore, the strength of the tie or relationship is one important factor influencing a massive audience or consumers, just as much as the content or message created and shared through social media channels.

From this survey about the comparison between content creators and entrepreneurs using social media, it can be declared that Facebook, Line, Instagram influenced consumer buying in different layers for a selling a product or service. If we analyze the details of these results, it can be found that Facebook is a basic social media platform that everyone uses in their daily lives. It works best with content creating whether by video reel, live, message communication, inbox chatting, group joining, or even blocking as well as post or story sharing selection, audiences setting as default, and memories to remind of Facebook experiences. In addition, Facebook also has influenced content creators with viewing.

This paper compares studies of digital skills, especially social media marketing skills for entrepreneurs and content creators in order to guide and provide the right direction for people with an interest in reskilling or upskilling to sell products or

services online for a business through a checklist from a designed questionnaire. It checks each feature of social media using both content creators and entrepreneurs. TikTok and YouTube are social media platforms for content creator, but each does not really impact buying. Therefore, content creators may use TikTok and YouTube for new product or service awareness or brand emerging, brand building, or brand attraction in the marketplace. On the other hand, Facebook, Line, and Instagram are platforms that can create revenue from this content rather than other platforms. Furthermore, Facebook, Line, Instagram, and TikTok are social media platforms that have influenced consumer purchasing more than YouTube.

For entrepreneurs with digital skills, Line is the platform that creates selling rather than others through features such as Line add and other functions. Not only does Line create product buying, but also consumer loyalty through memberships, rewards redemption, or adding friend with various benefits and subscription options. TikTok is the second most populous tool for selling with TikTok basket, selling at low prices, a variety of options for payment, and guaranteed delivery and return. In particular, TikTok is an easily accessible platform for content with influencers in selling techniques via the mood and tone of the brand story through either mimic, fun, drama, or sci-fi actions in just a few seconds with music, photos or even appealing characteristics on the app.

Marketing Implications

Social media platform selection. Nowadays, not only do entrepreneurs understand consumer behavior and their daily lifestyle, but they also know the scope and limit of each social media connection, such as knowing the right channel to approach in a competitive online business. This includes knowing the reasons why consumers make decisions to buy, which consist of the variety of products (73%), the same as the right promotion (73%), and convenience (68%) (Content Shifu, 2024).

Social media marketing strategy. Two marketing terminology that are closely related are “*Strategy of social media marketing*” and “*viral marketing*”. However, social media marketing is focused more on social media networking, where content is shared while viral marketing strategy involves the network effect of the internet that can reach massive numbers of people rapidly by either referral programs, community creation, or influencer marketing. Therefore, the author viewed that viral marketing is a subset of social media marketing strategy that marketers have to learn and use for business expansion.

Social media marketing related to the understanding of characteristics and features of each social media platform and related to learning how to use it in digital marketing in terms of Facebook, Line, Instagram, TikTok, and YouTube should be selected in marketing communication or product and brand transforming appropriately. This can help to increase brand awareness, sales volume, or even subscriptions that can increase existing consumers and enhance new consumers through social media in channel.

Facebook, Line and Instagram are the most frequently used platforms by content creators for brand awareness, product knowledge, or the introduction phase of a product life cycle. Facebook, Line, and Instagram have strong influences on audiences for the content or story of a brand. Additionally, Line, TikTok, and Facebook are the most effective platforms by entrepreneurs for selling products or services respectively from this survey. Features of Line are its effective and friendly social media for marketing communication and brand loyalty. TikTok frequently explores creative ways to enhance brand recall and buying. Facebook plays a vital platform in these communities in terms of consumer community and consumer engagement with brands in order to purchase the products or service. Referring to much research, it mentions that over 70% of consumers connect with networks of friends and family, thus Facebook is a crucial tool to build a social customer relationship management (CRM) strategy.

Each platform has its own features; marketers must learn how to use and smartly select the right tool for high productivity. Content creators and entrepreneurs can be the same person but play different roles appropriately.

Social Implications

In practical terms, the results of this study contribute to entrepreneurship program settings. The study shows guidance for business owners by providing information about content creator’s digital skills and entrepreneur’s digital skills by clarifying social media platform characteristics based on the demographic profile for each career. This information can support an organization to set a training course, short course, mini MBA course, or startup accumulation program for people appropriately. For example, some business owners may reskill or upskill by themselves in a particular skill, or some business owners may hire a content creator as a freelance with specific tasks for content of a brand story. This investigation also aids anyone who understands their own strength and weakness via checklists from the questionnaire about features of each social media platform as well. Moreover,

the practical research results developed through reviewing this conceptual framework and best practice is intended to enable new graduates to enter business to exploit the opportunity of digital marketing while adapting to changes.

Conclusion and Limitations

Social media has revolutionized daily lives and communication. It has changed the rules of the game for businesses, thus this paper confirms that E-commerce should use social media as a tool. The extent of social media usage ranges from various platforms. Social media has profoundly affected the consumer perception that leads to purchased decision making. It allows business owners to reap the benefits of the uniqueness of each platform in the right task and target. Further investigation could address research limitations. This research only focused on people aged 18–59 years old in the Bangkok area, which limits the influence of the results to the scope of digital skills with social media usage.

Future studies may endeavor to concentrate on more career paths or cover other sectors not only selling products or services, but also manufacturers, and distributors with digital skills. Therefore, further research could collect demographic and geographic data that is wider than this study with cross-industry contribution purposes.

Future technological developments remain uncertain, such as with the internet of things (IOT) and possible game changing technology that social media can create for new forms of communication. Social media innovation has emerged as a powerful platform for the future. A thorough understanding of consumer behavior with stimulus-response (SR) theory as a core of digital marketing can guide entrepreneurs through future technological developments with brand building.

ORCID ID

Muenjit Jitsoonthornchaikul: <http://orcid.org/0000-0002-2477-1059>

References

- Ahmad, S. Z., Abu Bakar, A. R., & Ahmad, N. (2019). Social media adoption and its impact on firm performance: The case of the UAE. *International Journal of Entrepreneurial Behavior and Research*, 25(1), 84-111.
- Arora, A. S., & Sanni, S. A. (2018). Ten years of 'social media marketing' research in the Journal of Promotion Management: Research synthesis, emerging themes, and new directions. *Journal of Promotion Management*, 25 (4), 476-499
<https://doi.org/10.1080/10496491.2018.1448322>
- Brand case. (2024). *Social media ever used: Facebook*. https://www.facebook.com/story.php/?story_fbid=1250941192988432&id=100042176903654
- Chaffey, D. (2017). *Global social media research summary*. <https://smartinsights.com/social-media-marketing/Social-media-strategy/new-global-social-media-research2/>
- Chaffey, D. (2023). *Global social media statistics research summary*. <https://www.smartinsights.com/social-media-marketing/social-media-strategy/new-global-social-media-research/>
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice* (2nd ed.). Pearson.
- Content Shifu (2024). *Digital Insights Thailand Report 2024*. <https://contentshifu.com/resource/digital-insights-thailand-report-2024>
- Dahl, S. (2018). *Social media marketing: Theory & applications*. Social network theory. Sage.
- Denner, N., & Schneider, H. (2022). People want to see people? Personalization on Facebook as a tool for corporate communications. *Corporate Communications: An International Journal*, 28(1), 30-47.
- Dollarhide, M., & Kindness, D. (2024). *Social media: Definition, importance, top websites and apps*. <https://www.investopedia.com/terms/s/social-media.asp>
- Godin, S. (1999). *Permission marketing*. Simon and Schuster.
- Kaplan, A., & Haenlein, M. M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59-68.
- Kraus, S., Palmer, C., Kailer, N., Kallinger, F. L., & Spitzer, J. (2019). Digital entrepreneurship: A research agenda on new business models for the twenty-first century. *International Journal of Entrepreneurial Behavior and Research*. 25(2), 353-375.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: the new hybrid element of the promotion mix. *Business Horizons*. 52(4), 357-365.
- Ruane, L., & Wallace, E. (2013). Generation Y females online: insights from brand narratives. *Qualitative Market Research: An International Journal*. 16(3) 315-335.
- Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Decision*. 50(2), 253-272. <https://doi.org/10.1108/00251741211203551>
- Scott, D. M. (2010). *The new rules of marketing and PR: How to use social media, blogs, news releases, online video and viral marketing to reach buyers directly* (2nd ed.). John Wiley & Sons.
- Statista. (2022-2023). *Social media- Statistics and facts*. <https://www.statista.com/topics/1164/social-networks/#topicOverview>
- WeAreSocial. (2017). *Digital in 2017 Global Overview Report*. <https://wearesocial.com/special-reports/digital-in-2017-global-overview>