

ปัจจัยด้านคุณภาพที่มีอิทธิพลต่อความพึงพอใจของผู้ติดตาม
แฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย
ในพระบรมราชูปถัมภ์
Quality Factorsthat Influence Satisfactionof the
Football Association of Thailand under Patronage
of His Majestythe King Facebook Fanpage Followers

Unyarat Intharaprasit, Sarist Gulthawatvichai and Tepprasit Gulthawatvichai*

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาปัจจัยด้านคุณภาพที่มีอิทธิพลต่อความพึงพอใจของผู้ติดตามแฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย ในพระบรมราชูปถัมภ์ เก็บรวบรวมข้อมูลในการวิจัยเชิงสำรวจ (Survey Research) ผู้วิจัยใช้วิธีการเลือกตัวอย่างโดยไม่ใช้ความน่าจะเป็น (Non-Probability Sampling) ใช้การเลือกตัวอย่างแบบบังเอิญ (Haphazard or Accidental Sampling) ด้วยวิธีการแจกแบบสอบถามออนไลน์ (Online Questionnaire) กับกลุ่มตัวอย่างคือผู้ติดตามแฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย ในพระบรมราชูปถัมภ์ จำนวน 400 คน การประมวลผลข้อมูลโดยใช้โปรแกรมคอมพิวเตอร์สำเร็จรูปทางสถิติวิเคราะห์ข้อมูลด้วยสถิติเชิงพรรณนาและเชิงอนุมาน ผลการวิจัยพบว่า กลุ่มตัวอย่างเป็นเพศชาย จำนวน 332 คน และเพศหญิง จำนวน 68 คน ส่วนใหญ่มีอายุอยู่ในช่วง 26 – 33 ปี มีการติดตามแฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย ในพระบรมราชูปถัมภ์ เมื่อพิจารณาผลความพึงพอใจของผู้ติดตามแฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย ในพระบรมราชูปถัมภ์ พบว่า ด้านคุณภาพการบริการ (Service Quality) มีค่าเฉลี่ยอยู่ในระดับมาก ($\bar{X} = 3.59$) ด้านคุณภาพข้อมูล (Information quality) มีค่าเฉลี่ยอยู่ในระดับปานกลาง ($\bar{X} = 3.40$) ด้านคุณภาพระบบ (System Quality) มีค่าเฉลี่ยอยู่ในระดับปานกลาง ($\bar{X} = 3.42$) ส่วนผลการทดสอบสมมติฐาน พบว่า ปัจจัยด้านคุณภาพการบริการ (Service Quality) คุณภาพข้อมูล (Information quality) และคุณภาพระบบ (Service Quality) ส่งผลต่อความพึงพอใจของผู้ติดตามแฟนบุ๊กแฟนเพจสมาคมกีฬาฟุตบอลแห่งประเทศไทย ในพระบรมราชูปถัมภ์ อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05

คำสำคัญ: แฟนบุ๊กแฟนเพจ / คุณภาพการบริการ / คุณภาพข้อมูล / คุณภาพระบบ / ความพึงพอใจของผู้ใช้งาน / แบบจำลองความสำเร็จของระบบสารสนเทศ

* Faculty of Sports Science, Sport Management, Chulalongkorn University

Abstract

The study aims to explore how the different quality dimensions affect the social media users' satisfaction and to study quality factors that influence user satisfaction of FA Thailand Facebook fanpage followers. The research was designed as quantitative study. Non-Probability Sampling (Accidental or Haphazard Sampling) was used in this study. The sample of this research is 400 who were FA Thailand Facebook fan page follower. We used a web survey tool and online surveys were created as web forms with a database to store the answers and statistical software to provide analytics. The results showed that the service quality of FA Thailand Facebook fan page was perceived as "Agree" ($\bar{X} = 3.59$), the information quality of FA Thailand Facebook fan page was perceived as "general" ($\bar{X} = 3.40$) and the system quality of FA Thailand Facebook fan page was perceived as "general" ($\bar{X} = 3.42$). The results showed that information quality has the strongest influence on user satisfaction toward the use of FA Thailand Facebook fan page, followed by service quality and system quality respectively, with statistical significance at the level of 0.05.

Keywords: Facebook Fanpage / Service quality / Information quality / System quality / Users' Satisfaction / DeLone & McLean Information System Success Model

Introduction

Facebook is emerging as the largest social media networks in Thailand. As per statistics of Facebook, the community using Facebook is almost at 1,800 million accounts, becoming one of the countries with highest ratio of user engagement in Facebook community worldwide. Therefore, it has been creating a sound environment to marketers for touching with this community. Academic and business has a high interest on the social media due to the rise of it over the previous decade. Social media platform has a lot of active brand enthusiasts and has been favored by the large number of customers. Companies have started to introduce their fan pages on Facebook as a marketing tool for their customers following their information and interacting directly with them. It is estimated that over 15 million brands globally are registered with Facebook (Koetsier, 2013), attempting to reach more than 1 billion consumers (Stieglitz, Dang-Xuan, Bruns, & Neuberger, 2014).

The intensity of usage and popularity of Facebook in Thailand has formed the new way of communications. Facebook provides advantages such as ubiquity, immediacy, convenience, and social interaction in real time manner (Zhou, Li, & Liu, 2010). Facebook is a convenient channel for effectively and timely accessing to product information and provide excellent tools to communicate with customers through "Facebook fan pages". These Facebook fan pages contain information about the brand such as contact informa-

tion and website information. Moreover, firms can provide additional information about new products or services, current promotions or special events. Facebook is used as marketing tool by companies via their own fan page on Facebook to promote their brands and images to enhance the customer's relationships.

Sports has become increasingly commercialized and internationalized over the past decades (Braunstein & Ross, 2010) and more professional over the years (Bauer, Poon, Glatt-Deeley, Abrams, & Helfand, 2005). In effect, sport clubs have turned into corporations in which their brand and players are among their most important assets and investments. The literature highlights the role of a company's brand community as having the power to influence the strength of the relationship between community participants and the firm's brand (Hur, Lim, Decker, & McClements, 2011). Interaction among members, which may help the brand's supporters to feel like active participants instead of common spectators (Palazón, 2008). The team's fans are also their customers who consume the services and products (Kaynak, Salman, & Tatoglu, 2008).

Due to customers' increased acceptance of online brand communities on Facebook, in line with an increased focus on research exploring customer satisfaction. The fact that many brands use social media to interact with customers is not surprising. However, many administrators have a lack of awareness and knowledge regarding effective social media strategy. Companies are increasingly competing for consumer attention, administrators are looking for guidance on how to build satisfaction using social media. Strategic consumer insight focusing on social media is essential for brands.

The ability to align technology with business strategies is the critical issue for companies. They can evaluate the employment of social networking sites as their social media with the purpose of satisfying their customers' needs and keep them visiting to their social media regularly. The factors such as information quality, service quality and system quality are the key determinant for success of social networking sites. Thus, DeLone and McLean Information System (D&M IS) success model has been used to determine user satisfaction resulted as the antecedents of the effectiveness.

There has been a little research on Facebook upon D&M IS success model. Nevertheless, none recent literature has addressed the IS Success Model of social media brand management in sports context. Similar to all the other places in the world, football is popular in Thailand. This analysis has been conducted by focusing on the case of the FA Thailand Facebook fanpage, as it is the official Facebook fanpage of the Football Association of Thailand under Patronage of His Majesty the King which is the governing body of association football, futsal and beach soccer in Thailand. The Football Association of Thailand under Patronage of His Majesty the King was founded on 25 April 1916. They joined FIFA on 23 June 1925 and AFC in 1954. The target group will focus on FA Thailand

Facebook fan page followers.

The objective of this study is to understand customers' satisfaction with football clubs on social media, theoretically grounded on the IS Success Model, adapted to a sports context for a more complete perception of social media satisfaction behaviors. The survey method is used to evaluate the four determinant factors; service quality, information quality, system quality, user satisfaction. By exploring the relationships among these constructs, this study provides businesses with brand community strategies to enhance and promotes the community satisfaction. Though we are aware that sport fandom is a multisensory phenomenon that raises several responses, sometimes unfavorable and negative such as anger or frustration (Grove, Pickett, Jones, & Dorsch, 2012; Hunt, Bristol, & Bashaw, 1999; Wakefield & Wann, 2006), our study will not differentiate the valence of social media usage and satisfaction behaviors.

Scope of Study

The study was quantitative research that examined system quality, information quality and service quality that influence users' satisfaction of FA Thailand Facebook fan page followers. The target population of the present study was the Football Association of Thailand under Patronage of His Majesty the King Facebook fan page followers. The dependent variable was user satisfaction. The three independent variables were: service quality (prompt service, well organized appearance, visually appealing, instills confidence in consumers), information quality (completed information, accurate information, timely information, useful information, reliability) and system quality (reliable, convenient to access, easy to use and flexibility) in the use of Facebook. Survey questionnaires were distributed to participants who were FA Thailand Facebook fan page followers by post invitation to participate in the online questionnaire. The data were used to test the relationships between three variables; system quality, information quality, service quality, and user satisfaction using the multiple regression analysis approach.

Research Questions and Hypothesis

RQ1: Is there any relationship between system quality and users' satisfaction?

RQ2: Is there any relationship between information quality and users' satisfaction?

RQ3: Is there any relationship between service quality and users' satisfaction?

RQ4: How is the difference of quality dimensions affect users' satisfaction?

Based on our literature review, we proposed that quality dimensions will positively relate to user satisfaction as the following hypotheses:

H1: System quality in an online brand community positively influences user satisfaction.

H2: Information quality in an online brand community positively influences user satisfaction.

H3: Service quality in an online brand community positively influences user satisfaction.

Operation Definitions

System Quality: The desirable characteristics of an information system on FA Thailand's Facebook fan page. The system quality value which is represented by convenient to access, easy to use, flexibility, provides customized information.

Information Quality: The desired characteristics of the system outputs on FA Thailand's Facebook fan page. The Information quality value which is represented by completed information, accurate information, timely information, useful information, reliability.

Service Quality: The quality of the support that system users receive from the organization support personnel on FA Thailand's Facebook fanpage. Thus, to measure service quality, the variables are prompt service, well organized appearance, visually appealing, instill confidence in consumers.

User: FA Thailand's Facebook fan page followers

User Satisfaction: Users' level of satisfaction with information, Facebook fan page, and support services on FA Thailand's Facebook fan page. User satisfaction could be measured by consumer's needs, consumer's expectation and creates the long-term relationship.

Theoretical Background

DeLone and McLean Information System Success Model (D&M IS success model) has been explored by DeLone and McLean (1992) to clarify the overall of causal relationship model for information systems which can be used to identify the antecedents of IS success and their impacts, in order to analyze the outcome of the system. One of most agreed and common definition of information systems (IS) evaluation, in literature, is the process of finding the worth and importance of IS by means of quantitative and/or qualitative methods (Doherty & King, 2004; Willcocks, 1992). It is a process that is mostly performed after implementing new information systems. According to Davis and Jackson (2005) it is necessary for organization to evaluate system in order to analyze its effectiveness and suggest further system improvements to better meet the organizational objectives and targets.

"System Quality", "Information Quality", "Service Quality", "Use", "User Satisfaction", and "Net Impacts" are defined as:

- System Quality: The desirable characteristics of an information system. For

example, ease of use, system flexibility, system reliability, and ease of learning, as well as system features of intuitiveness, sophistication, flexibility, and response times.

- Information Quality: the desirable characteristics of the system outputs : i.e., management reports and Web pages. For example: relevance, understandability, accuracy, conciseness, completeness, understandability, currency, timeliness, and usability.

- Service Quality: the quality of the support that system users receive from the information systems organization and IT support personnel. For example: responsiveness, accuracy, reliability, technical competence, and empathy of the IT personnel staff. SERVQUAL, adapted from the field of marketing, is a popular instrument for measuring IS Service Quality (Pitt, Watson, & Kavan, 1995).

- Use: the degree and manner in which employees and customers utilize the capabilities of an information system. For example, amount of use, frequency of use, nature of use, appropriateness of use, extent of use, and purpose of use.

- User Satisfaction: users' level of satisfaction with reports, Web sites, and support services.

- Net Impacts: the extent to which information systems are contributing (or not contributing) to the success of individuals, groups, organizations, industries, and nations. For example: improved decision-making, improved productivity, increased sales, cost reductions, improved profits, market efficiency, consumer welfare, creation of jobs, and economic development (DeLone & McLean, 2003).

In spite of the fact that D&M IS success model was first published since 1992, to our way of thinking, the model provides a valuable framework for understanding the multi-dimensionality of IS success. The model evaluates the effective creation, distribution, and use of information via technology. The way of evaluation the success of an information system has changed over time as the context, purpose, impact of information technology, internet, social media and communication devices have developed. Information technology has improved, information has become more voluminous, more ubiquitous, and more accessible by all. This progress in information availability has changed the power dynamics of relationships between businesses and customers, between organizations and consumers, and between administrators and users. If we believe in information power, thus the measurement of IS success has become ever more complex while still simple. Timeliness and accuracy of information are still key to IS success. We chose the model as the framework due to the model's utility, comprehensiveness and popularity.

Social MediaSocial Networking and Facebook

As it were mentioned by Mangold and Faulds (2009) about the word of social media, consumer-generated media, as a new sources of online information that were

created by consumers intent about products, brands, services, personalities and issues, blogs, company-sponsored discussion boards, chat rooms, podcasts, social bookmarking sites and social networking sites are the application for social media (Mangold & Faulds, 2009). Social networking could define as “website that encourages social interaction though profile-based user accounts” (Keenan & Shiri, 2009). Networking website can also be defined in another way which are what Boyd and Ellison (2007) they are refer networking website as “social network sites can be defined as web-based services that allow individual to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system”.

Refer to Alexa Internet Inc (2018), Facebook is the most popular social networking sites in Thailand. Consistent with the graph below of ‘Active users of key global social platforms’ based on the most recently published monthly active user accounts for each platform in millions, the number of active Facebook users had surpassed 1.8 billion, making it the first social network ever to do so.

In Facebook fan page, users choose to be followers of pages such as a brand, by clicking ‘like’. When someone likes a page, they’re showing support for the page and that they want to see content from it. People who like a page will automatically follow it. When someone follows a page, they may receive updates about the page in their News Feed. Though these pages are built around a brand, Facebook is mainly oriented toward facilitating social connectedness (Smith, Fischer, & Yongjian, 2012), and hence the success of these communities largely depends on the relationships established among its members or fans.

The Football Association of Thailand under Patronage of His Majesty the King: FA Thailand

Similar to all the other places in the world, football is popular in Thailand. Statistic under the topic of “Thailand: What sports do you regularly participate in?” shows the results of a survey on the kind of participated in sports in Thailand in 2018. During the survey, 7.37 percent of respondents in Thailand stated they play soccer/football regularly (The Statistics Portal, 2018)

King Rama VI established the Football Association of Siam under the Royal Patronage of His Majesty the King on 25 April 1916. They joined FIFA on 23 June 1925 and AFC in 1954. The purpose of the Football Association was to organize and manage the football competitions in Thailand. The early objectives of the program were to promote sportsmanship, unity, endurance, courage and physical strengthens. The first formal public football competitions organized and managed in Thailand were established in 1900 during the region of King Rama V by The Ministry of Public Instruction & Religion.

Trophies were rewarded to the winner since 1983. There had been other competitions such as: the Thailand Cup, Thailand Soccer League, Toyota Cup and MahaVajiralongkron Cup which had monetary prizes for the winner, which increased each year to develop greater performance. Later on, in 1991 and 1992, the Football Association and private sectors organized and managed semi-professional football competitions. In 1996, the Football Association organized and managed a football competition to develop the professional play of the game.

Methodology

The study aims to explore how the different quality dimensions affect the social media users' satisfaction and to study quality factors that influence user satisfaction of FA Thailand Facebook fan page followers. The research was designed as quantitative study. The channel was the official fan page of the Football Association of Thailand under Patronage of His Majesty the King (FA Thailand), for social media marketing the chosen platform was Facebook. We chose Facebook as the social media platform in this study as it was the most widely adopted social media site in Thailand with activities on the site being much higher than the global average (Vichienwanitchkul, 2015). The dependent variable was user satisfaction. The three dependent variables were: system quality, information quality and service quality.

The target population of the present study was the FA Thailand Facebook fan page followers. There are 243,063 users who followed the FA Thailand Facebook fan page (as of 1st August 2019).

Non-Probability Sampling (Accidental or Haphazard Sampling) was used in this study. The sample of this research was 400 which was calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level & $P=5\%$. We used a web survey tool and online surveys were created as web forms with a database to store the answers and statistical software to provide analytics. An online survey was a questionnaire that the target audience can complete over the Internet. Questionnaires were dispersed by post invitation to participate in the online questionnaire via web link collectors which allow one response per respondent.

Service quality, information quality, system quality and user satisfaction were the four dimensions that use to investigate in this study. We developed 17 items from existing measures based on the work of (Chang & Wang, 2008; DeLone & McLean, 2003; Karakaya & Barnes, 2010; Kinard & Capella, 2006; Lin & Lee, 2006; Shen & Chiou, 2010). Three quality dimensions are developed from Lin and Lee, 2006 and DeLone and McLean, 2003. Items that ask about satisfaction was adopted from (Chang & Wang, 2008; Karakaya & Barnes, 2010; Kinard & Capella, 2006; Shen & Chiou, 2010). The 17-item questionnaire were measured

by five-point Likert scale. The 5-point rating scale ranges from “Strongly satisfied” to “Strongly dissatisfied” analyzing at the average of mean (\bar{X}) and Standard Deviation (S.D).

Findings

Multiple linear regression analysis was used to examine the influence of service quality, information quality, and system quality on user satisfaction toward the use of FA Thailand Facebook fan page. The results of analysis were demonstrated in Table 1 below.

Table 1 Results of Multiple Linear Regression Analysis

Variables (x)	B	β	t	p-value
(Constant)	.024			
Service quality	.283	.265	5.751	.000*
Information quality	.451	.466	9.984	.000*
System quality	.280	.217	6.058	.000*

Note: * Significant at $p < 0.05$

$R = 0.872$ $R^2 = 0.760$ Adjusted $R^2 = 0.759$ Std. Error of the estimate = 0.33551
The results of multiple linear regression analysis are demonstrated in Table 1. Three significant predictors (three independent variables) are positively related to the criterion in the regression. Information quality has the highest regression coefficient at 0.451, followed by service quality 0.283, and system quality, 0.280. These factors are included in the multiple regression equation. The multiple regression equation is as follows:

$$Y = 0.024 + 0.283X_1 + 0.451X_2 + 0.280X_3$$

From Table 1, given the adjusted R square for the model of 0.759, it suggested that service quality, information quality, and system quality can collectively explain user satisfaction toward the use of FA Thailand Facebook fan page with the variance explained of 75.9%. The results suggested that system quality has a positive impact on user satisfaction toward the use of FA Thailand Facebook fan page (Sig. $< .05$, $\beta = .217$). Information quality has a positive impact on user satisfaction toward the use of FA Thailand Facebook fan page (Sig. $< .05$, $\beta = .466$). Service quality has a positive impact on user satisfaction toward the use of FA Thailand Facebook fan page (Sig. $< .05$, $\beta = .265$). Therefore, H1, H2 and H3 were accepted. The results showed that information quality has the strongest influence on user satisfaction toward the use of FA Thailand Facebook fan page, followed by service quality and system quality, respectively.

Conclusions

The results from descriptive analysis showed that the service quality of FA Thailand Facebook Fan Page was perceived as “general”, while the information quality of FA Thailand Facebook Fan Page was perceived as “general”; the system quality of FA Thailand Facebook Fan Page was perceived as “general”; and that the user satisfaction of FA Thailand Facebook Fan Page was perceived as “general”. The results from hypothesis testing reveals that there is no collinearity problem among independent variables, including service quality, information quality, and system quality and that these independent variables were not too correlated with each other. Service quality, information quality, and system quality can collectively explain the user satisfaction toward the use of FA Thailand Facebook fan page with the variance explained of 75.9%. System quality, information quality, and service quality in an online brand community positively influences user satisfaction in the case of FA Thailand Facebook fan page. This means that the higher level of system quality, information quality, and service quality will contribute to higher level of user satisfaction, while lower level of system quality, information quality, and service quality will also contribute to lower level of user satisfaction as well. Among system quality, information quality, and service quality, the results suggest that information quality has the strongest influence on the user satisfaction toward the use of FA Thailand Facebook fan page, followed by service quality and system quality, respectively.

Contribution of the Research

The study substantially contributed to both academic and business area of social media in sports context. The benefits in detail were shown as follows; to understand customers’ satisfaction with football clubs on social media, to improve the understanding between quality factors and user satisfaction of FA Thailand Facebook fan page followers. The theoretical frameworks could be applied to future research on social media in sport context along with suggestions for the direction and design of forthcoming academic inquiry.

Suggestion for Future Research

This study was to explore the impact of service quality, information quality, and system quality on the user satisfaction toward the use of via FA Thailand Facebook fan page. The results, nonetheless, may not be applicable to the social media use of other organizations or brands due to difference in the nature of activities for nonprofit. The future research is recommended to study the impact of service quality, information quality, and system quality on the user satisfaction toward the use of professional football clubs’ Facebook fan page for further comparison.

In addition, this study focuses only on the impact of service quality, information quality, and system quality on the user satisfaction toward the use of via FA Thailand Facebook fan page, in which there might be other factors that may affect the user satisfaction such as marketing factors, organizational factors, or others. Hence, the influence of these factors should be examined in the future research.

Additionally, this study involved with the limitations of quantitative research as to give a clear understanding about the context of phenomenon. Therefore, the future research is recommended to apply qualitative research or even the mixed methods of both quantitative and qualitative approaches as to avoid the limitation of quantitative research.

Bibliography

- Bauer, J. H., Poon, P. C., Glatt-Deeley, H., Abrams, J. M., & Helfand, S. L. (2005). Neuronal expression of p53 dominant-negative proteins in adult *Drosophila melanogaster* extends life span. *Current Biology*, *15*(22), 2063-2068.
- Boyd, D. M., & Ellison, N. B. (2007). Social network sites: Definition, history and Scholarship. *Journal of Computer-Mediated Communication*, *13*(1), 1-21.
- Braunstein, J. R., & Ross, S. D. (2010). Brand personality in sport: Dimension analysis and general scaled development. *Sport Marketing Quarterly*, *19*(1), 8-16.
- Davis, L., & Jackson, B. (2005). *Acquiring, Implementing, and evaluating information technology*. Thousand Oakes: Sage.
- DeLone, W. H., & McLean, E. R. (1992). Information systems success: The quest for the dependent variable. *Information Systems Research*, *3*(1), 60-95.
- DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems*, *19*(4), 9-30.
- Doherty, N., & King, M. (2004). The treatment of organizational issues in systems development projects: the implications for the evaluation of information technology investments. *Electronic Journal of Information Systems Evaluation*, *4*(1), 1.
- Grove, S. J., Pickett, G. M., Jones, S. A., & Dorsch, M. J. (2012). Spectator Rage as the Dark Side of Engaging Sport Fans: Implications for Services Marketers. *Journal of Service Research*, *15*(1), 3-20.
- Hunt, K. A., Bristol, T., & Bashaw, R. E. (1999). A conceptual approach to classifying sports fans. *Journal of Services Marketing*, *13*(6), 439-452.

- Hur, S. J., Lim, B. O., Decker, E. A., & McClements, D. J. (2011). In vitro human digestion models for food applications. *Food Chemistry*, 125(1), 1-12.
- Kaynak, E., Salman, G. g., & Tatoglu, E. (2008). An integrative framework linking brand associations and brand loyalty in professional sports. *Journal of Brand Management*, 15(5), 336-357.
- Keenan, A., & Shiri, A. (2009). Sociability and social interaction on social networking websites. *Library Review*, 58(6), 438-450.
- Koetsier, J. (2013). *Facebook: 15 million businesses, companies, and organizations now have a Facebook page*. San Francisco, CA: VentureBeat.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, 52(4), 357-365.
- Palazón, M. S. M. (2008). Brand communities on the internet. *Corporate Communications: An International Journal of Bank Marketing*, 13(3), 255 - 270.
- Pitt, L. F., Watson, R. T., & Kavan, C. B. (1995). Service quality: A measure of information systems effectiveness. *MIS Quarterly*, 19(2), 173-188.
- Smith, A., Fischer, E., & Yongjian, C. (2012). How Does Brand-related User-generated Content Differ across YouTube, Facebook, and Twitter? *Journal of Interactive Marketing*, 26(2), 102-113.
- Stieglitz, S., Dang-Xuan, L., Bruns, A., & Neuberger, C. (2014). *Social Media Analytics. Business & Information Systems Engineering*, 6(2), 89-96.
- Wakefield, K. L., & Wann, D. (2006). An Examination of Dysfunctional Sport Fans: Method of Classification and Relationships with Problem Behaviors. *Journal of Leisure Research*, 38(2), 168-186.
- Willcocks, L. (1992). Evaluating Information Technology Investments: Research Findings and Reappraisal. *Journal of Information Systems*, 2(3), 243-268.
- Yamane, T. (1973). *An Introductory Analysis Statistic*. New York: Harper and Row.
- Zhou, T., Li, H., & Liu, Y. (2010). The effect of flow experience on mobile SNS users' loyalty. *Industrial Management & Data Systems*, 110(6), 930-946.

Online

- Alexa Internet Inc. (2018). Top sites in Thailand. Retrieved from <http://www.alexa.com/topsites/countries/TH/>
- The Statistics Portal. (2018). *Thailand: What sports do you regularly participate in?* Retrieved from <https://www.statista.com/statistics/563367/thailand-kinds-of-sports-regularly-participated-in/>
- Vichienwanitchkul, M. (2015). Online Marketing Thailand: The State of Social Media [Infographic]. Retrieved from <http://syndacast.com/infographic-online-marketing-thailand-the-state-of-social-media>