



Master's Degree in Marketing

Course of Integrated Marketing Communication

**Integrated Marketing Communication in Local
Sports Organizations: An Identity-Driven
Framework for Local Value Creation. The case
of Nissolino Intesatletica Latina.**

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Introduction

This thesis project was inspired by the desire to bring something personal into my final work for the Master's degree, connecting my academic path with my passion for sport, a field that is particularly meaningful to me. For many years, I have been closely connected to Nissolino Intesatletica Latina club, both on a personal level and, more recently, through a more continuous form of collaboration and work with the club. For this reason, with this thesis, I also wanted to contribute positively to the valorisation of the organization, by recognising and making more visible the work it carries out in the local area. I chose to focus on amateur sports organizations because, in my opinion, they represent a field that is still largely unknown and not valued enough, particularly in terms of the positive effects and values they provide to local communities. In addition to conducting a theoretical analysis of a case, my goal was to create a tangible project that would be useful to a local sports organization operating inside its territorial boundaries and that could be transferred and adapted to other grassroots sports organizations.

In recent years, sports organizations have gained more recognition for their contributions to education, social cohesion, and local wellbeing in addition to their role as providers of competitive or leisure activities. Small and local grassroots club are especially significant in this larger context because they provide regular access to sports, create powerful networks with families, schools, and other local organizations, and create social and territorial value that is frequently diffuse and difficult to measure directly. However, from a communication standpoint, the value that these groups provide is sometimes partially overshadowed by media narratives that focus on professional clubs, big events, and performance-driven logics. Professional contexts, global sport brands, and fan-oriented strategies have been the key aspect of academic and professional debates in the field of sport marketing and communication. Local amateur clubs and their contributions to the communities in which they operate, have received relative little attention. Applying human-centred approaches like Brand Choreography and Integrated Marketing Communication (IMC) principles to a small, community-based sports organization consequently represents both a research gap and opportunity to understand how these actors can improve the way they communicate and the local value they generate.

In this context, the thesis analyses the case of Nissolino Intesatletica Latina, an athletics club firmly rooted in the Pontine region of Lazio, distinguished by a robust educational mission and extensive network of connections with families, schools and local institutions. The organization exemplifies a local sports club that, despite limited resources, has progressively cultivated a coherent ecosystem of athletic and community-focused activities, whose communication potential remains not fully exploited.

Building on this context, the thesis pursues three key objectives:

- To rebuild Nissolino Intesatletica Latina's organizational identity and local value-creation system, with a focus on its territorial, relational and educational aspects;
- Analyse the organization's communication channels, content, and coherence, as well as how internal and external stakeholders (athletes, families, coaches, collaborators, local community) perceive it. This includes comparing declared identity, communication practices, and lived experiences;
- To transform these insights into an Integrated Marketing Communication plan, inspired by Brand Choreography, aiming at making the club's local value more visible, boosting the sense of belonging and developing more structured forms of communicative collaboration among stakeholders.

The following research question is the result of these goals:

“How can a small and local sports organization develop an Integrated Marketing Communication Strategy that increases the visibility of its locally created value and also strengthens stakeholder's identification and involvement?”

The thesis uses a single-case study design with multi-method approach to address this research question. In order to investigate organizational identity, educational values and the internal experience of communication, a qualitative analysis of internal perceptions was first carried out through semi-structured interviews with key roles within the club (management, coaches, collaborators, and an athlete involved in communication). Second, Qualtrics was used to administer an online survey to the club's main stakeholder groups (parents and family members, athletes, coaches and collaborators), which were predominantly distributed through official WhatsApp groups. The questionnaire gathered 189 responses and included socio-demographic questions, multiple-response items on communication channels and tools, multi-item Likert scales measuring identity and value alignment, perceived clarity, channel coherence, information accessibility, and perceived community value, as well as questions about perceived involvement and active contribution to communication. Using SPSS Software, the dataset was exported and examined using various regression models, ANOVA, correlations, reliability checks, and descriptive statistics. In parallel, a communication audit was conducted using performance data from available insight tools and qualitative content observation on the club's primary digital channels (Instagram, official website, Facebook, TikTok) and offline materials (flyers, posters, local radio, and TV spots). Lastly, in order to find threats, best practices, and chances for communicative differentiation, a benchmarking

analysis compared Nissolino Intesatletica Latina with other sports organizations, including both direct competitors in athletics and comparable clubs in other disciplines at the local level. All things considered, the thesis combines qualitative and quantitative methods in a conceptual framework based on IMC and Brand Choreography in order to develop practical suggestions and a final strategic plan that are feasible for a small and local grassroots sports organization.

The dissertation is structured into four chapters.

Chapter 1 outlines the theoretical basis for Integrated Marketing Communication, including the evolution of the concept, essential models for integrating messages and touchpoints, and the expansion of human-centred approaches.

Chapter 2 addresses the development of value in sport and sport communication, playing special emphasis to the social function of grassroots clubs, their connection to the local community, and the specific challenges faced by small, community-based organizations.

Chapter 3 presents a case study of Nissolino Intesatletica Latina. It reconstructs the club's organizational and historical background, sets its target audiences, and illustrates the quantitative survey results, the qualitative interview results, the communication audit, and the benchmarking study with comparable organizations.

Chapter 4 leverages Brand Choreography as an operational framework to define the Brand Value Proposition, stakeholder persona clusters, the stakeholder journey, key touchpoints, editorial pillars, and the integration of Paid, Owned and Earned media. This allows the empirical findings to be translated into an Integrated Marketing Communication plan.

In order to demonstrate how a local sports organization might use integrated communication to increase the visibility of its contribution to the territory, the thesis's overall structure guides the reader from the theoretical framework to the empirical case analysis and the operational proposal.

1 Integrated Marketing Communication: Principles and applications

1.1 IMC's definition and characteristics

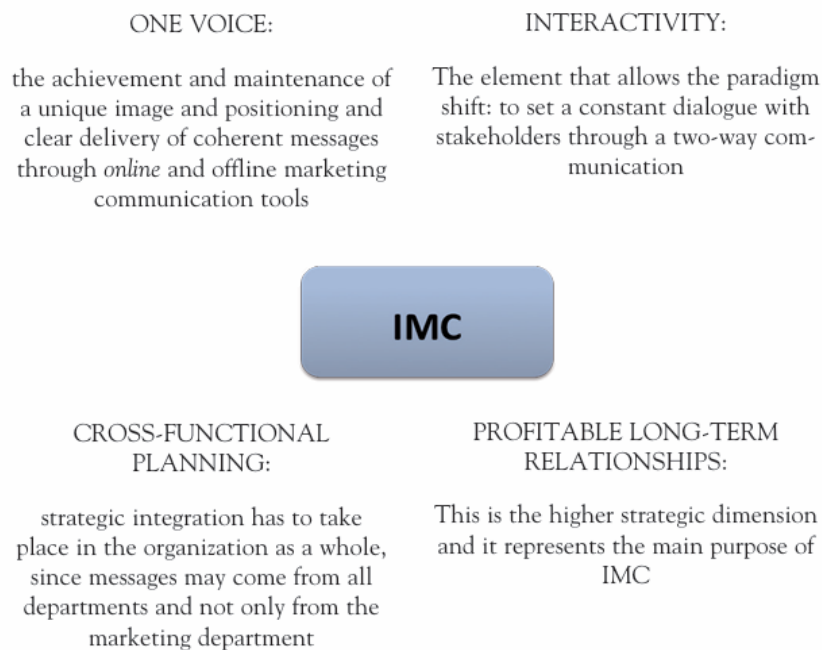
Integrated Marketing Communication (IMC) is a way to manage communication that tries to bring together messages, channels and timing in a way that starts with people's needs and goes all the way through their decision-making process (Batra, R., & Keller, K. L. , 2016). This means setting communication goals for each phase of the customer journey (raise awareness, inform, persuade, activate, retain) and giving each channel the role that is best for reaching those goals. It also means keeping a consistent core meaning (values, tone of voice, visual identity) and measuring the system's overall effectiveness, not just the effectiveness of each tool on its own. This logic is media-neutral: channels are selected and combined according to the expected result (Batra et al., 2016). An interesting and original definition of IMC was proposed by the researchers Lucía Porcu, Salvador del Barrio-García and Philip J. Kitchen (2012), who define it as “the interactive and systemic process of cross-functional planning and optimization of messages to stakeholders with the aim of communicating with coherence and transparency to achieve synergies and encourage profitable relationships in the short, medium and long-term”. This definition emphasizes the role IMC must play in today's dynamic marketing landscape, not only as a tool of marketing communication but also as a managerial framework that fosters coordination, consistency and stakeholder engagement across the whole business.

Additionally, the researchers identify four fundamental dimensions of IMC (Figure 1):

- “One voice”, which refers to maintaining a consistent image and positioning by delivering coherent messages in a clear and concise manner using all online and offline communication channels;
- “Interactivity”, which is defined as a continuous, two-way conversation between the organization and its stakeholders in which relationships are built on communication;
- “Cross-functional planning”, since integration implies strategic collaboration between partners and the entire organization, not just the marketing division, in order to match messages, channels and audiences;
- “Profitable long-term relationships” that demonstrate IMC's strategic focus and its role in creating sustainable brand value.

According to this study, these dimensions offer an operational framework. A communication program is considered truly integrated when it maintains a shared core meaning, allows interactive exchanges across touchpoints, is designed and governed through interrelated collaboration and strives for long-term, value-based objectives.

Figure 1 IMC dimensions



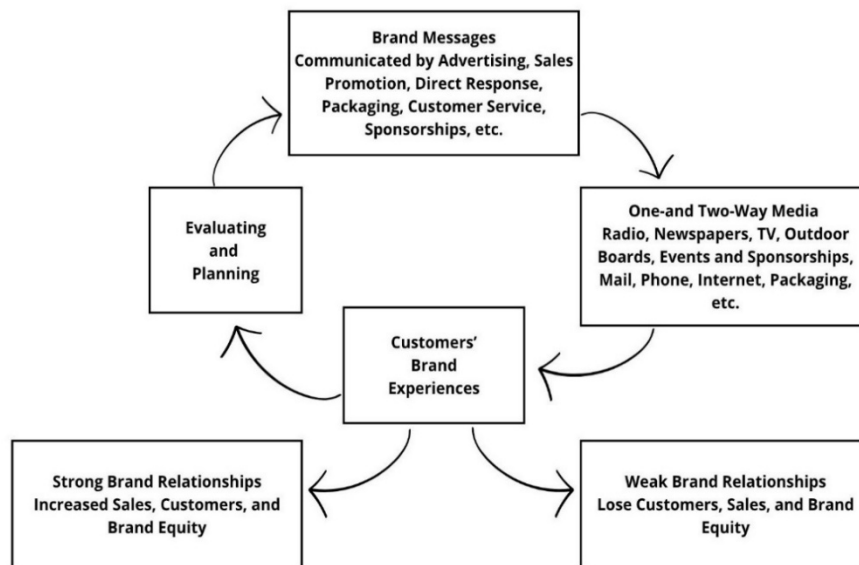
Source: Lucía Porcu, Salvador del Barrio-García e Philip J. Kitchen, How Integrated Marketing Communications (IMC) Works? A Theoretical Review and an Analysis of Its Main Drivers and Effects, Comunicación y Sociedad, 25(1), 2012, page 327, paragraph 2.3.

IMC evolved towards a “outside-in” paradigm where communication design begins with the informational, emotional and relational needs of stakeholders in reaction to the limitations of fragmented, channel-driven communication (the “inside-out” approach) (Kliatchko, J. , 2008) (Lucía Porcu, Salvador del Barrio-García, Philip J. Kitchen, 2012). This change is characterised by the use of shared metrics, the emphasis on the customer journey and the combination of online and offline formats, as well as paid, owned and earned media, into a single set of goals, messaging and performance metrics (Batra et al., 2016). According to this viewpoint, the research of Batra and Keller offers two complementary frameworks that help to clarify the nature and operation of IMC in modern settings with a high degree of online-offline hybridity. The first is the *communication matching model*, which is a “bottom-up” perspective. For each step, the desired objectives (such as salience, information, trust, action, loyalty and advocacy) are determined and the media that are most likely to achieve those results are chosen. Their analysis demonstrates, for instance, that emotional traditional media (e.g., TV/outdoor) continues to be effective for salience and image-building; informational

media (e.g., print, website) are effective for in-depth understanding; digital levers, such as search/display, are used for salience/action; social platforms are used for image, engagement, and loyalty; and mobile is used for facilitate activation in close proximity to moment and place of the decision. The objective is to establish a series of contacts in which each medium executes a specific function, thereby preventing dispersion and duplication. The second framework is the *communications optimisation model* (a “top-down” view), which evaluates integration using the 7Cs: Coverage (reaching relevant audiences), Cost (cost sustainability), Contribution (each channel’s specific contribution to stage outcomes), Commonality (coherence of meanings and tone), Complementarity (different and complementary roles across channels), Cross-effects (mutual reinforcement between media and the importance of order/sequence) and Conformability (adaptability to different segments/contexts/touchpoints). The 7Cs allow to identify gaps (such as unexploited audiences or journey phases), eliminate overlaps and reallocate budget to the most successful levers in the overall system (Batra et al., 2016).

Before describing the operational phases, it is important to note that IMC is both a concept and a process: it is a holistic mindset for the strategic management of brand communications, as well as a dynamic sequence of activities (analysis, design, implementation, measurement) that feed into one another. IMC differs from traditional advertising in the fact that it demands integration across all touchpoints, from communications to customer service, because each interaction carries meaning and shapes the relationship with the brand. In this view, the marketer serves as an integrator, coordinating internal capabilities and market needs while also involving the customer as a participant (Duncan, T. 2005). As a result, IMC is a constant cycle of review and planning that goes hand in hand with the day-to-day management of customer and stakeholder interactions. “There is no beginning or end to the IMC process, because brand communication does not stop and start, it is continuous”, is what Duncan emphasises in his book *Principles of Advertising & IMC* (2005), aptly summarising that IMC is an ongoing process that constantly adapts and changes in response to interactions with customers and other stakeholders. The diagram below (Figure 2), clearly illustrates how the IMC process works.

Figure 2 *The IMC Process Model*



Source: Duncan, T. (2005). Principles of advertising & IMC (2nd ed.). McGraw-Hill/Irwin. Page 22, Chapter1.

The IMC operational process is divided into four interdependent phases: situation analysis, strategy, tactics, control and evaluation. Situation analysis provides the foundation for all subsequent decisions. During this phase, the organization's identity and image are carefully rebuilt: vision, mission, purpose, values, identification system and tone of voice. In addition, the value proposition is validated, previous communication is examined and competitors, the market (size, trends, behaviours) and macro-environmental elements (regulatory, economic, socio-cultural, technological) are identified. The goal is to obtain a realistic picture that explains why to communicate and, most importantly, which priorities to address along the customer journey. In other words, the first circumstance is an assessment that determines which concerns and possibilities communication can address. Following the scenario analysis, one moves on to Strategy, where the snapshot is turned into operational decisions: priority audiences are identified, communication objectives are established for each stage of the journey (from awareness to loyalty), and the budget is specified in line with those objectives. The rationale is clear: first, the outcomes, followed by the best content, channels and time for achieving them in succeeding phases. In this way, strategy serves as a criterion for evaluating alternatives, avoiding a tool-driven approach while ensuring coherence between analysis and action. The Tactics step involves putting the strategic idea into action. The message/creative strategy is produced here, together with the media and touchpoint plan, which is organised according to the paid/owned/earned taxonomy. It is not enough to simply "be present" on multiple channels; each touchpoint must be assigned a specific role based on the stage of the journey, sequences and

synchronizations between levers must be defined (cross-references between contents, timing windows, useful overlap) and a calendar must be prepared to clarify timings and responsibilities. Finally, Control and Evaluation completes and restarts the cycle. If necessary, pretests are planned prior to launch; KPIs aligned with stage goals are monitored throughout implementation (e.g., indicators of reach and contact quality, signals of interest/consideration, activations and relationship elements); the integrated plan's strengths and weaknesses are assessed and changes are made to the messages, mix and timings. Future scenario analysis takes into account the feedback received in order to guarantee program learning and continuous improvement. Two core IMC elements are highlighted by this theoretical framework: synergy, where tools complement one another, and consistency, where all tools are oriented in the same strategic direction. To summarise, the four stages of the IMC process transform the concepts of consistency and synergy into a reproducible and manageable working method: understand the situation, establish goals and priorities, plan content and touchpoints, measure and fix what doesn't work and restart from a baseline that is well-informed. Even with its advantages, organisational obstacles (functional silos, agency fragmentation, coordination complexity) hinder the coherence and timeliness of IMC implementation; internal communication, governance and processes are necessary to bring all parties together. Research indicates that IMC can increase overall efficacy as the number of well-coordinated channels rises, but it also highlights the dangers of improper integration and clutter in the event that coordination is inadequate (Ang, L. 2021). Competitive uniqueness, enhanced brand trust due to a retention (rather than transaction) focus, better internal coordination and the possibility of turning communication from an expense to a quantifiable investment are expected advantages of adopting the integrated marketing communication methods (Batra et al., 2016) (Duncan, T. 2005).

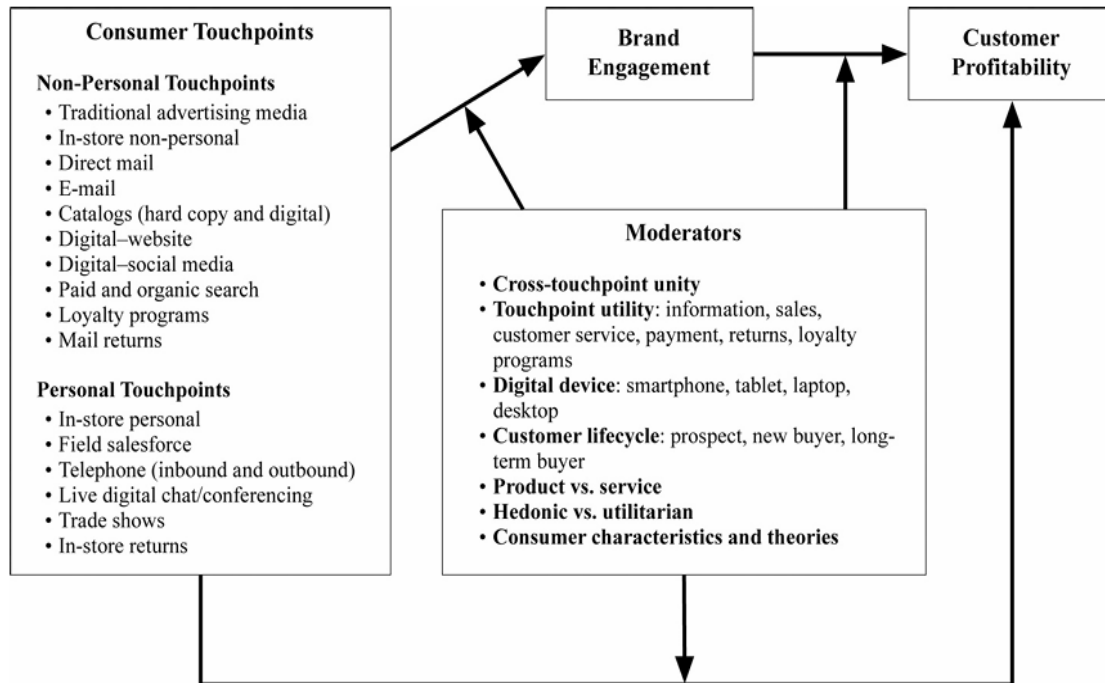
Today's media landscape is hybrid and fragmented: users shift between online and offline touchpoints, co-create content and take non-linear paths. In this context, IMC is based on the two ideas previously mentioned: consistency and synergy. According to the literature, synergy is not automatic: improper combinations or orders might result in null or negative effects, requiring preparation, testing and monitoring.

1.2 Multichannel approach, synergy and consistency

The multichannel approach has become a key strategy for modern businesses due to the significant changes in the marketing environment, which are marked by rapid technological advancement and growing media fragmentation (George, O. O., Dosumu, R. E., & Makata, C. O., 2023). The

multichannel approach has two strategic goals: maintaining competitive advantage and engaging customers to foster loyalty (George et al., 2023). According to Batra and Keller (2016), while the proliferation of digital media has given marketers an unmatched range of communication opportunities, it has also made the optimal integration of marketing communications (IMC) crucial to addressing the problems caused by fragmented consumer attention and changing media consumption habits. According to Santoso and Sudarmiati (2024), the multichannel approach involves simultaneous use of several communication and distribution channels, including both online and offline touchpoints, such as websites, social media and mobile platforms, as well as offline touchpoints, such as events or physical retail stores. But using several channels alone is not enough. The strategic integration of online and physical media provides optimal outcomes and true efficacy, allowing businesses to reach a wider audience and provide consistent and comprehensive brand experiences (Santoso & Sudarmiati, 2024). According to this evolutionary approach, omnichannel marketing which is the smooth integration of all channels to provide a consistent and cohesive consumer experience, has gradually replaced the idea of integrated marketing communications (IMC) (Hossain, T., Taufique, K. M. R., & Hasan, M. R., 2020). In an omnichannel setting, IMC offers the management and theoretical basis for comprehending how many customer touchpoints affect customer engagement and company profitability (Manser Payne, E., Peltier, J. W., & Barger, V. A., 2017). A significant contribution to this discussion was made by Manser Payne et al. (2017), who proposed the Omni-channel IMC framework (Figure 3), which conceptualises the extension of IMC theory to the omnichannel setting. According to their research, a number of moderators, including cross-touchpoint unity, touchpoint utility, digital device used, customer lifecycle, product type and consumer attributes, mediate the three main components of consumer touchpoints, brand engagement and customer profitability. Through consistent and complementary communication tactics, the model shows how the interplay between personal and non-personal touchpoints (such as in-store, internet, social media or call centres) influences brand engagement and, eventually, boosts customer profitability. The authors claim that by combining IMC and omnichannel marketing, marketers can effectively remove organisational silos, guarantee message coherence and manage the customer journey as an ongoing, interrelated process.

Figure 3 Omni-channel IMC framework: touchpoints, engagement and profitability



Source: Manser Payne, Peltier, & Barger, 2017, p. 187

The framework's importance stems from its comprehensive approach; by framing IMC as a strategic coordination process, the authors close the gap between theory and practice and demonstrate that omnichannel marketing should synchronize channels under a single communication logic rather than just managing them separately. This synergy ensures that each touchpoint reinforces the brand's identity and contributes to long-term engagement and profitability. A key component of IMC effectiveness is the concept of synergy (Navarro, A., Sicilia, M., & Delgado-Ballester, E., 2009). A successful IMC strategy must adhere to a rigorous criterion of strategic consistency in messages communicated across diverse communication tools in order to produce synergistic effects, or outcomes greater than the sum of individual efforts (Navarro et al., 2009). As Batra and Keller (2016) emphasize, IMC should be seen as a strategic organisational capability that enables companies to manage diverse communication initiatives in a way that supports one another. When messages are consistent across channels, audiences perceive a cohesive brand identity, which boosts credibility, emotional resonance and familiarity. Accordingly, maintaining brand messaging consistency is essential when incorporating multichannel activities (George et al., 2023). According to Ahmed, Sur, Chakraborty, Das, Ghosh and Modal (2024) in *Harmonizing messages, engaging audiences: Exploring effective strategies and outcomes of integrated marketing communication in the digital age*, "by harmonizing messages across different channels, brands can create a more memorable and

impactful experience for their target audiences” (p.142) and in fact this approach is essential to promoting sustained, meaningful engagement. The brand’s value, story and tone are preserved by maintaining this degree of consistency throughout all interactions, which gradually builds trust and loyalty. Empirical evidence supports this theory. “Strategic consistency-based integration has more positive effects on information processing, attitude and recall of the communication campaign compared to the non-integration strategy”, according to the researchers Navarro et al. (2009) (p.223). In the same way, recent work explicit that preserving message coherence across platforms is a prerequisite for long-term customer engagement and, eventually, brand loyalty (George et al. 2023). Accordingly, synergy leverages the complementary nature of channels to increase persuasive effectiveness and return on communication investment, while consistency serves as a cognitive anchor that reduces ambiguity and strengthens connections associated to the brand (Batra & Keller, 2016). Additionally, studies on omnichannel IMC show that profitability is significantly impacted by the relationship between touchpoint coherence and brand engagement (Manser Payne et al., 2017). Achieving cross-touchpoint unity promotes a more integrated consumer-brand relationship by amplifying and maintaining communication effects over time. The authors point out that moderators that influence how consumers experience and understand brand messaging, such as the product type (hedonistic vs. utilitarian), technology used and customer lifecycle (prospect, new and long-term buyer), are essential for this synergy.

In summary, the structural foundation of both IMC and omnichannel marketing is represented by consistency and synergy. Consistency protects the integrity of the brand identity across all touchpoints, while synergy makes sure that various media and communication tools support one another. According to the authors of the paper *Harmonizing messages, engaging audiences: Exploring effective strategies and outcomes of integrated marketing communication in the digital age, (2024)* , in today’s hyper-connected digital ecosystem, the capacity to harmonise messages across multiple media is more than a communicative choice; it is a strategic imperative for brands looking to generate trust, emotional connection and long-term consumer loyalty (Ahmed, S., Sur, S., Chakraborty, M., Das, A., Ghosh, G., & Mondal, A., 2024).

1.3 IMC in small-scale and local businesses

The majority of national economies are supported by small and local businesses that create employment, encourage innovation, and improve community development (Olanrewaju Awoyemi, Rita Uchenna Attah, Joseph Ozigi Basiru, Iveren M. Leghemo, & Obianuju Clement Onwuzulike,

2025). Small and medium-sized enterprises (SMEs) frequently have financial and structural limitations that prevent them from implementing advanced marketing tactics, despite their essential role in economic growth and social value creation. In this context, Integrated Marketing Communication (IMC) becomes a crucial management strategy to guarantee brand positioning, stakeholder engagement and cohesive communication (Sharma, V., Mahajan, Y., & Kapse, M., 2024). The article *From outreach to outcome: exploring the impact of integrated marketing communication on the performance of small and medium-sized enterprises* by the researchers Vinod Sharma, Yogesh Mahajan & Manohar Kapse, offers empirical evidence that IMC framework implementation improves SMEs' s business success. Using a resource-based view (RBV) approach, they found five pillars of IMC: interactivity, mission marketing, organizational infrastructure, strategic consistency and planning and evaluation. In addition to this, they highlight that these five factors improve performance, especially when aligned with market orientation. By combining these elements, small businesses can get the most of their limited resources, create a consistent brand message, and establish long-lasting relationships with their target audiences. Crucially, the research shows that IMC directly enhances customer satisfaction, market positioning, and financial performance, validating its strategic significance as a competitive driver for SMEs in unstable markets. In the same way, the study of Tedi Setiawan (2021) emphasizes that IMC is crucial for micro and small businesses in order to build customer-based brand equity (CBBE), which combines external brand communication with internal brand management. His qualitative study of Indonesian MSMEs showed that even businesses with limited resources can create awareness, differentiation, and trust with a solid branding and marketing plan. The study emphasises that brand management needs to be seen as a process of both internal and external recognition, with IMC serving as the link between organizational ideals and customer perceptions. Beyond financial results, IMC integration in small businesses foster flexibility and innovation (Marija Lazarević-Moravčević, 2019). According to the study by Marija Lazarević-Moravčević, in small business, marketing communication strategies, innovation and creativity replace capital intensity. Because of their limited budgets, these businesses mostly rely on modern information technology, using digital tools, social media, and direct marketing to build engaging and cost-effective relationships with customers. Instead of adopting marketing strategies based on theoretical frameworks, small businesses typically modify them to fit their own needs and capabilities. A key player in the design and execution of marketing initiatives is the firm owner, who frequently uses unofficial means of gathering market data through personal and professional networks (Collinson, E. M., & Shaw, E., 2001). Since the traditional marketing model is primarily developed for large organizations (Levinson, 2009), it is therefore not considered suitable for small businesses (Gilmore, Carson & Grant, 2001). As a result, small businesses are more flexible,

closer to their customers, and able to implement innovative, relationships-based marketing strategies that prioritize community engagement, loyalty, responsiveness, and flexibility, elements that are crucial for local organizations (Lazarević-Moravčević, 2019). Although most of the literature recognizes the strategic necessity and potential advantages of implementing Integrated Marketing Communication (IMC), structural and operational obstacles frequently prevent SMEs from fully implementing IMC (Mortimer & Laurie, 2017). According to academic resources, IMC models, which were first developed for big corporate structures, do not easily adapt to the SME environment because of intrinsic resource constraints (Bocconcelli, R., Cioppi, M., Fortezza, F., Francioni, B., Pagano, A., Savelli, E., & Splendiani, S., 2018; Gilmore et al., 2001). As a result, rather than whole organizational transformations, IMC in SMEs is frequently defined by practical adjustments (Tafesse & Kitchen, 2017). Resource limitations, organizational barriers, and strategic shortcomings are the three key implementation problems. Resource scarcity is perhaps the most significant barrier faced by SMEs in pursuing IMC (Gilmore et al., 2001). This problem manifests across various dimensions:

- Limited financial resources: SMEs often operate with lesser marketing budgets, making investments in advanced Marketing Technology (MarTech) tools, such as sophisticated Customer Relationship Management (CRM) systems or marketing automation platforms sometimes unfeasible. These tools are vital for tracking the client journey and organising omni-channel actions (Katherine N. Lemon & Peter C. Verhoef, 2016).
- Lack of specialised knowledge: SMEs rarely have in-house marketing teams with specialised knowledge. The owner or employees with non-marketing main responsibilities often manage communication tasks, which results in a lack of the strategic expertise needed for long-term planning and message integration (Gilmore et al., 2001).
- Short-term focus: Due to financial constraints, managers are often forced to give tactical marketing initiatives that provide quick sales results, like short-term promotions, priority over long-term brand building and relationship-building tactics that are essential to the IMC approach (Lucia Porcu et al., 2017).

Successful IMC requires a fundamental organizational and cultural shift towards a completely integrated point of view, which is sometimes difficult to accomplish in smaller contexts (Tafesse et al., 2017).

- Functional silos and lack of control: Even within smaller organisational hierarchies, different functions (including sales, customer service, and digital presence) often operate in separate silos. By preventing the brand message from being implemented cohesively, this

fragmentation compromises the consistency and clarity required for IMC approach (Porcu et al., 2017).

- Lack of top management buy-in: The company's leadership must provide strong support and strategic guidance for IMC implementation. A lack of awareness of IMC's strategic value can lead to organizational inertia and resistance to altering long-standing communication practices in situations where decision-making is primarily focused on the owner or manager (Mortimer, K., & Laurie, S. 2017).

Lastly, another barrier to the implementation of IMC is represented by strategic and measurement deficits, which undermine the proper conceptual application and the performance evaluation of integrated programs.

- Tactical vs. strategic application: A lot of SME managers have a limited tactical understanding of IMC, concentrating only on the visual coherence of communication materials (e.g., consistent logo and design). According to Tafesse and Kitchen (2017), they do not implement the deeper strategic integration necessary to match the primary brand message with all organizational activities.
- Difficulty in measuring synergy: SMEs frequently lack the analytical skills necessary to quantify the synergistic effects of IMC, or how various touchpoints work together to amplify the brand message. This difficulty in quantifying the total integrated ROI makes it challenging to justify continuous investment in a sophisticated, comprehensive strategy (Porcu et al., 2017).

In conclusion, while though IMC offers SMEs a lot of opportunities to compete successfully, the coordination, financial resources and organizational alignment required to overcome these inherent limitations remain the primary barriers to its full and successful implementation. These difficulties show that integration is a matter of meaning and coherence as much as management. The next section therefore explores the role of brand identity as the unifying element that sustains IMC across touchpoints and audiences.

1.4 Brand identity's function in integrated marketing communication

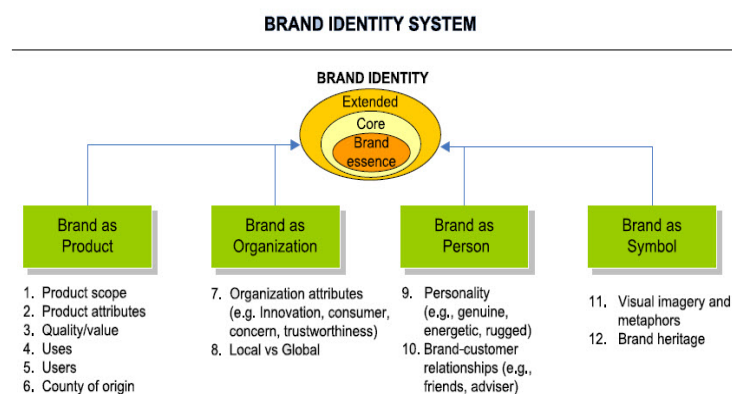
Every strategic and operational communication decision is based on the brand, which is conceived as a system of meanings and associations in the minds of consumers (Keller, K. L., 2013). Within the framework of Integrated Marketing Communication (IMC), brand identity constitutes the strategic

core that orients coherence, efficacy and long-term synergy across all brand messaging, rather than just a visual sign (Madhavaram, S., Badrinarayanan, V., & McDonald, R. E., 2005). Brand identity denotes the unique set of associations that a brand strategist aims to establish or maintain over time (Aaker, D. A., 1996). It specifies how the brand wants to be seen by stakeholders and expresses the organization's internal self-concept, which includes values, mission, culture and personality. On the other hand, consumers' exterior perception is represented by the brand image. Accordingly, image arises from consumers' interpretations of brand communications and experiences, whereas identity is internally created and managed (Kapferer, J. N., 2012). The modern idea of brand identity has been shaped by two main frameworks: Aaker's Brand Identity System (1996) and The Brand Identity Prism by Kapferer (2012).

Aaker's Brand Identity System (1996) examines identity from four interconnected angles (Figure 4):

- Brand as Product, emphasizing usefulness, value, and tangible attributes;
- Brand as Person, characterizing the brand's personality and consumer relationship style;
- Brand as Organization, highlighting enduring organizational values like innovation and quality;
- Brand as Symbol, representing visual imagery, metaphors, and brand heritage that promote recognition and memory.

Figure 4 Aaker's Brand Identity System¹



Source: <https://www.van-haaften.nl/branding/corporate-branding/117-brand-identity>

The Brand Identity Prism by Kapferer (2012): Jean-Noël Kapferer provides a six-faceted prism that divides elements into internal (culture, personality, self-image) and external (physique, relationship, reflection) categories in order to visually combine the sender's perspective with the recipient's

¹ The figure illustrates a partial section of Aaker's Brand Identity Planning Model

perspective. This model underscores that identity extends beyond visuals to embody symbolic, emotional, and behavioural coherence, as we can see in Figure 5:

- Physique: the visible features and characteristics (packaging, colours, logo);
- Personality: the brand's characteristic traits, usually expressed through its tone of voice;
- Culture: the company's heritage, ideals and moral standards;
- Relationship: the type of connection established between the consumer and the brand (e.g., service provider, partner, consultant);
- Reflection: how outsiders perceive the target customer's stereotypical profile;
- Self-image: this refers to how customers feel about themselves when utilizing the brand.

Figure 5 Kapferer's Brand Identity Prism



Source: <https://slidemodel.com/templates/brand-identity-prism-presentation-template/>

Both models emphasize that aligning and communicating these aspects consistently throughout all business operations is the foundation of a successful identity. This perspective has been strengthened more recently by Madhavaram, Badrinarayanan, and McDonald (2005), who present brand identity as a strategic process that informs, directs, and fosters IMC. Their conceptual framework states that all brand communications are guided by a well-defined identity, which improves customer-based brand equity and aligns internal and external "brand contacts". In this way, identity operates as a communicative orientation as well as a managerial approach, allowing for consistency in all stakeholder interactions. Brand identity operates as the core component and conceptual foundation of Integrated Marketing Communication (IMC). As Aaker (1996) states, identity embodies the core of the brand, which is the cohesive set of meanings, associations and values that define what the brand is and seeks to represent. According to this paradigm, IMC is the process that converts brand identity into a recognizable, cohesive and synergistic communication system. In the IMC approach,

communication consistency is the outcome of a strategic integration where brand identity works as the unifying core, rather than just the formal coordination of messages (Kliatchko, 2008). The conceptual model proposed by Madhavaram, Badrinarayanan and McDonald (2005) asserts that identity and integrated marketing communication (IMC) are interdependent elements of brand equity strategy: a distinct and collective identity guides the formulation and implementation of communication initiatives, whereas a cohesive communication system enhances and solidifies the brand's perceived identity. According to this viewpoint, IMC serves as the operational mechanism via which identity is manifested and reinforced across the many touchpoints with audiences, rather than merely ensuring uniformity of expression. The efficacy of integration depends on the organization's capacity to synchronise the internal brand identity, encompassing its values, culture, and personality, with its external image, which is influenced by communication and stakeholder engagement (Kapferer, 2012; Keller, 2013). When this alignment is reached, all forms of communication, from public relations and customer service to social media and advertising, contributes to reinforce the same brand promise, building awareness, familiarity and trust. According to Batra and Keller (2016), brand identity has become an even more important tool for guaranteeing consistency and continuity across various communication channels due to the growing complexity and fragmentation of today's media landscape. In conclusion, brand identity acts as the organizing principle of integrated marketing communications, offering the strategic guidance that directs stakeholder management, channel selection and message planning. According to the study by Porcu, del Barrio-García and Kitchen (2017), positioning, which is defined as the portion of the brand identity that is actively communicated to the market (Aaker, 1996), thus becomes the operational component through which IMC achieves its goal of converting identity into a shared experience, guaranteeing coherence, recognizability and long-term value. In small and local businesses whose formal marketing infrastructures are limited by structural and financial restrictions, brand identity becomes an intangible strategic resource improves credibility, differentiation, and stakeholder engagement (Gilmore et al., 2001; Bocconcelli et al., 2018). By guaranteeing message consistency and professional recognition across all points of contact, a clearly defined brand can take the place of significant promotional investment in these situations, where advertising investments are low (Aaker, 1996). Small businesses can build trust, continuity, and long-term commitment in their communities by clearly communicating their principles, personality, and organizational culture. This can turn restricted visibility into relational strength (Lazarević-Moravčević, M., 2019). Additionally, brand identity acts as a social and cultural anchor by converting internal ideals into real, community-based connections that preserve local legitimacy and a sense of belonging (Lazarević-Moravčević, M., 2019). Urde (1999) argues that companies that embrace a brand-oriented culture, where identity

development and preservation are top managerial priorities, can gain a sustainable competitive advantage by using their brand's durability and uniqueness as a strategic asset instead of depending on concrete elements like market size or financial scale. According to Beverland, M. B. (2005), authenticity emerges when an organization's actions are consistent with its core narrative and principles: the brand's capacity to "remain true to its origin and ethos" while providing customers with meaningful experiences. Brands increase perceived integrity and coherence by fostering stakeholder trust and emotional attachment through identity and communication alignment (Kapferer, 2012; Beverland, M. B., 2005). This relationship is supported by empirical research, which shows that decision-making and behavioural outcomes are positively impacted by communication consistency based on brand identity. The mediating role of brand identity within integrated communication processes is confirmed by the study *Examining the Influence of Marketing Communication and Brand Identity on Consumer Decisions* (Zaman, S. U., Arif, A., & Alam, S. H., 2025), that show that marketing communication significantly improves brand identity, which in turn affects sales effort and purchase intention. This evidence supports the idea that identity is a dynamic, relational capacity rather than a static construct that enables small businesses to coordinate messaging, maintain authenticity, and create long-lasting relationships of trust within their ecosystems.

In conclusion, for small businesses, brand identity acts as both a symbolic link and strategic framework. Strategically, it gives all communication initiatives direction and coherence and forms the basis for integration across channels and stakeholders. Symbolically, it represents community involvement, shared values and authenticity, allowing small businesses to gain credibility, distinction, and loyalty even in the face of limited resources.

2 Value Creation and Sport Communication

With a focus on the opportunities and challenges faced by small and medium-sized businesses (SMEs), this chapter builds on the theoretical basis presented in Chapter 1, where Integrated Marketing Communication (IMC) was introduced as a strategic, coordinated and stakeholder-oriented approach to managing brand communication. While the previous chapter gave a general review of IMC principles, procedures and tools, this chapter focuses more on the sport context, specifically small and local sport clubs and examines how communication and marketing may benefit both organizations and communities.

2.1 Storytelling and brand identity in the sport industry

Storytelling has become a key component of contemporary sport communication, enabling businesses to express, reinforce and spread their brand identities. The sport environment is intrinsically narrative-rich: athletes' personal journeys, organizational milestones, training processes and competitive performance all provide a constant flow of emotionally charged narratives. According to the researcher Josef Voráček (2019), "the sports environment creates new stories almost every day". When effectively conveyed, these narratives raise awareness, facilitate the development of an image, and deepen fan's emotional connection to the sport context (Josef Voráček, 2019). Sport brand identity is directly impacted by this narrative potential. Scholars in the field of sport marketing stress that deep socio-cultural embeddedness of sport brands and the active participation of fans and communities, set them apart from standard commercial brands. Sport organizations, especially large and complex ones, struggle to maintain consistency between the brand identity they intend to convey and the brand image seen by audiences, despite the significant increase in academic interest in identity and image (Manoli, 2018). Researcher's examination of the Olympic Games demonstrates how various stakeholders, such as organizing committees, the media, athletes, sponsors and spectators, create a variety of frequently conflicting narratives, making it difficult to maintain a consistent, cohesive identity. The growth of digital media makes this complexity more intense. Fans now actively participate in the process of creating meaning rather than being passive recipients of official communications. According to Manoli (2018), a "polyphonic" setting where multiple voices influence, reinterpret or contest in the intended brand meaning, characterizes modern sport communication. This means that identity management in sport is a continuous debate between the organization's intended identity and the dynamic, co-constructed image that appears across media and stakeholder groups, rather than a top-down, linear process. In this scenario, the narrative turns into a tactical tool that can help minimize the gap between identity and image. By integrating six components, brand positioning, target audience, characters, brand personality, core message, and the relational dimension of the narrative, into a logical and emotionally impactful structure, Paquette, Yang and Long (2017) show how good storytelling enhances brand meaning. The authors claim that "using storytelling create more authentic communication and emotional connections with the target customer and thereby strengthens a company's brand" (Paquette et al., 2017). Additionally, the authors emphasize the importance of humanizing the brand and creating a strong connection between the brand and its customers. In fact, as they point out, a strong emotional connection is created between the company and its customers through a clear message that expresses a cause that resonates

with both the brand and its audience, as well as by presenting characters that customers can relate to. In fact, customers build relationships with brands in much the same way they do with other human beings, approaching one another through their own stories, from which trust emerges (Paquette et al., 2017). Their methodology is especially applicable to sport organizations, where fan loyalty and perception are greatly influenced by authenticity, ideals, and symbolic meaning. Narratives that emphasize tenacity, belonging, sacrifice, fair play, and collective identity, values that are highly relatable to fans, are becoming more and more important to sport communication professionals. According to Voráček's analysis of sport communication trends, storytelling is one of the most important modern tools. He highlights its ability to elicit feelings, improve brand recognition, humanize athletes and set organizations apart through meaningful and value-driven content (Voráček, 2019). Long-term fan commitment and emotional loyalty are often sparked by stories of athletes overcoming hardship or exemplifying common values. The reach and immediacy of these stories are further enhanced by digital communication. Clubs, athletes and coaches can share ordinary experiences, real insights and backstage moments on social media platforms without the need for journalistic mediation. According to Voráček (2019), behind the scenes material, gives fans "direct access into the private sphere of a sports subject", enhancing their sense of emotional closeness and authenticity. By promoting forms of co-creation that modify narrative meaning at the community level and by cultivating relational closeness, this dynamic strengthens brand identity. Sport organizations have access to a wider narrative environment thanks to developing technology and social media-based storytelling. According to research on metaverse sporting events, immersive settings produce new narrative experiences based on presence, spatial and relational immersion, and what academics refer to as "transcendence", the capacity to transcend real-world limitations and interact with athletes and teams in new ways (Li & Jia, 2025). By fusing digital and real-world events, these immersive narratives give sport brands new opportunities for interaction and symbolic significance. In the sport industry, storytelling serves as a strategic link between audience perception and brand identification. Sport organizations can explain who they are, what they stand for, and why communities should identify with them by using storytelling to translate values into lived experiences, support coherence across media, and create emotional connections. In an increasingly complex and engaged communication landscape, storytelling, whether expressed through classic narratives, behind the scenes content, or immersive digital environments, fosters long-term value creation and strengthens identity for brands.

After describing how storytelling strengthens brand identity and emotional connection, the next section studies how sport organizations execute these dynamics through community building and structured engagement tactics.

2.2 Community development and engagement strategies

Sport has long been seen as a powerful community-building tool that may promote shared emotional experiences, a sense of collective identity and belonging. Local sport organizations frequently operate as social hubs where connections between generations are formed and maintained, highlighting the social benefits of sport that go beyond sport achievement. Fans are crucial to the process of creating value, as noted by Manoli (2018), especially in community-focused events like Fan Fests (the festivals created for fans in relation to major sport events), which are “consumer generated and activated” despite being corporately arranged. This dynamic is further demonstrated in storytelling-based brand communication. In fact, according to Jarosław Kończak (2017), storytelling “does not directly promote products, brands or companies, but promotes ideas, values based on emotions. The last ones are not lacking in sport”. The development of cohesive sport communities is facilitated by these emotionally charged narratives, which strengthen identification and a sense of belonging. Understanding how sport creates and maintains its communities requires an awareness of this sense of belonging. Supporters can create enduring effective relationships with players or teams through shared rituals, shared experiences, and emotional identification. According to Fernandes and Vale’s research, which Manoli (2018) published, supporters actively interact with sport organizations on social media platforms due to factors like empowerment, information need, and “brand love”. This idea is further supported by Ren’s (2022) study on Chinese national sport brands, which shows how storytelling improves emotional resonance and increases consumers’ identification with the brand’s cultural meaning. This helps to create a cohesive community based on shared narratives and values. By fostering emotional ties that go beyond the simply athletic aspect, the growth of a strong community strengthens identity, increases participant motivation, and improves retention. According to this framework, engagement has become a key idea in sport communication, encompassing both fan’s behavioural manifestations of support and their psychological involvement. Brodie et al. (2013) define engagement as “the degree of interest and perceived importance an individual has towards a specific object”, term that is widely used in studies on digital sport communication (Li and Jia, 2025). Crucially, engagement differs from mere exposure or reach, as it represents depth rather than breadth of involvement. Identification, enthusiasm, and affective connection are examples of emotional engagement, while participation, content production, event attendance, volunteering, and other active support are examples of behavioural engagement. Additionally, there is plenty of evidence of the mechanisms that boost involvement. Manoli (2018) emphasises that “the need for information, empowerment, and brand love” drives fan interaction on digital platforms. This viewpoint is

expanded upon by Kang, Hong and Hubbard (2020), who demonstrate that narrative engagement in advertising elicits emotional reactions that boost participation: “narrative transportation has a positive impact on participants’ emotional responses towards advertising content”, and these reactions have a significant impact on “WOM intention”. These results easily apply to the setting of sports, where shared narratives, identity, and emotional resonance are key factors that influence community involvement and enduring commitment. A conceptual framework for understanding an individual’s psychological connection to sport is The Psychological Continuum Model (PCM) (Figure 6) developed by Funk and James (2001). It identifies four subsequent phases of connection that are awareness, attraction, attachment and allegiance. The PCM, which was created to explain “the psychological connections that individuals experience with sports or sports teams”, examines how people move from having little involvement to having strong, durable loyalty. According to the authors, the model “offers a framework that may account for an individual’s movement from initial awareness of a sport or team to eventual allegiance” (Funk & James, 2001).

The four stages of psychological connection are as follows:

1. Awareness: The person is aware that the team or sport exists;
2. Attraction: A person becomes interested in a particular team or sport (social pressures, physiological motivations);
3. Attachment: Identification, values and personal significance all contribute to the strengthening of psychological meaning;
4. Allegiance: Persistence, resistance to change and constant behavioural involvement are the signs of enduring loyalty.

According to Funk and James, these levels represent a vertical continuum where connections become more integrated: allegiance reflects attitudes that “are persistent, resistant and influences cognition and behaviour”, whereas attachment develops when team-related traits “take on internal psychological meaning”. Because it explains why and how enthusiasts change from casual observers to devoted members of a sport community, this concept is extremely relevant to community building in sport communication. Additionally, it is aligned with both digital and offline engagement strategies: whereas real experiences like events and interpersonal interactions encourage movement towards allegiance, online narratives and behind-the-scenes content frequently enable movement from attraction to attachment.

Figure 6 *The Psychological Continuum Model (PCM)*

Level of connection	Psychological characteristics
4 Allegiance	Intrinsic consistency – Intrinsic influences most important
3 Attachment	Intrinsic features – Personal importance and meaning
2 Attraction	Extrinsic/intrinsic features – Dispositional influences
1 Awareness	Extrinsic features – Socialising agents/media

Source: Funk, D. C., & James, J. (2001). The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport. Sport Management Review, 4(2), 119–150.

In addition to the PCM, Misener and Doherty's (2009-2013), developed the Community-Based Sport Club Model (CBSC), an organizational-level perspective on the creation and maintenance of communities. According to the authors, community sport clubs are places of volunteer engagement, social inclusion, and collective identity that are integrated into networks of local actors and resources (Misener & Doherty, 2009, p.X).

Three fundamental capacities are identified by the model:

1. Human capacity: including members, leaders and volunteers skills;
2. Financial capacity: resources that sustain programmes;
3. Social capacity: collaborations, networks, and community trust.

Misener and Doherty highlight that improving all three capacities is necessary for effective community development since partnerships and connections between organizations provide participation opportunities and strengthen a sense of community. When considered together, the PCM explains how individuals internalize and personalize their connection to sport, while the CBSC model explains how organizations create the structural and relational conditions for those connections to develop. The way that sport group create and manage their communities has been significantly changed by digital environments. Through direct connection, user-generated content, and real-time involvement, social media platforms like Facebook, Instagram, TikTok and YouTube provide organizations more narrative space. According to Voráček (2019), fans may stay “constantly connected anytime and anywhere”, access exclusive backstage material, and take part in competitions

and events that generate extremely personal experience thanks to mobile applications and digital tools that improve connection. By giving fans a close-up look athletes' routines and feelings, story formats, such as behind-the-scenes content, video clips, reels, stories, surveys, and livestreams, strengthen relational intimacy. Such dynamic, dialogic communication strengthens identification and co-creation within fan communities, as Fernandes and Vale emphasize in their research (Manoli, 2018). Based on research on metaverse-based sporting events, new technologies increase the opportunities for interaction even more. Immersion environments can greatly improve relational connection and satisfaction. According to Li and Jia (2025), relational immersion, the feeling of intimacy and realism in virtual interactions, has a positive impact on team satisfaction and attitude, making immersive platforms promising tools for fostering a sense of community among both highly engaged and low-engagement users. Personalized communication channels, such newsletters, direct messaging, and closed groups (like WhatsApp), are also essential to digital community-building because they allow companies to maintain a continuous conversation and customize content to the preferences of their audience. However, offline interaction continues to be a vital component of community development, particularly for local sport organizations. As Voráček (2019) argues, integrating online and offline tools constitutes "the most effective and attractive element of marketing communication", since internet channels promote sharing, while offline activities create "inimitable emotional experiences". Local events, open training sessions, community days, family-friendly events, and volunteer initiatives are examples of offline strategies. Fan Fests, the festivals created for fans during, around and in relation to major sport events, for instance, show how live events improve emotional engagement and foster community cohesiveness by creating co-created ecosystems where fans actively shape the experience (Manoli, 2018). Such efforts are particularly important for small and local organizations because they foster relationships, strengthen local identity, encourage intergenerational participation and provide a sense of belonging that cannot be replicated by the online world contacts alone.

2.3 Sports marketing practices in small and local organizations

Sport marketing practices in small and local sport organizations are influenced by structural limits, a strong local identity and the requirements for flexible communication strategies that may compensate for low resources. Small sport clubs, amateur associations and grassroots sport organizations operate in environments characterized by economic fragility, volunteer-driven governance and limited managerial competencies in contrast to professional sport entities, which are distinguished by specialised staff, consolidate brand equity and substantial marketing budgets. According to Bester (2012), sport organizations operate in a competitive and unpredictable environment that is influenced

by factors at the micro, market and macro levels. This environment has a substantial impact on strategic decision-making, especially in organizations with limited operational capability.

The unique characteristics of marketing in small sport organizations are shaped by these structural factors; it is typically unpredictable, reactive and heavily reliant on human connections. *The Strategic Marketing of Small Sports Clubs*, a qualitative study, provides an insightful illustration of how marketing functions in these organizations frequently arise informally, are performed by volunteers or board members without specialised knowledge, and lack systematic planning or evaluation mechanisms. The authors emphasize how marketing efforts are often “haphazard”, influenced by short-term demands rather than long-term plans and limited by the lack of both human and financial resources. These results are in line with a broader collection of research on community sport organizations, indicating that marketing and communication initiatives are usually handled operationally, with daily needs taking priority over the creation of organized communication strategies (Gallagher, D., & Gilmore, A., 2012). However, studies show that local and small organizations can use their proximity to the community to adapt effective marketing techniques even in limited settings. The study of the researcher Cheyenne L. Abbett (2023), who deeply investigates the marketing strategies of small sport firms, is among the most comprehensive and current contributions in this field. The author demonstrates how these organizations use relationship marketing extensively to establish enduring, trustworthy relationships with athletes, families, volunteers and local stakeholders. According to Abbett, building and sustaining relationships becomes a crucial competitive advantage for small organizations because it makes up for their lack of resources and size through personalised communication, emotional connection and accessibility. As also mentioned previously, this relational focus is a structural feature that is consistent with the role that small clubs play in their communities rather than just a result of restricted capacities. For these organizations, digital communication becomes a crucial instrument that allows visibility and low-cost stakeholder participation, by effectively exploiting social media, small sport organizations can “maximise their resources with more efficiency than larger businesses”, according to Abbett (2023). Social media platforms enable small groups to highlight successes, post behind-the-scenes content, instantly distribute information and maintain contact with their communities. These tools are particularly useful when economic resources are insufficient to support traditional media campaigns. Consistent with this perspective, Mahmoud’s (2024) in the study *Digital Marketing Analytics in Sports* highlights how even organizations with limited expertise or budgets can benefit from basic social media analytics, using metrics such as reach, engagement, sentiment and content performance to inform communication decisions. Although small sport organizations may not possess advanced analytical capabilities, the study suggests that simple monitoring tools, often integrated into social

platforms, allow them to identify which types of content generate higher engagement, when followers are most active and how to refine their communication strategies over time. Another marketing practice that distinguishes small and local sporting organizations is the emphasis on service quality and qualified coaching staff. According to Abbett (2023), for small sport businesses, the quality of training, personalised attention and coach professionalism are essential components of perceived value that directly influence membership retention and word-of-mouth dynamics. Additionally, Bester (2012) underlines that in local ecosystems, service reliability, coach experience and the capacity to provide safe and well-structured programs are critical competitive advantages. These elements become an implicit but powerful marketing practices and key points of differentiation, reinforcing trust, legitimacy and long-term loyalty within the local environment. Grassroots sponsorship is another essential marketing practice. For small teams, sponsorship is a major source of funding, although its efficacy is very context-dependent. According to Miloch and Lambrecht (2006), contextual cues like signage visibility, messaging clarity and relevance to the local audience have a greater impact on consumer awareness of sponsorship at grassroots sporting events than does the amount of expenditure. According to their findings, sponsorship activation in small events may generate high awareness levels if it is synchronized with the social dynamics and atmosphere of the event. This shows that, when used wisely, even modest sponsorship agreements, like collaborations with nearby companies, may have a significant strategic influence. For small organizations, sponsorship is more than just a financial agreement; it's a chance to strengthen their reputation in the community, establish mutually beneficial connections and promote a common identity (Miloch, K. S., & Lambrecht, K. W., 2006). Small businesses often use low advertising techniques in addition to sponsorship, which are based on their close connection to the community. These include working with schools, forming partnerships with communities, taking part in the community activities and using experiences from club members (such as coaches, seasoned members and successful athletes). According to Abbett (2023), using micro and nano influencers, especially those with reputable positions in the community, can help small sport groups become more visible and authentic. These community leaders are the perfect ambassadors since, in contrast to professional influencers, they foster trust and naturally share the club's beliefs. The degree to which marketing strategies can be used depends largely on the organizational setting. Bester (2012) draws attention to the inherent difficulties that sport organizations face, such as stakeholder variety, seasonality, uncertainty and dependence on volunteer governance. These elements have an immediate effect on small sport organizations capacity to create and implement structured marketing strategies. *The Strategic Marketing of Small Sports Clubs* paper (Gallagher, D., & Gilmore, A., 2012) provides other examples of how systematic communication efforts and long-term planning are limited by volunteer turnover,

a lack of managerial experience and informal governance structures. However, these same traits might encourage adaptability and reactivity, allowing businesses to swiftly modify their communication strategies in response to community demands. Lastly, a recurrent topic is the necessity of innovation. Small sport organizations can innovate through flexible programming, creative use of social media, community co-creation processes and experimental low-cost campaigns even if they frequently lack the infrastructure and budget to implement cutting-edge marketing tools. According to Abbett (2023), innovation becomes a mindset that facilitates adaptability within limitations rather than a question of technological sophistication.

In conclusion, resourcefulness, relational intensity, territorial embeddedness and adaptability define sport marketing strategies in small and local businesses. These organizations can employ effective marketing strategies despite operating in environments characterized by structural constraints by taking advantage of their close proximity to the community, implementing easily accessible digital tools, guaranteeing high-quality services, participating in grassroots sponsorship and cultivating enduring relationships with stakeholders. Emerging technologies like social media analytics and community-based influencer strategies show that even small and local organizations can successfully navigate modern marketing dynamics when practices are in line with their identity, capacities and role within the social context of their territory. However, challenges still exist, particularly with regard to strategic planning, volunteer turnover and data literacy.

2.4 Integrated Marketing Communication (IMC) in small and local sport organizations

A strategy framework for organizing messages, channels and stakeholder interactions into a cohesive system is provided by integrated marketing communication (IMC). Although IMC's fundamental principles are typically connected to big businesses and professional sport leagues, their selective application to small and local sport teams is becoming more widely acknowledged as a crucial for strengthening identity, fostering stakeholder engagement, improving participation and increasing the efficiency of limited communication resources. IMC implies alignment between cross-channel integration, message consistency and brand identity, as described in Chapter 1. These guidelines must be implemented in small sport organizations, which are characterized by informal structures, volunteer-based governance and limited human and financial resources. According to research on small sport clubs, communication efforts in these organizations frequently develop informally and are unplanned, defined more by current needs than methodical planning procedures (Gallagher, D.,

& Gilmore, A., 2012). Instead of making integration impossible, this organizational informality transforms IMC into a more flexible and interpersonal structure. Integration in small and local clubs happens more through the coherent alignment of community-based activities, online presence and human communication, which together build a cohesive communicative environment, than through formalized strategies. The club's narrative identity is a foundation of message coherence, which is essential to IMC. Storytelling helps small organizations explain who they are, what they stand for and why the community should identify with them, as seen in section 2.1. These stories serve as fundamental IMC elements that direct communication between touchpoints. According to Abbett (2023), human-centred, relational marketing is crucial for small sport enterprises because it maintains authenticity and emotional connection to their audiences. These narratives function as an implicit IMC mechanism that enhances recognition and trust when they are regularly reflected in social media posts, event communication, sponsorship materials and interpersonal interactions.

For small sport organizations, digital technologies are crucial to IMC. Social media platforms serve as main channels for content distribution, event promotion, visibility maintenance and community interaction because of their affordability and accessibility. According to Mahmoud (2024), by determining what appeals to their audience, even simple statistics, like engagement rates or content performance, enable small businesses to make well-informed decisions and strengthen cross-channel coherence. Thus, digital channels facilitate both evaluation, by offering feedback loops for ongoing improvement, and integration, by synchronizing messages across platforms. Offline communication is also crucial. Community activities, interpersonal connections and volunteer contacts are effective relational touchpoints, as demonstrated in section 2.2. These offline interactions contribute to a cohesive IMC system when they maintain the same principles expressed online. For instance, sponsorships operate as a component of an integrated communication process: Miloch and Lambrecht (2006) show that the efficacy of sponsorship in grassroots events depends not only on the location of signs but also on how it is integrated into communication environments as a whole, including the local engagement and event atmosphere. Integrating sponsorship messages with social media communication, event promotion and community storytelling improves sponsor visibility and organizational legitimacy in small organizations, since sponsors are frequently local companies. Despite these advantages, the ability of small and local sport organizations to apply systematic IMC is limited by structural constraints. Long-term planning and message coordination are challenged by informal governance systems, volunteer turnover and lack of specialized communication skills (Gallagher, D., & Gilmore, A., 2012). These limitations, however, can also encourage adaptability: decisions are made quickly, communication is brief and alignment frequently develops naturally via daily interactions and shared community values.

To sum up, integrated marketing communication in small and local sporting organizations differs from the formalized systems found in larger sporting organizations. Instead, it manifests relationally grounded integration, in which community proximity, narrative coherence and the combination of digital communication, offline contacts, sponsorship participation and service experience all contribute to coherence. Even small organisations with limited resources can achieve effective communicative integration when these touchpoints are implicitly matched, strengthening credibility, trust and long-term involvement with the local ecosystem.

3 Case Study: Nissolino Intesatletica Latina

After providing the theoretical framework of Integrated Marketing Communication and exploring the dynamics of value creation in small and local sport organizations, this chapter develops the thesis' empirical core by analysing the case of Nissolino Intesatletica Latina athletics club. The use of a single-case study enables an in-depth study of the ways in which a grassroots sport organization, embedded inside a specific territorial context, structures its identity, manages communication and creates local value. Rebuilding the club's organizational identity and historical context is the first step in the chapter. This is followed by a systematic analysis of its opportunities, weaknesses, and strengths. In order to make clear the relational setting within communication operates, it next identifies and segments the main target groups and stakeholders. A central section examines internal and external perceptions, combining qualitative insights from semi-structured interviews with quantitative evidence from survey data. This dual approach allows for the comparison of intended, communicated and perceived identity. The chapter then presents a communication audit, which examines the performance and coherence of the main channels of communication and contents. Finally, a benchmarking analysis is conducted to find strategic aspects, best practices and competitive threats. All things considered, this chapter offers the empirical framework that supports the development of the IMC strategy suggested in Chapter 4. The case study provides an in-depth analysis of the club's existing communicative positioning and identifies the strategic drivers for enhancing its identity-driven value generation by combining organizational analysis, stakeholder perceptions and communication performance data.

3.1 Historical background and organizational identity

Since its founding in 1967 (under a different name at the time), the Nissolino Intesatletica Latina SSD a r.l. is an amateur sports organization that has consistently worked to advance track and field in the Pontine region of Lazio. The club has undergone progressive institutional and competitive consolidation over the course of more than 50 years, as evidenced by the evolution of its name and visual identity (see Figure 7 and 8): the historic mark Atletica Latina 80 long served as a local reference (retained in kids/heritage contexts), while the affiliation/partnership with Nissolino Sport² in 2020 marked the beginning of a new phase of technical and organizational strengthening, which was formalized by the transition to the SSD a r.l. legal form in 2022 to align governance with the

² Nissolino Sport SSD is a non-profit Italian sports entity founded in 2020 and officially recognized by CONI, FIDAL and ASI; it operates nationally through a network of affiliated amateur sports clubs

club's increased size and complexity. The current denomination, Nissolino Intesatletica Latina SSD a r.l., was completed in 2024 when the naming alignment was expanded to the young, Allievi (U18/Youth) and Assoluti (U20, U23 and Senior) sectors.

Figure 7 Timeline of denominations and legal status (1967-now)



atletica

italiana

Cerca notizie, atlet

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Maglia azzurra

PISTA 2.0

Federazione trasparente

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Master

Salute

Media

Attività

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Assoluti

Storico

Anno gestione	Denominazione	Presidente
2025	NISSOLINO INTESATLETICA LATINA	
2024	NISSOLINO INTESATLETICA LATINA	Anna maria CORONA
2023	NISSOLINO ATL LATINA 80 SSDARL	Anna maria CORONA
2022	NISSOLINO ATL LATINA 80 SSDARL	Anna maria CORONA
2021	ASD NISSOLINO ATL. LATINA 80	Anna maria CORONA
2020	ASD NISSOLINO ATL. LATINA 80	Anna maria CORONA
2019	ASD ATLETICA LATINA 80	Anna maria CORONA
2018	ASD ATLETICA LATINA 80	Anna maria CORONA
2017	ASD ATLETICA LATINA 80	Anna maria CORONA
2016	ASD ATLETICA LATINA 80	Anna maria CORONA
2015	ASD ATLETICA LATINA 80	Anna maria CORONA
2014	ASD ATLETICA LATINA 80	Anna maria CORONA
2013	ASD ATLETICA LATINA 80	Anna maria CORONA
2012	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2011	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2010	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2009	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2008	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2007	ASI ATLETICA LATINA 80	Giampiero TRIVELLATO
2006	ATL. USPI LATINA 80	Giampiero TRIVELLATO
2005	ATL. USPI LATINA 80	Giampiero TRIVELLATO
2004	ATL. USPI LATINA 80	Giacomo MIGNANO
2003	ATL. USPI ROCCO LATINA 80	Giacomo MIGNANO
2002	ATL. USPI ROCCO LATINA 80	Domenico BASSET
2001	ATL. USPI ATEN LATINA 80	Domenico BASSET
2000	ATL. USPI ATEN LATINA 80	
1999	ATL. USPI ATEN LATINA 80	Domenico BASSET
1998	USPI ATEN ATL. LATINA 80	Domenico BASSET
1997	USPI ATL. LATINA 80	
1996	USPI ATL. LATINA 80	
1995	USPI ATL. LATINA 80	
1994	ATL. LATINA 80 A.EMME DUE	
1993	POL. A.EMME DUE LATINA 80	

Source: <https://www.fidal.it/societa/NISSOLINO-INTESATLETICA-LATINA/LT275>. Screenshot captured on January 2, 2026.

Governance and technical roles are clearly defined: a legal representative/president, vice-president, technical director and head coach and head of youth. Two dedicated people are in charge of communication. With the help of about seven volunteers and collaborators, the technical staff comprises 19 track and field coaches and four instructors for the gym and adult fitness programs. This asset configuration allows the club to oversee the entire athlete development pathway from entry-level to specialization, covering all track and field discipline, across youth, U18, U20, U23 and senior, masters and adult wellness. Formal mission and vision statements represent the strategic perspective. The mission is to promote athletics and sports as vehicles for inclusiveness, wellbeing and education. The vision is to become a reference point for athletic development, combining technical excellence with long-term athlete growth. To achieve this vision, club's goals are to increase the club's membership and technical quality, provide significant technical results, maintain athletes' sporting growth and strengthen cooperation with educational institutions to find and develop new talent. The club has a comprehensive, multi-level program of sporting activities and is listed in the CONI National Register and affiliated with the Italian Athletics Federation (FIDAL). It is composed of: competitive for junior, senior and master athletes; didactic/educational for children aged 5-11; promotional and pre-competitive for youths aged 12-15; amateur for adults/older adults; and through a combined set of community-impact projects. Among the club's recurring flagships are the Latina Half Marathon, the "Festa dello Sport" (with the Municipality of Latina), the "Villaggio Europeo dello Sport", school-based competitions and "Giochi della Gioventù", the "Palio dei Comuni" and social projects such as the activities with the Latina prison. The territorial network is quite significant. With organized relationships in primary, middle, and high schools, the club covers the city of Latina and the surrounding district; historically it has also involved Sermoneta and Cisterna, now with their own tracks. This year, the club's reach increased to Priverno, where it obtained the management of the "Antonio Palluzzi" Municipal Sports Field. This move reinforces local connection and talent paths. The Nissolino Sport affiliation in 2020 represented an important step for the club, both from sporting and economic perspective. In fact this affiliation is based on two complementary rationales: financial and organizational support consolidates technical programs, and Junior, Seniors and Assoluti athletes who demonstrate potential can advance to the Nissolino Sport top team and take part to Serie Oro, the national top division, creating a pyramid pathway that integrates local development with high-performance opportunities.

With nearly 800 registered athletes, the membership base is substantial and expanding. The total number of members increased from about 500 in 2019-2021 to 786 in 2025 (457 men and 329 women), and reached 919 in 2026 with 534 men and 385 women (data updated as of January 2, 2026; see Figure 7). Regular positions in the U14-U16 Team Championships and an increasing presence at the Italian U16 Nationals demonstrate that this quantifiable improvement correlates to qualitative strengthening. As shown in Figure 8, the brand system reflects the evolution of the organization: institutional channels and all technical sectors are governed by the master brand “Nissolino Intesatletica Latina”, while the historic “Atletica Latina 80” logo is retained for children’s and heritage applications. The club uses explicit naming and co-branding guidelines across media and materials to ensure consistency.

Figure 8 Evolution of the logo



Source: Organization archives (internal documentation)

This trajectory is also reflected in the sponsor/partner portfolio: Aten (around 30 years ago) a historical sponsor, Rocco Bimbo a long-established Italian toy distribution company and TuttoBevande Orvel, a family-owned company providing beverages and selected food products to both businesses and private consumers; nowadays associated with Nissolino Sport and supported, among others by sports retailer Maione, demonstrating a combination of proximity-based and performance-oriented sponsorship.³

3.2 Strengths, weaknesses and opportunities

The analysis of strengths, weaknesses, and opportunities of Nissolino Intesatletica Latina can be analysed in order to define more clearly the organization’s position within its organizational,

³ The historical and organizational information offered in this part is based on data from the official website, the Italian Athletics Federation’s official website (FIDAL), and additional insights gained from informal discussions with the club’s legal representative

communicative and geographical context. This analysis offers a framework for understanding the club's internal resources and constraints as well as the external factors influencing its capacity to generate and convey value. This viewpoint expands on the strategic and communication implications of historical and identity profile described in section 3.1. In order to synthesize in a structured manner the main internal and external factors emerging from the case study analysis, a SWOT analysis has been developed and is presented in Figure 9. This tool provides an in-depth overview of circumstances under which Nissolino Intesatletica Latina operates by integrating strengths, weaknesses, opportunities and threats.

Figure 9 SWOT Analysis of Nissolino Intesatletica Latina

Strengths • Strong historical identity and territorial connection • Educational and value-driven approach to sport • Healthy and inclusive sport environment • Active participation in local activities and community projects • Experienced technical personnel and collaboration with Nissolino Sport			Weaknesses • Limited economic and professional resources dedicated to communication • Lack of specialized communication and marketing skills • Communication managed on a non-professional and non-prioritized basis • Absence of a formalized communication plan
	S	W	
Opportunities • Growing recognition of the social and educational role of sport • Strong storytelling potential linked to values and territorial activities • Digital channels enabling visibility with limited investments • Mixed funding model allowing access to projects and partnerships	O	T	Threats • Competition for resources and attention within the local sport ecosystem • Instability of public funding and local sponsorships • Organizational overload due to the amateur and voluntary nature of activities

Source: Author's elaboration based on case study analysis.

The organization's significant territorial embeddedness and the stability of its historical identity are its primary strengths, as Table 1 illustrates. With almost 50 years of continuous operation, the club is a well-known benchmark in the local sports scene, both in terms of physical achievement and its social and educational contributions to the community. This consistency has strengthened lasting relationships with families, schools, institutions, and local stakeholders by fostering the growth of a solid reputational capital based on proximity, trust and shared values. A further strength lies in the club's approach to sport. Athletic sport is viewed as a tool for relational, educational, and personal growth rather than only as a means of achieving competitive success. Training programs and activities, particularly in the youth sectors, are focused on the full development of the individual, encouraging qualities like dedication, perseverance, respect for others and rules, inclusivity, and a sense of belonging. In contrast to sport models that are primarily performance-oriented, this strategy helps to create a positive and healthy environment. Additionally, the organization has a high degree

of territorial engagement. A consistent and proactive presence in the local community is demonstrated by the planning and involvement institutions, schools, and social organizations. The organization's overall reputation is further enhanced and athletes' development pathways are supported by a well-defined organizational structure, an extensive and professional technical team, and affiliation with a wider network through Nissolino Sport.

In addition to these advantages, the examination of weaknesses reveals a number of structural issues shared by similar amateur sports groups. First, a lack of financial and expert resources frequently limits communication efforts. Even though the club uses a mixed funding model, which combines revenues from external funding sources (partnerships and institutional projects) with revenues from direct sport activities (membership fees, events), the availability of such resources may be variable and insufficient to support long-term and structured investments, especially in the area of communication. Lack of specific skills in marketing and communication contributes to this even further. Internal figures frequently have to deal with managing communications, although they do it in combination with technical or organizational responsibilities rather than full-time or professionally. Because of this, communication is typically managed in an operational and disjointed way, which limits the creation of cohesive and integrated initiatives. Time is another significant factor to consider. Since the organization operates in an amateur setting, it makes sense that the majority of its efforts are concentrated on athletic practice, with communication activities playing a secondary role. In terms of opportunities, the external environment seems particularly favourable for the growth of a more integrated and strategic communication approach. An ideal setting for enhancing the club's positioning is created by the increasing institutional and social focus on the educational, social and community-based role of sport. Through integrated communication tools and local storytelling, the organization's core values and the variety of activities already undertaken constitute a valuable narrative asset that can be exploited to increase the visibility and awareness of projects, initiatives and social impact. The development of digital media has created more chances by enabling even small businesses to raise their visibility with comparatively affordable costs. In addition to fostering new kinds of cooperation and support, a more organized and well coordinated communication approach could improve links with local sponsors, schools, families and institutions. Lastly, a number of external risk variables are highlighted by the threat analysis. These include intense competition with other sport organizations and alternative leisure activities for resources, attention and participation, as well as dependence on public funding and local sponsorships, which are often unstable. Furthermore, a large portion of organizational work is voluntary, which could result in organizational overload. These elements could make it more difficult for the organization to leverage its advantages and set itself apart in the local sport ecosystem in the absence of an organized and

cohesive communication strategy. Overall, the SWOT analysis shows that Nissolino Intesatletica Latina has a considerable yet underexploited communication potential. Significant opportunities stem from an intense local involvement, a strong sense of identity, and the potential to implement a more strategic and organized approach to integrated marketing communication. These insights create the analytical basis for identifying strategic levers and communication gaps, which will be further investigated through comparison research and subsequently turned into specific actions within the integrated communication plan suggested in Chapter 4.

3.3 Target audience segmentation

The identification and segmentation of target audiences represents a crucial step in understanding how Nissolino Intesatletica Latina creates value and communicates with its stakeholders. Within an Integrated Marketing Communication (IMC) perspective, audience segmentation allows the organization to move beyond a generic and undifferentiated communication approach, enabling the development of messages, contents and channels that are coherent with the characteristics, expectations and roles of different publics. Because Nissolino Intesatletica Latina is a small, medium-sized, community-based sport organization, its audience is naturally heterogeneous. In addition to athletes, the club acts with a complex ecosystem that includes families, internal members, institutions, and territorial actors. Each of these groups interacts with the organization differently and with different levels of involvement. Target audiences are divided into internal and external stakeholders for analytical purposes. Table 1 lists the identified segments, their corresponding roles, and the main communication focus in order to give a complete understanding of the organization's primary target consumers.

Table 1 Target audience segmentation of Nissolino Intesatletica Latina

Stakeholder type	Target group	Role	Main communication focus
Internal	Athletes	Core of the organization	Engagement, identity, belonging and advocacy
Internal	Coaches and technical staff	Delivery of sport activities and values	Internal alignment, consistency
Internal	Management and governance	Strategic decision making	Coordination, communication planning
External	Families	Key decision makers	Trust, educational positioning
External	Schools	Institutional partners	Collaboration, shared values
External	Public institutions	Legitimacy and support	Credibility, social impact
External	Sponsors and partners	Financial and symbolic support	Visibility, value association
External	Local community	Image and visibility amplification	Awareness, reputation

Source: Author's elaboration based on case study analysis.

Athletes, who make up the organization's core, represent the first internal group. Children and young athletes, junior and senior competitive athletes, masters athletes, and adults engaging in fitness and wellness activities make up this highly fragmented group. From educational and recreational objectives to competitive performance and long-term physical development, each sub-segment has distinct motives, expectations, and relationships with the club. From a communication standpoint, athletes are not only the main recipients of the club's identity and values, but they are also a crucial potential carriers of value and reputation and a crucial internal stakeholder with the ability to actively influence the organization's external image. As a result, their role can be seen in terms of advocacy in addition to engagement, belonging and identity. Athletes indirectly promote the club in the community through daily interactions, competitive participation, informal word-of-mouth and social presence. This advocacy role is particularly vital in the setting of a small, community-based sports organization since interpersonal connections and close communication have a significant impact on reputational dynamics. Nevertheless, despite this unexplored potential, athletes' advocacy currently appears to be more spontaneous than planned or organized inside the organization's communication strategy. Thus, identifying athletes as possible organization advocates is a crucial analytical finding from the case study that provides the foundation for further strategic development inside the integrated communication plan. Coaches, technical personnel, and collaborators represent a second

internal target audience. In addition to providing sporting events, these actors are crucial in representing and conveying the club's ideals and educational approach. Their perceptions, engagement and alignment with the organizational identity are crucial for ensuring coherence between internal culture and external communication. A relevant internal audience is also represented by the club's management and governance. Determining strategic priorities and allocating resources, particularly communication-related ones, are the responsibilities of board members and decision-maker. The degree of formalization and integration of communication practices is greatly influenced by their vision and knowledge of strategic function of communication. Regarding external audiences, showed in Table 1, families, especially parents of young athletes, play a crucial role. They are important decision-makers in the choice of sporting activities, and they pay close attention to things like the quality of coaching, safety, values and the educational setting. For this audience, communication functions as a means of establishing trust as well as a means of reinforcing the club's reputation as a healthy and growing athletic setting. Schools and other educational institutions constitute another strategic external audience. Schools function as both partners and as access points to potential young athletes because of the club's active participation in school-based initiatives and youth sports promotion. Collaboration, shared ideals, and long-term community effect are the main goals of institutional and relational communication with this purpose. Another essential audience segment consists of local organizations and government agencies. Through events, programs, and initiatives oriented to social inclusion, sport promotion and territorial development, the club engages with municipalities, sport federations and public institutions. Communication operates as a legitimizing factor for this audience, strengthening the club's reputation and making it easier for it to obtain institutional collaborations and governmental funding. Another important external target is sponsor and partners, both public and private. They are interested in social impact, community involvement, and positive ideals in addition to exposure. Therefore, it is crucial to communicate the club's identity, activities and territorial role in a clear and cohesive manner in order to attract, maintain and increase partnerships. Lastly, a fragmented but strategically significant audience consists of the local community and larger territorial stakeholders. Through word-of-mouth and informal communication channels, citizens, sports fans, local media and associations help to shape the club's public image and increase its visibility. Nissolino Intesatletica Latina acts in a complicate communicative environment, which is highlighted by the segmentation described above. Different communication strategies in terms of content, tone of voice, and channels are needed since each target audience interacts with the organization for distinct reasons. The strong interconnections between these groups, however, necessitate a cohesive and integrated communication structure that can preserve a unified identity while tailoring messages to particular audiences.

3.4 Internal and external perceptions: analysis of interviews and survey data

An essential initial step in evaluating the coherence and efficacy of a sports organization's communication strategy is to comprehend how its stakeholders perceive it. According to the Integrated Marketing Communication approach used in this study, communication and identity cannot be assessed only from an internal strategic perspective; rather, they must also be examined from the perspective of people who interact with the organization either directly or indirectly. Therefore, the purpose of this part is to examine how the club is viewed from the outside by athletes, families, volunteers and other external stakeholders, as well as from the inside by coaches, athletes, managers and collaborators. The analysis aims to find convergences and divergences between intended identity and perceived identity by combining quantitative data from an online survey with qualitative insights from semi-structured interviews. This highlights the club's communication strategy's advantages, disadvantages and potential improvement areas. The integration of these two data sources enables a deeper and triangulated understanding of the organization's communicative positioning, which contributes to the creation of a more organized and identity-driven communication framework.

3.4.1 Qualitative analysis of interviews

With special attention to the channels utilised and the relationships with athletes, families, and the local area, this section methodically reconstructs how internal members of the sport organization Nissolino Intesatletica Latina perceive the club's identity, its core values, and the efficacy of its communication activities. For this purpose, nine semi-structured interviews were conducted with internal profiles selected through purposive sampling, in order to ensure an adequate diversity of roles, responsibilities, and perspectives within the organization. The use of a qualitative approach allows for the investigation of shared meanings, subjective perceptions and possible tensions between communicated identity and lived identity.

The interview guide was structured around the following thematic sections:

- a) organizational identity and values;
- b) current communication practices, with reference to channels and content, including social media, website, informal materials, and initiatives;
- c) athletes, coaches, families, and collaborators' involvement and participation;

- d) expectations and future suggestions for improving communication and developing new activities;
- e) social and environmental sustainability and the relationship with the local area;
- f) message coherence and governance of communication content.

The interview sample consists of the following people: the legal representative (Interviewee 1- I1), who is in charge of administrative, organizational, and family-staff relations; the vice-president and coach (Interviewee 2-I2), who has over fifty years of experience and responsibilities related to training, events and family relations; the technical director for Senior and Under-18 categories (Interviewee 3-I3); coaches and instructors involved in various categories and school-based projects (Interviewees 4-I4; 5-I5; 6-I6); a youth sector coordinator (Interviewee 7-I7) ; an athlete and social media manager (Interviewee 8-I8), responsible for social media management, graphic content, and event promotion; and an athlete-instructor for the 7-11 age group (Interviewee 9-I9). All respondents were pseudonymized using alphanumeric codes (I1-I9) and a brief description of their position within the company in order to preserve participant confidentiality. The analysis of the interviews clearly reveals a shared representation of Nissolino Intesatletica Latina's identity as a strong community-oriented and relational organization, in which the human and social dimension precedes and complements the sporting one. According to interviewees, the club is a "family like", friendly, and inclusive setting with a strong sense of belonging and connections based on trust. Despite being an individual sport, athletics is perceived and described as a group activity where the team, daily routines and support from one another are crucial. This perspective is consistent across the different roles that were interviewed, showing that the club's members have established a stable organizational identity. Interviewees often highlight educational and formative principles, such as respect for people and rules, responsibility, dedication, and personal development, together with the community dimension. Sport is seen as a "school of life" and an educational tool that can positively impact athlete's human development, especially that of young athletes, in addition to their achievement. According to this viewpoint, the club is perceived as a social and educational centre for the community. Most interviewees agree that communication has gradually improved over time, especially in relation to the club's presence on social media and the general consistency of published content. The ability to showcase athletes' growth paths and sporting outcomes, including individual improvements that go beyond wins or elite performance, is particularly valued. This strategy strengthens internal recognition and appreciation and is perceived to be in line with the club's inclusive principles. Internal and external communication can be distinguished functionally from a channel standpoint. The primary means of internal communication are direct and informal tools, especially WhatsApp, which is thought to be useful for operational management but has limitations with regard to message

overload and attention dispersion. Social media and word-of-mouth are the main ways that external communication grows. According to a number of interviewers, word-of-mouth is one of the best ways to attract new athletes, particularly in a local setting. Alongside these positive aspects, nevertheless, there is a persistent and crucial problem: the perception that communication fails to adequately and methodically convey the club's daily actions and its "invisible" value. Interviewees also highlight a lack of content related to processes, behind the scenes activities, and the organizational and educational dedication that defines the club's daily life and is one of its primary distinctive features. The consistency between one's internal identity and messages conveyed externally is another recurring subject. Some interviewees draw attention to a possible ambiguity in the club's communicative orientation, particularly when messages stress "winning" and competition which may conflict with the club's internally considered inclusive and educational identity. This kind of misalignment is seen significant since it could lead to inconsistent expectations for the organization, especially among families and potential new members. The topic of environmental and social sustainability comes up in a clearer, deeper way. Some respondents recognise that sustainable practices are already part of the club's everyday operations and see their potential for communication, particularly when they are grounded in tangible actions that align with educational ideals. Others, on the other hand, are more hesitant or sceptical of explicit sustainability communication, believing that it works best when it is followed by concrete actions rather than mere statements. Overall, convergent expectations about the future of communication are generally expressed by interviewees, who advocate for stronger identity-driven narratives, more strategic structuring, and more active participation from athletes and partners in the creation and distribution of content. To support the understanding of the qualitative findings, Table 2 below, summarizes the primary themes coming from interviews with internal stakeholders, indicating recurring patterns in perceptions of identity, values and communication.

Table 2 Key themes in internal stakeholders' perceptions of identity and communication

Theme	Description	Recurring evidence from the interviews
Community-based identity	The club is perceived as a family friendly and inclusive environment	Frequent associations to a sense of belonging, relationships, and an environment of trust
Educational values	Sport is seen as a tool for personal and social growth	Emphasis on respect, responsibility, education and human growth
Communication in evolution	Communication is perceived as gradually improving over time	Increased social media presence and content continuity
Centrality of sporting results	Strong emphasis on the competitive dimension	High focus on competitions, performances and individual improvement
Limited visibility of daily work	Communication is inadequate to depict internal activities and procedures	Limited communication about training routines, organizational initiatives and behind the scene activities
Informal communication	Central role of word of mouth and direct communication	Word of mouth identified as a particularly successful means of communication
Message coherence	Presence of potential communication mismatch	Challenges between victory oriented narratives and educational values
Sustainability	The perception of sustainability varies greatly	Interest in tangible actions; scepticism in abstract claims

Source: Author's elaboration based on case study analysis.

3.4.2 Quantitative analysis of survey data

The survey was designed and administered using the Qualtrics platform⁴, and it was divided into several sections with both closed and open-ended questions. It was distributed mostly through

⁴ The Appendix contains the whole questionnaire framework, including measurement scales, question phrasing, and survey layout as it was carried out on Qualtrics

Whatsapp and sent to several groups of the sports club Nissolino Intesatletica Latina, including parents and family members, athletes, coaches and collaborators. The first section gathered sociodemographic data and background information on respondents' relationship with the club, including their age, gender, role and duration of relationship with the club. The following part employed multiple-response questions to investigate which communication channels are used to obtain information from the club and which tools are perceived as most effective. The questionnaire was built on five-point Likert scales that assessed identity and value alignment with the club, perceived clarity of communication, coherence across channels, information accessibility and perceived community value. In conclusion, a series of open-ended questions examined the respondents' perceived level of involvement, their tangible contributions to the club's communication, and their recommendations for enhancing future contents, tools and initiatives. The dataset was exported from Qualtrics to the SPSS Statistics software after data collection was finished and a sufficient number of responses were collected. SPSS⁵ was used for all following quantitative analyses including descriptive statistics, reliability checks, group comparisons, correlations and regression models.

A total of 189 questionnaires were collected. Of these, 178 respondents provided valid answers for the main sociodemographic characteristics. The sample consists primarily of people aged 41-60 (56.7%), with minor groups under 18 (9.0%), 18-24 (11.2%), 25-40 (18.5%) and over 60 (4.5%). About two-thirds of respondents (60.7%) are women, compared to 38.8% who are men and 0.6% who chose the "other" option. Parents and family members make up half of the participants (50.6%), followed by athletes (35.4%) and coaches (9.0%); collaborators and "other" roles account for a small minority of the sample. Several respondents indicated mixed roles (e.g. "athletes and parent" or "athletes and collaborator"), so that 92 respondents identify at least partly as parents and 66 as athletes, suggesting that some respondents simultaneously cover multiple functions. In term of the length of their engagement with the club, 17.4% have been involved for less than a year, 17.4% for 1-2 years, 21.9% for 3-5 years, and 43.3% for over five years. As a result, the sample includes both a significant percentage of long-standing members and relatively new members. The study includes descriptive statistics and reliability analysis for the multi-item scales used in the questionnaire. Internal consistency was evaluated for each construct using a reliability analysis based on Cronbach's alpha. Composite indices were calculated by averaging the items in each scale (IDENT_VAL_MEAN; CLARITY_MEAN; CHANNEL_COH_MEAN; INFO_ACCESS_MEAN;

⁵ Complete statistical outputs from all studies performed with SPSS Software, such as descriptive statistics, reliability test, regression models, t-tests, ANOVA test and correlation matrices are reported in the Appendix

COMMUNITY_VALUE_MEAN) when adequate reliability was established. Five-point Likert scales (1= strongly disagree; 5= strongly agree) were used to measure each items. A seven-item scale that was adapted from the pre-validated Congruence (Self with Brand) scale reported in the Marketing Scales Handbook (Bruner, 2009) and used to assess perceptions of identity and value alignment with the sports club. The scale measures how much respondents believe the club reflects their identity and beliefs and allows them to express who they are. Reliability analysis shows excellent internal consistency (Cronbach's $\alpha = 0.91$). with an average score of almost 3.8 out of 5, descriptive statistics reveal a largely positive assessment, indicating that respondents strongly identify with the club. Communication clarity was evaluated using a four-item scale that considered message clarity, language appropriateness, ease of understanding relevant information, and communication's potential to minimize doubts and uncertainties. The internal consistency of the scale is good ($\alpha = 0.76$). with mean scores of approximately 4.5 out of 5, the club's communication is seen as direct, clear, and well-suited to various respondents roles. Perceived coherence across communication channels was assessed using a three-item scale that focused on content consistency and temporal alignment across platforms such as WhatsApp, social media, and website. Good internal consistency ($\alpha = 0.78$) is revealed by the reliability analysis. According to descriptive data, respondents generally believe that the club's multi-channel communication is consistent, with an average score of approximately 4.3 out of 5. A four-item scale that evaluated the ease of finding information, clarity about where to look for it, accessibility of channels, and structural organization of content was used to quantify information accessibility. Excellent reliability is demonstrated by the scale ($\alpha = 0.88$). the high mean ratings (around 4.4 out of 5) show that most respondents think material is well-structured and accessible. Finally, perceived community value was assessed using a four-item scale that included perceptions of inclusiveness, engagement, sport promotion, and territorial involvement. The scale has very high mean scores (around 4.5 out of 5) and good internal consistency ($\alpha = 0.83$). These findings imply that, despite slightly lower, but still positive evaluations of territorial involvement, respondents consistently believe the club creates social value, especially in terms of participation and sport promotion. Overall, the reliability assessments indicate that every scale has satisfactory to high internal consistency and is suitable for further examination. Descriptive statistics show generally positive assessments across all categories, providing preliminary quantitative support for the qualitative insights gained from the case study. Questions about information channel and their perceived effectiveness underscore the importance of WhatsApp in the club's communication. Nearly 4 out of 5 respondents say they use it as their main source of information, and about two-thirds say it's one of the best tools. This demonstrates that instant messaging is the primary means by which the club maintains regular contact with the stakeholders. Social media has a secondary but important role.

Social media platforms are mentioned as one of the most successful channels by about one-third of respondents, with Instagram being mentioned more often than Facebook. This shows that social media helps with visibility and storytelling, but it does not now replace instant messaging as the primary informational channel. The use and appreciation of more conventional or less immediate instruments is significantly lower. Only a small percentage of respondents say they get their information from websites, phone calls, promotional events or flyers. Overall, social media and other channels serve primarily as complementary touchpoints in a communication system that is heavily focused on immediate and direct messaging, according to the quantitative data. In question 13, respondents were asked to recommend additional channels of communication that would aid in improving in the club's profile. A straightforward qualitative content analysis was used to examine the responses. With responses like "no", "I don't know", and "it is fine as it is", a significant amount of participants said they had no specific recommendations. This could be a sign that they were generally satisfied with the current communication system or that they had no interest to make explicit changes. Three major theme groups were identified from the respondents who provide suggestions. First, a number of responses underlined the value of partnerships and collaboration, especially with local organizations, universities, schools and sponsors, emphasising their ability to improve territorial exposure. The organization of more events and initiatives on the territory, such as promotional activities, school-based projects or public sports events, was the second recurring topic. This suggests that live and experiential touchpoints are perceived as effective drivers of awareness. Third, a number of respondents emphasised the necessity of strengthening the club's online presence, particularly by using social media platforms in a systematic manner, posting more frequently and especially more daily life, and in the end utilizing content and live coverage more extensively. More conventional or structured tools, including fliers, noticeboards, local newspapers or the launch of more formal digital channels (such a specific app or official communication groups), were mentioned in fewer responses. All things considered, these qualitative observations support the quantitative results by showing that stakeholders believe that improved digital storytelling and more territorial participation are important areas for club's communication strategy's future development. A single item ("I feel involved in the club's activities") was used to assess respondents' perceived involvement in the club's activities, and 145 people answered. The item's high mean score ($M = 4.18$, $SD = 0.81$) suggests that, despite considerable variability and a few reporting lower levels of engagement, the majority of respondents feel extremely involved in the club's activities. To capture more active forms of participation, respondents were asked if they had ever made a direct contribution to the club's communications (e.g., by sending photos, sharing experiences or suggesting ideas). Among those who provided valid answers, 29.0% reported having contributed at least once, while 71.0% say they haven't contributed.

The fact that only a small percentage of respondents actively participate in the creation or co-creation of communication content, suggests a disconnection between perceived involvement and active communicative contribution. According to qualitative responses from those who had contributed, participation primarily consists of sharing images and videos of competitions and events, encouraging word-of-mouth and social media sharing, and in fewer instances, engaging in more structured responsibilities like social media management or creating promotional materials. These findings suggest a undeveloped potential for stakeholder involvement in communication, which might be enhanced through more structured and inclusive strategies. The club's perceived community value was examined using a four-item scale that evaluate inclusivity, participation, sport promotion, and involvement within the local territory. Across all aspects, descriptive data show extremely high levels of perceived community value. The average score for each category is approximately 4.49, with mean scores ranging from 4.23 for territorial involvement to 4.67 for sport promotion. These results imply that respondents have a strong opinion of the club as an effective social actor, especially in encouraging participation, inclusivity and the promotion of the sport. Evaluations of territorial participation are slightly lower and more fragmented despite the fact that they are still positive. This suggest that there may be potential to improve the club's partnerships and visible presence in the local community. The last open-ended question asked participants to recommend new initiatives or contents that may enhance the club's narrative and communication. A substantial number of participants reported having no specific suggestions, confirming the general positive assessment of current communication practices several common themes emerged from those who provided suggestions. First, a lot of respondents said they wanted more frequent and richer audiovisual storytelling, particularly on social media. Short videos and reels showing training sessions, behind-the-scenes activities and daily life at the track were among the suggestions, as well as live coverage and youth-oriented formats like podcasts or TikTok. Second, by making athletes, coaches, and important sporting events more visible, respondents underlined the significance of boosting the narrative of the club's identity, history and principal players. Third a number of responses emphasized the importance of programs related to local community, schools and universities, including open days, educational activities, and community events. These comments also emphasized the function of communication as an extension of the club's social and educational presence. Lastly, fewer recommendations mentioned more traditional or structural elements, such as enhancing the website, improving the visual identity and making sure that content flows more clearly and efficiently. In order to test for group differences, descriptive statistics were computed for each index based on stakeholder position. Mean scores on the 1-5 scale are comparatively high for all roles, suggesting that the club's communication and community impact are usually seen positively. While athletes and parents or

family members exhibit slightly lower, but clearly positive scores (around 3.7-3.8), coaches and respondents in the “other” category indicate the highest levels of identity and value alignment (approximately 4.1-4.2). Perceptions of message clarity are generally high (about 4.3-4.6), with parents and collaborators scoring slightly higher than athletes. Parents and collaborators report easier access to information than athletes, and channel coherence and information accessibility also obtain good assessments (means over 4.0 in all groups). Lastly, parents and collaborators have considerably more positive perceptions than coaches and athletes, with the perceived value generated for the local community very high across roles (means between 4.3 and 4.8). Perceptions of communication, value creation and involvement were compared by stakeholder role, athlete, parent/family member, coach, collaborator and other, using a series of one-way ANOVAs. The five composite indices, IDENT_VAL_MEAN, CLARITY_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN, COMMUNITY_VALUE_MEAN and the one-item involvement measure were the dependent variables; the different roles were the independent variables. No statistically significant variations between roles were found for identity/value alignment, channel coherence, information accessibility and community value (all $p > 0.16$), and effect sizes were small ($\eta^2 \approx 0.02-0.04$). The lack of significant pairwise contrasts was validated by post-hoc tests. Tukey comparisons failed to find any particular pair of roles that varied reliably from the others, although the involvement item’s overall ANOVA demonstrated significance with a small-to-medium impact ($\eta^2 \approx 0.07$). Athletes, parents, coaches, collaborators and other members generally have similar positive assessments about how much they identify with the club, how well-organized and easily accessible the communication is, how strongly the club is perceived as adding value to the community, and how involved they feel in its activities. Perceived clarity of communication was the only factor in which role created an evident difference. The ANOVA for CLARITY_MEAN was significant ($p \approx 0.043$, $\eta^2 \approx 0.06$) and post-hoc testing revealed that parents and family members report slightly higher clarity scores than athletes (about 4.63 vs 4.35), but no other pairwise differences achieve significance. Substantively, this shows that information is perceived as clearer by parents than by athletes. But this result it has to be interpreted considering the sample composition, since parents constitute a larger proportion of respondents than athletes. However this output could highlight a possible area for future tailoring of messages directed at the latter. In order to explore the relationship among the main constructs captured by the questionnaire, Pearson correlations between the involvement single item and the five composite indices, identity and value alignment, clarity of communication, channel coherence, information accessibility and perceived value for the community, were calculated. With one exception, each correlation was statistically significant and positive, suggesting that indices represent relevant aspects of stakeholders’ experiences. The highest connections are observed between channel

coherence and information accessibility, and between clarity of communication and both information accessibility and channel coherence. This suggests that consistent and user-friendly communication across channels is typically linked to clear messages. Channel coherence, information accessibility and community value all exhibit moderately high associations with identity and value alignment, which is especially substantially correlated with involvement with club activities. Community value correlates moderately with all other indices, showing that stakeholders who evaluate communication positively also perceive the club as adding more value to the local community. The involvement item has a substantial and positive relationship with all indices. The only non-significant link is the weak connection between communication clarity and identity/value alignment, indicating that identification is influenced by broader experiential and relational aspects and not only by message clarity. Two multiple regression models were constructed in order to explore these relationships in more detail. The first used the five indices as predictors (independent variables) and involvement as the dependent variable. The model was significant, explaining almost one-third of the variance in involvement ($R^2 \approx 0.33$). The only reliable predictors were identity and value alignment, indicating that respondents who feel more aligned with the club's identity and values also report a stronger sense of involvement in its activities. Regarding channel coherence and information accessibility, these predictors makes only a little contribution. The same predictors, including the involvement item, were included in the second model as the independent variables, which treated identity/value alignment (IDENT_VAL_MEAN) as the dependent variable. One quarter of the variance was explained by this model ($R^2 \approx 0.25$) and the only significant predictor was the perceived involvement. While many aspects of communication quality have a more indirect and modest influence, when combined, the two models suggest a mutually reinforcing relationship between identification with the club and the perceived involvement in its activities. In order to study whether involvement, identity/value alignment and perceived community value changed with the length of the relationship with the club (less than 1 year, 1-2 years, 3-5 years and more than 5 years), further one-way ANOVAs were conducted. Each duration group's mean scores were high, and homogeneity of variance was satisfied for all three outcomes. Involvement and community value did not show statistically significant differences in the ANOVAs, and the effect of identity/value alignment came close but did not reach conventional significance. Although these variations were not significant, respondents with less than a year of relationship with the club tended to have a slightly lower level of identification, while those with longer relationships tended to have a slightly greater level of identification. In general, both new and past members express high levels of involvement and believe the club creates significant value for the community. A set of ANOVAs examined the involvement item and the five indices to determine whether there were variations between age groups (<18, 18-24, 25-40, 41-60, >60). In all

cases, the assumptions of equal variances were met. Although post-hoc comparisons failed to find statistically significant differences between particular age pairs, the only significant age effect was on involvement, with a small-to-medium effect size: younger respondents and adults aged 25-40 reported slightly higher levels of involvement than those aged 41-60. There were not significant age differences for identity/value alignment, community value or any of the communication indices. Although a small decreases in involvement among respondents aged 41-60 may suggest a possible target for future engagement measures, these data demonstrate that the club's communication and community role are evaluated in a notably similar manner throughout generations. Finally, to find out if actively participating in the club's communication was linked to different perceptions of the organization, independent-sample t-tests were used. The five composite indices (IDENT_VAL_MEAN, CLARITY_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN and COMMUNITY_VALUE_MEAN) and the one-item involvement ("I feel involved in the club's activities") were used to compare respondents who have contributed to the club's communication with those who have not. With a substantial effect size (Cohen's $d \approx 0.80$), respondents who had participated at least once (for example by providing images or videos, sharing experiences or offering ideas) reported significantly greater levels of involvement ($M = 4.43$ vs $M = 4.08$; $t(143) = 2.39$, $p = 0.018$). In contrast, there were not significant differences between contributors and non-contributors in terms of perceived community value, channel coherence, identity/value alignment or information accessibility (all $p > 0.05$). The difference only came close to being significant ($p \approx 0.07$) for perceived communication clarity, indicating at most a small tendency for contributors to assess communication as significantly clearer. Active participation in the club's communication is generally closely associated with a greater sense of involvement in its activities; however, this does not always translate into higher evaluations of the club's community impact or communication quality, which are consistently high for both groups.

Overall, the survey analysis shows a generally very satisfied stakeholder base: respondents report high levels of communication clarity, coherence and accessibility, a strong sense of club identification and a very positive perception of the value created for the local community. Within the communication ecosystem, WhatsApp emerges as the central channel, strengthened by social media and to a smaller degree, traditional channels of communication. Although only a small percentage of respondents have actively contributed to the creation of communication content or ideas, the majority feel connected in the club's activities. With only slight differences, inferential analyses reveal that these favourable assessments are generally consistent across roles, age groups and duration of club affiliation: parents typically view communications as slightly clearer than athletes, respondents between the ages of 41 and 60 report feeling relatively less involved, and identification with the club

increases moderately with a longer affiliation. A favourable but more indirect role is played by the aspects of communication quality (clarity, coherence and accessibility), whereas correlations and regression models show a mutually reinforcing relationship between identification and involvement. Furthermore, the amount of engagement reported by those who have actively participated in the club's communication is much higher than that of those who have not, indicating that participatory communication can increase stakeholder's sense of community. Lastly, open-ended responses suggest two primary possibilities for future development: improving digital storytelling, especially through social media audiovisual contents and establishing a more organized local presence through collaborations and events that can strengthen the club's social role.

3.5 Communication audit: channels, content and consistency

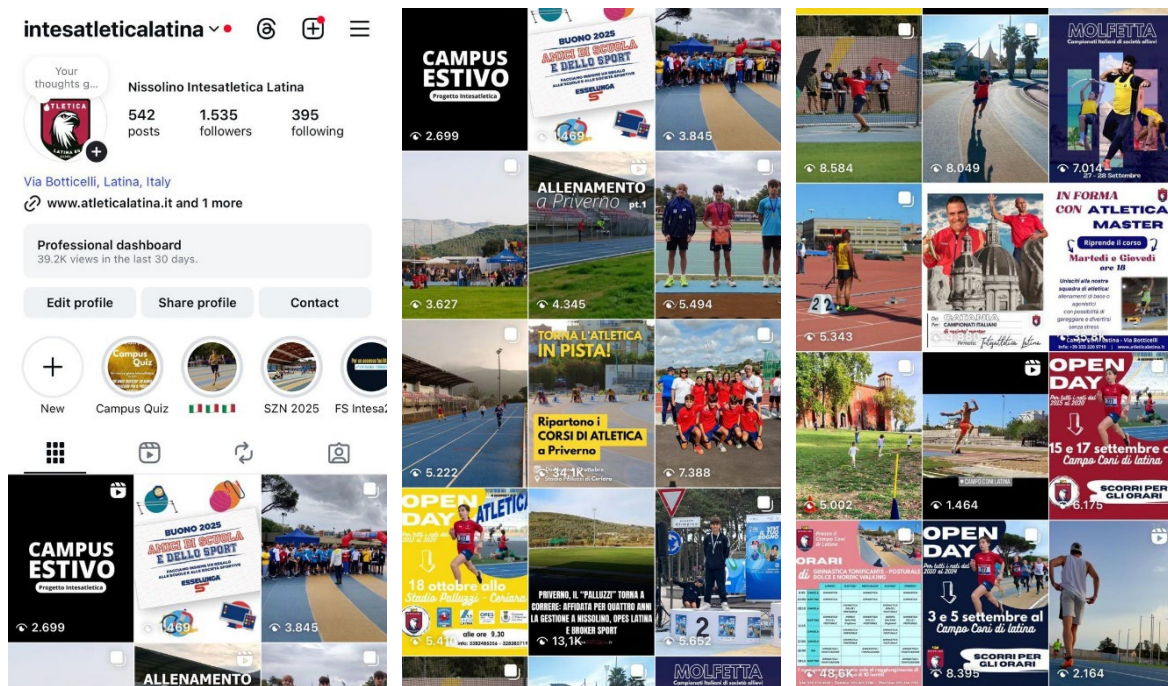
The communication audit evaluates the structure, content, performance and communicative consistency of Nissolino Intesatletica Latina's primary digital platforms, with a focus on Instagram and the official website. To give a deeper understanding of the club's communication ecosystem, the analysis also takes into account other communication channels and materials, and local radio and television advertising. In conformity with a communication audit perspective intended to assess overall communicative effectiveness, the analysis takes an integrated approach, combining qualitative observation of the channels with the analysis of secondary data supplied by analytics tools (Instagram Insights and Google Analytics), as well as publicly available information derived from platform interfaces.

3.5.1 Analysis of the Instagram channel

As mentioned above, the Instagram channel's communication audit was carried out by analysing secondary digital data provided by Instagram Insights. Audience composition, content distribution, engagement patterns, reach dynamics, and overall communicative consistency were all examined using platform-native analytics from the official Instagram account of Nissolino Intesatletica (see Figure 10). The analysis covers the period from September to December 2025 and focuses on Instagram as the club's main vehicle for external visibility, community involvement, and narration of its sporting identity. From a dimensional standpoint the profile has about 1,535 followers, indicating an overall moderate yet positive trend in the medium term. The monthly examination of Instagram performance reveals a non-linear development trend, however this pattern seems to be consistent with variations in editorial activity. Figure 11 illustrates a period of slower growth in the following month (+10 followers between September and October and +13 between October and November) after a

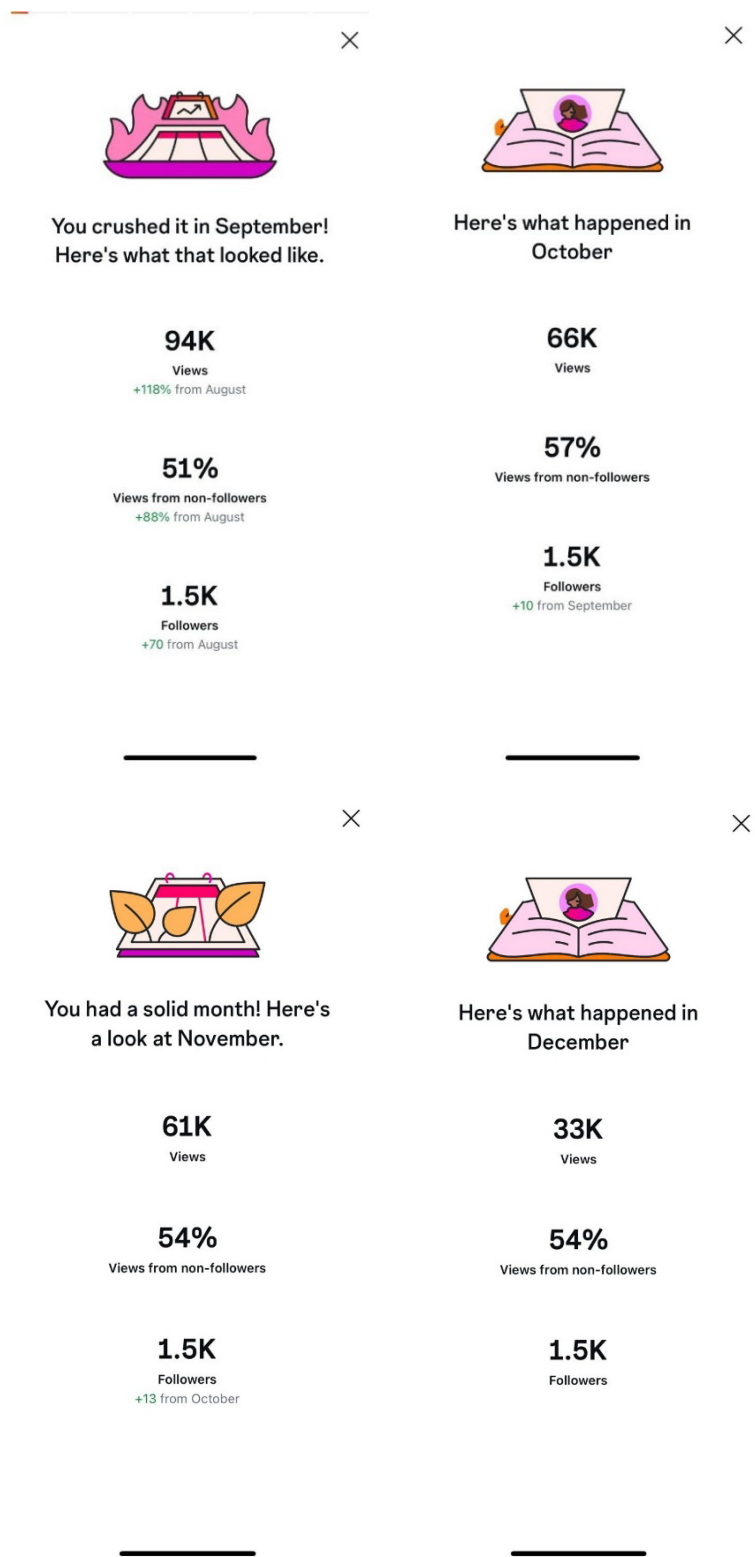
significant gain in followers between September and October (+ 70). Simultaneously, total views reach their highest point in October (66K), stay high in November (61K), and then decline in December (33K), a month with a reduced publication intensity. In general, times of increased content frequency tend to correspond with peaks in follower growth and total views, indicating a favourable correlation between publishing intensity and audience reach.

Figure 10 Official Instagram account feed of Nissolino Intesatletica Latina



Source: Instagram insights, official account of Nissolino Intesatletica Latina, screenshots taken in December 2025.

Figure 11 Monthly overview of Instagram performance metrics (September-December 2025)



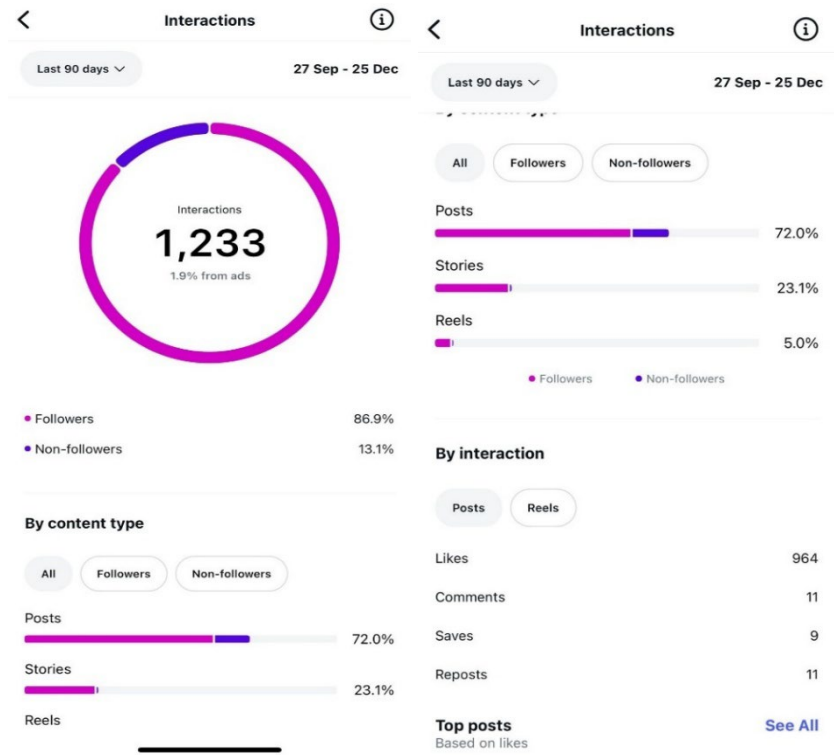
Source: Instagram insights, official account of Nissolino Intesatletica Latina, screenshots taken in December 2025.

Considering only one month (22 November- 21 December) and considering the transversal nature of the sport organization, the audience composition appears to be balanced in terms of gender, with a

little male predominance (52.7% men and 47.3% women). Age distribution shows a significant concentration in the 25-34 (22.6%), 35-44 (25.9%), 45-54 (19.9 %) and 18-24 (only 18.5%) , whereas younger segments are under-represented. This implies that parents, adults engaged in club activities, and people of the local community make up the club's Instagram following in addition to athletes. Regarding the same period, the local aspect of communication is highly supported by geographic analysis, with Latina accounting for 41.3 % of followers, followed by Rome (10.4%) and other surrounding municipalities within the province. This geographic concentration suggests that Instagram's primary function is that of a proximity communication channel, strengthening the connection between the local setting and the sports club. Throughout the months from September to December, there is a high degree of variation in terms of content typology and frequency. With 10 posts and 41 stories and a significant rise in total views (94.000 views, +118% from the previous month), September is the month with highest level of communication. There were only 5 posts and 15 stories in October, which led to a corresponding decline in views (66.000). A significant decline in published content (2 posts and 23 stories) and a stabilization of views at roughly 61.000 were seen in November and then a decrease in December with a lower publication intensity (1 reel, 2 posts and 20 stories). This pattern demonstrates a clear connection between channel performance and editorial continuity. As shown in Figure 12, according to interaction data, the Instagram profile created 1.233 interactions over the last 90 days (September 27-December 25). Only 1.9% of these interactions were from paid activities. This demonstrates that participation is primarily organic, in line with the club's grassroots and community based perspective. Non followers made up 13.1% of all interactions, while current followers created 86.9% of all interactions. This distribution suggests that Instagram is not so much a powerful tool for acquiring new audiences as it is a way for maintaining relationships and creating communities. In terms of content format, interactions are clearly concentrated on traditional posts, which account for 72.0% of total interactions. Reels make up only 5.0% of total interactions, but stories account for 23.1%. This disparity reveals a lack of strategic exploitation of short form video content, despite its well-established ability to expand awareness and reach beyond the current fan base. The primarily passive nature of involvement is further supported by a more complete analysis of interaction types. Likes account for 964 of all interactions over that time, while more active types of interaction remain low: 11 comments, 9 saves and 11 reposts. According to this pattern, followers mostly absorb and enjoy content, but they rarely ever participate in dialogic or redistributive behaviours. As illustrated in Figure 13, sporting events, competitions, competitive outcomes and group occasions like races, podium finishes, events and special initiatives (like summer training camps) are the content types associated with the highest reach. Some posts and reels received more

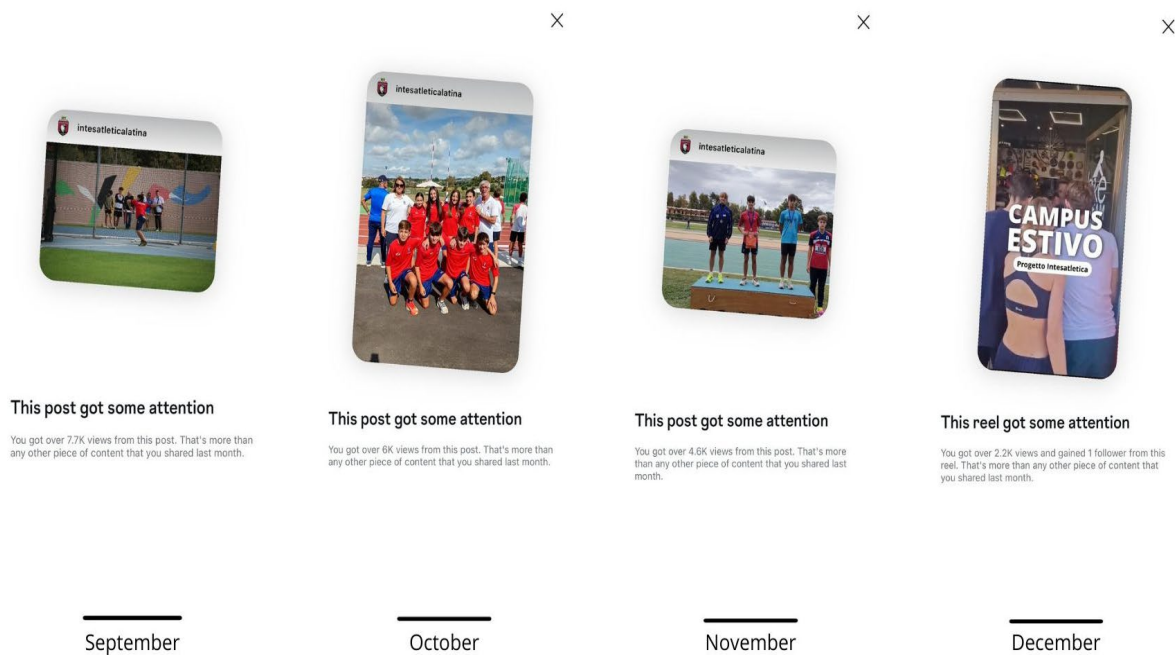
than 6.000-7.7000 views, demonstrating that visually appealing and highly identity driven content attracts more attention and spreads more widely.

Figure 12 Instagram interactions



Source: Instagram insights, official account of Nissolino Intesatletica Latina, screenshots taken in December 2025.

Figure 13 Examples of Instagram content with the highest reach



Source: Instagram insights, official account of Nissolino Intesaletica Latina, screenshots taken in December 2025.

Although this visibility does not always translate into proportionate follower growth, the analysis of overall views also reveals a significant share of impressions coming from non-followers. In fact, Figure 14 shows that 58.2% of total views over the last 90 days originate from non-followers, indicating a good ability of the channel to reach audiences beyond its existing community. According to data on temporal consumption patterns, followers are most active in the evening (6:00-9:00 p.m.) and at particular times of the weekend, especially on Saturdays (12-13 p.m.) and Sundays (6-9 p.m.). These observations offer significant operational recommendations for future content scheduling optimization, which currently doesn't seem to be consistently in line with times when audience participation is at its highest.

Figure 14 Instagram views by followers status (September-December 2025)



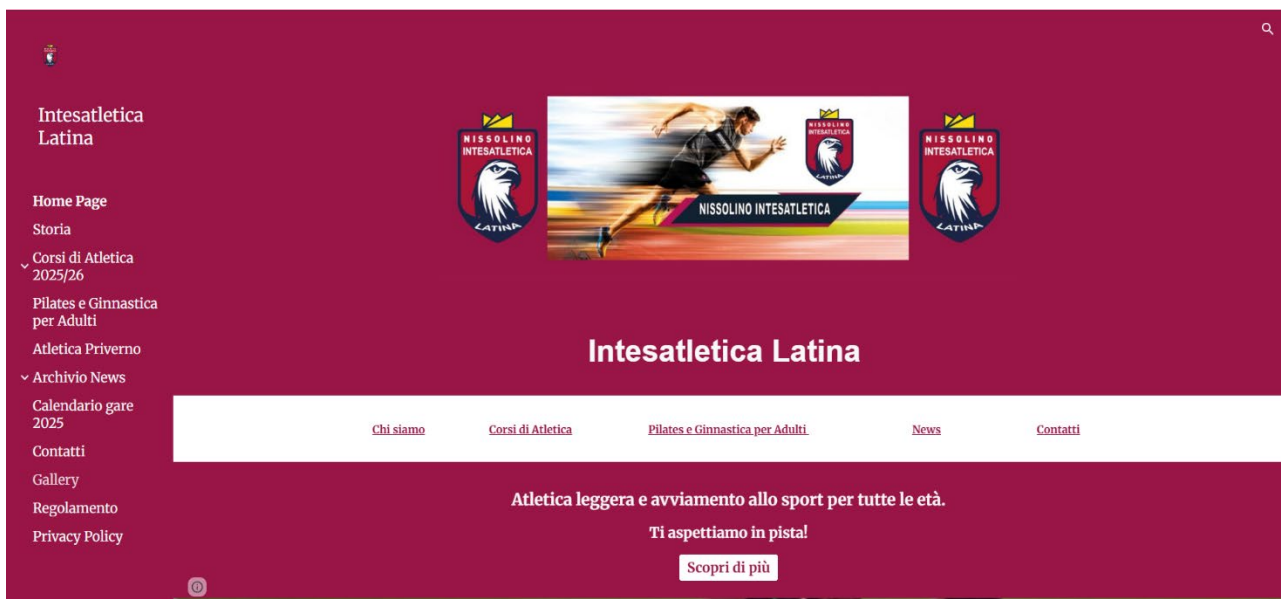
Source: Instagram insights, official account of Nissolino Intesatletica Latina, screenshot taken in December 2025.

From the standpoint of communicative consistency, Nissolino Intesatletica's Instagram profile offers a recognisable visual identity consistent with the club's athletic values, based on the use of official colours, the importance of athletes and the representation of the community dimension. However, structured storytelling, recurrent content forms and explicit engagement methods are still limited in communication, which is still mostly celebratory and descriptive. Additionally, inconsistent posting frequency affects the channel's capacity to establish a consistent and long-lasting engagement with its viewers. Overall, the Instagram channel's communication audit reveals an authentic type of communication that is solidly established in the local environment and consistent with the sport organization's values, although it is still mostly operational rather than strategic. As a result, the study points to significant opportunities for editorial continuity, better use of video formats, and the creation of a more structured narrative, aspects that will be covered in more detail in the thesis's subsequent sections.

3.5.2 Website analysis

The organization's official website operates as the primary institutional and informational resource in the club's digital communication ecosystem, alongside Instagram. The website works as a service oriented hub, offering structured information about the organization, its sporting activities, and contact information, in contrast to social media channels that are mostly focused on building relationship and storytelling. From a qualitative standpoint, the website has a linear navigation structure that is divided into sections that present the club ("Home page/History"), the sporting offer ("Athletics courses", "Pilates and Gymnastics for Adults", "Priverno Athletics"), informational content ("News", "Races calendar"), and service oriented pages ("Contacts", "Regulations", "Privacy Policy"). The adoption of the Google Sites platform results in a level of perceived professionalism that could be improved, particularly in terms of visual hierarchy, interface clarity, and the prominence of call-to-action elements. This aspect will be addressed as one of the areas for improvement since it is the first significant concern that emerged from the audit. Figure 15 illustrates how the graphic layout is consistent with the club's visual identity through the consistent use of brand colours and logos.

Figure 15 Homepage of the official website of Nissolino Intesatletica Latina

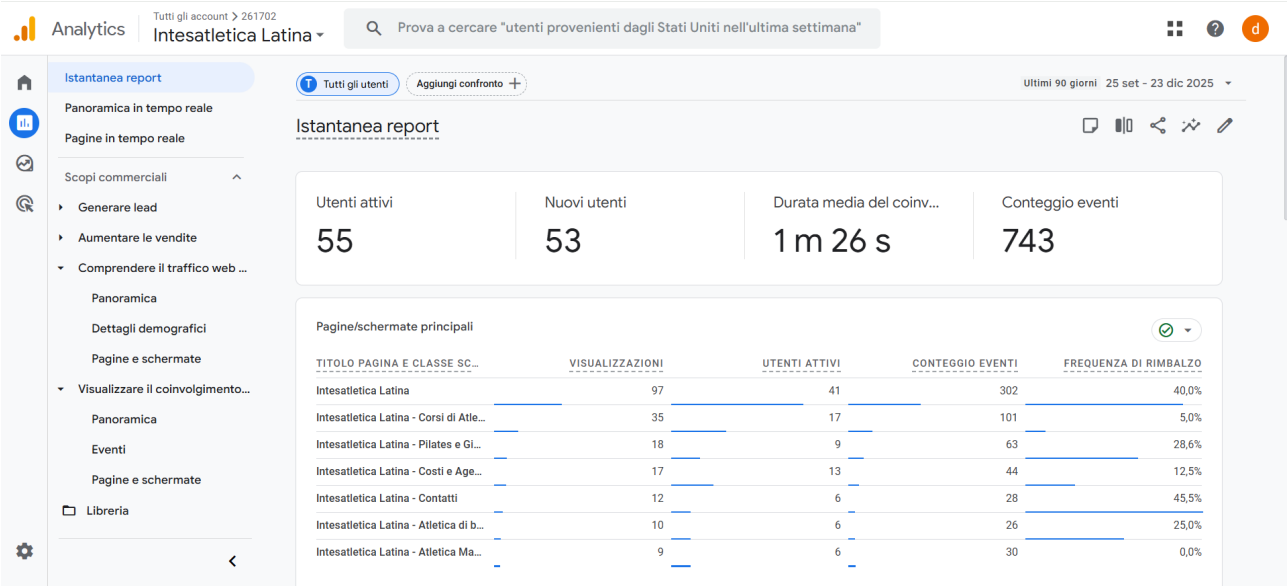


Source: Official website of Nissolino Intesatletica Latina, screenshot taken in December 2025.

The quantitative analysis of the website was conducted using Google Analytics, considering the last ninety days, from September to December 2025. The website registered 55 active users and 53 new users over the observation period, indicating a generally limited volume of traffic that is nevertheless in line with the organization's local scale (see Figure 16). The average engagement time is approximately 1 minute and 26 seconds, while the engagement rate exceeds 50%, indicating

that a significant share of users meaningfully interacts with the content before leaving the site. It appears that the website has not yet been developed as a measurable acquisition tool because no significant events or conversions (such as information requests, contact clicks or registration actions) were monitored.

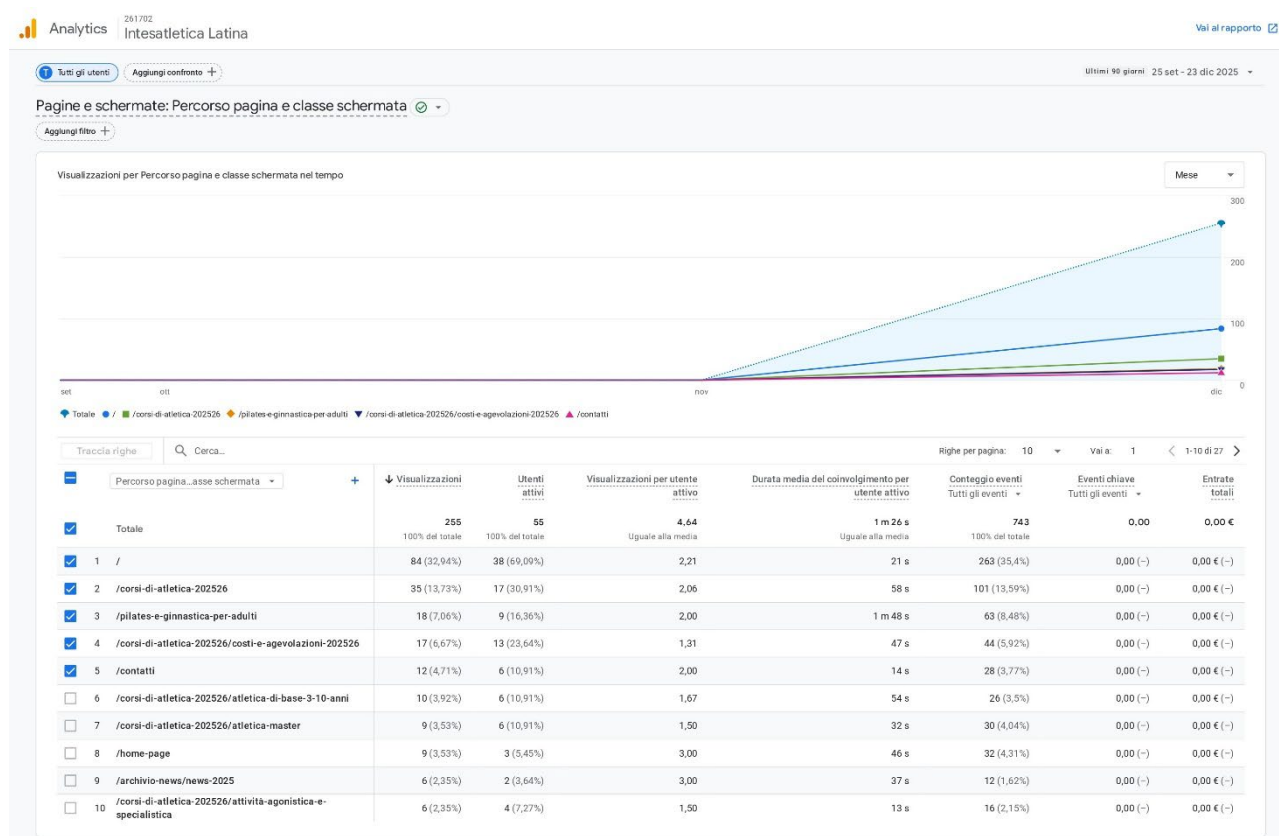
Figure 16 Overview of website traffic and user activity



Source: Google Analytics, official website of Nissolino Intesatletica Latina, screenshot taken on December 2025.

In terms of traffic sources, organic Google search and direct traffic are the most common, while social media referrals play a secondary role. This trend indicates that the website is largely used by users who are already familiar with the club or who are looking for specific information, rather than as a direct extension of social media communication operations. The analysis of the most viewed pages reveals that the home page receives the greatest traffic, followed by educational sections about athletics courses, fees and concessions, Pilates and Gymnastics for Adults and the Contacts page (see Figure 17). This distribution confirms the website’s primary operational function: people visit the site to obtain practical information about the sporting offer and contact or registration procedures. Some pages, particularly the Contacts section, have relatively high bounce rates; nevertheless, this behaviour can be understood functionally rather than negatively, as users can quickly get the necessary information and leave the site.

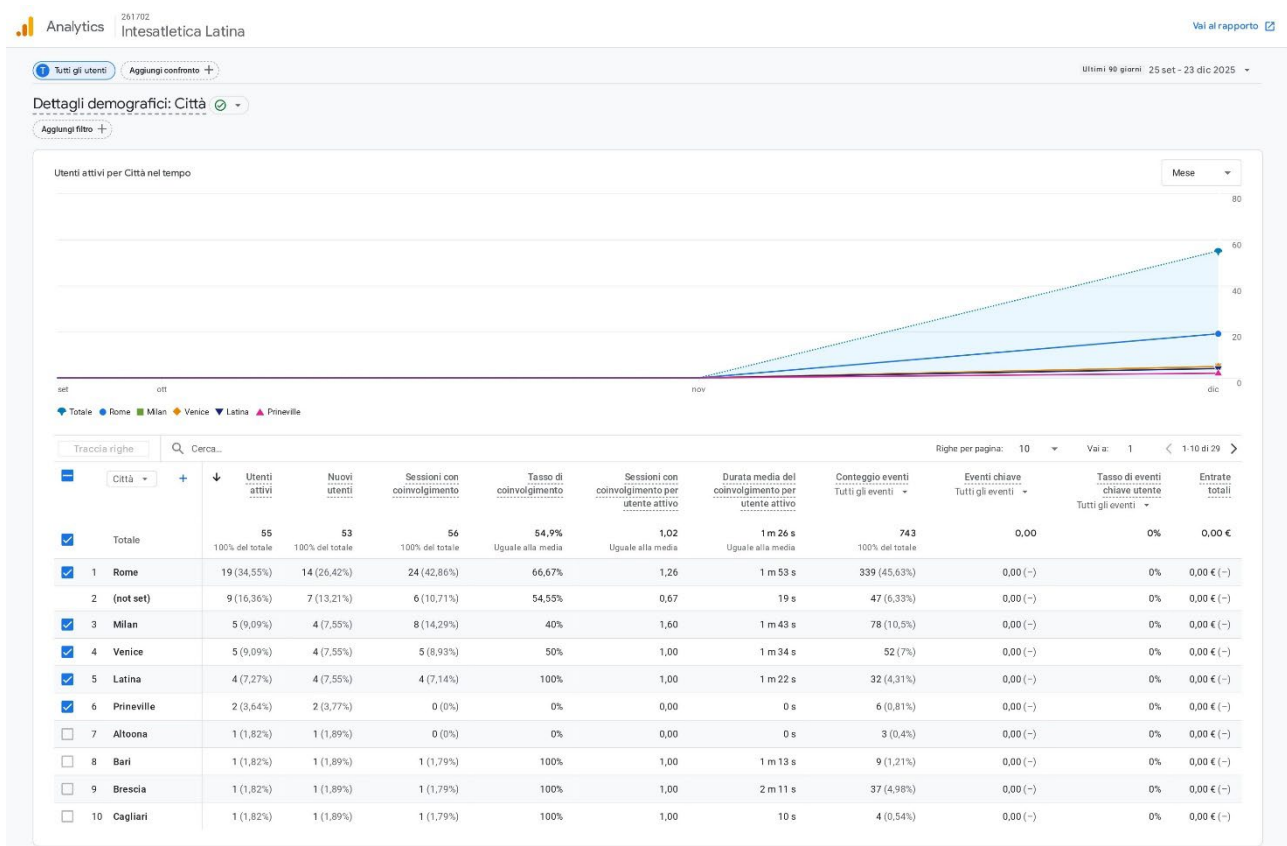
Figure 17 Website page views and user engagement by page path



Source: Google Analytics, official website of Nissolino Intesatletica Latina, screenshot taken on December 2025.

In terms of geography, the data show that user distribution is not limited to Latina: significant access comes from major centres such as Rome, Milan, and Venice (see Figure 18). This study implies that website's audience extends beyond the immediate local area, potentially involving families, athletes, sports networks, or users looking for specific information. This information suggests that the website has the potential to evolve into a more structured communication tool capable of strengthening the club's identity and successes also outside the local context.

Figure 18 Geographic distribution of website users by city



Source: Google Analytics, official website of Nissolino Intesatletica Latina, screenshot taken on December 2025.

Overall, the website audit reveals a communication style that is consistent in terms of identification but still has strategic limitations. The website works effectively as an informational page, but there is much space for improvement in terms of user experience, conversion orientation, and integration with social media channels. Greater emphasis on interface design, the addition of clear call to action elements, and the adoption of key event tracking could turn the website from a mere informational support to a more effective tool for engagement and acquisition.

3.5.3 Other communication channels and materials

In addition to Instagram and the official website, the organization uses other digital channels and offline communication tools, including Facebook, TikTok, printed promotional materials and local radio and television advertising. The analysis of these tools was conducted using a integrated qualitative and descriptive approach, based on direct observation of public pages and, in the case of Facebook, the integration of quantitative performance data from an analytics report covering the period October-December 2025. The Nissolino Atletica Latina 80 Facebook page has a

comprehensive structure that aligns with the institutional role of the club. With a cover photo, logo, organizational description, contact information, and connections to the official website and social media profiles, the profile looks well curated from an informative perspective, as shown in figure 19. Facebook is positioned as a dependable and steady reference point for the local community thanks to this structure. The page plays a crucial role in reaching families, adults, and territorial stakeholders, as seen by the page's around 2.600 followers, which is substantially more than the club's other digital channels.

Figure 19 Official Facebook page of Nissolino Intesatletica Latina



Source: Screenshot of the official Facebook page of Nissolino Intesatletica Latina taken on December 2025.

In terms of content, communication is mostly focused on sharing athletic events, competition outcomes, club life moments, and special initiatives, frequently supported by photo albums. Six posts were published between October and December 2025, according to quantitative data. These posts generated 40 interactions, all of which were reactions; neither comments nor shares were noted. As a result, overall engagement levels seem low, indicating primarily passive content consumption. All things considered, Facebook page turns out to be a relational and informative channel that is mostly utilised to maintain institutional presence and communication continuity rather than to encourage dialogue or participatory dynamics. This configuration aligns with the typical communication strategies of local amateur sport organizations as well as the characteristics of the target audience. The usage of short-form video content with a spontaneous and informal tone is highlighted by the club's presence on TikTok, as seen through the profile @intesatletica. With about 560 followers and more than 15.400 likes overall, the profile has a lesser audience than Facebook and Instagram, but

has a potentially higher visibility for individual pieces of content. Published videos frequently emphasise authenticity and behind the scenes dynamics while focusing on everyday athletic activities, training sessions, races, and group moments. Particularly among people who might not yet be directly participating in the club's activities, certain videos receive exceptionally large numbers of views, in some cases, tens of thousands, indicating a strong potential for organic reach. However, the lack of well defined editorial line and a lack of methodical planning across time, are revealed by the qualitative study. Therefore, despite its evident potential in terms of visibility and audience engagement, TikTok looks to be a still experimental channel that is used rarely and has not yet been properly incorporated into the overall communication plan.

In addition to digital channels, the club regularly uses printed promotional materials, such flyers and posters to advertise athletics courses and the summer sports camp. These resources are essential for both territorial communication and recruitment efforts. From a visual standpoint, as illustrated in figure 20 and 21, the materials align with the club's identity because the logo, brand colours, and imagery that highlight the educational and youth oriented aspects of sports, are frequently used. The messages are transparent, educational and extremely action-oriented with clear and recognizable calls to action.

Figure 20 Promotional flyer for the athletics courses of Nissolino Intesatletica Latina



Source: Promotional material produced by Nissolino Intesatletica Latina SSD a r.l.

Figure 21 Promotional flyer for the summer athletics camp (2024/2025) of Nissolino Intesatletica Latina



Source: Promotional material produced by Nissolino Intesatletica Latina SSD a r.l.

To complement the communication ecosystem and increase brand awareness in the local community, the club has also created local radio and television commercials. The organization may reach audience groups that might not be as active on social media thanks to the audiovisual format, which also helps to reinforce the club's reputation as a community oriented, accessible and anchored sport organization. Overall, the study of other communication channels and materials reveals a communicative system with a limited level of strategic integration but one that is broad and coherent in terms of brand identity. The organization can reach a variety of audiences by being present at several touchpoints, but the potential to fully utilize total communication efficacy is reduced by the absence of cross-channel planning and systematic performance monitoring. These results offer a relevant basis for the development suggestions and strategic reflections covered in the thesis's subsequent sections.

3.6 Benchmarking analysis: communication practices in comparable organizations

In order to understand the communication dynamics that define the local sports system in which Nissolino Intesatletica Latina operates, it is essential to analyse the competitive setting. From this perspective, this paragraph offers a methodical comparison between a selected set of sports organizations, distinguishing between direct competitors and comparables that are connected by

shared target audiences, geographic closeness or communication challenges. The goal is finding recurrent patterns, competitive tensions, and opportunities for differentiation that are applicable to the organization. A number of important dimensions, awareness and image, communication strategy, advertising activities, and media used, that are particularly relevant from the standpoint of integrated marketing communication, are examined.⁶ Direct competitors were only identified among track and field clubs operating in the same geographical and institutional setting, with an amateur sports association structure, comparable organizational scale with similar territorial importance and affiliation with FIDAL⁷. As a result, the analysis is concentrated on Atletica Studentesca Andrea Milardi, Atletica Roma Acquacetosa and Nissolino Atletica Area Roma ASD. The first organization under examination is Atletica Studentesca “Andrea Milardi”, an athletic club based in Rieti, recognized by CONI and affiliated with FIDAL, founded in 1975 with a strong focus on youth growth and a strong connection with the school system. In terms of awareness and image, this club has a significantly high level of visibility for a track and field club, thanks to a strong digital community and consistent content development. The club’s image is deeply linked to tradition, competitive success, and formal recognition, establishing it as a reputational benchmark in the Italian athletics landscape. The communication approach is mostly performance-driven and institutional, with a focus on competitive outcomes, events and the club’s historical community. This approach strengthens the organization’s symbolic capital while leaving limited space for relational or community-focused narratives. In terms of advertising, there is no explicit indication of structured advertising campaigns; instead, organic communication on owned channels and earned media associated with sports event coverage are the primary means of promotional activity. The official website and social media platforms (Facebook and Instagram) are the primary media used; presence in sports media and federation-related sites serves as additional support. The second direct competitor is “Atletica Roma Acquacetosa”, an athletics club that was founded in 2006 with the aim of revitalizing athletics in Rome after a period of inactivity at the Acquacetosa stadium, starting from youth development to the competitive groups. This roman athletic club exhibits a lower degree of awareness and a small online community. As evidenced by the website’s informative layout, the club’s reputation is largely based on organizational reliability and the consistency of its athletic offer.

⁶ Detailed information on media investments and communication budgets is not publicly available due to the amateur and local character of the organizations being analysed. As a result, the study depends on observable variables such the continuity and structure of digital channels, the existence of promotional activities, and the kinds of media that are successfully employed.

⁷ FIDAL is the Italian national governing body for athletics (<https://www.fidal.it/>)

With an emphasis on courses, schedules, events and institutional updates, the communication strategy is primarily informational and functional. Value-based brand building and storytelling components are still marginal. There is no indication of structured paid campaigns in this instance either, and advertising seems to be restricted to promotional forms incorporated into regular communication. The majority of media used are owned media (website and social media platforms), reinforced by a presence on local and federation-related channels. The third direct competitor under examination is the Atletica Area Roma ASD, an athletics club recognized by CONI and affiliated with FIDAL. The club's activities take place mainly in the northern districts of Rome. It exhibits a degree of awareness supported by its affiliation with the Nissolino Sport network (as Nissolino Intesatletica Latina) and active participation on social media, which helps to reinforce an image of trustworthiness and professionalism. Perceptions of organizational structure are further strengthened by the existence of an organization's website. The communication strategy enhances sporting identity while also incorporating an education and service component. The paradigm of a "school of athletics" focused on consistency and trust is reflected in the content, which emphasises courses, coaching staff, youth activities, outcomes and daily club life. Although the majority of advertising is organic, the existence of a whole digital ecosystem implies a more organized communication presence than organizations which rely on a small number of channels. The media used by the club include the website, Instagram and Facebook, in addition to federation and network visibility.

In addition to the direct competitors, a variety of comparables were included, such as sports organizations that operate in different disciplines but address similar target groups and have similar communication challenges. These organizations, all based in Latina city are R6 Tennis Latina, U.S.SA. MA.GOR. A.S.D.(football school), and Latina Basket, comparables organizations that also represent a recruitment threat to athletics since they compete for the same potential member's attention and choices. With a considerable number of active practitioners, R6 Tennis Latina enjoys a high level of local awareness. The club's image is heavily focused on the athletic experience and a service-oriented aspect. Promotions, events, and immersive formats form the basis of its commercial and relational communication strategy, which heavily relies on social media as a recruitment and retention tool. Promotional information distributed through owned media is a clear example of advertising. Instagram and Facebook are the main media platforms utilized. The second comparable examined is U.S.SA. MA.GOR. A.S.D, a football school that demonstrates a high level of awareness among families and the young sector. Its image is that of a football school focused on growth and education. With a focus on open days and youth development paths, the communication strategy is aspirational and recruitment-driven. The majority of advertising is organic and shows itself through clear calls to action. Along with local social networks, the club's website and Instagram constitute

some of the media utilized. Latina Basket represents the highest level of awareness and the most structured communication approach. The club's institutional communication style, which is typical of a semi-professional organization, and the existence of a title sponsor both support the club's image. Its communication approach combines team narratives, competitive updates, and fan emotional connection, is focused on media-sport entertainment. Campaigns promoting season tickets and ticketing initiatives are clear examples of advertising activity. The official website, social media accounts, sports publications and league media platforms are some of the media utilized.

3.6.1 Threats and best practices

The analysis of direct competitors, specifically Atletica Studentesca Rieti, Atletica Roma Acquacetosa and Nissolino Atletica Area Roma, allows for the identification of both substantial competitive threats and solidified best practices. From a threat standpoint, these organizations benefit from higher exposure and stronger athletic reputations, which improve their ability to attract athletes and establish a recognisable sports brand. Their organised presence in the athletics ecosystem helps to shape high stakeholder expectations for legitimacy, continuity and perceived quality, placing competitive pressure on smaller or more locally established organizations. Simultaneously, direct competitors offer crucial best practice for structuring communication activities and organising the sporting offer. These include models of institutional continuity throughout time, the adoption of consistent communication standards and the management of training pathways in a clear and progressive approach. While these aspects may not always result in distinction, they are critical reference points for operating properly in the sector. The analysis of the comparables Latina Basket, U.S. SA.MA.GOR. A.S.D., and R6 Tennis Latina reveals a distinctive but equally important set of competitive dynamics. From a threat standpoint, these groups indirectly compete with sports team for the same target demographics, especially families and youth. They are feasible alternatives to track and field for sport participation and leisure activities, with a higher experiential appeal. At the local level, this increase competition for attention, engagement, and recruitment. Comparables, however, are an important source of best practices, especially with regard to relational and experiential dimensions of communication. Their strategies place a strong emphasis on fostering a sense of community, engaging people emotionally, actively participating in the group, and narrating common ideals. These organizations provide transferable insights for the creation of a more unique and locally based communication strategy by framing sport as a social, relational, and identity-building activity rather than just a competitive performance.

3.6.2 Strategic insights

Building on the threats and best practices identified in the previous part, this section provides a set of strategic insights that are particularly helpful for analysing Nissolino Intesatletica Latina's positioning challenges and opportunities. These ideas are clearly contextualized within the specific characteristics of the case study and result from a transversal examination of the competitive landscape. First, the analysis indicates that competition works more on a communicative than a merely sporting level within the local sports ecosystem. While direct competitors gain from consolidated reputational capital and athletic performance, local organizations can't easily compete with these advantages. As a result, Nissolino Intesatletica Latina's capacity to create visibility, meaning, and relational value through communication becomes a crucial strategic lever. Second, all of the examined organizations exhibit a notable imbalance between communicative richness and sporting richness. While similar organizations in other sports make greater investments in relational, emotional and experiential narratives, direct competitors in athletics typically focus on institutional and performance-driven communication. This gap is a chance to improve the communicative valorisation of current activities and projects for Nissolino Intesatletica, which already has a solid organizational and sports framework. Third, the analysis shows that, in the context of athletics, community is an important but underutilised competitive asset. Even though Nissolino Intesatletica Latina is deeply embedded in a network of athletes, families, schools, and local organizations, this aspect of the community is only partially reflected in a clear and effective communication plan. Comparables, on the other hand, provide a transferable model for enhancing engagement and identification by actively narrating and reinforcing community belonging. Fourth, the comparison reveals that in athletics communication, outcomes are prioritised over methods. While training pathways, educational value, and long-term development processes remain mostly implicit, results, competitions and performances are prioritized. Nissolino Intesatletica puts a lot of emphasis on youth development and continuity, thus changing the focus from outcomes to processes is a coherent and potentially unique strategic approach. Fifth, a relatively unexplored symbolic resource in athletic communication is the importance of the geographical territory. Nissolino Intesatletica is currently engaged in a number of territorial projects and partnerships, but these connections are not yet systematically presented as a component of a broader identity narrative. Comparables show how territorial embeddedness may operate as a source of meaning, legitimacy and social value in addition to playing as a geographical reference. Overall, these findings suggest that Nissolino Intesatletica Latina's greatest opportunity is not to compete directly on reputational or performance grounds, but rather to strategically integrate its existing organizational strengths with a more relational, process-oriented, and territorially grounded communication approach. This interpretative framework offers

the foundation for identifying Points of Parity and Points of Difference, and it guides the strategic ideas presented in the following chapter.

3.6.3 Comparative synthesis: points of parity and points of difference

The comparative analysis of the six organizations enables the systematic identification of the points of parity (POPs) and points of difference (PODs) important to Nissolino Intesatletica Latina's communication positioning. The analysis of direct competitors is the main source of POPs, which are the minimum standards of competitive legitimacy. These include the use of owned media, a narrative of organizational reliability and continuity, an institutional digital presence (website and social media), an informative communication strategy centred on activities and outcomes, and references to federation affiliation. These components do not serve as sources of differentiation, but they are required to be acknowledged as legitimate players in the sector. PODs, on the other hand, appear more clearly from the study of comparables and are related to the importance of the community, the use of emotional communication, the narration of growth processes, connection with the local territory, and the integration of sporting, social, and educational factors. For a local organization like Nissolino Intesatletica Latina, which would find it difficult to compete purely on the basis of athletic reputation, these components provide especially relevant differentiation opportunities. Overall, the analysis demonstrates that competition operates on relational, symbolic and communicative levels in addition to the sports level. Therefore, the distinction between POPs and PODs offers a strong analytical basis for the formulation of the strategic recommendations that are discussed in the next chapter.

4 Integrated Marketing Communication Plan Proposal

4.1 Strategic goals

This chapter aims to translate the analysis conducted so far into strategic communication guidelines and operational proposals that are in line with the principles of Integrated Marketing Communication (IMC) and focused on local value creation. It does this by building on the theoretical framework presented in Chapter 1 and 2 as well as the empirical evidence that emerged from the case study of Nissolino Intesatletica Latina in Chapter 3. An authentic ecosystem with strong sports, educational and interpersonal values, that is firmly anchored in the local area, was discovered through the examination of the organization's communication system. However, communication seems to be mostly operational, fragmented and focused on celebrating achievements rather than describing the processes and relationships that sustain the life of the team. In this situation, the strategic communication objectives are to reinforce the current ecosystem in a qualitative, cohesive, and integrated approach rather than to increase the number of channels.

Based on these principles, the communication objectives can be expressed as follows. First, to improve current channels of communication without introducing new ones. According to the results of the communication audit and the benchmarking research, strengthening continuity, editorial planning and the strategic integration of currently active touchpoints are priorities rather than expanding media presence. This strategy is in line with IMC principles, which state that communication effectiveness derives from system coherence rather than from the multiplication of contact points. Second goal is to strengthen the coherence between the communicated image and the internal identity. Although Nissolino Intesatletica Latina has a strong organizational identity based on values of education, inclusivity, and daily dedication, these aspects are not always fully reflected in external communication. Reducing this misalignment and promoting better consistency between the organization's identity, activities and communications becomes an important objective. A third goal focusses on bringing to light what is currently mostly "invisible", such as the day-to-day activities of coaches, athletes, staff and volunteers, the pathways for athletic and personal growth, and the relational and community aspects that define the organization. By improving these aspects, the club may convey the value it creates outside of the competitive context, enhancing the perception of its social and educational role in the community. According to this viewpoint, a fourth goal is to enhance the organization's function as a social and educational actor in the local community, making the formative function of youth sport more clear. As a result, communication becomes a tool to

highlight the educational, inclusive and collective impact of athletic activities, helping to legitimize the organization as a recognized educational reference point in addition to a location for sport practice. An additional strategic goal is to improve the integration of digital and offline touchpoints from an IMC perspective. Moments of high experiential value, such as athletic events, training sessions, and partnerships with local organizations and schools, can strengthen narrative continuity and increase the overall impact of communication when properly integrated to digital communication. Furthermore, it is crucial to combine celebratory communication with a more relational and narrative-focused approach. Without denying the importance of sporting outcomes, the study demonstrated how an exclusive focus on performance causes the risk of reducing the importance of the organization's identity narrative. Thus, the goal is to supplement the celebration of athletic achievements with stories about the connections, pathways, and values that go along with them. A key goal of the communication strategy is to foster a sense of belonging and identification, particularly among athletes and families, as a means of achieving stability and long-term continuity. Strengthening identity connections contributes not just to retention, but also to build a coherent and durable sports community. Communication is not just seen as a visible tool but rather as a process focused on advocacy. In addition to informing and promoting, the objective is to foster the development of proactive support behaviours by athletes, who are the essential stakeholders and actively involved in the organization's daily activities, as well as by families, sport fans and local stakeholders, turning them into spontaneous club ambassadors. Lastly, another strategic goal is to solidify the organization's local positioning as a sporting and values-based pillar within the reference community rather than in terms of competition with other clubs. Therefore, communication is necessary to increase awareness of the organization as a stable point of reference for the local area that is capable of providing social, athletic and educational value.

4.2 Brand Value Proposition and Brand Choreography Framework

To translate the strategic objectives mentioned in section 4.1 into a structured and cohesive communication plan, this chapter uses the Brand Choreography as the operational framework for developing the Integrated Marketing Communication (IMC) plan. This method enables the methodical organization of communication choices, guaranteeing consistency in identity, messaging, touchpoints and the stakeholder experience as a whole. Brand Choreography is a comprehensive and human-centred approach to IMC based on the premise that all communication activities should be designed based on people, their informational, emotional and social needs, rather than channels or tools. Its goal is to coordinate communications that are clear, appropriate, coherent and delivered to

the right person at the right time via the most suitable touchpoints. According to this viewpoint, communication is seen as a coordinated, dynamic system in which each component gradually contributes to the creation of meaning and value rather than a series of separate operations. At the heart of the Brand Choreography process is the development of an identifiable and strong Brand Value Proposition (BVP). The Brand Value Proposition is the organization's value promise, reduced into a brief and distinctive expression that conveys the essence of its positioning. According to the researcher Kevin Lane Keller, it may be thought of as a brand mantra, which is a short statement that can convey the essence and spirit of the organization while continuously guiding all communication activities. For a local athletic organization like Nissolino Intesatletica Latina, the Brand Value Proposition is a tool for identity clarification that integrates sporting, educational, relational and territorial dimensions rather than solely playing a competitive or commercial role. The following is a formulation of Nissolino Intesatletica Latina's Brand Value Proposition based on the analysis presented in the previous chapters:

Nissolino Intesatletica Latina provides a community-based athletic setting where sport becomes a means of personal growth, education and long-term belonging, deeply embedded in the local community.

This value promise captures the essence of the organization as a sports organization focused not only in competitive performance but also on personal growth, long-term partnerships and on building relationships with the local environment. As a result, sport is presented as a community-based and formative activity that can benefit athletes, families, and local stakeholders. Starting with this Brand Value Proposition, the communication plan is developed using Brand Choreography as a guiding framework. This allows for an effective connection between the value promise, the definition of priority targets, the selection of relevant touchpoints and the design of messages across different contact context. In this study, the framework is used in a flexible manner and tailored to the specific characteristics of a local sports organization, taking into account limited resources, relational proximity, and significant territorial embeddedness. From the research of target audiences and key stakeholders to the design of the channels, content and operational activities, the next sections of the chapter progressively apply the phases of brand choreography to the case of Nissolino Intesatletica Latina. In this sense, the Brand Value Proposition functions as a guide for the entire communication strategy, guaranteeing narrative consistency and strategic coherence across goals, communication choices and proposed actions.

4.3 Identification of stakeholders personas

The second phase involves identifying the buyer personas in accordance with the Brand Choreography framework. Personas represent fictional but realistic profiles that summarize the main characteristics, motivations, needs, and pain points of important target groups. This enables communication strategies to be developed based on people rather than media or channels. However, the idea of buyer personas needs to be contextually adjusted in the case of Nissolino Intesatletica Latina. The organization appears as a local sports organization where relationships are built on participation, continuity, and commitment over time rather than as a commercial brand focused on transactional purchase decisions. However, stakeholders engage with the company in regular and structured ways that are very similar to the decision-making and behavioural patterns outlined by the buyer persona approach. As a result, this study adopts the concept of clusters of stakeholder personas, which are groups of representative profiles of the main players in an organization's communication and relational environment. According to the human-centric logic of Brand Choreography, these personas clusters are created by taking into account expectations, motives, emotional drivers, and pain points. Three key cluster of stakeholder personas have been identified based on the case study's empirical data and in line with an Integrated Marketing Communication approach. Athletes represent the main cluster of stakeholder personas. Through training sessions, races and informal interactions, athletes are exposed to the organization on a daily basis. Personal growth, physical health, improvement in performance, and a feeling of community and team belonging are their main motivations. Recognition, self-efficacy, and social inclusion are important emotional drivers. However, worry of not improving, performance anxiety, lack of visibility or insufficient appreciation of effort are all possible pain points. Because their experiences have a significant impact on word-of-mouth and informal communication dynamics, athletes play a key role in the Brand Choreography framework as both recipients of communication and active contributors to meaning creation and advocacy. Families, especially the parents of young athletes, are the second cluster of stakeholder personas. Families play a crucial role in decision making processes regarding enrolment and continuity of sport participation. Long-term development opportunities for their children, safety, trust, organizational dependability and educational value are all important factors in their motivations. Pain points can include worries about physical safety, excessive competitive pressure or discrepancies between expressed principles and real practices. Emotional drivers include assurance, pride, and confidence in the organization. Families are a strategic identity for fostering confidence, transparency, and long-term relationship stability from a communication standpoint. Coaches and technical staff represent a third relevant cluster of stakeholder personas. Despite being internal to the organization, they play a crucial mediating role between the lived experience of athletes and families and the Brand

Value Proposition. Their motivations include professional fulfilment, educational impact and team development; potential pain points may include workload, lack of recognition, or misalignment between organizational values and daily practices. Their role is especially relevant within the Brand Choreography framework, as they act as experiential carriers of the organization's promise of value. In addition to these crucial personas, a broader set of contextual cluster of stakeholder personas can be identified, such as schools, local institutions, sponsors, and local community members. These actors contribute significantly to the development of the organization's legitimacy, reputation, and territorial embeddedness even if their level of direct involvement with the organization is typically lower than that of athletes and families. These stakeholders' motivations are primarily driven by the desire to find reliable partners who share the territory's educational, social and community-oriented values, the willingness to support initiatives with local impact, and the opportunity to be associated with a sport organization perceived as a credible and socially responsible. The formative, preventative and inclusive aspects of sport are frequently of interest to schools and local institutions; sponsors and other players in the local economic ecosystem may be motivated by territorial prominence, reputational advantages and value alignment. Trust, a sense of social responsibility, territorial pride, and an appreciation of the educational value of sport as a vehicle for community development, are the emotional drivers of this stakeholder persona. Simultaneously, the primary challenges could be evaluating the tangible effects of partnerships, the possibility of being linked to projects that are seen as disconnected or poorly structured, and inadequate or fragmented communication that minimises the organization's role and contribution to the region. When social and educational activities are not visible or when professed values and actual actions are not well aligned, further significant issues may arise. The identification of clusters of stakeholder personas, in line with the IMC and Brand Choreography methodology, goes beyond descriptive profiling and seeks to identify fundamental motives, emotional drivers and pain points, all of which are crucial for creating relevant and important communication strategies. In order to fully understand how relationships with the organization change over time and how communication can effectively support each phase of the experience, these insights become the foundation for the next step of the Brand Choreography process, which is the mapping of the customer journey of the cluster of stakeholder personas.

4.4 Mapping the stakeholder journey and communication objectives

Mapping the stakeholder journey is a crucial step in translating the Brand Value Proposition into effective communication strategies, according to the Brand Choreography framework.

The stakeholder journey in amateur and community-based sport organizations cannot be understood using a conventional customer decision funnel since relationships are developed by long-term engagement, trust-building, and progressive involvement rather than transactional exchanges as is typically in the case with brands. Because of this, Nissolino Intesatletica Latina's stakeholder journey is seen as a relational and experience pathway that reflects the unique dynamics of amateur sport environments, where community, emotional and educational aspects are crucial. In line with an Integrated Marketing Communication perspective, the journey enables the identification of crucial moments when communication could benefit stakeholders by offering opportunities for involvement, meaning, reassurance and orientation rather than by demanding immediate action.

The stakeholder journey is divided into five interconnected phases that apply mainly to athletes and families and, to varying degree, to contextual stakeholder personas. The stages have been modified to reflect the relational and non-transactional nature of amateur sport organizations, while maintaining the general structure of the customer journey frequently used in IMC frameworks. Specifically, entry and initial participation take the place of the purchase phase and retention is directly connected to a sense of belonging, which is an essential component in sustained participation in community-based sport contexts.

1. Awareness

The first step in the stakeholder journey is becoming aware of the organization's existence. Instead of formal communication initiatives, local visibility and social proximity play an important role in shaping this phase in amateur sport situations. In addition to digital touchpoints like social media accounts or the website, awareness typically originates through word-of-mouth, school networks, community events, local competitions, and spontaneous social contacts. At this point, indications about the organization's reputation, values and territorial embeddedness help stakeholders gain an initial, often implicit perception of it. In order to establish the organization as a reliable, accessible, and community-focused sport reality, communication performs a symbolic and legitimising role. Recognisability and value alignment are the objectives, not persuasion.

2. Consideration and Trust Building

After initial awareness, stakeholders move into an evaluation phase where they actively look for cues and information to evaluate the organization. This entails assessing training quality, educational focus, safety, organizational reliability and consistency between declared principles and observed practices for athletes and their families. This stage is defined by the evaluation of credibility, stability and potential social impact for contextual stakeholders, such as schools or institutions. The foundation

of this stage is the development of trust. As a result, communication reduces ambiguity and promotes well-informed decision-making by providing reassurance and clarification. Since misalignments at this point may prevent continued involvement, transparency, consistency and coherence between online communication and offline experience are very important.

3.Entry and Initial Participation

The initial enrolment, trial training sessions, or first involvement in events and activities all fall within the third phase. As expectations formed during the evaluation phase are met with firsthand experience, this phase marks a crucial turning point. At this point, emotional reactions are highly important, especially for young athletes and their families. Relationship continuity may be significantly impacted by sentiments of acceptance, recognition and inclusion or, on the other hand, discomfort. Through the facilitation of onboarding procedures, orientation and the reinforcement of coherence between communicated identity and lived experience, communication helps this phase.

4. Retention and Sense of Belonging

The relationship develops into continuous involvement and stability as participation becomes consistent. Shared habits, emotional attachment to the organization, and frequent interactions are the distinctive characteristics of this phase. Stakeholders create a sense of belonging that extends beyond simple involvement in sporting events as they start to identify with the team, its values, and its community. During this stage, communication helps to strengthen identity, continuity, and recognition, giving stakeholders a sense of worth and inclusion in a collective project. In order to maintain long-term engagement and avoid dropout, which is a crucial problem for amateur sport organizations, narratives that emphasize processes, daily dedication, and relational aspects are particularly effective.

5. Advocacy and Community Engagement

Advocacy is the last stage of stakeholder journey. When stakeholders embrace the organization's principles and actively serve as unofficial ambassadors in their social and community networks, advocacy takes shape. Word-of-mouth, public identification with the organization, material sharing, or active participation in community projects are some ways that this can happen. Advocacy in amateur sports environments is motivated by authentic experiences, trust, and emotional attachment that have grown over time rather than by incentives or explicit calls to action. While communication does not directly produce advocacy, it does help it by providing stakeholders with identifiable narratives, recognized symbols, and meaningful stories that they may appropriate and spread.

Consistently with the different stages of the stakeholder journey described above, mapping the journey allows to understand how communication objectives change during different phases of the relationship in addition to identifying the stages of interaction between stakeholders and the organization. Communication does not perform the same function at every stage of the journey, according to an integrated marketing communication perspective. On the contrary, its role changes as stakeholders move from initial awareness to stable involvement and advocacy. Batra and Keller (2016) provide a comprehensive explanation of this principle by demonstrating how each stage of the customer journey is linked to particular communication needs and goals, including awareness, knowledge, imagery, trust, emotion, connection, loyalty, and engagement. When seen in relational rather than transactional terms, this framework, which was first created for consumer decision journey contexts, becomes extremely applicable to amateur sports organizations. According to this approach, communication objectives related to visibility and information are the primary elements of the early phases of the stakeholder journey, whereas trust, imagery and emotional connection are progressively emphasized in the intermediate stages. Later on, communication is more important for maintaining continuity, advocacy, and identification supporting long-term relationships rather than short-term actions. This suggests that communication in the case of Nissolino Intesatletica Latina should be strategically matched with the stakeholder's relational state rather than being consistent throughout all phases. For instance, communication should concentrate on making the organization identifiable in the local context, clarifying its values, educational orientation and organizational trustworthiness during the initial awareness and evaluation phases. Communication objectives change to emphasize coherence between communicated identity and lived experience, building trust and emotional attachment, as stakeholders enter and interact with the organization. Finally, during phases of continued involvement and advocacy, communication promotes recognition, belonging, and the voluntary representation of the organization in the community. Table 3, which adapts the paradigm presented by Batra and Keller (2016) to the context of amateur sport organizations, visually synthesises that logic by showing the relationship between the stages of the stakeholder journey and the related communication objectives. The image illustrate how, as a relationship develops, objectives like trust, emotion, loyalty, and connection become more important, while awareness and information continue to be fundamental but become less significant in later phases.

Table 3 Communication objectives across the stakeholder journey's stages

Stakeholder Journey stage	Awareness	Information	Imagery/Identity	Trust	Emotion	Connection	Loyalty	Advocacy
Awareness	+++	++	++	+	+	+	-	-
Consideration and Trust Building	++	+++	++	+++	++	+	+	-
Entry and Initial Participation	+	++	++	+++	+++	++	+	-
Retention and Sense of Belonging	+	+	++	++	+++	+++	+++	+
Advocacy and Community Engagement	+	+	++	++	++	+++	+++	+++

Source: Table adapted from Batra, R., & Keller, K. L. (2016). Integrating marketing communications: New findings, new lessons, and new ideas. Journal of Marketing, 80(6), 122–145. DOI: 10.1509/jm.15.0419

Legend:

+++ primary objective;

++ medium relevance;

+ secondary relevance;

- objective not relevant at this stage.

4.5 Touchpoints across the stakeholder journey in an amateur sport organization

After mapping the stakeholder journey and identifying the communication objectives related to each phase, the next step in the Brand Choreography framework is the identification of brand touchpoints.

From the standpoint of integrated marketing communication, touchpoints are viewed as points of interaction where stakeholders interact with the company and its values over time rather than distinct channels. Brand touchpoints, in the context of an amateur sports organization like Nissolino Intesatletica Latina, encompass both physical and digital interactions, many of which are intricately interconnected into daily routines and community life. Given the relational nature of sports involvement, these touchpoints are essential for shaping perceptions, increasing trust and maintaining long-term relationships. Touchpoints are analysed in relation to the various stages of the relationship, rather than by channel type, in accordance with the stakeholder journey defined in the previous part. This method makes it easier to see how the same touchpoint might fulfil various purposes based on the stage of stakeholder journey and the degree of involvement of the stakeholders.

During the awareness phase, touchpoints primarily provide a visibility and recognizability function, helping to make the organization recognized in the local context. Informal and proximity-based touchpoints, like word-of-mouth, school networks, local events and competitions, are frequently used in amateur sport settings to raise awareness. Social media accounts and the official website are examples of digital touchpoints which also play a supportive role by offering quick and easy access. At this phase, the goal of touchpoints is to create a first cohesive and trustworthy picture of the company rather than to persuade. During the consideration phase, touchpoints play a more informative and reassuring role. Stakeholders actively look for indicators that enable them to assess the organization's reliability, fundamental values, and quality of the athletic and learning environment. The main touchpoints include the website, social media posts, phone calls or messages with the club's administrative or managerial contact, direct contact with coaches and staff, as well as on site visits to training setting, which allow stakeholders, especially athletes and families, to directly observe the organizational environment and everyday practices. Conversations with other families or observations made during training sessions are examples of offline touchpoints that have a significant impact on fostering trust and emphasize the significance of coherence between transmitted messages and lived experience. In the entry and initial participation phase, touchpoints become experiential and relational. First training sessions, trial activities, onboarding moments and interactions with coaches and teammates define crucial points of contact, since they affect early perceptions and emotional responses. At this point, communication touchpoints help stakeholders navigate their initial experiences and reinforce alignment between expectations and actual practices by supporting orientation, inclusivity and clarity. As stakeholders become more involved, touchpoints help to maintain continuity, identification, and sense of belonging. In the context of sports, regular training sessions, races, internal events and informal interactions become crucial. This stage is supported by digital touchpoints like social media and messaging apps, which promote community narratives,

make everyday activities visible and emphasize teamwork. At this point, touchpoints operate more as relationships facilitators than as information sources, fostering long-term commitment and emotional attachment. In the final stage of the stakeholder journey, touchpoints facilitate advocacy and community representation. Informal and voluntary actions including word-of-mouth, content sharing, public identification with the organization, and involvement in community initiatives are the main ways that advocacy is expressed. Both digital and offline touchpoints promote these activities by presenting recognizable symbols, shared narratives and moments of group satisfaction. Importantly, advocacy is not developed by introducing new touchpoints, but by utilizing existing one in a cohesive and meaningful way. Overall, this analysis demonstrates that the efficacy of brand touchpoints in amateur sport organizations depends not on their number, but on their strategic alignment with the stakeholder journey and the Brand Value Proposition. The need for an integrated and coordinated strategy is reinforced by the fact that the same touchpoint can perform several purposes at different stages of the journey. Table 4 synthesizes the different touchpoints associated with the five phases of the stakeholder journey.

Table 4 Organization touchpoints across the stakeholder journey

Stakeholder journey phase	Main Touchpoints
Awareness	• Word-of-mouth • Local sport events and competitions • Schools and community networks • Social media (organic) • Website
Consideration and Trust Building	• Website • Social media content • Phone calls or messages with the club's contact person • Direct interactions with coaches and staff • On-site observation of training sessions • Conversations with families
Entry and Initial Participation	• Trial training sessions • First interactions with team and coaches • On-site communication • Phone calls and direct messaging
Retention and Sense of Belonging	• Regular training sessions • Competitions and internal events • Community moments • Social media storytelling • Messaging groups
Advocacy and Community Engagement	• Word-of-mouth • Social sharing • Participation in community initiatives • Public identification with the organization

Source: Author's elaboration based on case study analysis.

4.6 Editorial planning, message strategy and Paid, Owned and Earned media integration

The creation of an editorial plan and message strategy is the step through which the Brand Value Proposition is translated into consistent, continuous, and meaningful communication after identifying the important touchpoints along the stakeholder journey. Editorial planning, according to the Integrated Marketing Communication principles, is conceived as a strategic content system in which media, formats and messages collaborate to strengthen relational engagement, identity and long-term value creation. According to the principles of Integrated Marketing Communication (IMC), messages, formats and media cannot be designed separately. Instead, they need to work together to guarantee that identity, narrative structure and experiential touchpoints are all coherent. Thus, defining the right message constitutes a conceptual link between media planning and brand promise. The practical importance of this step is further supported by empirical data presented in Chapter 3. According to the survey's findings, participants who actively participated in club communications expressed as significantly higher levels of perceived interest and participation. This implies that communication is a relational process that can improve identification and sense of belonging rather than just being an informative instrument. At the same time, communication audit and qualitative interviews demonstrated how heavily competitions, results, and events are emphasized in the current communication practices. Other aspects of value, such as daily commitment, educational steps, interpersonal interactions and community involvement are less consistently expressed despite the fact that these components are crucial for symbolic recognition and local visibility. The survey results reflect this gap, demonstrating a need for more visible everyday activities, richer storytelling formats and a larger emphasis on territorial involvement. Furthermore, the discrepancy between the high levels of emotional attachment to the club and the relatively limited participation in content creation suggests that more structured participatory communication practices could further strengthen engagement. Because of this, the suggested editorial and message strategy aims to incorporate celebration communication into a broader narrative, relational, and process-oriented approach that can effectively communicate the entire range of the organization's value creation, rather than to minimise or replace it. Within the framework of Brand Choreography, the *right message* refers to the consistent narrative expression of the Brand Value Proposition across the stakeholder journey rather than a single slogan or piece of content. It stands for the methodical expression of the company's basic values in a consistent, recognised manner that meets stakeholder expectations. As a result, the *right message* is implemented through recurring editorial pillars that ensure continuity,

recognisability and coherence throughout time. In order to convert the Brand Value Proposition into organized strategies for communication, the following pillars serve as narrative anchors.

Process-focused storytelling (“A day of training with me”)

A first strategic message format is represented by the process-oriented video storytelling such as the regular series “A day of training with me” of the athletes. From the viewpoint of an athlete or coach, this format graphically depicts a normal training day, emphasising daily routines, interactions, emotions and preparation. Instead, from the viewpoint of parents or collaborators or fans this content has very high value because it represents what does it means do athletics and sport in general; it highlights the “invisible value” of daily dedication, the educational advice, and the relational closeness, all of which emerged during the interviews, as key components of the organization’s identity, by emphasising the process rather than the result.

Coach-centred narratives

A second important message category is coach-centred narratives, in which technical professionals describe their training philosophy, educational strategy and role within the organization. These message help to clarify the pedagogical aspects of sport activity and strengthen trust, especially among families. From the standpoint of Integrated Marketing Communication, coaches act as experience ambassadors of the Brand Value Proposition, and their voices improve communication’s legitimacy and authenticity.

Stories of athlete development

Athlete success stories also represent another fundamental message pillar. These stories provide a strong emphasis on long-term growth, learning, tenancy and personal development. These statements build identification and a sense of belonging, promote inclusivity and enable a wider range of athletes to be represented, all of which are in line with the foundational goals of amateur sport organizations.

Behind the scenes storytelling

Another strategic message format is behind the scenes storytelling, which highlights volunteer work, event planning, organizational steps and community involvement. These messages help to improve transparency and legitimacy, particularly among contextual stakeholders like institutions, schools and sponsors, thereby confirming the organization’s status as a socially integrated player in the local community.

Celebratory content

Celebratory content about competitions and achievements still plays a part in this integrated message strategy, but it is presented as a symbolic moment in a broader narrative rather than as an independent communication goal. As a result, sporting outcomes become significant turning points in a common journey, strengthening the link between identity, process and performance.

Community and partnership storytelling

This pillar includes the description of programs like University Run Days, collaboration with universities, sport and health education, and territorial partnerships. Even though these experiences started offline, they end up becoming communication tools that support the club's branding as a local actor with a strong social presence.

Educational and value-based content

Clarifying the club's identity and strengthening institutional trust are two benefits of content that emphasises mission, values, and social responsibility, especially during the stakeholder journey's consideration phase. With this type of content the focus is on conveying that sport promotes education, inclusion and social values within the community.

In order to implement this strategy framework, the editorial plan is organized according to the sports year's dynamics on a seasonal basis (September-June) and it is divided into three phases:

- Awareness and enrolment phase (September)
- Ongoing involvement phase (October-May)
- Celebration and closing phase (June-July)

Every editorial pillar is linked to distinct stages of the journey and content cadence, guaranteeing consistency all year long. The implementation of a communication coordinator is necessary for the sustainability of this structure. This person will be responsible for managing the website, social media, coordinating content development, creating monthly editorials and collaborating with partners and local media. According to the fifth stage of the Brand Choreography architecture, these editorial formats make up the right message that are then coordinated using the Integrated Marketing Communication logic across Paid, Owned and Earned (POE) media. This integration focuses primarily on the strategic use of owned media and the activation of earned media in the context of a local amateur sports organization like Nissolino Intesatletica Latina, while paid media plays a limited and focused role that is in line with available resources and communication goals. In addition to digital channels like the official website, social media profiles and direct communications via

messaging platforms, owned media also includes physical touchpoints like sports centres, events, informational materials and face-to-face interactions with coaches and staff. Owned media constitutes the foundation of the organization's communication ecosystem. Throughout the evaluation, entry and continuing involvement stages of the stakeholder journey, these media operate as privileged spaces for relationships building and identity narrative, guaranteeing continuity, coherence of tone of voice and alignment with the Brand Value Proposition. Even if isn't a key component of the plan, paid media could have a tactical and complementary role, especially early stages of the journey. Their primary role is to enhancing local visibility and support specific moments in the organization's life, such open training sessions, enrolment periods, sporting events, or community activities. Selective use of locally based paid media, such as sponsorship-supported initiatives or local radio communication during enrolment season, may be one of these activities in the context of a local amateur sports organization. In this way, paid media acts as amplifiers of existing narratives created by owned media, guiding stakeholders toward channels for the development of more meaningful and long lasting connections. Lastly, earned media strategically contributes to the development of social legitimacy, trust, and credibility. Spontaneous testimonials from athletes and families, word-of-mouth, user generated content, references in local networks, and local media coverage all contribute to improve the organization's brand and transform highly involved stakeholders into advocates. According to this viewpoint, earned media are the product of a credible, relational, and value-oriented communication strategy. Through this integrated interplay, each editorial pillar is articulated differently across media types: owned media provides narrative continuity, paid media amplify visibility at crucial moments and earned media validates the authenticity of the communicated value. A synthetic overview of the suggested editorial plan is given in Table 5, which summarises the primary editorial format, their strategic goals, the stages of the stakeholder journey addressed, the frequency, the expected output and the complementary roles of owned, earned and paid media within an IMC logic.

Table 5 Strategic editorial plan and integration of paid, owned, and earned media

Editorial format	Strategic objective	Stakeholder journey stage	Frequency	Output	Owned media	Earned media	Paid media
Process-focused storytelling ("A day of training with me")	Make everyday educational and relational value visible; strengthen identification	Entry- Retention	September: weekly; October-May: twice per month	1 short video (reel) + 3-4 supporting stories; archived on website	Official social media profile (stories, reels); website	Word of mouth; spontaneous sharing by athletes and families	Local promotion during key moments (like open days); local radio promotion
Coach-centred narratives	Build trust and clarify educational approach	Consideration and Trust Building - Retention	Once per month	Interview (text + short teaser video)	Social media; website ("Who we are" section)	Good reputation; informal recommendations	Generally not used; occasional sponsor-supported visibility
Stories of athlete development	Reinforce inclusion and sense of belonging	Retention	1-2 contents per month	Carousel post or short testimonial video	Direct communication channels; social media	Emotional connection and identification; sharing content by athletes	Tactical support during enrolment periods
Behind the scenes storytelling	Increase transparency and institutional legitimacy	Awareness- Consideration	One per month	Photo or short video of routines or events	Social media; website ("About us" and "Our approach" section)	Social recognition; mentions by local actors	Sponsorship-related visibility at events or community initiatives
Celebratory content	Reinforce symbolic recognition and collective pride	All stages	Event-driven	Results post + narrative follow up	Social media; website (news section)	Local media coverage; spontaneous sharing	Selective promotion of relevant achievements; sponsor visibility
Community and partnership storytelling	Strengthen territorial positioning and local value creation	Awareness- Advocacy	Once per month one per initiative	Project case/story (University Run Day, talks, partnerships)	Social media; website (projects, partnership)	Local media coverage; partner recognition	Local radio for major initiatives; co-funded sponsorship
Educational and value-based content	Clarify mission and strengthen institutional trust	Consideration	Once per month	Value-based post (text+ visual)	Social media; website (mission, vision and values)	Trust, informal endorsement; institutional support	Generally not required; occasional sponsorship support for educational initiatives

Source: Author's elaboration based on case study analysis.

The execution of the editorial plan implies a systematic monitoring designed to evaluate the communication outputs as well as the degree of congruence between stakeholder experience, media planning and appropriate messaging. Instead of being a strictly quantitative performance control system, monitoring is thought of as a continuous learning process in accordance with the ideas of Brand Choreography and IMC.

Monitoring Owned Media

Starting from the owned media, as the structural backbone of the communication ecosystem, owned media are monitored using variety of quantitative and qualitative metrics such as:

- Engagement metrics (likes, comments, shares, and saves);
- Rates of interaction and video views;
- The amount of time spent on institutional pages and website traffic;
- The uniformity and continuity of recurring editorial forms;

- Qualitative input obtained via direct messages or in-person interactions.

Monitoring Earned Media

Because local amateur sports organizations are relational, earned media is a key determinant of perceived legitimacy and authenticity. Monitoring earned media consists of:

- Athletes and families sharing content on their own initiative;
- Informal word-of recommendations;
- Mentions made by local media sources;
- Partner endorsements and institutional recognition;
- User-generated material associated with activities and events;

According to this viewpoint, earned media is seen as indicators of identity and trust rather than just visibility results.

Monitoring Paid Media

Paid media is generally evaluated in terms of its tactical amplification function. Among the indicators are:

- A rise in demand for information during enrolling periods;
- Rates of involvement in campaigns that are promoted;
- Immediate increases in website traffic;
- Qualitative feedback about discovery channels.

The goal is to confirm whether paid media successfully increases exposure throughout significant stages of the stakeholder journey.

In summary, the editorial plan functions as a cohesive narrative and media system that is in line with the stakeholder journey and the Brand Value Proposition. In perfect alignment with the principles of IMC and Brand Choreography, the right message comes from the coordinated interaction between content structure and media function, maintaining consistency between value promise, communicated narrative and lived experience.

Conclusions

This thesis has systematically analysed how a local sports organization might utilize the Integrated Marketing Communication (IMC) approach in order to increase the visibility, coherence and strategic structure of the value it creates within its territorial environment. The Nissolino Intesatletica Latina case study, showed an organization with a strong sense of community and education, firmly rooted in its local community, but supported by a communication system that is still mostly operational and only partially integrated from a strategic perspective. The findings from both qualitative and quantitative assessments offer a generally good picture of identity perception and social value creation. Athletes, families, coaches, and other partners express a strong sense of identification with the organization's values, believe that communications are clear and consistent, and recognise the club's contribution to encouraging social inclusion and sports participation. However, despite this positive assessment, a discrepancy exists between the high declared sense of belonging and the very limited active participation in communication activities. Communication operates well as a tool for coordination and information sharing, but it is less developed as a narrative and participative driver that can encourage structured forms of advocacy and active engagement. The fundamental contribution of this research is to propose a strategic reorganization of the case study's communication based on Integrated Marketing Communication principles and the Brand Choreography framework. Reinterpreting communication as a relational system that can gradually lead stakeholders from awareness to advocacy has been made possible by the definition of a clear Brand Value Proposition, the mapping of the stakeholder journey, and the identification of cohesively integrated touchpoints. According to this viewpoint, the editorial strategy and incorporation of owned, earned and paid media represent an attempt to translate identity into conveyed experience in order to ensure congruence between organizational practice, public narrative and value promise.

One significant change is the shifting of communication focus from sporting results to the everyday relational and educational processes that contribute to local sports organization's uniqueness. The celebration of performance is not replaced by the valorisation of the process, such as training sessions, development pathways, relationships and ongoing commitment, but rather is incorporated into a larger identity-based narrative. In this sense, communication becomes a vehicle for territorial positioning and social legitimation, bringing to light a type of value that is frequently diffuse but not fully explained. This factor becomes particularly important when considering that communication usually plays a supporting role in amateur sports organizations that are structurally focused on technical and athletic activity. In these situations, communication frequently stays at the margins of the sporting core, relegated to essential informational tasks, fragmented and operationally managed,

with content that is rarely integrated into long-term strategic planning and is not always updated. The suggested strategy shows how communication can be organized in a sustainable and integrated manner within this organizational structure, without detracting from sporting priorities. Instead, it increases their visibility, territorial legitimacy, and ability to create stakeholder identification.

Several limitations should be noted from a methodological standpoint. The communication audit was based on a little amount of data and a short period of time taken in consideration, especially regarding to digital metrics that were accessible through Google Analytics and Instagram Insights. The lack of organized tracking systems and long-term historical data limits the possibility to measure the impact of communication activities more precisely and to perform comparative evaluations over time. Furthermore, while the number of survey responses gathered is sufficient for a local organizational setting, some stakeholder categories are under-represented compared to others, which could have influenced the distribution of perceptions observed. The fact that measurements are primarily self-reported implies also the possibility of perceptual or social desirability bias, as evaluations are based on subjective perceptions rather than objectively observed behaviours. Additionally, the analysis mainly concentrates on the communicative aspect without systematically incorporating objective organizational performance data or economic-financial indicators, which could have offered a more comprehensive evaluation of the strategic influence of communication. Last limitation is that, despite being supported by real data and a solid theoretical foundation, the suggested integrated communication plan has not yet been tested in practice and evaluated. Therefore, only future operational implementation and methodical medium to long-term monitoring will be able to confirm its efficacy.

Despite these limitations, the theoretical and methodological framework used, as well as the structure of the proposed communication strategy, were designed from the beginning with a logic of adaptability and replicability. The combination of editorial planning, stakeholder journey mapping, and the Brand Value Proposition in line with IMC principles makes up an operational model that may be applied to other local sports organizations with comparable structural features. Transferability refers to context adaptation that maintains the systemic logic that links identity, story and touchpoint integration rather than mechanical replication. According to this viewpoint, the research's contribution goes beyond the confines of the single case study and could be used as a methodological guide for small and medium-sized Italian sports organizations seeking a shift to a more identity-driven, strategic, and cohesive communication approach, even in situations where communication isn't typically considered a key organizational function. Communication may evolve from being a

secondary function to a structural driver of territorial value creation, when it is strategically incorporated into the organizational system.

Practically speaking, this study provides a set of guidelines that Nissolino Intesatletica Latina club and, more generally, comparable organizations can follow. First of all using a defined and widely accepted Brand Value Proposition as the foundation for all messages. A clear overview of the club's presence in the community can act as a compass for all messages, making sure that press releases, events, sponsorship and posts converge in the same direction. Second improving the way offline and online touchpoints are integrated. In order to create content for social media, website, and internal communications, training sessions, school projects, local events, and institutional partnerships can all help to create a more consistent narrative over time and across channels. Third creating participative formats that are easy to use and long-lasting. The club can implement simple yet organized practices like athletes' social media "takeovers", periodic requests for photos and videos, or small editorial groups including athletes and parents in place of just depending on spontaneous and unregulated contributions. Clear guidelines on tone of voice, privacy, and quality contribute to coherence while increasing involvement. Fourth investing in role clarity and fundamental planning. Without requiring huge financial investments, establishing a few key communication roles (a coordinator, contact people for various channels, representatives for schools and institutions) and implementing a basic editorial calendar can greatly improve continuity and integration, even in a context that is primarily centred on volunteer work. Fifth using easily available indicators to track results. Simple measures, such website visits during campaigns, attendance in events, engagement rates on key content or regular stakeholder feedback, may facilitate with the gradual adaptation of the communication plan and stimulate a process of continuous learning.

In conclusion, this thesis demonstrates that, even in environments with limited resources, using an integrated and identity-centred logic can improve the visibility, legitimacy and relational sustainability of amateur sports organizations. Such organizations distinguish themselves not by competing for reputation with larger entities, but making their educational, relational and community functions visible, coherent and collectively shared. In this sense, communication is not a secondary component of sporting activity, but a structural element in the process of building and consolidating local value.

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Appendix

Semi-structured Interview – Internal perceptions. Case study: Nissolino Intesatletica Latina

Introduzione e consenso

Ciao! Ti ringrazio per aver accettato di partecipare a questa intervista. Io sono Delia Esposito, studentessa del secondo anno di laurea magistrale in Marketing alla LUISS Guido Carli. Sto svolgendo una ricerca per la mia tesi sul tema della comunicazione sportiva nelle piccole realtà locali e ho scelto come caso studio proprio la squadra Nissolino Intesatletica di Latina. L'obiettivo di questa intervista è capire meglio come chi fa parte della società percepisce l'identità della squadra, come valuta la comunicazione attuale e cosa si potrebbe migliorare.

L'intervista durerà circa 20-30 minuti. Tutte le risposte saranno usate solo a fini di ricerca e potrai rifiutare di rispondere a qualsiasi domanda o interrompere l'intervista in qualsiasi momento.

Sei d'accordo alla registrazione?

(Attendere conferma)

Informazioni di contesto

Per iniziare, potresti dirmi il tuo nome, l'età e da dove vieni?

1. Che ruolo hai nella società?
2. Da quanti anni collabori/lavori o gareggi con la società?
3. Quali sono le attività principali che segui (ad esempio allenamenti, gare, contatti con famiglie, organizzazione di eventi/competizioni ...)?

Identità e valori

Adesso parliamo dell'identità della società e dei valori che, secondo te, la rappresentano.

4. Se dovessi descrivere la società Nissolino Intesatletica in poche parole a qualcuno che non la conosce, cosa diresti?
5. Quali sono i valori che secondo te la squadra riesce a trasmettere meglio?
6. C'è qualche valore importante che secondo te non viene comunicato abbastanza o rischia di andare perso?

Comunicazione attuale: canali e contenuti

Ora passiamo a parlare dei canali di comunicazione che la società utilizza (social, sito web, volantini, eventi) e dei contenuti che diffonde.

7. Che idea ti sei fatto/a della comunicazione della società? La ritieni efficace? Secondo te risponde agli obiettivi della società?

8. Quali canali di comunicazione conosci e usi di più per rimanere aggiornato/a sulle attività della società?
9. (Solo per ruoli dirigenziali): Secondo te, quali canali funzionano meglio per comunicare con il pubblico esterno, le famiglie e il territorio? Quali usi o controlli più da vicino?
10. Quando vedi un post, un messaggio o un volantino della società, pensi che rispecchi bene lo spirito della società? Puoi farmi un esempio di qualcosa che ti ha colpito positivamente o negativamente?
11. (Solo per ruoli dirigenziali): Quando vedi un post, un messaggio o un volantino, pensi che rispecchi bene l'identità e i valori che volete trasmettere come direzione? Puoi farmi un esempio positivo o negativo?
12. Al contrario, c'è qualcosa nella comunicazione (toni, immagini, messaggi) che secondo te potrebbe essere migliorato?

Coinvolgimento e partecipazione

Adesso vorrei capire quanto ti senti coinvolto/a nella comunicazione della squadra e se hai mai partecipato in prima persona.

13. Ti senti rappresentato/a nei contenuti e nei messaggi che la società diffonde? In che modo?
14. Sei mai stato coinvolto nella comunicazione della società, ad esempio inviando foto, raccontando un'esperienza, suggerendo idee per i social o per il sito?
15. (Solo per ruoli dirigenziali): Hai un ruolo diretto nel decidere o supervisionare cosa viene comunicato? In che modo partecipi alla definizione dei contenuti?
16. Secondo te, atleti, allenatori e famiglie sono abbastanza coinvolti nella comunicazione e ideazione dei contenuti e nelle iniziative della società (ad esempio eventi, manifestazioni ...)? Come si potrebbe dare più spazio a chi vive la società tutti i giorni?

Aspettative e idee future

Per concludere, ti chiedo qualche spunto su come potrebbe migliorare la comunicazione in futuro.

17. Secondo te, manca qualche canale o strumento che potrebbe aiutare a far conoscere meglio la società?
18. Se potessi proporre un nuovo contenuto o iniziativa per raccontare la vita della squadra, cosa suggeriresti?
19. C'è una storia, un risultato o un aneddoto che secondo te dovrebbe essere raccontato di più?
20. Ha altre idee o proposte per rendere più forte l'immagine/ per migliorare l'engagement della società nel territorio?

Riguardo il tema della sostenibilità, sempre più importante anche nello sport:

21. Pensi che l'inserimento di temi legati alla sostenibilità possa essere un valore aggiunto per la comunicazione della squadra? Perché?
22. Secondo te, in che modo la squadra potrebbe comunicare meglio il proprio impegno verso il territorio e la sostenibilità sociale o ambientale?
23. Ti vengono in mente iniziative o attività che potrebbero rafforzare il legame tra sport e sostenibilità all'interno della società?

Chiusura

Grazie mille per il tempo che mi hai dedicato e per aver condiviso la tua esperienza. La tua testimonianza è molto preziosa per la mia ricerca.

Prima di concludere: c'è qualcosa che vuoi aggiungere?

Grazie ancora!

External perceptions of Nissolino Intesatletica Latina. Survey on Qualtrics.

▼

INTRO

□

Q1

...

Benvenuto/a!

Grazie per aver accettato di partecipare a questo studio! Il questionario che stai per compilare fa parte di una ricerca accademica condotta per la mia tesi magistrale e ha l'obiettivo di esplorare come viene percepita la comunicazione e l'identità della società Nissolino Intesatletica di Latina da persone che la conoscono o che hanno avuto modo di entrarvi in contatto.

La compilazione richiede solo pochi minuti. Le risposte saranno completamente anonime e utilizzate esclusivamente a fini di ricerca accademica.

Il tuo contributo è davvero importante!

▲

Importa da libreria

+ Aggiungi nuova domanda

Aggiungi blocco

▼

ANAG_

Q2

Prima di iniziare con il questionario vero e proprio, ti chiederò alcune semplici informazioni su di te. Queste domande mi aiuteranno a contestualizzare meglio i dati raccolti.

Q3

★

Che ruolo ricopri all'interno della società?

☐ Atleta

☐ Genitore/Familiare

☐ Allenatore

☐ Collaboratore

☐ Altro (specificare)

Q4

★

Da quanto tempo sei parte/ in contatto con la società?

☐ Meno di 1 anno

☐ 1-2 anni

☐ 3-5 anni

☐ Più di 5 anni

Q5

*

Età:

- ☐ < 18
☐ 18-24
☐ 25-40
☐ 41-60
☐ > 60

Q6

*

Sesso:

- ☐ Maschio
☐ Femmina
☐ Altro

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▼ VAL_

Q7

💡

Le seguenti affermazioni riguardano la percezione dei valori e dell'identità della società. Per ciascuna di esse, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
La società sportiva riflette chi sono	☐	☐	☐	☐	☐
Mi identifico con la società sportiva	☐	☐	☐	☐	☐
Sento un legame personale con questa società sportiva	☐	☐	☐	☐	☐
Questa società sportiva mi aiuta a comunicare agli altri chi sono	☐	☐	☐	☐	☐
Questa società sportiva mi fa sentire la persona che vorrei essere	☐	☐	☐	☐	☐
Sento che la società riflette il modo in cui mi vedo o vorrei essere percepito/a	☐	☐	☐	☐	☐
Questa società sportiva mi rispecchia perfettamente	☐	☐	☐	☐	☐

 Importa da libreria

 Aggiungi nuova domanda

[Aggiungi blocco](#)

▼ COMM_

Q8



Quali canali utilizzati per ricevere informazioni della società?

- ☐ Whatsapp
- ☐ Instagram
- ☐ Facebook
- ☐ Volantini
- ☐ Passaparola
- ☐ Eventi promozionali o sportivi

Q9



In questa sezione ti chiedo di valutare la chiarezza della comunicazione della società. Per ciascuna delle seguenti affermazioni, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
I messaggi sono formulati in modo chiaro e comprensibile	☐	☐	☐	☐	☐
Il linguaggio utilizzato è adeguato al mio profilo (studente/atleta/allenatore/genitore/membro dello staff...)	☐	☐	☐	☐	☐
Le informazioni che cerco sono identificabili all'interno dei messaggi	☐	☐	☐	☐	☐
Le comunicazioni ricevute riducono dubbi e incertezze	☐	☐	☐	☐	☐

Q10



In questa sezione ti chiedo di valutare la coerenza dei canali utilizzati dalla società. Per ciascuna delle seguenti affermazioni, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
I contenuti comunicati sono coerenti tra tutti i canali utilizzati dalla società (whatsapp, social, sitoweb, passaparola, volantini...)	☐	☐	☐	☐	☐
Non riscontro discrepanze o contraddizioni tra le informazioni diffuse tra i vari canali	☐	☐	☐	☐	☐
I tempi di pubblicazione delle informazioni sono gli stessi sui vari canali	☐	☐	☐	☐	☐

Q11



Per ciascuna delle seguenti affermazioni, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
Trovo facilmente le informazioni di cui necessito	☐	☐	☐	☐	☐
So dove cercare un'informazione specifica	☐	☐	☐	☐	☐
I canali di comunicazione sono accessibili in modo semplice	☐	☐	☐	☐	☐
La struttura dei contenuti (whatsapp, sitoweb, social...) facilita la ricerca delle informazioni	☐	☐	☐	☐	☐

Q12



Secondo te, quali strumenti di comunicazione funzionano meglio nella società?
(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...)

- ☐ Whatsapp
- ☐ Social media
- ☐ Sitoweb
- ☐ Eventi promozionali o sportivi
- ☐ Volantini

Q13



C'è qualche canale o strumento che, secondo te, potrebbe essere aggiunto per far conoscere meglio la società?
(Ad esempio: utilizzo di nuovi social network, collaborazioni, iniziative particolari...)

Importa da libreria

Aggiungi nuova domanda

COINV_

Q14



Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
Mi sento coinvolto/a nelle attività della società	☐	☐	☐	☐	☐

Q15



Ti è mai capitato di contribuire alla comunicazione della società, ad esempio inviando foto, raccontando un'esperienza, suggerendo idee per i social o per il sito?

- ☐ Sì
- ☐ No

Q16



Visualizza questa domanda

Se Ti è mai capitato di contribuire alla comunicazione della società, ad esempio inviando foto, racco... ☒ Sì è selezionato

Se sì, racconta in quale occasione è avvenuto.

▼ IMPAT_

Q17



Secondo te, quale impatto ha la società sportiva sul territorio e sulla comunità locale? Per ciascuno dei seguenti aspetti, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
Aspetto sportivo	☐	☐	☐	☐	☐
Aspetto sociale	☐	☐	☐	☐	☐
Aspetto educativo	☐	☐	☐	☐	☐
Aspetto relazionale	☐	☐	☐	☐	☐

Q18



Secondo te, in che modo le attività della società sportiva aiutano a creare valore per la comunità? Per ciascuno dei seguenti aspetti, indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo)

	Per niente d'accordo	Poco d'accordo	Nè d'accordo nè in disaccordo	Abbastanza d'accordo	Totalmente d'accordo
Inclusione	☐	☐	☐	☐	☐
Partecipazione	☐	☐	☐	☐	☐
Promozione dello sport	☐	☐	☐	☐	☐
Coinvolgimento del territorio	☐	☐	☐	☐	☐

▼ SUGG_

Q19



Prima di concludere, vorrei chiedermi un ultimo parere per migliorare la comunicazione della società sportiva. Se potessi proporre un nuovo contenuto o iniziativa per raccontare la vita della squadra, cosa suggeriresti?



Importa da libreria

+ Aggiungi nuova domanda

[Aggiungi blocco](#)

Fine sondaggio

Grazie per aver completato il sondaggio.

La risposta è stata registrata.

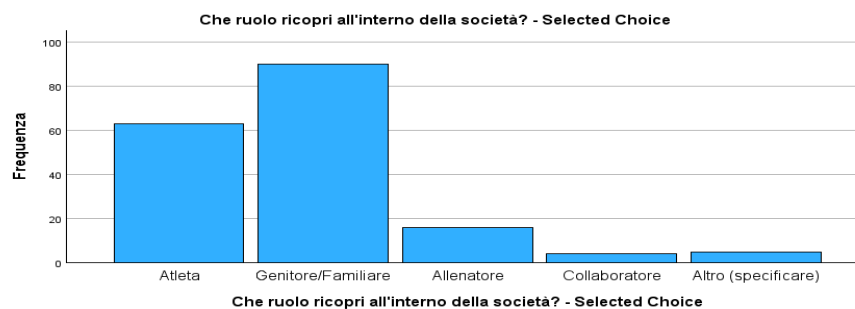
SPSS Output

Descriptive Statistics

Statistiche		
Question	N Valido	N Mancante
Che ruolo ricopri all'interno della società?	178	11
Da quanto tempo sei parte/in contatto con la società?		
Sesso		
Età		

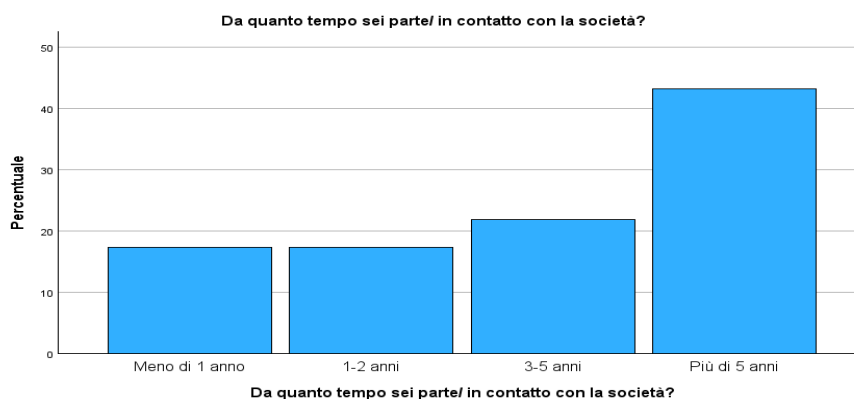
Che ruolo ricopri all'interno della società? - Selected Choice

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Atleta	63	33,3	35,4	35,4
	Genitore/Familiare	90	47,6	50,6	86,0
	Allenatore	16	8,5	9,0	94,9
	Collaboratore	4	2,1	2,2	97,2
	Altro (specificare)	5	2,6	2,8	100,0
	Totale	178	94,2	100,0	
Mancante	Sistema	11	5,8		
Totale		189	100,0		



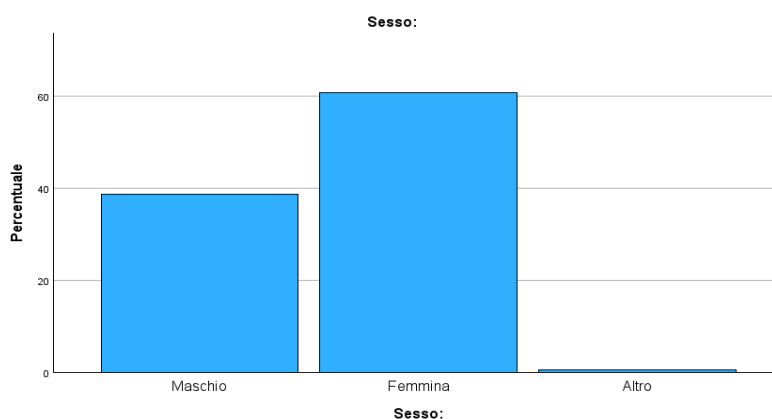
Da quanto tempo sei parte/ in contatto con la società?

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Meno di 1 anno	31	16,4	17,4	17,4
	1-2 anni	31	16,4	17,4	34,8
	3-5 anni	39	20,6	21,9	56,7
	Più di 5 anni	77	40,7	43,3	100,0
	Totale	178	94,2	100,0	
Mancante	Sistema	11	5,8		
Totale		189	100,0		



Sesso:

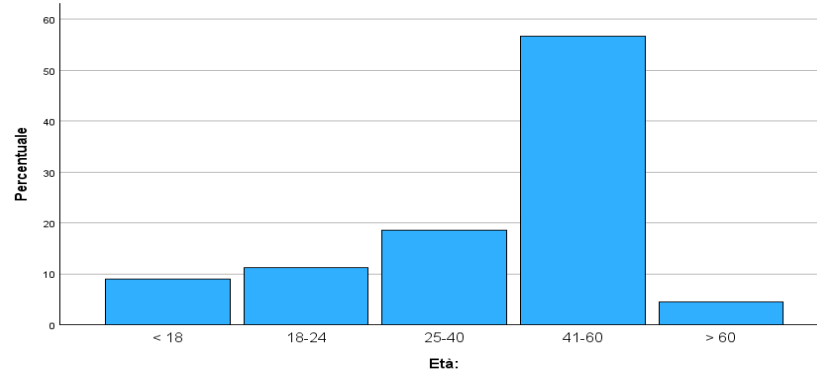
		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Maschio	69	36,5	38,8	38,8
	Femmina	108	57,1	60,7	99,4
	Altro	1	,5	,6	100,0
	Totale	178	94,2	100,0	
Mancante	Sistema	11	5,8		
Totale		189	100,0		



Età:

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	< 18	16	8,5	9,0	9,0
	18-24	20	10,6	11,2	20,2
	25-40	33	17,5	18,5	38,8
	41-60	101	53,4	56,7	95,5
	> 60	8	4,2	4,5	100,0
	Totale	178	94,2	100,0	
Mancante	Sistema	11	5,8		
Totale		189	100,0		

Età:



Riepilogo elaborazione casi

	Incluso		Casi Escluso		Totale	
	N	Percentuale	N	Percentuale	N	Percentuale
IDENT_VAL_MEDIA * Che ruolo ricopri all'interno della società? - Selected Choice	155	82,0%	34	18,0%	189	100,0%
CLARITY_MEAN * Che ruolo ricopri all'interno della società? - Selected Choice	152	80,4%	37	19,6%	189	100,0%
CHANNEL_COH_MEAN * Che ruolo ricopri all'interno della società? - Selected Choice	151	79,9%	38	20,1%	189	100,0%
INFO_ACCESS_MEAN * Che ruolo ricopri all'interno della società? - Selected Choice	149	78,8%	40	21,2%	189	100,0%
COMMUNITY_VALUE_MEAN * Che ruolo ricopri all'interno della società? - Selected Choice	140	74,1%	49	25,9%	189	100,0%

		Report				
Che ruolo ricopri all'interno della società? - Selected Choice		IDENT_VAL_M EDIA	CLARITY_MEAN	CHANNEL_CO H_MEAN	INFO_ACCESS _MEAN	COMMUNITY_ VALUE_MEAN
Atleta	Media	3,7948	4,3500	4,2848	4,3194	4,4750
	N	55	55	55	54	50
	Deviazione std.	,77847	,57049	,69216	,69604	,48773
Genitore/Familiare	Media	3,6827	4,6349	4,3600	4,4831	4,5531
	N	77	76	75	74	69
	Deviazione std.	,71302	,48208	,71819	,60155	,57469
Allenatore	Media	4,1429	4,5333	4,3333	4,3833	4,2889
	N	15	15	15	15	15
	Deviazione std.	,80812	,38807	,59094	,52497	,73116
Collaboratore	Media	3,8929	4,6250	4,5000	4,8750	4,7500
	N	4	4	4	4	4
	Deviazione std.	,37571	,47871	,43033	,14434	,35355
Altro (specificare)	Media	4,1071	4,5000	3,6667	3,7500	4,3750
	N	4	2	2	2	2
	Deviazione std.	,64286	,70711	,47140	,70711	,53033
Totale	Media	3,7834	4,5197	4,3245	4,4144	4,5000
	N	155	152	151	149	140
	Deviazione std.	,74451	,52070	,68740	,63190	,55897

One-Way Anova Test

		Descrittive						
IDENT_VAL_MEDIA		95% di intervallo di confidenza per la media						
	N	Medio	Deviazione std.	Errore std.	Limite inferiore	Limite superiore	Minimo	Massimo
Atleta	55	3,7948	,77847	,10497	3,5844	4,0053	1,71	5,00
Genitore/Familiare	77	3,6827	,71302	,08126	3,5209	3,8446	1,29	5,00
Allenatore	15	4,1429	,80812	,20866	3,6953	4,5904	2,71	5,00
Collaboratore	4	3,8929	,37571	,18785	3,2950	4,4907	3,57	4,29
Altro (specificare)	4	4,1071	,64286	,32143	3,0842	5,1301	3,57	4,86
Totale	155	3,7834	,74451	,05980	3,6653	3,9015	1,29	5,00

ANOVA					
IDENT_VAL_MEDIA					
	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	3,193	4	,798	1,457	,218
Entro i gruppi	82,169	150	,548		
Totale	85,361	154			

		Descrittive						
CLARITY_MEAN		95% di intervallo di confidenza per la media						
	N	Medio	Deviazione std.	Errore std.	Limite inferiore	Limite superiore	Minimo	Massimo
Atleta	55	4,3500	,57049	,07693	4,1958	4,5042	2,50	5,00
Genitore/Familiare	76	4,6349	,48208	,05530	4,5247	4,7450	3,50	5,00
Allenatore	15	4,5333	,38807	,10020	4,3184	4,7482	3,75	5,00
Collaboratore	4	4,6250	,47871	,23936	3,8633	5,3867	4,00	5,00
Altro (specificare)	2	4,5000	,70711	,50000	-1,8531	10,8531	4,00	5,00
Totale	152	4,5197	,52070	,04223	4,4363	4,6032	2,50	5,00

ANOVA

CLARITY_MEAN

	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	2,640	4	,660	2,533	,043
Entro i gruppi	38,301	147	,261		
Totale	40,941	151			

Confronti multipli

Variabile dipendente: CLARITY_MEAN

HSD di Tukey

(I) Che ruolo ricopri all'interno della società? - Selected Choice	(J) Che ruolo ricopri all'interno della società? - Selected Choice	Differenza della media (I-J)	Errore std.	Sig.	Intervallo di confidenza 95%	
					Limite inferiore	Limite superiore
Atleta	Genitore/Familiare	-,28487*	,09036	,017	-,5344	-,0353
	Allenatore	-,18333	,14869	,732	-,5940	,2273
	Collaboratore	-,27500	,26434	,836	-1,0051	,4551
	Altro (specificare)	-,15000	,36744	,994	-1,1648	,8648
Genitore/Familiare	Atleta	,28487*	,09036	,017	,0353	,5344
	Allenatore	,10154	,14422	,955	-,2968	,4999
	Collaboratore	,00987	,26185	1,000	-,7133	,7331
	Altro (specificare)	,13487	,36565	,996	-,8750	1,1448
Allenatore	Atleta	,18333	,14869	,732	-,2273	,5940
	Genitore/Familiare	-,10154	,14422	,955	-,4999	,2968
	Collaboratore	-,09167	,28724	,998	-,8850	,7017
	Altro (specificare)	,03333	,38425	1,000	-1,0279	1,0946
Collaboratore	Atleta	,27500	,26434	,836	-,4551	1,0051
	Genitore/Familiare	-,00987	,26185	1,000	-,7331	,7133
	Allenatore	,09167	,28724	,998	-,7017	,8850
	Altro (specificare)	,12500	,44206	,999	-1,0959	1,3459
Altro (specificare)	Atleta	,15000	,36744	,994	-,8648	1,1648
	Genitore/Familiare	-,13487	,36565	,996	-1,1448	,8750
	Allenatore	-,03333	,38425	1,000	-1,0946	1,0279
	Collaboratore	-,12500	,44206	,999	-1,3459	1,0959

*. La differenza della media è significativa al livello 0.05.

CLARITY_MEAN

HSD di Tukey^{a, b}

Che ruolo ricopri all'interno della società? - Selected Choice	N	Sottoinsieme per alfa = 0.05
		1
Atleta	55	4,3500
Altro (specificare)	2	4,5000
Allenatore	15	4,5333
Collaboratore	4	4,6250
Genitore/Familiare	76	4,6349
Sig.		,873

Vengono visualizzate le medie per i gruppi nei sottoinsiemi omogenei.

a. Utilizza dimensione del campione della media armonica = 5,896.

b. Le dimensioni dei gruppi non sono uguali. Viene utilizzata la media armonica delle dimensioni dei gruppi. I livelli di errore di tipo I non sono garantiti.

Descrittive

CHANNEL_COH_MEAN

	N	Medio	Deviazione std.	Errore std.	95% di intervallo di confidenza per la media		Minimo	Massimo
					Limite inferiore	Limite superiore		
Atleta	55	4,2848	,69216	,09333	4,0977	4,4720	2,00	5,00
Genitore/Familiare	75	4,3600	,71819	,08293	4,1948	4,5252	2,33	5,00
Allenatore	15	4,3333	,59094	,15258	4,0061	4,6606	3,00	5,00
Collaboratore	4	4,5000	,43033	,21517	3,8152	5,1848	4,00	5,00
Altro (specificare)	2	3,6667	,47140	,33333	-,5687	7,9021	3,33	4,00
Totale	151	4,3245	,68740	,05594	4,2140	4,4350	2,00	5,00

ANOVA

CHANNEL_COH_MEAN

	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	1,171	4	,293	,613	,654
Entro i gruppi	69,706	146	,477		
Totale	70,877	150			

Descrittive

INFO_ACCESS_MEAN

	N	Medio	Deviazione std.	Errore std.	95% di intervallo di confidenza per la media		Minimo	Massimo
					Limite inferiore	Limite superiore		
Atleta	54	4,3194	,69604	,09472	4,1295	4,5094	1,75	5,00
Genitore/Familiare	74	4,4831	,60155	,06993	4,3437	4,6225	2,00	5,00
Allenatore	15	4,3833	,52497	,13555	4,0926	4,6741	3,25	5,00
Collaboratore	4	4,8750	,14434	,07217	4,6453	5,1047	4,75	5,00
Altro (specificare)	2	3,7500	,70711	,50000	-2,6031	10,1031	3,25	4,25
Totale	149	4,4144	,63190	,05177	4,3121	4,5167	1,75	5,00

ANOVA

INFO_ACCESS_MEAN

	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	2,582	4	,646	1,645	,166
Entro i gruppi	56,514	144	,392		
Totale	59,096	148			

Descrittive

COMMUNITY_VALUE_MEAN

	N	Medio	Deviazione std.	Errore std.	95% di intervallo di confidenza per la media		Minimo	Massimo
					Limite inferiore	Limite superiore		
Atleta	50	4,4750	,48773	,06898	4,3364	4,6136	3,50	5,00
Genitore/Familiare	69	4,5531	,57469	,06918	4,4151	4,6912	2,50	5,00
Allenatore	15	4,2889	,73116	,18878	3,8840	4,6938	2,75	5,00
Collaboratore	4	4,7500	,35355	,17678	4,1874	5,3126	4,25	5,00
Altro (specificare)	2	4,3750	,53033	,37500	-,3898	9,1398	4,00	4,75
Totale	140	4,5000	,55897	,04724	4,4066	4,5934	2,50	5,00

ANOVA

COMMUNITY_VALUE_MEAN

	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	1,176	4	,294	,939	,443
Entro i gruppi	42,255	135	,313		
Totale	43,431	139			

Descrittive

Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scal

	N	Medio	Deviazione std.	Errore std.	95% di intervallo di confidenza per la media		Minimo	Massimo
					Limite inferiore	Limite superiore		
Atleta	52	4,33	,706	,098	4,13	4,52	2	5
Genitore/Familiare	72	3,99	,847	,100	3,79	4,19	1	5
Allenatore	15	4,33	,900	,232	3,84	4,83	2	5
Collaboratore	4	5,00	,000	,000	5,00	5,00	5	5
Altro (specificare)	2	4,50	,707	,500	-1,85	10,85	4	5
Totale	145	4,18	,814	,068	4,05	4,31	1	5

ANOVA

Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente

	Somma dei quadrati	df	Media quadratica	F	Sig.
Tra gruppi	7,076	4	1,769	2,806	,028
Entro i gruppi	88,262	140	,630		
Totale	95,338	144			

Reliability Test

Scala: IDENT_VAL_MEAN

Riepilogo elaborazione casi

		N	%
Casi	Valido	154	81,5
	Escluso ^a	35	18,5
	Totale	189	100,0

a. Eliminazione listwise basata su tutte le variabili nella procedura.

Statistiche di affidabilità

Alpha di Cronbach	N. di elementi
,907	7

Statistiche scala

Media	Varianza	Deviazione std.	N. di elementi
26,47	27,323	5,227	7

Secondo te, quali strumenti di comunicazione funzionano meglio nella società? (Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Whatsapp

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Whatsapp	129	68,3	100,0	100,0
Mancante	Sistema	60	31,7		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?

(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Chiamate telefoniche

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Chiamate telefoniche	21	11,1	100,0	100,0
Mancante	Sistema	168	88,9		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?

(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Social media

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Social media	55	29,1	100,0	100,0
Mancante	Sistema	134	70,9		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?

(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Sitoweb

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Sitoweb	27	14,3	100,0	100,0
Mancante	Sistema	162	85,7		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?
(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) -
Selected Choice Eventi promozionali o sportivi

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Eventi promozionali o sportivi	27	14,3	100,0	100,0
Mancante	Sistema	162	85,7		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?
(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Volantini

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Volantini	2	1,1	100,0	100,0
Mancante	Sistema	187	98,9		
Totale		189	100,0		

Secondo te, quali strumenti di comunicazione funzionano meglio nella società?
(Ad esempio: social media, sitoweb, eventi, volantini, passaparola, altro...) - Selected Choice Altro (specificare)

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Altro (specificare)	4	2,1	100,0	100,0
Mancante	Sistema	185	97,9		
Totale		189	100,0		

Scala: CLARITY_MEAN

Riepilogo elaborazione casi

		N	%
Casi	Valido	152	80,4
	Escluso ^a	37	19,6
	Totale	189	100,0

a. Eliminazione listwise basata su tutte le variabili nella procedura.

Statistiche di affidabilità

Alpha di Cronbach	N. di elementi
,756	4

Statistiche scala

Media	Varianza	Deviazione std.	N. di elementi
18,08	4,338	2,083	4

Scala: CHANNEL_COH_MEAN

Riepilogo elaborazione casi

		N	%
Casi	Valido	151	79,9
	Escluso ^a	38	20,1
	Totale	189	100,0

a. Eliminazione listwise basata su tutte le variabili nella procedura.

Statistiche di affidabilità

Alpha di Cronbach	N. di elementi
,775	3

Statistiche scala

Media	Varianza	Deviazione std.	N. di elementi
12,97	4,253	2,062	3

Scala: INFO_ACCESS_MEAN

Riepilogo elaborazione casi

	N	%
Casi		
Valido	149	78,8
Escluso ^a	40	21,2
Totale	189	100,0

a. Eliminazione listwise basata su tutte le variabili nella procedura.

Statistiche di affidabilità

Alpha di Cronbach	N. di elementi
,875	4

Statistiche scala

Media	Varianza	Deviazione std.	N. di elementi
17,66	6,389	2,528	4

Descriptive Statistics

Scala: ONE- ITEM PERCEIVED INVOLVEMENT

Statistiche descrittive

	N	Minimo	Massimo	Media	Deviazione std.
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	145	1	5	4,18	,814
Numero di casi validi (listwise)	145				

Ti è mai capitato di contribuire alla comunicazione della società, ad esempio inviando foto,

raccontando un'esperienza, suggerendo idee per i social o per il ...

		Frequenza	Percentuale	Percentuale valida	Percentuale cumulativa
Valido	Si	42	22,2	29,0	29,0
	No	103	54,5	71,0	100,0
	Totale	145	76,7	100,0	
Mancante	Sistema	44	23,3		
Totale		189	100,0		

Reliability Test

Scala: COMMUNITY_VALUE_MEAN

Riepilogo elaborazione casi

	N	%
Casi		
Valido	132	69,8
Escluso ^a	57	30,2
Totale	189	100,0

a. Eliminazione listwise basata su tutte le variabili nella procedura.

Statistiche di affidabilità

Alpha di Cronbach	N. di elementi
,826	4

Statistiche scala

Media	Varianza	Deviazione std.	N. di elementi
17,97	5,114	2,261	4

Correlations

Correlazioni							
		IDENT_VAL_M EDIA	CLARITY_MEA N	CHANNEL_CO H_MEAN	INFO_ACCESS _MEAN	COMMUNITY_ VALUE_MEAN	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società
IDENT_VAL_MEDIA	Correlazione di Pearson	1	,144	,332***	,268***	,265**	,469***
	Sign. (a due code)		,078	<,001	<,001	,002	<,001
	N	155	152	151	149	140	145
CLARITY_MEAN	Correlazione di Pearson	,144	1	,530***	,680***	,301***	,214**
	Sign. (a due code)	,078		<,001	<,001	<,001	,010
	N	152	152	151	149	140	145
CHANNEL_COH_MEAN	Correlazione di Pearson	,332***	,530***	1	,645***	,392***	,400***
	Sign. (a due code)	<,001	<,001		<,001	<,001	<,001
	N	151	151	151	149	140	145
INFO_ACCESS_MEAN	Correlazione di Pearson	,268***	,680***	,645***	1	,464***	,384***
	Sign. (a due code)	<,001	<,001	<,001		<,001	<,001
	N	149	149	149	149	140	145
COMMUNITY_VALUE_MEAN	Correlazione di Pearson	,265**	,301***	,392***	,464***	1	,295***
	Sign. (a due code)	,002	<,001	<,001	<,001		<,001
	N	140	140	140	140	140	140
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Correlazione di Pearson	,469***	,214**	,400***	,384***	,295***	1
	Sign. (a due code)	<,001	,010	<,001	<,001	<,001	
	N	145	145	145	145	140	145

***. Correlation at 0.001 (2-tailed)

** La correlazione è significativa a livello 0,01 (a due code).

Regressions

Statistica descrittiva			
	Media	Deviazione std.	N
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	4,19	,821	140
IDENT_VAL_MEDIA	3,7694	,75351	140
CLARITY_MEAN	4,5375	,51674	140
CHANNEL_COH_MEAN	4,3429	,67848	140
INFO_ACCESS_MEAN	4,4089	,64052	140
COMMUNITY_VALUE_MEAN	4,5000	,55897	140

Correlazioni							
	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società		IDENT_VAL_MEDIA	CLARITY_MEAN	CHANNEL_COH_MEAN	INFO_ACCESS_MEAN	COMMUNITY_VALUE_MEAN
Correlazione di Pearson	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	1,000	,469	,224	,418	,399	,295
	IDENT_VAL_MEDIA	,469	1,000	,135	,332	,264	,265
	CLARITY_MEAN	,224	,135	1,000	,514	,686	,301
	CHANNEL_COH_MEAN	,418	,332	,514	1,000	,643	,392
	INFO_ACCESS_MEAN	,399	,264	,686	,643	1,000	,464
	COMMUNITY_VALUE_MEAN	,295	,265	,301	,392	,464	1,000
Sign. (a una coda)	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	.	<,001	,004	<,001	<,001	<,001
	IDENT_VAL_MEDIA	,000	.	,056	,000	,001	,001
	CLARITY_MEAN	,004	,056	.	,000	,000	,000
	CHANNEL_COH_MEAN	,000	,000	,000	.	,000	,000
	INFO_ACCESS_MEAN	,000	,001	,000	,000	.	,000
	COMMUNITY_VALUE_MEAN	,000	,001	,000	,000	,000	.
N	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	140	140	140	140	140	140
	IDENT_VAL_MEDIA	140	140	140	140	140	140
	CLARITY_MEAN	140	140	140	140	140	140
	CHANNEL_COH_MEAN	140	140	140	140	140	140
	INFO_ACCESS_MEAN	140	140	140	140	140	140
	COMMUNITY_VALUE_MEAN	140	140	140	140	140	140

Correlazioni							
		IDENT_VAL_M EDIA	CLARITY_MEA N	CHANNEL_CO H_MEAN	INFO_ACCESS _MEAN	COMMUNITY_ VALUE_MEAN	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società
Correlazione di Pearson	IDENT_VAL_MEDIA	1,000	,135	,332	,264	,265	,469
	CLARITY_MEAN	,135	1,000	,514	,686	,301	,224
	CHANNEL_COH_MEAN	,332	,514	1,000	,643	,392	,418
	INFO_ACCESS_MEAN	,264	,686	,643	1,000	,464	,399
	COMMUNITY_VALUE_MEAN	,265	,301	,392	,464	1,000	,295
	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	,469	,224	,418	,399	,295	1,000
Sign. (a una coda)	IDENT_VAL_MEDIA		,056	<,001	<,001	<,001	<,001
	CLARITY_MEAN	,056		,000	,000	,000	,004
	CHANNEL_COH_MEAN	,000	,000		,000	,000	,000
	INFO_ACCESS_MEAN	,001	,000	,000		,000	,000
	COMMUNITY_VALUE_MEAN	,001	,000	,000	,000		,000
	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	,000	,004	,000	,000	,000	
N	IDENT_VAL_MEDIA	140	140	140	140	140	140
	CLARITY_MEAN	140	140	140	140	140	140
	CHANNEL_COH_MEAN	140	140	140	140	140	140
	INFO_ACCESS_MEAN	140	140	140	140	140	140
	COMMUNITY_VALUE_MEAN	140	140	140	140	140	140
	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	140	140	140	140	140	140

Riepilogo del modello^b

Modello	R	R-quadrato	R-quadrato adattato	Errore std. della stima
1	,504 ^a	,254	,226	,66282

a. Predittori: (costante), Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società, CLARITY_MEAN, COMMUNITY_VALUE_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN

b. Variabile dipendente: IDENT_VAL_MEDIA

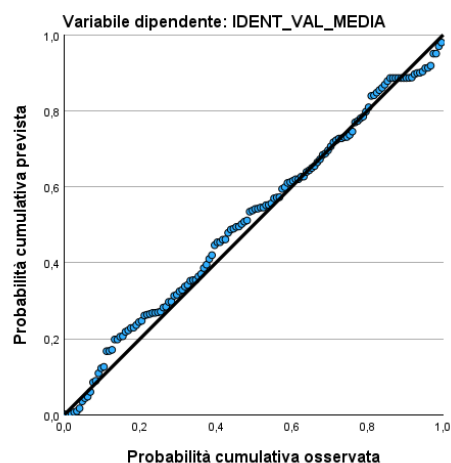
ANOVA^a

Modello		Somma dei quadrati	gl	Media quadratica	F	Sign.
1	Regressione	20,052	5	4,010	9,128	<,001 ^b
	Residuo	58,870	134	,439		
	Totale	78,922	139			

a. Variabile dipendente: IDENT_VAL_MEDIA

b. Predittori: (costante), Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società, CLARITY_MEAN, COMMUNITY_VALUE_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN

Grafico P-P normale di regressione Residuo standardizzato



Correlazioni							
	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	IDENT_VAL_MEDIA	CLARITY_MEAN	CHANNEL_COH_MEAN	INFO_ACCESS_MEAN	COMMUNITY_VALUE_MEAN	
Correlazione di Pearson	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	1,000	,469	,224	,418	,399	,295
	IDENT_VAL_MEDIA	,469	1,000	,135	,332	,264	,265
	CLARITY_MEAN	,224	,135	1,000	,514	,686	,301
	CHANNEL_COH_MEAN	,418	,332	,514	1,000	,643	,392
	INFO_ACCESS_MEAN	,399	,264	,686	,643	1,000	,464
	COMMUNITY_VALUE_MEAN	,295	,265	,301	,392	,464	1,000
Sign. (a una coda)	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	.	<,001	,004	<,001	<,001	<,001
	IDENT_VAL_MEDIA	,000	.	,056	,000	,001	,001
	CLARITY_MEAN	,004	,056	.	,000	,000	,000
	CHANNEL_COH_MEAN	,000	,000	,000	.	,000	,000
	INFO_ACCESS_MEAN	,000	,001	,000	,000	.	,000
	COMMUNITY_VALUE_MEAN	,000	,001	,000	,000	,000	.
N	Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	140	140	140	140	140	140
	IDENT_VAL_MEDIA	140	140	140	140	140	140
	CLARITY_MEAN	140	140	140	140	140	140
	CHANNEL_COH_MEAN	140	140	140	140	140	140
	INFO_ACCESS_MEAN	140	140	140	140	140	140
	COMMUNITY_VALUE_MEAN	140	140	140	140	140	140

Regressions

Riepilogo del modello^b

Modello	R	R-quadrato	R-quadrato adattato	Errore std. della stima
1	,570 ^a	,325	,300	,687

a. Predittori: (costante), COMMUNITY_VALUE_MEAN, IDENT_VAL_MEDIA, CLARITY_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN

b. Variabile dipendente: Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società

ANOVA^a

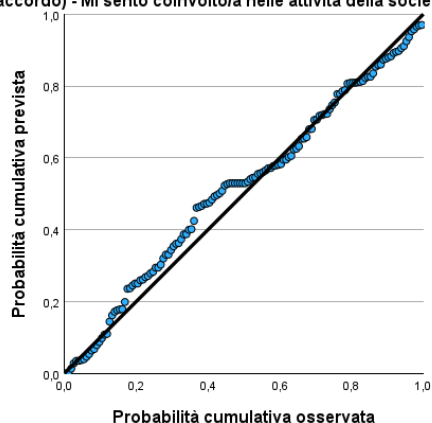
Modello	Somma dei quadrati	gl	Media quadratica	F	Sign.
1					
Regressione	30,498	5	6,100	12,913	<,001 ^b
Residuo	63,295	134	,472		
Totale	93,793	139			

a. Variabile dipendente: Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società

b. Predittori: (costante), COMMUNITY_VALUE_MEAN, IDENT_VAL_MEDIA, CLARITY_MEAN, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN

Grafico P-P normale di regressione Residuo standardizzato

Variabile dipendente: Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società



One-Way Anova Test

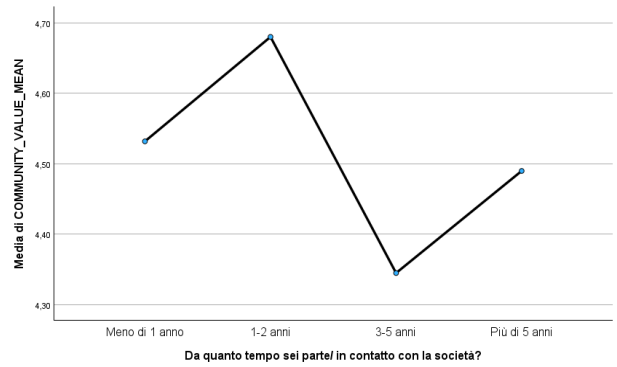
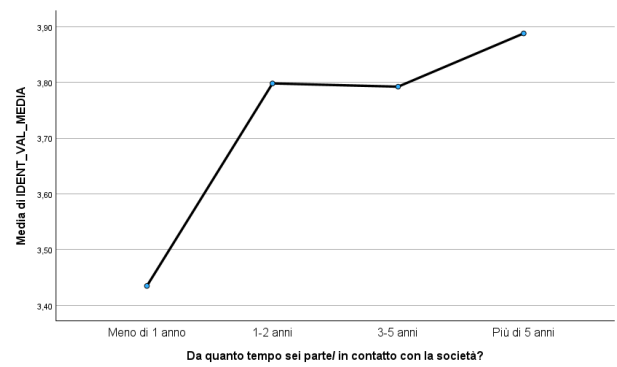
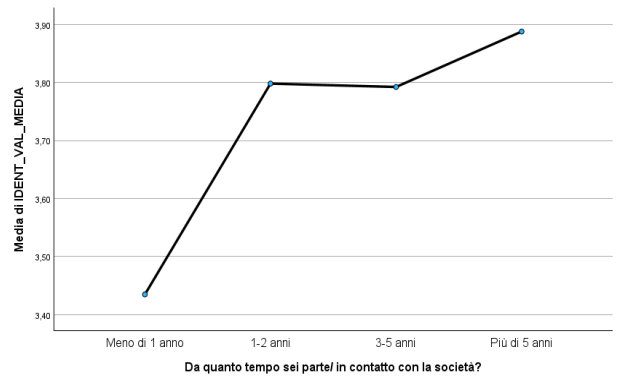
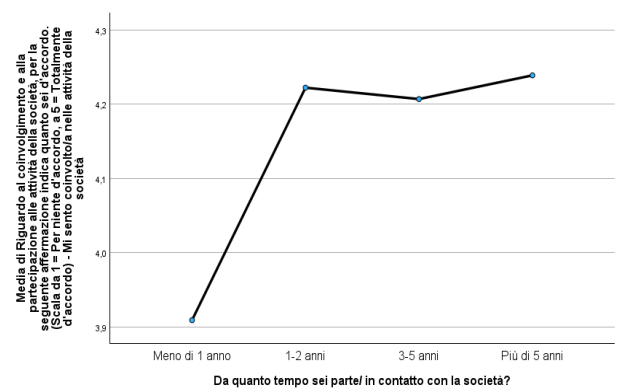
Descrittive

		N	Medio	Deviazione std.	Errore std.	95% di intervallo di confidenza per la media		Minimo	Massimo
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Meno di 1 anno	22	3,91	,750	,160	3,58	4,24	3	5
	1-2 anni	27	4,22	,751	,145	3,93	4,52	3	5
	3-5 anni	29	4,21	,675	,125	3,95	4,46	2	5
	Più di 5 anni	67	4,24	,906	,111	4,02	4,46	1	5
	Totale	145	4,18	,814	,068	4,05	4,31	1	5
IDENT_VAL_MEDIA	Meno di 1 anno	23	3,4348	,92630	,19315	3,0342	3,8353	1,29	5,00
	1-2 anni	29	3,7980	,67171	,12473	3,5425	4,0535	2,57	5,00
	3-5 anni	33	3,7922	,60302	,10497	3,5784	4,0060	2,57	5,00
	Più di 5 anni	70	3,8878	,74842	,08945	3,7093	4,0662	1,71	5,00
	Totale	155	3,7834	,74451	,05980	3,6653	3,9015	1,29	5,00
COMMUNITY_VALUE_MEAN	Meno di 1 anno	21	4,5317	,68489	,14946	4,2200	4,8435	2,50	5,00
	1-2 anni	25	4,6800	,45939	,09188	4,4904	4,8696	3,50	5,00
	3-5 anni	29	4,3448	,59166	,10987	4,1198	4,5699	3,00	5,00
	Più di 5 anni	65	4,4897	,52509	,06513	4,3596	4,6199	2,75	5,00
	Totale	140	4,5000	,55897	,04724	4,4066	4,5934	2,50	5,00

ANOVA

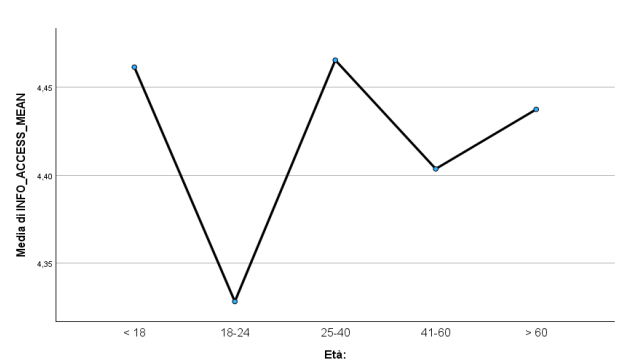
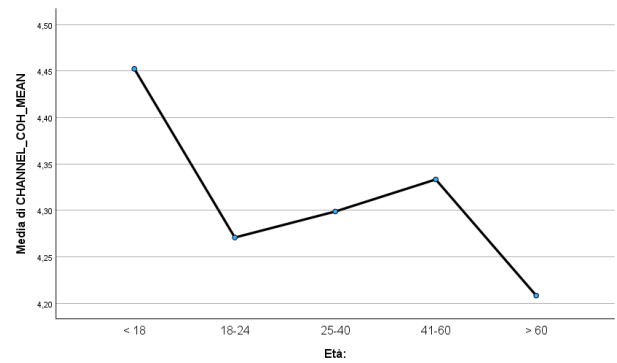
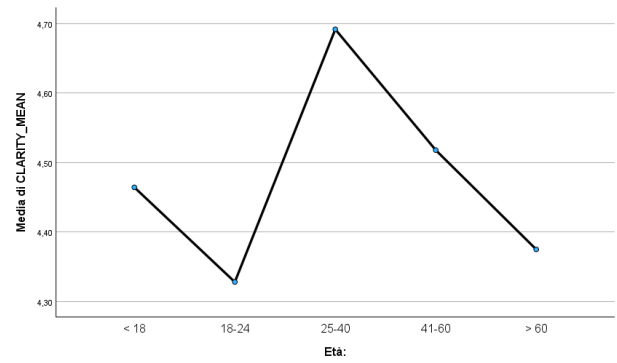
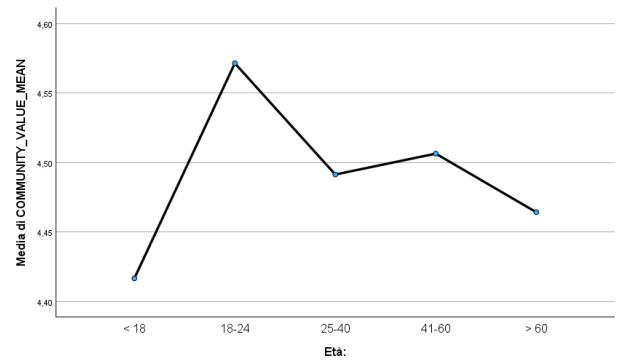
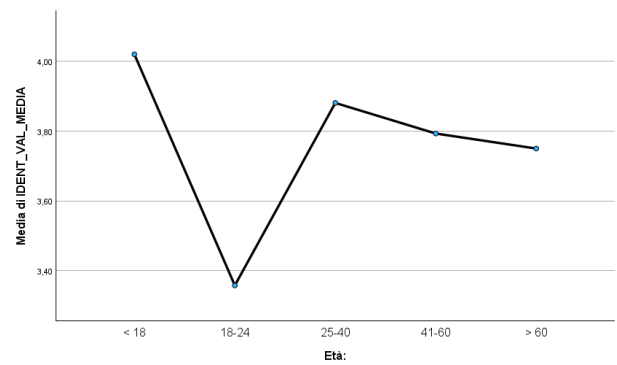
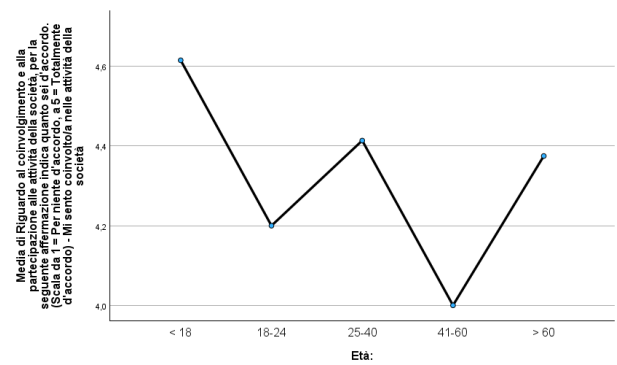
		Somma dei quadrati	df	Media quadratica	F	Sig.
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Tra gruppi	1,915	3	,638	,964	,412
	Entro i gruppi	93,423	141	,663		
	Totale	95,338	144			
IDENT_VAL_MEDIA	Tra gruppi	3,566	3	1,189	2,195	,091
	Entro i gruppi	81,795	151	,542		
	Totale	85,361	154			
COMMUNITY_VALUE_MEAN	Tra gruppi	1,536	3	,512	1,662	,178
	Entro i gruppi	41,894	136	,308		
	Totale	43,431	139			

Mean Charts



ANOVA						
		Somma dei quadrati	df	Media quadratica	F	Sig.
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Tra gruppi	6,952	4	1,738	2,753	,030
	Entro i gruppi	88,386	140	,631		
	Totale	95,338	144			
IDENT_VAL_MEDIA	Tra gruppi	3,996	4	,999	1,842	,124
	Entro i gruppi	81,365	150	,542		
	Totale	85,361	154			
COMMUNITY_VALUE_MEAN	Tra gruppi	,169	4	,042	,132	,970
	Entro i gruppi	43,262	135	,320		
	Totale	43,431	139			
CLARITY_MEAN	Tra gruppi	1,685	4	,421	1,578	,183
	Entro i gruppi	39,256	147	,267		
	Totale	40,941	151			
CHANNEL_COH_MEAN	Tra gruppi	,409	4	,102	,212	,932
	Entro i gruppi	70,468	146	,483		
	Totale	70,877	150			
INFO_ACCESS_MEAN	Tra gruppi	,238	4	,059	,145	,965
	Entro i gruppi	58,859	144	,409		
	Totale	59,096	148			

Mean Charts



Independent-sample t-test

Statistiche gruppo					
	Ti è mai capitato di contribuire alla comunicazione della società, ad esempio inviando foto, raccontando un'esperienza, suggerendo idee per i social o per il ...	N	Media	Deviazione std.	Errore standard della media
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Si	42	4,43	,703	,109
	No	103	4,08	,837	,082
IDENT_VAL_MEDIA	Si	42	3,8571	,88063	,13588
	No	103	3,7365	,68476	,06747
CLARITY_MEAN	Si	42	4,4048	,62944	,09712
	No	103	4,5777	,46314	,04563
CHANNEL_COH_MEAN	Si	42	4,1984	,78626	,12132
	No	103	4,3883	,64355	,06341
INFO_ACCESS_MEAN	Si	42	4,3333	,72134	,11130
	No	103	4,4442	,59710	,05883
COMMUNITY_VALUE_MEAN	Si	40	4,4625	,55916	,08841
	No	100	4,5150	,56101	,05610

Test campioni indipendenti									
Test t per l'eguaglianza delle medie									
		t	gl	Significatività		Differenza della media	Differenza errore std.	Intervallo di confidenza della differenza di 95%	
				P unilaterale	P bilaterale			Inferiore	Superiore
Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società	Varianze uguali presunte	2,394	143	,009	,018	,351	,147	,061	,641
	Varianze uguali non presunte	2,575	89,909	,006	,012	,351	,136	,080	,622
IDENT_VAL_MEDIA	Varianze uguali presunte	,883	143	,189	,379	,12067	,13661	-,14938	,39071
	Varianze uguali non presunte	,795	62,189	,215	,429	,12067	,15171	-,18259	,42392
CLARITY_MEAN	Varianze uguali presunte	-1,829	143	,035	,069	-,17291	,09453	-,35976	,01395
	Varianze uguali non presunte	-1,611	59,927	,056	,112	-,17291	,10731	-,38757	,04175
CHANNEL_COH_MEAN	Varianze uguali presunte	-1,509	143	,067	,134	-,18994	,12587	-,43874	,05887
	Varianze uguali non presunte	-1,387	64,524	,085	,170	-,18994	,13689	-,46337	,08350
INFO_ACCESS_MEAN	Varianze uguali presunte	-,953	143	,171	,342	-,11084	,11629	-,34072	,11904
	Varianze uguali non presunte	-,880	65,070	,191	,382	-,11084	,12590	-,36227	,14059
COMMUNITY_VALUE_MEAN	Varianze uguali presunte	-,501	138	,309	,617	-,05250	,10486	-,25983	,15483
	Varianze uguali non presunte	-,501	72,123	,309	,618	-,05250	,10471	-,26123	,15623

Test sui campioni indipendenti: P unilaterale

Varianze uguali presunte

La differenza media non è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *IDENT_VAL_MEDIA, CHANNEL_COH_MEAN, INFO_ACCESS_MEAN, COMMUNITY_VALUE_MEAN*

La differenza media è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società, CLARITY_MEAN*

Varianze uguali non presunte

La differenza media non è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *IDENT_VAL_MEDIA*, *CLARITY_MEAN*, *CHANNEL_COH_MEAN*, *INFO_ACCESS_MEAN*, *COMMUNITY_VALUE_MEAN*

La differenza media è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società*

Test sui campioni indipendenti: P bilaterale

Varianze uguali presunte

La differenza media non è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *IDENT_VAL_MEDIA*, *CLARITY_MEAN*, *CHANNEL_COH_MEAN*, *INFO_ACCESS_MEAN*, *COMMUNITY_VALUE_MEAN*

La differenza media è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società*

Varianze uguali non presunte

La differenza media non è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *IDENT_VAL_MEDIA*, *CLARITY_MEAN*, *CHANNEL_COH_MEAN*, *INFO_ACCESS_MEAN*, *COMMUNITY_VALUE_MEAN*

La differenza media è significativa (in base alla variabile di raggruppamento) per la/le variabile/i: *Riguardo al coinvolgimento e alla partecipazione alle attività della società, per la seguente affermazione indica quanto sei d'accordo. (Scala da 1 = Per niente d'accordo, a 5 = Totalmente d'accordo) - Mi sento coinvolto/a nelle attività della società*

