Article

Clicks, Likes, Comments and Shares: Unravelling the Magic of Facebook Engagement in Elite Business Schools

Abdul Rahim Ahmed Munshi[*]

Abstract

In the era of pervasive digital communication and the dominance of social media, educational institutions actively seek methods to enhance their online presence and establish global connections. This research addresses a notable gap in the existing literature by conducting a cross-cultural comparison of social media content between business schools, focusing on the Facebook archives of the Indian Institute of Management Ahmedabad (IIMA) and Harvard Business School. Analysing 363 posts from August 2022 to January 2023, this study aims to identify and compare topics that significantly enhance user interaction, shedding light on the content engagement strategies employed by these institutions. The research methodology involves grouping Facebook postings into discrete themes and measuring engagement by analysing metrics such as likes, shares, and comments for each post. Findings reveal that fun and cultural events generate maximum engagement for IIMA, while Convocation-related posts prove most engaging for Harvard Business School. Through a comprehensive analysis of these metrics, this study identifies compelling themes and elucidates the factors contributing to their success. The study's conclusions offer essential insights into the social media tactics of esteemed institutions, providing practical guidance for academic organisations seeking to enhance audience engagement and augment online visibility.

Keywords: *Social media engagement; content analysis; higher education; digital marketing; universities.*

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[*]   Associate Professor, School of Business, ITM (SLS) Baroda University, Email: rahimahmedmunshi@gmail.com

1. Introduction

Colleges and universities are actively investigating ways to attract new students in the face of a growing demand for higher education and intense competition for the best students. Recent research has indicated the utility of social media in converting existing students into university advocates (Kethüda & Bilgin, 2023). For those of us who graduated from high school in the 1980s or 1990s, students would often individually request a brochure or catalogue to learn more about a school (Peruta & Shields, 2018a). Recent studies highlight the importance of social media use in influencing nonprofit organisations' marketing and branding efforts. Scholarly research in higher education emphasises the benefits of using social media to accomplish goals, which include recruiting prospective students, encouraging alumni donations, and interacting with and supporting existing students. Universities also use it to improve brand performance (Song et al., 2023).

A quick look at the current situation indicates that almost all colleges and universities in the US and most other schools across the globe have a social media presence. The sites that have been selected vary from popular and contemporary choices like Snapchat and Instagram to more traditional ones like Facebook, Twitter, and LinkedIn (Shields & Peruta, 2019). In recent years, tremendous developments have occurred on social media platforms, which have increased the amount of content published. The efficiency and reach of communications are weakened when more content is posted by users and brands competing fiercely for attention in the condensed space of a social media timeline. Extant research has evidence of educational institutions posting regularly on social media platforms to communicate with various audiences. These studies have identified various methods and tactics, frequently centred around specific objectives, that can affect a fan's interaction with a social media page. Although these studies provide insightful information, none comprehensively analyse the issue (Peruta & Shields, 2018b). Moreover, in this field, there is a discernible lack of investigation into the pragmatic principles that direct the branding and outreach initiatives of social media managers of these accounts in higher education institutions (Alfonzo, 2023).

The author begins by thoroughly analysing recent and relevant research in this manuscript. Then, he adds a more comprehensive viewpoint to his analysis, highlighting the social media themes that drive maximum engagement while providing direction for future research and valuable applications.

2. Literature Review

Measurement of Engagement on Social Media Platforms

The importance of content marketing, or content engineering, has increased significantly as businesses increase their social media presence. Content marketing aims to produce engaging material that successfully engages target audiences and advances the marketer's intended goals (Lee et al., 2018). Many industry observers note that the key to evaluating the success of social media strategies is to achieve engagement on social media platforms like Facebook, Instagram, etc. (Lee et al., 2018).

Engagement—which is characterised as the commitment and the way a user or follower interacts and engages with an institution—stands out as one of the non-financial benefits of the university's social media presence (Fitzgerald et al., 2016). Tools for monitoring social networks use various follower interactions to determine engagement levels (Chwialkowska, 2019). These interactions are viewed as expressions or demonstrations of engagement. Marketers may gauge the audience's interest in the content by tracking engagement for each post. This information is crucial for planning future posts (Barger, 2013). In social media, engagement is commonly understood to mean a user is "taking some action beyond viewing or reading". This could include sharing a brand's post with others, leaving a remark responding to a post, or "liking" a brand's post. We categorise the potential behaviours as "expressing agreement," "rating," "voicing an opinion," and "sharing" since each platform uses its nomenclature (Barger, 2013). The marketer may determine the audience's interest in the content of each post by tracking engagement on a per-post basis, which helps with future post-production.

Engagement can also serve as a general indicator of how interested consumers are in a brand's messaging. Tracking overall engagement about total views is a

recommended strategy to account for variations in the number of viewers for each post. Others have suggested measuring engagement according to the number of followers at the time of the post since it might be challenging to determine how many views a post receives (Barger, 2013). Other researchers and industry experts have defined different approaches to measuring engagement on social media posts. Total engagement, which is the total number of likes, comments, and shares on a post, is the most straightforward (Peruta & Shields, 2018b).

Maximizing Engagement on Social Media Platforms

An institution of higher learning can pique students' interest by fostering good experiences and stirring feelings in their social networks (Garza Salgado & Royo Vela, 2019). Institutions must adapt to social networks, especially in light of the widespread use of ad-blocking software and the audience's propensity to shun adverts. The constantly changing algorithms that control news feeds present a challenge for social media marketers(Shields & Peruta, 2019). Facebook postings' organic reach is currently less than 5%. Put otherwise, a social media post from a university with 1000 fans will only show up on the feeds of 50 fans (Peruta & Shields, 2017). In this scenario, it is highly essential for content to be engaging to maximise engagement (Shields & Peruta, 2019).

According to recent studies, institutions frequently use social media as a medium for marketing and communication driven more by intuition and perception than by following a set plan, which results in low engagement (Peruta & Shields, 2017). One non-financial benefit of an institution's social media presence is engagement, defined as the dedication and way a user or follower connects and engages with the institution (Fitzgerald et al., 2016). These interactions are quantified by the number of likes and comments on social media platforms and are seen as engagement signals. One important consideration when evaluating the institution's social media account's capacity to encourage user involvement is the content of the posts (Bonilla Quijada et al., 2022). Incorporating frequently utilised content associated with brand personality, like humour and emotion, has been connected to higher levels of consumer engagement (Lee et al., 2018; Soares et al., 2022).

Earlier, it was thought that user engagement was primarily determined by the sheer volume of people linked to social media accounts. As a result, firms used a forceful approach to get followers on social media sites like Facebook and spent money on sponsored advertisements to increase the visibility of their content. However, This approach changed as data audits revealed that a tiny fraction of the typical company's Facebook fans demonstrated any interaction with the brand by liking, sharing, or leaving comments on such posts. As a result, the focus shifted from simply gaining followers on social media to creating content that improves engagement and reach among those followers (Lee et al., 2018). As universities increase their social media presence, the importance of generating content that engages the desired audience has grown. Even though social media is widely acknowledged as a crucial tool for college and university marketing and branding, social media managers often encounter difficulties in choosing the right mix of content to engage the target audience, figuring out which platform works best for particular messages, and efficiently running auxiliary pages (Shields & Peruta, 2019). Comprehensive social media strategies are absent from the higher education marketing domain.

Similarly, it has been found that techniques vary significantly depending on whether they exist. Some take a more experimental approach, trying content to see what connects. In contrast, others devote significant effort to planning and content creation (Peruta & Helm, 2018) as long as identifying content that appeals to consumers on social media is a rarely explored phenomenon.

The main body of academic literature on this topic is applied psychology and consumer behaviour literature, which investigates strategies for producing marketing communication content that engages and effectively captures consumers' attention. However, most of this work is done in laboratory settings. Relatively less work is done in real-life settings (Lee et al., 2018). Furthermore, previous studies indicate that these institutions generally use social media as a tool for marketing and communication, driven more by intuition and perception than by conscious planning. This strategy frequently results in less-than-ideal levels of engagement (Peruta & Shields, 2017). The above arguments lead us to address

the research question of what kind of content can engage the university audience the most.

3. Method

The study is cross-sectional, non-experimental, and exploratory. It uses information from the official Facebook pages of Harvard Business School and the Indian Institute of Management, Ahmedabad, two of the world's most famous business schools. The postings' data gathering and codification period was August 2022–January 2023. 363 posts from during this period were categorised into several themes for analysis. The posts had enough time to achieve the highest level of interactivity at the point of encoding. 200 posts from Harvard Business School and 163 from IIM Ahmedabad have been categorised into several themes. Purposive sampling was used as a sampling strategy for collecting the data. After categorising the posts into different themes, the engagement for each theme was calculated by combining likes, shares, and comments. Following this, a word cloud was generated using an open-source word cloud generator, emphasising the most frequently occurring and highly engaging themes.

4. Results

Facebook feed themes of IIMA

Facebook posts from IIMA (Indian Institute of Management Ahmedabad) cover diverse themes, ensuring engagement with a wide-ranging audience. These themes encompass various aspects of the institution, including alumni experiences, achievements, awards, interaction and reunion, campus life, cultural events, academic conferences, workshops, convocation ceremonies, special days' celebrations, research insights, expert sessions, mentions of the institute's director, student diversity, faculty expertise, Faculty Development Programs (FDP), faculty and staff achievements and felicitation, exploration of IIMA's archives, online programs, positioning of IIMA as an institute of global importance, enrolment in short-term courses, rankings and accolades, promotion of webinars and seminars, student incentives and welcome activities, student achievements and development stories, feedback mechanisms, industry-institute interaction, and regular newsletters to keep the community informed. Sharing alumni success stories

and faculty accomplishments can inspire and foster a sense of community while highlighting the institute's achievements and rankings can enhance its reputation. Content related to student development, industry collaborations, citizenship behaviour, and social responsibility also resonates with different segments of their audience (See Table 1).

Facebook feed themes of Harvard Business School.

Harvard Business School's Facebook page is strategically curated to encompass diverse themes that reflect the multifaceted nature of its academic and social environment. The posts cover a spectrum of topics, starting with Convocation, which marks significant milestones in the academic journey, creating a sense of community and shared accomplishment among students. The warm embrace of new students is highlighted through posts on Students Welcome, fostering an inclusive and supportive atmosphere. Acknowledging and celebrating Student Achievements is a recurrent theme, showcasing the outstanding accomplishments of individuals within the HBS community. Fellowship is also emphasised, illustrating the collaborative spirit that defines the school's ethos. Delving into the Legacy of Harvard Business School, the page reflects on the institution's rich history and enduring impact. The posts also capture the physical allure of the campus with depictions of Campus Beauty, portraying an environment conducive to learning and innovation. Motivational Posts about Students' Aspirations inspire and drive individuals to strive for excellence, contributing to a culture of ambition and success. Maintaining strong ties with alumni is evident through Alumni Relations & Achievements Posts, which celebrate the professional milestones of graduates. Various Celebrations are highlighted, fostering a sense of community and shared joy. Global Positioning posts underscore HBS's international influence and contributions to the global business landscape. Engagement with Admissions is evident through informative content that aids prospective students in understanding the application process. Faculty Experiences, Awards, Expertise, and Interviews showcase the faculty's academic prowess and industry insights. The integration of Case Study content offers a practical application of theoretical concepts. Demonstrating a commitment to social

responsibility, the page addresses Social Issues such as LGBTQ+ rights, social equity, welfare, racial equity, and economic justice.

Furthermore, HBS actively contributes to the discourse on environmental issues, emphasising environmental protection. Educational content is disseminated through Information and Education for Readers, catering to a broader audience interested in business and management. The Asian Affinity theme reflects the school's dedication to diversity, while Know Your Staff fosters a deeper understanding of the people behind the scenes. Webinars and Podcasts covering topics like case studies, the future of work, and climate change provide avenues for ongoing learning and engagement. Student Support initiatives are highlighted, reinforcing the school's commitment to the holistic development of its students. The diverse array of themes encapsulates the multifaceted nature of Harvard Business School, portraying it not just as an academic institution but as a dynamic and socially conscious community (See Table 5).

Most Engaging themes on the Facebook page of IIMA and Harvard Business School

The formula employed to calculate theme engagement involved aggregating the number of likes, shares, and comments divided by the total number of posts. The analysis revealed that the following themes garnered the highest engagement on IIMA's Facebook page: student fun and cultural events, Convocation and Congratulatory Messages for Graduates, Life at IIMA Campus, IIMA's positioning as a global institute of significance, and Alumni Experience, Citizenship Behaviour, Achievements, Awards, Interaction, & Reunion (See Table.1 & Fig.1).

Table 1. Facebook Themes and Engagement Metric of IIMA

Theme	Number of Posts	Likes	Comments	Shares	No. of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Mean Engagement	Most Engaging Theme	Most Frequent Theme
Student Fun and Cultural Events	4	1424	15	3	97	23	356	4	1	361	1	
Convocation and Congratulatory Message for Passing Out Students	12	2958	72	66	453	47	247	6	6	258	2	
Life at IIMA Campus	5	1103	6	5	55	27	221	1	1	223	3	
Positioning of IIMA as an Institute of Global Importance	5	620	21	12	392	24	124	4	2	131	4	
Alumni Experience, Citizenship behaviour, Achievements, Awards, Interaction and Reunion	15	1842	70	40	1305	68	123	5	3	130	5	4
Student Diversity	2	237	2	4	211	17	119	1	2	122	6	
Director Mentions	4	431	25	4	144	15	108	6	1	115	7	
Days Celebration	14	1455	26	48	578	72	104	2	3	109	8	5
FDP at IIMA	5	456	19	17	332	13	91	4	3	98	9	
Student Incentives, Welcome, Achievements, Development and Feedback	16	1446	56	23	687	62	90	4	1	95	10	3
Industry-Institute Interaction and Newsletter	4	355	11	6	231	14	89	3	2	93	11	

Theme	Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes	Most Frequent Theme
Top Ranking of IIMA	4	214	7	14	233	19	54	2	4	59	12	
Faculty/Staff Achievements and Felicitation	3	138	27	3	279	9	46	9	1	56	13	
Legacy through IIMA Archives	9	382	5	5	727	30	42	1	1	44	14	
Online Programs at IIMA	2	75	2	9	58	10	38	1	5	43	15	
Faculty Expertise	4	114	3	12	268	13	29	1	3	32	16	
Research and Expert Session on Upcoming Technologies including Artificial Intelligence	12	301	22	12	675	80	25	2	1	28	17	
Webinar & Seminar	24	504	5	23	1601	152	21	0	1	22	18	1
Promotion for Enrolment in various short term courses	19	331	2	9	1318	157	17	0	0	18	19	2

Figure 1. Word Cloud of Most Engaging Social Media Themes of IIMA

The most engaging themes for Harvard Business School were Convocation, Students Welcome, Student Achievements, Fellowship Program, and the Legacy of Harvard Business School (See Table 5 and Fig 2).

Table 2. Facebook Themes and Engagement Metric of Harvard Business School

Theme	Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes	Most Frequent Theme
Convocation	2	9652	180	601	65	1	4826	90	301	5217	1	
Students Welcome	2	726	32	90	153	0	363	16	45	424	2	
Student Achievements	5	1880	54	52	267	1	376	11	10	397	3	
Fellowship	2	583	19	47	162	0	292	10	24	325	4	
Legacy of Harvard Business School	1	259	9	24	84	1	259	9	24	292	5	
Campus Beauty	1	203	5	15	8	0	203	5	15	223	6	
Motivational Posts About Students Aspirations	9	1841	18	75	707	0	205	2	8	215	7	5
Alumni Relations & Achievements Posts	8	1491	26	62	413	0	186	3	8	197	8	
Celebrations	4	526	20	24	199	1	132	5	6	143	9	
Global Positioning	3	284	10	21	238	4	95	3	7	105	10	
Admissions	3	207	7	30	191	0	69	2	10	81	11	

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Faculty Experiences, Awards, Expertise And Interview	69	3805	154	461	3251	2	55	2	7	64	12	1
Case Study	6	311	28	36	461	2	52	5	6	63	13	
Student Development Initiatives	15	813	46	91	1238	1	54	3	6	63	12	3
Press Release	1	43	1	9	55	0	43	1	9	53	14	
Social Issues That Include LGBTQ, Social Equity, Welfare, Racial Equity and Economic Justice	8	361	9	19	530	0	45	1	2	49	15	
Information And Education for Readers	11	367	16	40	363	0	33	1	4	38	16	4
Asian Affinity	4	127	6	15	207	0	32	2	4	37	17	
Know Your Staff	1	34	1	2	63	0	34	1	2	37	17	
Webinar	1	35	2	0	0	0	35	2	0	37	17	
Podcasts On Case Study, Future Of Work And Climate Change	38	1063	56	121	3335	18	28	1	3	33	18	2
Student Support	1	30	1	2	52	0	30	1	2	33	18	
Environment Protection	5	137	1	11	370	0	27	0	2	30	19	
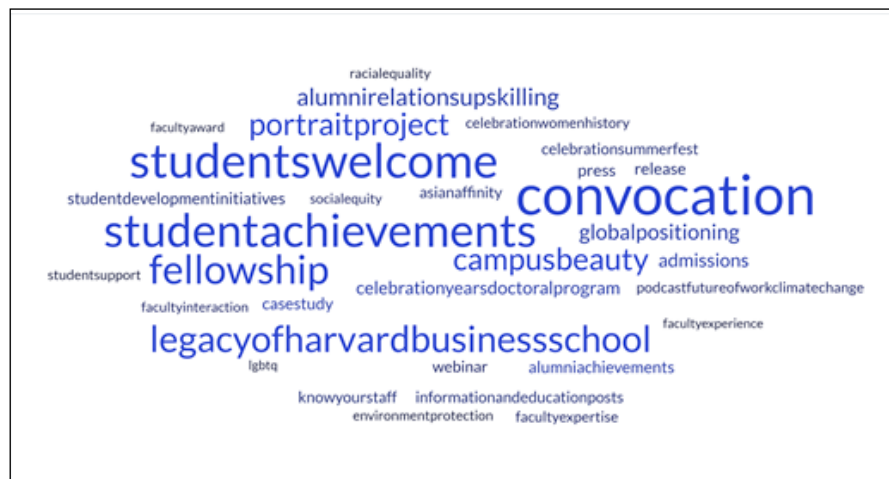
Figure 2. Word Cloud of Most Engaging Social Media Themes of HBS

Most Popular Posts of IIMA Facebook page among the most impactful themes

The most popular theme was student fun and cultural events. Within this theme, an analysis revealed that the content that generated the highest engagement was the "Highlights of various performances from the third day of Chaos" (the Cultural Fest of IIMA), amassing 551 likes, seven comments, and two shares. Following closely in terms of engagement were posts featuring "Glimpses filled with lights, colour, and joy from Day 1 and Day 2 of Chaos" (Cultural Fest of IIMA), along with highlights from the "Freshers Party" and a "Red Carpet Welcome" organised by seniors for PGP and FABM Freshers, all of which were packed with lively performances. Additionally, the audience showed great interest in "Highlights from the last day of Chaos (Cultural Fest of IIMA) with Farhan Akhtar performing Live." (See Table 2)

The second most popular theme was "Convocation and Congratulatory Message for Passing Out Students" Within this theme, an analysis revealed that the top five most popular posts were as follows. The highest engagement was seen in the "Congratulatory post for PGPX and FABM students, class of 2023," with 1,100 likes, seven shares, and 33 comments. Following closely was a post featuring "Glimpses of IIMA's 58th Convocation

with Mr Pankaj Patel and Narayan Murthy sharing the frame," which garnered 529 likes, eight comments, and nine shares. The third most engaging post was another "Congratulatory post, this time for PGPX students at IIMA, class of 2023." Additionally, the audience showed significant interest in a post honouring Mr. N. R. Narayana Murthy, the founder of Infosys and a renowned business leader, who served as the Chief Guest for the 58th Convocation at IIM Ahmedabad on April 2, 2023. Finally, two equally engaging posts shared the fifth position: one announcing the 58th convocation and another featuring a quote from Prof. Bharat Bhasker, Director at IIMA, addressing the students at IIMA Convocation. (See Table 3)

Table 3. Most Engaging Posts within the theme "Student Fun and Cultural Events" for IIMA

Theme	Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes
Student Fun and Cultural Events	4	1424	15	3	97	23	356	4	1	361	1
Date / Sub-Theme	Post No.	Likes	Comments	Shares	No of words	Hashtags	Contribution to likes	Contribution to Comments	Contribution to Shares	Mean Contribution in Engagement	
06-Jul — Freshers Party and a Red Carpet Weclome organized by Seniors for PGP and FABM Freshers packed with performances	1	229	6	0	41	7	16	40	0	19	
31-Jan — Highlights from the last day of Chaos (Cultural Fest of IIMA) with Farhan Akhtar performing Live.	2	263	0	0	37	5	18	0	0	6	
29-Jan — Highlights of various performances from the day three of Chaos (Cultural Fest of IIMA).	3	551	7	2	4	5	39	47	67	51	
28-Jan — Glimpses full of lights, colour and joy from Day.1 & Day.2 of Chaos (Cultural Fest of IIMA).	4	381	2	1	15	6	27	13	33	24	

Table 4 Most Engaging Posts within the theme "Convocation and Congratulatory Message for Passing Out Students" for IIMA

Theme	Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes
Convocation and Congratulatory Message for Passing Out Students	12	2958	72	66	453	47	247	6	6	258	2
Date / Sub-Theme	Post No.	Likes	Comments	Shares	No of words	Hashtags	Contribution to likes	Contribution to Comments	Contribution to Shares	Mean Contribution in Engagement	
10-Apr — Appreciation of students of all programs for working hard and making it to the convocation.	1	81	1	2	0	4	3	1	3	5	

Date	Description											
08-Apr	Congratulating Stuti Naik of MBA- FABM, class of 2021-23 on receiving the Best All -Rounder PGP-FABM Woman Student Award instituted in memory of Mr. R C Mathur, PMA 1972 batch IIMA alumnus.	2	77	1	3	34	4	3	1	5	6	
06-Apr	Congratulating the graduates of the PhD programme in management at IIMA.	3	159	2	2	30	4	5	3	3	9	
06-Apr	Congratulatory post for PGPX, IIMA students class of 2023.	4	301	12	5	30	4	10	17	8	29	
06-Apr	Congratulatory post for PGPX, FABM students class of 2023.	5	1100	33	7	30	4	37	46	11	87	
04-Apr	Shri. Narayan Murthy as Chief Guest at the 58th Convocation	6	85	2	5	49	4	3	3	8	8	
03-Apr	"Always remember that you are now part of the illustrious network of IIM Ahmedabad alumni. Stay connected and support each other; the world is your oyster, and you can achieve anything that you wish for."- said Prof Bharat Bhasker, Director at IIMA, addressing the students at IIMA Convocation.	7	80	2	16	48	4	3	3	24	14	
02-Apr	Some glimpses of IIMA 58th Convocation with Mr. Pankaj Patel and Narayan Murthy in the frame. Congratulations to IIMA graduates.	8	529	8	9	15	5	18	11	14	34	
31-Mar	58th Convocation on April 2, 2023, 6 pm onwards... Join us to watch the convocation ceremony live from the IIMA campus	9	56	0	2	25	5	2	0	3	3	
30-Mar	We are honoured to have Mr N. R. Narayana Murthy, founder of Infosys and a renowned business leader, as the Chief guest for the 58th Convocation at IIM Ahmedabad on April 2, 2023.	10	185	5	6	65	9	6	7	9	16	
23-Mar	We are glad to announce that the 58th Convocation will be organised on April 2, 2023 at the IIM Ahmedabad. This is the day every student at IIMA is waiting for!	11	82	6	5	73	0	3	8	8	14	
26-Feb	Degree Distribution Ceremony for PGP Batches 2018-20 and 2019-21.	12	223	0	4	54	0	8	0	6	10	

Most Popular Posts of Harvard Business School Facebook page among the most impactful themes

The most captivating posts within the highly engaging Convocation theme included a heartfelt "Congratulations, #HBS2023!" The post captured the Commencement's essence, where MBA and Doctoral graduates absorbed Dean Datar's inspiring words and celebrated their accomplishments with classmates, faculty, family, and friends. This post resonated strongly, amassing 9000 likes, 164 comments, and 561 shares. Another notable post within the Convocation theme extended congratulations to the HBS Class of 2023, expressing joy at celebrating alongside them during the Commencement events. This post garnered significant engagement with 652 likes, 16 comments, and 40 shares. (See Table 6)

In the realm of the highly engaging "Students Welcome" theme, the standout post centred around the arrival of the Class of 2025 on campus, marking the commencement of their two-year MBA journey. Dean Srikant Datar, Jana Kierstead, executive director of the MBA and Doctoral programs, and Professor Matthew Weinzierl, senior associate dean and chair of the MBA Program, extended a warm welcome. Their message encouraged students to listen and learn from each other while emphasising the enduring values of hard work, humility, and humanity. This post garnered substantial engagement with 345 likes, 12 comments, and 69 shares. Another noteworthy post within the same theme captured the excitement as the Class of 2025 was welcomed on campus. The revelation of student sections comprising around 90 students added a layer of anticipation. This post received enthusiastic engagement with 381 likes, 20 comments, and 21 shares. (See Table 7)

Table 5. Most Engaging Posts within the theme "Convocation" for Harvard Business School

Theme		Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes
CONVOCATION		2	9652	180	601	65	1	4826	90	301	5217	1
Date	Sub-Theme	Post No.	Likes	Comments	Shares	No of words	Hashtags	Contribution to likes	Contribution to Comments	Contribution to Shares	Mean Contribution in Engagement	
28-May	Congratulations, #HBS2023! At this week's Commencement, MBA and Doctoral graduates listened to Dean Datar's words of inspiration and celebrated their achievements with classmates, faculty, family, and friends.	1	9000	164	561	27	1	93	91	93	93	
26-May	Congratulations to the HBS Class of 2023! It was so fun to celebrate with you at today's Commencement events. We are so proud of you, and can't wait to see the difference you will make in the world.	2	652	16	40	38	0	7	9	7	7	

Table 6. Most Engaging Posts within the theme "Students Welcome" for Harvard Business School

Theme	Total Posts	Likes	Comments	Shares	No of words	Hashtags	Mean Likes	Mean Comments	Mean Shares	Engagement	Most Engaging Themes
STUDENTS WELCOME	2	726	32	90	153	0	363	16	45	424	2

Date	Sub-Theme	Post No.	Likes	Comments	Shares	No of words	Hashtags	Contribution to likes	Contribution to Comments	Contribution to Shares	Mean Contribution in Engagement	
31-Aug	The Class of 2025 arrived on campus last week to begin their two-year MBA experience. Dean Srikant Datar, Jana Kierstead, executive director of the MBA and Doctoral programs, and Professor Matthew Weinzierl, senior associate dean and chair of the MBA Program, welcomed students to campus with an invitation to listen and learn from each other, and a reminder of the importance of hard work, humility, and humanity.	1	345	12	69	67	0	48	38	77	1	
24-Aug	We are beaming with excitement as we welcome the class of 2025! Today, student sections were revealed. Incoming students are assigned to a specific "section"—a group of approximately 90 students with whom they will complete the Required Curriculum.	2	381	20	21	86	0	52	63	23	0	

Most frequent themes posted by IIMA & Harvard Business School

IIMA consistently shares various themes on Facebook, most frequently being Webinar and Seminar posts (24), followed by Enrolment promotion updates (19). Additionally, the institute actively engages its audience with content related to Conferences, Workshops, and Summits (19). Another prominent category comprises Student-related posts, including incentives, welcomes, achievements, development, and feedback, totalling 16 posts. The institute also highlights Alumni experiences, Citizenship Behavior, Achievements, Awards, Interactions, and Reunions with 15 posts. Lastly, Days Celebrations, with 14 dedicated posts. In summary, these six themes accounted for 69% of the posts on the Facebook page of IIM Ahmedabad. (See Table.4 & Fig. No.3)

Table 7. Most frequently posted themes of IIMA

Frequently Posted Themes	No of Posts
Webinar & Seminar	24
Promotion for Enrolment in various short term courses	19
Conference, Workshop and Summit	19
Student Incentives, Welcome, Achievements, Development and Feedback	16
Alumni Experience, Citizenship Behaviour, Achievements, Awards, Interaction and Reunion	15
Days Celebration	14
Total	107
Percentage of Total Posts	59

Figure 3. Word Cloud of Most Frequent Social Media Themes of IIMA

Harvard Business School's Facebook page focused predominantly on Faculty Experiences, Awards, Expertise, and Interviews, with 69 posts. The theme of Podcasts on Case Studies, the Future of Work, and Climate Change followed closely, contributing 38 posts. The subsequent themes included Student Development Initiatives with 15 posts, Information and Education for Readers with 11 posts, and Motivational Posts about Students' Aspirations with nine posts. These top five categories collectively comprised 72% of the content shared on the Harvard Business School Facebook page. (See Table.8 & Fig. No.4)

Table 8. Most frequent themes on Facebook Page of Harvard Business School

Frequently Posted Themes	No of Posts
Faculty Experiences, Awards, Expertise and Interview	69
Podcasts on Case Study, Future of Work And Climate Change	38
Student Development Initiatives	15
Information and Education for Readers	11
Motivational Posts About Students Aspirations	9
Total	**142**
Percentage of Total	**72**

Figure 4. Word Cloud of Most Frequent Social Media Themes of Harvard Business School

5. Discussion and Implications

Universities now understand the value of being active on social media, particularly Facebook. This realisation has occurred in the last several years. This acknowledgement stems from the knowledge that being active on these platforms is critical for recruiting and retaining students, building visibility, and building trust, among other goals (Peruta & Shields, 2018b). Also, students use the biggest social media platforms, such as Facebook and Twitter, when applying to colleges (Hesel & Williams, 2009). Given this, it becomes important for universities to deliver the right kind of content that drives student engagement.

This study identifies several social media themes that can drive engagement on Facebook. Additionally, the themes that drive maximum engagement were also identified. To do this, 363 posts from two renowned institutions globally were selected, and Facebook posts from August 2022 to January 2023 were collected and categorised based on similarity into several themes. A simple engagement formula, i.e., the total of likes, shares and comments (Peruta & Shields, 2018b), was used to calculate the engagement levels of themes. Accordingly, the most engagement themes were identified. The findings of this study contribute to this evolving field of literature.

We found that for the Indian Institute of Management, Ahmedabad, the most engaging themes on Facebook were Student fun and cultural events, Convocation and Congratulatory Messages for Graduates, Life at IIMA Campus, IIMA's positioning as a global institute of significance, and Alumni Experience, Citizenship

Behaviour, Achievements, Awards, Interaction, & Reunion. It was seen that the content of most of the above posts was related to emotions that included fun, pride, success, gratitude and togetherness. This finding was in line with earlier research by (Lee et al., 2018; Soares et al., 2022), where they posted that incorporating content around humour and emotions is likely to drive higher levels of consumer engagement. Researchers have divided two main groups of cultures, i.e. low context culture and high context culture. High-context cultures are more common in the East, and a country like India strongly emphasises tradition and history and does not change much with time. They love habits and art and are long-term oriented (Patel et al., 2013). From a cross-cultural perspective, the Indian consumer is generally more emotional than consumers from other nations. Indian consumers are more susceptible to conformity with social norms (Khare et al., 2011), reflecting higher engagement with content that sparks pride, be it achievements, awards or global rankings.

Regarding Harvard Business School, themes that drove maximum engagement were Convocation, Students Welcome, Student Achievements, Fellowship Program and Legacy of Harvard Business School. From a cross-cultural perspective, there was a sharp contrast in the themes that drove engagement for the Indian Institute of Management, Ahmedabad and Harvard Business School. Convocation was the common theme between these two institutions that drove maximum engagement. It was observed that Harvard Business School frequently posted content that had a serious undertone and spoke about students' accomplishments, fellowship programs and industry interfaces. This content drove higher engagement as people from the United States of America belong to a low-context culture and are found to be more practical and realistic (Patel et al., 2013). Additionally, the most frequently repeated themes on the Facebook page of Harvard Business School included Faculty Experiences, Awards, Expertise, Interviews, Podcasts, case studies on the future of Work and Climate Change, Student Development Initiatives, Information and Education for Readers and Motivational Posts about Students' Aspirations.

6. Conclusion

Theoretical Implications

This study has benefits and contributes to the field of industry and academia in a number of ways. Research on how social media affects marketing in higher education is growing quickly. This study adds to the extant theory concerning the content that can drive engagement on social networking platforms. We supported the assertion that there can be variations in the kind of content on social media that can engage audiences in the East and West. By focusing on specific social media themes, university brand managers can capitalise on engagement, which will gradually help create a brand image and enrolments. Organic reach is a challenge due to algorithms set on social networks. Posting the right content that can engage an audience helps address this issue. Furthermore, the results of our study contribute to the cross-cultural body of work in the social media engagement theory, which is evolving and is at a very nascent stage.

Managerial Implications

For brand managers in universities and educational institutions, this study supports the notion that content is crucial in driving engagement on social media platforms. By posting the right content, universities can increase their visibility and engagement on social media pages. As most youngsters are present on social media, it becomes imperative for universities to increase their visibility to reach the desired audiences and post content that appeals to them. There are certain limitations to this study. As social media marketing evolves, research findings' shelf life is less. There has to be constant research to keep up with this ever-evolving field. Secondly, universities deal with a number of stakeholders, including current students, prospective students, employers, alumni, community members, etc; it is difficult to point out which content appeals to which kind of audience. Thirdly, this study has considered posts from the social media pages of two Bellwether management schools; hence, the generalizability of these findings might not apply to a broader audience.

7. Future Research

This research delves into two elite business schools' social media content strategies. The research demystifies the organic content that drives maximum engagement on social media platforms. Future studies can focus on the engagement quotient of paid and organic posts. Furthermore, other facets that can be delved into in future research could be the creative aspects of the posts, including the creativity of photographs, body copy, word count, etc. A limitation of this study is that it considers the likes, comments, and shares as engagement indicators, ignoring that many of these likes and shares could be from dummy accounts created to create fake likes.

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