

Social media in sports: Brand communication strategy implementation by Jakarta Pertamina Energi

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ABSTRACT

Background: Social media has made a significant impact on the world of sports. Today, sports clubs must compete on multiple levels, with one of the most prominent areas of competition being through social media. Despite this, volleyball in Indonesia lacks strong social media representation, highlighting the need for effective brand communication to boost its visibility. Recognizing this, PT Pertamina (Persero) established the Jakarta Pertamina Energi volleyball club, using Instagram (@jpevolley) as a key platform for its brand communication strategy. **Purpose:** This research aimed to explore how Jakarta Pertamina Energi implements its brand communication strategy via Instagram. **Methods:** It used a descriptive case study with a qualitative approach. Data were collected through interviews, literature, and documentation. **Results:** The study found that Jakarta Pertamina Energi follows a structured brand book that outlines key elements, such as brand objectives, target audience, brand message, personality, visual identity, and social media management. As of mid-2024, the @jpevolley account had gained over 242,000 followers, making it one of the most followed volleyball clubs in Indonesia. The account also leads in post frequency and content engagement within the sector. **Conclusion:** The use of a brand book ensures consistency in communication by aligning with the club's branding objectives and strengthening overall brand presence for both the team and Pertamina products. **Implications:** This study suggested that brand communication in the sports industry could build brand awareness and engagement. It can also serve as a guide for other sports clubs, particularly volleyball clubs in Indonesia, to improve their social media strategies.

Keywords: Brand communication; instagram; Jakarta pertamina energi; social media; sports clubs

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INTRODUCTION

Social media has made a significant impact on the world of sports. Technological and media advances have reshaped sports, media, and the economy, significantly shaping the sports media landscape (Bertling, 2021). Nowadays, sports clubs must compete on multiple levels, with social media being one of the most popular areas of competition.

The use of social media in sports is important as sports today have highlighted their important role in society (Forde et al., 2015). Social media is considered an effective channel for facilitating two-way interaction between sports brands and their audiences (Hopkins, 2013). As a result, it is essential for sports clubs to strategically manage and strengthen their presence on these platforms.

Sports provide a unique opportunity for impactful marketing (Purnomo et al., 2024). In this context, sports clubs need to utilize advanced and effective communication tools (Siguencia et al., 2016). The rise of social media has revolutionized how sport organizations approach marketing and branding (Popek, 2024). Recognizing its rapid growth, many sports clubs have actively embraced these platforms to strengthen their presence and reach wider audiences.

Sports clubs are competing to communicate

their brand and introduce their products or clubs on social media. Social media offers instant access to a digital landscape rich with information, including in-game highlights, statistics, and scores (Avola, 2018). In this context, social media has completely changed how people approach and enjoy sports. The incorporation of social media into the sports industry has profoundly changed the ways in which athletes, teams, and fans connect and engage with one another (Rawal, 2021). This is also supported by research suggesting that sports can be a powerful tool for promoting positive social outcomes (Inoue & Kent, 2012).

Within the Indonesian sports landscape, volleyball has not yet received the same level of branding attention as more dominant sports like football and badminton. This shows that there remains a room to strengthen the position of volleyball through better digital communication. Sports have also been shown to support positive social outcomes when combined with strong public engagement (Inoue & Kent, 2012). With that in mind, social media becomes a key platform to expand the reach and visibility of volleyball in Indonesia.

This sports social media trend has led to increased use of social media by sports clubs to interact and communicate with fans by sharing content online (Taprial & Kanwar, 2012). Social media has become a popular tool for promoting

a club and sharing information about the club's activities (Ichsan et al., 2022). People now have easier access to information about sports, especially on Instagram.

Additionally, 44% of Gen Z and 52% of millennials use Instagram to consume sports content (Immersiv.io, 2021). In 2024, Instagram recorded approximately 2.4 billion users worldwide (Seo.ai, 2024), with 90.18 million users in Indonesia (NapoleonCat., 2024). The data shows Indonesia ranks fourth globally in Instagram users (Rizaty, 2024).

One of the sports clubs that utilizes social media is Jakarta Pertamina Energi, a professional volleyball club from Indonesia, established by PT Pertamina (Persero). The club consists of a men's team, Jakarta Pertamina Pertamina, and a women's team, Jakarta Pertamina Enduro. The club consists of a men's team, Jakarta Pertamina Pertamina, and a women's team, Jakarta Pertamina Enduro. As part of its brand communication strategy, Jakarta Pertamina Energi utilizes social media platforms, particularly Instagram. This approach enables the club to increase its visibility and engage with a broad audience.

This use of Instagram by Jakarta Pertamina Energi is also supported by data regarding volleyball fans on this platform. Data from the Indonesia Millennial Report 2024, released by IDN Times, shows that the younger generation,

especially Gen Z and millennials, are very enthusiastic volleyball fans. According to existing research, Instagram is one of the social media platforms growing in popularity and is used by sports organizations as a tool to share visual content (Anagnostopoulos et al., 2018).

In addition, the data states that 44% of Gen Z and 52% of millennials use Instagram to consume sports content (Immersiv.io, 2021). With this data, Jakarta Pertamina Energi uses Instagram as a key platform for implementing their brand communication through its official account, @jpevolley, which shares content about their products, club activities, and other updates about volleyball.

In line with these developments, Jakarta Pertamina Energi prepares its social media strategy with careful planning to ensure consistent and effective brand communication. This includes evaluating internal resources, assigning roles within the team, and planning content creation and audience engagement. Sports and media today support and strengthen each other's influence, forming a mutually beneficial relationship in the digital space (Nascimento et al., 2021). With this understanding, the club builds a strategy that aligns with its brand identity and stays relevant in an ever-changing media environment.

Additionally, as a brand, they carefully consider potential challenges before utilizing

social media to ensure their efforts align with the brand's identity and goals. The aspects prepared by Jakarta Pertamina Energi before engaging on social media include situation analysis, setting objectives or goals, determining the target audience, planning the timeline, and managing the budget. All of these are essential steps to ensure the success of their brand communication strategy on social media.

Jakarta Pertamina Energi's use of Instagram (@jpevolley) is designed to create awareness and engagement surrounding PT Pertamina (Persero) products and to share information about the Jakarta Pertamina Energi volleyball club. This effort is supported by their brand communication strategy, which is guided by the brand book. The brand book serves as a comprehensive guide, outlining essential elements such as the brand objective, target audience, brand message, brand personality, brand guideline, and social media management. These elements in the brand book ensure that brand communication remains consistent and aligned with the club's overall objectives.

Jakarta Pertamina Energi launched its Instagram official account in December 2016 and began posting content in January 2017. Over the course of seven-year activities, the account has gained 242 thousand followers and posted approximately 7,021 updates. This achievement is particularly impressive compared to other

volleyball club Instagram accounts in Indonesia.

Jakarta Pertamina Energi's official account boasts the largest following and the most active posts among professional volleyball clubs in the country. This demonstrates the club's strong commitment to building a consistent digital presence over time. Such dominance in the volleyball social media landscape strengthens Jakarta Pertamina Energi's brand visibility and sets a benchmark for other volleyball clubs in Indonesia to follow in the industry.

The success of Jakarta Pertamina Energi's brand communication on social media, particularly Instagram, is evident in its lead over competing volleyball clubs in Indonesia in utilizing the platform. This strategic and unique approach provides Jakarta Pertamina Energi with a competitive advantage in the sports industry.

By consistently presenting a clear brand communication, Jakarta Pertamina Energi has succeeded in building a strong digital presence that goes beyond match promotion. This has contributed to the creation of a loyal online community that associates the club not only with athletic performance but also with credible and relatable storytelling. Such strategic positioning is crucial in today's digital era, and Jakarta Pertamina Energi's approach could serve as a valuable model for other sports organizations seeking to strengthen their brand

Table 1 Comparison of Professional Volleyball Club Instagram Accounts

Club's Name	Instagram Username	Followers	Total Post
Jakarta Pertamina Energi	@jpevolley	242.000	7.201
LavAni Allo Bank	@lavani.forever	209.000	1.488
Bandung Bank BJB Tandamata	@bjbtandamataofficial	120.000	746
Jakarta BIN	@bin_volleyballclub	78.500	312
Jakarta Bhayangkara Presisi	@bhayangkaravolley	70.900	282
Gresik Petrokimia Pupuk	@petrovoli	55.900	1.076
Palembang Bank Sumsel Babel	@palembang.banksumselbabel	39.000	353
Sukun Badak	@sukunbadakvolleyball	28.400	150
Jakarta Popsivo Polwan	@popsivopolwan	12.800	205
Jakarta Electric PLN	@jevolley.id	12.600	275
Jakarta Livin Mandiri	@jkt.livinmandiri	8.746	89
Jakarta Garuda Jaya	@jakartagarudaofficial	1.916	18

Source: Primary data, processed by the author, 2024

presence online.

To further illustrate the presence of Indonesian volleyball clubs on Instagram as a communication platform, a comparison of the number of followers and posts among professional volleyball clubs in Indonesia on Instagram can be seen in Table 1.

Prior research has highlighted that brand communication plays a crucial role in shaping how audiences perceive and engage with a brand (Şahin et al., 2011; Inoue & Kent, 2012). Consistent and engaging brand communication helps build emotional connections, strengthen brand identity, and encourage audience loyalty. Elements such as storytelling, brand personality, and visual consistency are commonly used to deliver messages that resonate with target audiences. In the sports industry, these efforts

are often amplified through social media, which allows for two-way interaction and timely engagement with fans.

This aligns with the brand communication strategy of Jakarta Pertamina Energi, which shows a deliberate effort to go beyond promotional content by building meaningful narratives and fostering long-term engagement through digital platforms, particularly Instagram. The club consistently presents content that reflects its brand personality, celebrates athlete stories, and engages audiences in conversations that go beyond the court.

This approach humanizes the brand and strengthens emotional connection with its followers. By focusing on relevance, consistency, and interactivity, Jakarta Pertamina Energi positions itself as a more-than-just-a-sport team,

but as a digital community that offers value to fans. Moreover, these brand communication strategic efforts lay the foundation for sustained visibility and credibility in a highly competitive sports landscape, where digital branding is a key differentiator for long-term success.

This flexibility in brand communication is visible in how sports clubs use social media platforms, especially Instagram, to stay relevant and connected with their audiences. With the rise of social media, Instagram has become an integral part of young people's daily lives (Dias et al., 2020). Its popularity as a visually driven and interactive platform makes it highly effective for sharing content and building engagement.

The establishment of the Jakarta Pertamina Energi volleyball club is an initiative by PT Pertamina (Persero) aimed at advancing sports in Indonesia, particularly volleyball. The goal is to develop new athletes while promoting some of their flagship products, which align with the target audience and volleyball fans in Indonesia. By investing in sports development, Pertamina not only contributes to national athletic progress but also enhances its brand relevance among younger, sport-oriented audiences.

Since its debut in 2012, the Jakarta Pertamina Energi volleyball club's participation in Indonesia's premier volleyball competition, PLN Mobile Proliga, has garnered significant

public attention. Their involvement in this competition not only highlights PT Pertamina's commitment to supporting national sports but also serves as a promotional tool for both the products and the club. This growing interest in volleyball is reflected in the increasing popularity of the sport year after year.

This phenomenon is also evident in the growing interest from audiences and the increased involvement of companies in volleyball events at both local and national levels. A notable example is the rising popularity of Megawati Hangestri Pertiwi, an Indonesian volleyball athlete who currently competes in Korea. Her success has drawn great public attention to volleyball and contributed to a positive image of Indonesian volleyball on the international stage. Building on this momentum, there is a significant opportunity to further grow the sport, particularly by leveraging social media as a communication and engagement tool.

However, the growing attention still needs to be strategically managed to strengthen the brand identity of volleyball as a national sport. Without consistent brand communication, it can be challenging for sports clubs to maintain sustained public interest and long-term engagement. Social media plays a crucial role in turning temporary visibility into lasting emotional connection and brand loyalty.

Social media is not only used by teams but

also by athletes and fans to engage, share updates, and participate in interactive conversations (Cowart, 2020). This highlights how digital platforms have reshaped the way fans connect with the sport. Drawing from this, the present study considers social media as a strategic tool that can enhance brand communication in volleyball, especially in Indonesia, where the sport is gaining visibility but still lacks a strong digital presence.

As digital engagement becomes increasingly influential, understanding how clubs communicate their brand online is essential. Therefore, this study seeks to contribute to the broad discourse on sport branding by examining how Jakarta Pertamina Energi leverages Instagram to build and sustain its brand communication.

RESEARCH METHODS

This research used a descriptive case study method with a qualitative approach. Qualitative approach is a method used to explore and understand meanings as interpreted by individuals or groups, particularly in relation to social or humanitarian issues (Creswell, 2016), a. In qualitative research, the researcher can conduct an in-depth analysis with the freedom to choose the topic without the constraints of other research types (Yin, 2014).

The subjects of this research consist of five members of the social media team from Jakarta Pertamina Energi and three followers of the Instagram account @jpevolley. Interviews with the social media team focused on exploring the club's brand communication strategy, while interviews with followers aimed to understand their perceptions of Jakarta Pertamina Energi's brand communication on Instagram. This dual perspective ensured that data reflected both the strategic intent behind the messaging and the audience's reception of that messaging.

The selection of informants was based on purposive sampling to ensure the relevance and depth of the information gathered. For the Jakarta Pertamina Energi social media team, participants were chosen based on their direct responsibilities in managing and executing brand communication strategies on the club's Instagram account, @jpevolley. Meanwhile, the selected followers met specific criteria, such as being active Instagram users and consistently engaging with @jpevolley content. This selection process ensured that the insights provided were credible and closely aligned with the research focus.

Although the number of participants was limited, the data obtained were considered sufficient, as the responses reached a point of saturation, meaning that no new or relevant information emerged from additional

interviews. The selected participants were also chosen based on their direct involvement and relevance to the research objectives, ensuring the richness and depth of the data collected.

Secondary data consisted of literature, documentation, and other relevant materials that supported the research. Data analysis model includes three stages: data reduction, data display, and conclusion drawing. The interview transcripts were coded and categorized into key themes based on recurring patterns relevant to the research objectives. Thematic analysis was used to interpret the data by identifying relationships among participant responses and connecting them to the study's theoretical framework (Miles & Huberman, 1992).

To ensure validity, triangulation was applied through member checking and expert review. Member checking was conducted by returning the interview summaries to the Jakarta Pertamina Energi social media team to confirm the accuracy and clarity of the data collected. This step allowed the participants to clarify or elaborate on any points, thus strengthening the reliability of the findings. In addition, expert triangulation was carried out by involving branding specialist Poppy Octavia, who reviewed the research interpretations to ensure that they were aligned with established principles of brand communication and the broader context of the study. This combination

of internal verification and external evaluation helped to enhance the credibility, consistency, and objectivity of the research outcomes.

Research was conducted from June to November 2024 through a combination of online and offline methods. Online interviews were used to accommodate participant availability, while offline observations were conducted to gain contextual understanding of Jakarta Pertamina Energi's brand communication practices.

RESULTS AND DISCUSSION

The implementation of Jakarta Pertamina Energi's brand communication strategy on Instagram is carried out through a structured and consistent approach that emphasizes clear identity delivery and audience engagement. Rather than merely following trends, the club applies a planned and purposeful use of Instagram, supported by visual consistency and brand-aligned messaging. As social media is a platform that allows new users to share content and boost community engagement (Ma, 2018), leveraging social media for sports marketing plays a key role in connecting with fans (Ichsan et al., 2022).

As a result, @jpevolley has become one of the most recognized volleyball club accounts in Indonesia, not only in terms of followers

but also in the way it maintains a distinct brand communication. This structured use of Instagram sets Jakarta Pertamina Energi apart from other volleyball clubs in Indonesia, especially in consistency and coherence of brand identity across posts.

Therefore, sports clubs must understand the public's need for information and tailor their messages to capture attention and stand out from other content (Hussain, 2015). This approach is evident in the brand communication efforts implemented by Jakarta Pertamina Energi.

The implementation process by Jakarta Pertamina Energi involves the consistent application of its brand book, a comprehensive document that provides guidelines on brand identity, which outlines key elements such as objectives, target audience, messages, personality, guidelines, and social media management. This ensures alignment and consistency in reflecting the club's identity.

An essential step in implementing brand communication, as outlined in the planning phase, is Jakarta Pertamina Energi's development of a brand book as the primary guide for preserving brand identity. Brand book is designed to help the audience better understand the brand. This brand book serves as a reference to ensure the brand stays focused on its objectives and targets and remain consistent and aligned with its identity (Ainurrofiquin,

2023).

The first element in the brand book is the brand objective, which plays a key role in guiding the direction and purpose of brand communication. Brand objectives are the specific goals a brand aims to achieve, both in the short and long term. Regarding this, Jakarta Pertamina Energi's brand objective focuses on three main components. The first component is awareness, which aims to increase brand awareness of Jakarta Pertamina Energi.

The second component is education, which seeks to inform the audience about Jakarta Pertamina Energi's Unique Value Proposition (UVP). In this study, the UVP is derived from primary data provided directly by Jakarta Pertamina Energi, reflecting the unique values and positioning that distinguish the club from others. Lastly, the third component is digital presence, which ensures the continued visibility across digital platforms.

In line with Jakarta Pertamina Energi's goal of building brand awareness through social media, especially Instagram, the club uses a strong and consistent brand message to engage its audience. For example, the club frequently shares posts that highlight key aspects of their identity, such as athlete performances and community involvement. These types of posts help convey the spirit, motivation, and energy of the team, aligning with the club's intended



Source: Instagram, 2024

Figure 1 Brand Objective Implementation

brand objective (Figure 1).

To further communicate its Unique Value Proposition (UVP), Jakarta Pertamina Energi often showcases the strengths and achievements of the club. For instance, the club could share weekly updates or other relevant information to educate followers about its ongoing success. Additionally, they could encourage followers to actively engage through interactive content on Instagram, which supports the club's digital presence goals and enhances audience engagement.

The second element of the brand book is the target audience, which ensures that brand communications reach the right groups. As social media grows, sports organizations must understand their audiences (Clavio & Walsh,

2014). In the segmentation process, Jakarta Pertamina Energi has identified its target audience on Instagram @jpevolley, which includes volleyball fans and digital-savvy consumers. Determining the target audience is crucial for shaping future strategies because attracting and retaining the right audience has become a key factor for success (Chen, 2023).

To engage this target audience, Jakarta Pertamina Energi regularly shares updates about volleyball championships on Instagram, both locally and internationally. For example, the club often highlights score updates from international matches, such as the AVC Cup Challenge. By providing content about international volleyball events, the club could connect with digital-savvy audiences who have a general interest in volleyball.

Furthermore, the club's target audience focuses on individuals aged 18 to 35, which includes Generation Z and millennials, as well as those from the B and C socio-economic classes (SES). This selection by Jakarta Pertamina Energi was based on the audience's strong interest in volleyball, as well as their high engagement with Instagram.

In implementing the targeting aspect for the audience, the club tailors its brand communication to suit their preferences. The club uses engaging visuals to capture the audience's attention. The content is designed

to appeal to those who enjoy interactive and visually appealing posts. As a result, this targeted approach helps the club convey its brand messages effectively.

The brand objective and target audience are key foundations for the implementation of the other elements in the Jakarta Pertamina Energi brand book. By establishing clear objectives and identifying relevant audiences, the brand communication strategy can be structured with great focus and direction. This clarity makes it easier to implement the brand message, personality, guidelines, and social media management. With these implementations, Jakarta Pertamina Energi can ensure consistency in its brand communication efforts.

To increase brand awareness and engagement for both Pertamina's team and products, while focusing on the key audience of Generation Z and Millennials, the established brand objectives and target audience serve as a solid foundation for crafting effective brand messages. A deep understanding of the audience and clear brand objectives allows for more targeted and relevant communication. This is similar to how sports and social media help people connect (Watkins, 2020).

The positioning "One Stop Volleyball Update" successfully differentiates Jakarta Pertamina Energi from other local clubs that generally focus only on match promotion. This



Source: Instagram, 2024

Figure 2 Brand Message Implementation

integrated communication approach, which includes athlete stories, educational content, and volleyball news, has helped shape the club's image as more than just a sports team but also as a trusted source of volleyball information. In addition, the tagline #EnergizingTheChampion conveys motivation, but its impact depends on consistent visuals, captions, and team performance.

The implementation of this brand message is evident in the Figure 2, where Jakarta Pertamina Energi not only shares information about their volleyball club but also offers general volleyball-related content and education. To reinforce this positioning, Jakarta Pertamina Energi covers a wide range of topics, from volleyball education to updates on volleyball

events. The club educates the Indonesian public about volleyball by sharing information about their events and those involving the Indonesian national team. This strategy also supports their national team players and boosts pride within the volleyball community.

The implementation of the tagline “#EnergizingTheChampion” is reflected in the visuals and captions used. Visually, the images often feature athletes in dynamic, energetic poses, symbolizing strength, determination, and the pursuit of excellence, which aligns with the tagline’s message. In the captions, the tagline is paired with motivating language that encourages the audience to stay driven and passionate, reinforcing the club’s commitment to inspire both players and fans. By incorporating the tagline in both the visual and written content, Jakarta Pertamina Energi creates a consistent and powerful message that resonates with its audience.

The implementation of the #EnergizingTheChampion tagline in 2024 effectively communicates Pertamina’s passion and purpose, aiming to inspire positive energy and high achievements from athletes. This tagline reflects the spirit of Jakarta Pertamina Energi players, encouraging them to always deliver their best performance. In this context, the rise of social media has transformed the way sports are delivered and consumed (Filo et al.,

2015) and the way sports teams, athletes, and fans engage with each other.

One way to convey the energetic brand message visually is by using photos of Jakarta Pertamina Energi athletes in energetic poses. The selection of communicators in brand communication content is a crucial element of the storytelling strategy. This approach ensures that the promotion of Pertamina products feels more natural. When athletes are seen using Pertamina products, Jakarta Pertamina Energi strengthens its emotional connection with the audience by showcasing real-life ambassadors.

By focusing on certain parts of a person’s life, including athletes, such as their achievements, values, and contributions to society, the media can build a story that promotes a positive image (Ganie & Wani, 2024). In addition, by highlighting active and energetic athletes, the use of Pertamina products makes it feel as though the brand is an integral part of the athletes’ lifestyle, enhancing credibility and trust.

To support the delivery of brand messages, Jakarta Pertamina Energi also uses mandatory hashtags in every Instagram caption. These hashtags play a key role in strengthening brand messages on social media. By using the same hashtags across platforms, the brand increases its visibility and makes it easier for audiences to find related content.



Source: Instagram, 2024

Figure 3 Brand Personality Implementation

In addition to delivering a strong brand message, the club also applies brand personality for brand communication. Brand personality refers to a set of human traits or characteristics associated with a brand, which influences how consumers perceive it (Aaker, 2014).

One way Jakarta Pertamina Energi implements its brand personality is through the tone of voice, adopting a friendly, informative, cheerful, and youthful approach (Figure 3). This communication style often engages the audience directly. This consistency in tone strengthens the club's identity and builds a sense of community among followers, which is crucial in building long-term fan engagement.

In the example above, Jakarta Pertamina Energi uses a professional yet fun communication

style with the audience. This is evident from the caption, "Ayoooo JPE Friends", with a friendly and inviting tone. The use of words like "Ayoooo" and "JPE Friends" creates a relaxed, engaging atmosphere, especially appealing to younger audiences like Gen Z, who are familiar with casual, upbeat language. Since Instagram is a leading platform for young people, studying their language use highlights large trends in digital communication and cultural changes (Telaumbanua et al., 2024)

The next element of the brand book is the brand guideline, which helps ensure consistency and harmony in the brand's identity across all communications on Instagram @jpevolley. In simple terms, the brand guidelines provide instructions for the design aspects of brand



Source: Instagram, 2024

Figure 4 Brand Guideline Implementation

communication, including rules and references for using logos, color palettes, and typography. In this case, the brand guideline focuses on the specific design standards to be presented visually.

The “Game Day” post Figure 4 demonstrates how Jakarta Pertamina Energi consistently follows the club guidelines. The post features the brand’s color palette, using the primary color, Red (#C5060C), combined with Blue (#1963BF) and Green (#D7FF00). It also consistently uses the Futura Oblique font. Additionally, Pertamina’s logo is applied correctly, with the colored version and white lettering to stand out against the dark background.

To support the previous planning, the club uses various elements in social media management, especially by applying content pillars in the content and editorial plans. Once these plans are created, they go through a review and approval process by the team lead.

However, the club applies the concept of “Riding the Wave,” which refers to the strategy of leveraging current events or viral trends to increase audience engagement and maintain relevance on social media. “Riding the Wave” means choosing whether to follow the momentum of a trend or actively engage with and capitalize on it (Martalia et al., 2021). This concept ensures the brand stays connected with ongoing trends and continues to engage with its audience effectively.

AA, the Marketing Communication of Jakarta Pertamina Energi, explained this approach:

We certainly make adjustments to the content according to the current hype. The strategy is riding the wave, following the development of existing trends. So, when something new appears, we will adjust by shifting or adding content to stay relevant. (AA, Personal Interview, October 9, 2024)

“Riding the wave” strategy is effective in boosting interaction on social media (Diany et al., 2022). The impact of this strategy becomes even more significant as the popularity of the topic grows, leading to increased user engagement with the content. Therefore, this

strategy has been integrated into various content pillars on the @jpevolley Instagram account. Jakarta Pertamina Energi carefully designs its content to align with both the brand's values and current trends. Once these content pillars are finalized, the club proceeds to implement other components of its social media management.

Another important component of social media management is choosing the right visual format. Jakarta Pertamina Energi carefully adjusts the visual format to fit Instagram's various features, maximizing the impact of each post. For Instagram, the format used is 1080 x 1920 pixels for reels and stories, and 1350 x 1080 pixels for feed posts.

In addition, the club uses both Indonesian and English to connect with Gen Z and Millennials, who are familiar with and responsive to bilingual content. This approach reflects the club's youthful and dynamic brand personality. It also shows an effort to remain accessible while maintaining a fresh and modern image in line with audience expectations.

As an example, JPE often combines English and Indonesian in both visuals and captions. In one post, the headline reads "2 Days To Go," while the caption is more casual and familiar in Indonesian, saying, "*Tinggal 2 hari lagi Proliga 2023 bakalan dimulai di GOR Amongrogo Yogyakarta*". This language style makes the content more relatable to young audiences

and reflects the brand's personality, which is cheerful, friendly, and focused on building connections through light yet informative communication.

To maintain audience engagement on @jpevolley, the club developed a structured content plan, targeting at least seven posts and one weekly activation. The club utilizes seven content pillars, ranging from match updates and vlogs to interactive quizzes through the MyPertamina app with Proliga ticket rewards.

Social media management is supported by designated operating hours (09:00–18:00) and scheduled posting times (08:00–10:00 and 12:00–17:00), with adjustments made during Proliga matches. This consistency helps ensure the content remains timely, relevant, and well-received by followers.

Millennials and Gen Z are highly engaged with sports content on digital platforms, and the content must align with their preferences (Nielsen, 2019). To cater to this, Jakarta Pertamina Energi tailors its content to suit Instagram formats such as feeds, reels, and stories. This scheduling supports consistency and improves audience engagement.

By utilizing these popular Instagram features, Jakarta Pertamina Energi enhances the interactivity and engagement of their posts, ensuring they connect with the audience in a way that resonates with them. These features

enable users to engage with one another (Lauren et al., 2022).

As shared by ARS, Social Media Specialist of Jakarta Pertamina Energi:

If, for example, we post on stories, it only lasts 24 hours, so for posts that are more permanent, like feeds, they are usually planned in advance. Whereas stories, for example, if we are shooting children's activities, we post them right away. So, if, for example, something is in the feed and reels, we can repost it to the story, while the story directly reflects the situation at that time. Similarly, we use reels more often now, especially in 2023 and 2024, because according to our own data, you can check later, the reels algorithm has a higher reach. So, if you look at it, we focus more on reels, if you look at JPE. (ARS, Personal Interview, October 11, 2024)

The excerpt shows that Jakarta Pertamina Energi uses each Instagram feature with a unique strategy and is effectively leveraging Instagram Reels for brand communication in 2024. This also aligns with the fact that Instagram Reels has become the most popular format in the sports sector, with over 90% of sports industry profiles sharing Reels content, while other industries are also adopting this format in large numbers (Emplifi, 2023).

As a pioneer in Indonesian volleyball's digital presence, the club has established itself as a leader in utilizing Instagram to engage with fans. Since joining the platform, the club has consistently delivered unique content that sets it apart from other clubs. As a result, it has become a reference on how volleyball teams can

communicate effectively. One of @jpevolley followers, F, mentioned:

Because of the JPE Instagram account, it makes branding for the volleyball world better. In fact, JPE has been excelling in this since 2020, where they already manage Instagram very well. (F, Personal Interview October 29, 2024)

Fhemema, one of jpevolley's Instagram followers, supports the implementation of brand communication by stating that the Instagram account @jpevolley has been managed very well. By implementing a strategic approach to social media management, the club has successfully built a strong online presence that promotes the athletes and their achievements, helping to grow their fan base and establish a deep connection with the audience.

The Table 2 summarizes how Jakarta Pertamina Energi implements its brand communication through the application of the brand book. Through this implementation, Jakarta Pertamina Energi ensures consistency in its messaging and visual identity across all communication channels, especially Instagram.

PO, an expert triangulator, also shared her thoughts on the brand communication implemented by Jakarta Pertamina Energi:

So, one side of the persona that is built is correct, secondly, from the creative side, it is also interesting. (PO, Personal Interview, November 16, 2024)

The excerpt shows that Jakarta Pertamina

Table 2 Brand Book Implementation by Jakarta Pertamina Energi

Brand Book Element	Implementation	Example Of Implementation
Brand Objective	Awareness	Increasing brand awareness through the brand messages shared on Instagram @jpevolley
	Education	Educating the audience about Jakarta Pertamina Energi's Unique Value Proposition (UVP)
	Digital Presence	Maintaining Jakarta Pertamina Energi's presence on digital platforms
Target Audience	Targeting	18 - 35 years old, SES B & C
	Segmenting	Volleyball Enthusiast and Digital Savvy Consumer
Brand Message	Positioning	One Stop Volleyball Update
	Tagline	#EnergizingTheChampion
Brand Personality	Tone of Voice	Smart, Informative, Playful, Young & Fresh
Brand Guideline	Color Palette	Red (#C5060C), Blue (#1963BF), Green (#D7FF00)
	Typography	Futura Oblique
	Logo Usage	Logo in color for light backgrounds and in white for dark backgrounds
Social Media Management	Maintenance	A minimum of seven posts in a week
	Activation / Quiz	A minimum of one post per week
	Language	Mix Indonesian & English
	Visual Content	1080 x 1920 pixel (reels & stories), 1350 x 1080 pixel (feed)
	Content Plan & Editorial Plan	Content plans are developed monthly, while editorials are created weekly
	Operational Hours	09.00 – 18.00
	Posting Schedule	08.00 – 10.00 and 12.00 – 17.00

Source: Primary data, processed by the author, 2024

Energi's brand communication implementation is on point and effectively uses social media.

At the moment, social media platforms have impacted sports in many different ways, including communication.

As such, effective brand communication on these platforms plays a crucial role in increasing visibility, engagement, and loyalty among fans. Strategic social media use enables Jakarta Pertamina Energi to deepen existing

connections and attract new volleyball fans locally and globally.

Sports can become a global cultural experience that engages people from all parts of society (Sofyan et al., 2024). This engagement provides a wide platform for storytelling. It boosts brand awareness and strengthens the emotional bond with their fan base as well. This supports the idea that social media improves the bond between sports and the community

(Boluda et al., 2024).

The success of Jakarta Pertamina Energi in implementing a structured and consistent brand communication strategy through Instagram suggests a potential model for other professional sports clubs in Indonesia. Jakarta Pertamina Energi sets a benchmark that could elevate the standard of sport branding nationally. If more clubs adopt similar approaches, Indonesian sport branding may evolve into a more integrated and professional ecosystem. Over time, this could strengthen the commercial viability and global visibility of Indonesian sports, particularly in disciplines like volleyball that have yet to achieve the same level of mainstream popularity as football or badminton.

CONCLUSION

The current study found that Jakarta Pertamina Energi's brand communication strategy through Instagram @jpevolley is upheld with strong consistency and alignment with its brand identity. This consistent approach helps build familiarity and trust among followers, which are essential elements in fostering long-term audience loyalty.

In practice, Jakarta Pertamina Energi carefully integrates strategic content planning, visual coherence, and audience engagement into its daily social media operations. The deliberate

use of Instagram formats such as feeds, reels, and stories allows the club to stay relevant and accessible to digital-savvy audiences, particularly among Gen Z and millennials. These efforts reflect not only digital fluency but also a clear understanding of how social media can be optimized to strengthen a sports brand's presence and credibility in a competitive environment.

The brand book also functions as a strategic framework that includes key elements such as brand objectives, audience targeting, messaging, personality, and content planning. This comprehensive structure allows Jakarta Pertamina Energi to maintain a cohesive and recognizable brand presence across all content. At the same time, it provides enough flexibility for the team to adapt to changes and opportunities in the fast-paced environment of social media.

The application of storytelling and the "riding the wave" strategy further enhances audience engagement by connecting with trending topics and relevant cultural moments. These strategies are optimized through the use of Instagram features, such as feeds, reels, and stories, which are particularly popular among their target demographics of Gen Z and Millennials. As a result, the club can balance consistency with creativity.

Practically, Jakarta Pertamina Energi is

advised to continue refining its content strategy by observing audience behavior and staying informed about developments on digital platforms. Regular experimentation with Instagram's latest features can help improve engagement and reach. Other volleyball clubs in Indonesia can also benefit from implementing a structured brand communication approach that emphasizes consistency and relevance to their target audience.

Future research could explore the long-term impact of digital brand communication on audience loyalty and club sustainability through longitudinal studies. This would offer a more comprehensive understanding of how branding efforts influence perceptions over time. Moreover, comparative studies that analyze how different platforms such as TikTok, YouTube, or even X support varying engagement patterns could shed light on platform-specific strengths and challenges. Quantitative analysis using tools, such as follower growth metrics, sentiment analysis, or engagement clustering, may also reveal patterns that are not immediately visible through qualitative data alone. Such approaches would enrich the discussion on how sports organizations can better adapt their communication models in the digital age, particularly in emerging markets like Indonesia.

In conclusion, Jakarta Pertamina Energi shows how consistent and adaptive brand

communication can help a sports club build a strong presence on digital platforms. By using Instagram in a planned, engaging, and audience-focused way, the club has become one of the most visible volleyball teams in Indonesia. This achievement improves the club's reputation and gives a good example for other local sports teams to follow. In a wider context, this kind of communication effort can support the growth and popularity of volleyball in Indonesia and help it gain more attention both nationally and internationally.

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