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ANDALUSIAN COMMUNICATION OFFICES ON X (TWITTER)
Strategic Analysis of their Digital Presence

ELIZABET CASTILLERO-OSTIO [1], ANA ALMANSA-MARTÍNEZ [1], ÁLVARO SERNA-ORTEGA [1]
[1]University of Malaga, Spain

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ABSTRACT
Social media is essential for the digital positioning of organisations, their engagement with audiences, and the construction of their visual identity. This study examines the strategic management of Andalusian communication offices on X (Twitter), analysing their digital presence across three dimensions: profile, activity, and interaction. Employing a quantitative approach, the study analyses the accounts of 653 organisations. The research concludes that communication offices have professionalised their presence on X, albeit with notable differences depending on the type of organisation. The findings suggest the need to prioritise interaction over the volume of posts.

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1. Introduction

Communication offices have the primary function of addressing the communicative needs, both internal and external, of the organisations they serve. Their role is fundamental as strategic managers of these entities' relationships, encompassing multiple domains and acting as architects of their public and visual identity by building and maintaining their image among various stakeholders.

Currently, a significant portion of this communicative management has shifted to the digital realm, where social media play a prominent role (Costa-Sánchez, 2020). These platforms have become indispensable communication tools, not only as spaces for interaction but also as key determinants of influence and visibility (Van Dijck et al., 2018). They offer a direct channel of connection between the entity and its audiences, facilitating dynamic and accessible communication. However, their effectiveness from a communicative perspective largely depends on how communication offices manage their presence on these platforms, requiring constant adaptation to the evolving expectations of audiences, online dynamics, and the challenges posed by digital communication.

In light of the above, this research is structured around the general objective (GO) of quantitatively evaluating the communication management on X by Andalusian communication offices, exploring differences according to the type of organisation. To this end, three dimensions of analysis are established: profile, activity, and interaction. Each dimension is linked to a specific objective (SO):

- SO1: To analyse the characteristics of the profiles, considering the number of followers, creation date, geographical location, and verification status.
- SO2: To examine the activity of the accounts between 15 October and 15 December 2024.
- SO3: To study the interaction generated by the accounts' activity during this period, through the analysis of engagement metrics.

Therefore, this article contributes to the scientific literature by quantitatively characterising, from an empirical and multidimensional perspective, the communication management on X by Andalusian communication offices. Through the three dimensions analysed, the study provides a comprehensive view of communicative performance on the platform, while opening the door to strategic applications in the public, private, and social sectors.

Its distinctive value lies in its holistic, comparative, and geographically focused approach on Andalusia. The combination of quantitative analysis with a comparative perspective based on the type of organisation enables the identification of communication patterns and the formulation of strategic recommendations to optimise organisations' presence on X.

2. Theoretical Framework

As outlined, communication offices aim to address the communicative needs of organisations, facilitating their relationship with their environment. Although their importance is well-established, terminological confusion persists regarding their designation. Traditionally, these departments were known as press offices due to their original focus on media relations in Spain (Cárdenas Rica, 2000). However, over time, their functions have expanded to include internal communication tasks (Almansa-Martínez, 2011). Currently, the management of social media stands out, sparking debate in recent years about the most appropriate designation for these units (Simón Onieva, 2015).

Although their work historically centred on intermediation between organisations and the media, the services they provide have evolved significantly. Nevertheless, in Spain, the traditional perception persists due to the training of professionals in these departments: 51.5% have journalism degrees, while 15.8% come from advertising and public relations (Dircom, 2022). However, the latest industry survey by Dircom indicates that functions related to media relations are losing prominence in favour of internal communication, online communication, and social media.

The lack of consensus on the designation of these departments is partly due to the still-emerging development of public relations in Spain when these communicative structures began to form (Cárdenas, 2000), a phenomenon also observed in other European and Latin American countries, in contrast to the more established tradition in North America. According to Matilla et al. (2018), this ambiguity also stems from the epistemological evolution of organisational communication, the recent holistic perspective of the sector, and differences in the size and structure of organisations.

On the other hand, the role of the communication director (dircom) is pivotal in this evolution, as their work involves not only managing the organisation's public image but also structuring and

coordinating strategic communication. According to Álvarez and Caballero (1997), the dircom must create, maintain, and enhance the organisation's positive image in public opinion while overseeing the communication department as a whole. Furthermore, their role has expanded to include fostering trust, reinforcing their strategic importance within the organisation (Cabrera-Cabrera and Almansa-Martínez, 2016). In this regard, Mut-Camacho (2011) considers the dircom a "change manager within organisations" (p. 109) undertaking tasks with significant impact on the organisational structure.

Another relevant aspect of communication management is the distinction between internal communication offices and external consultancies providing communication services. Ramírez (1995) emphasises that the former are part of the organisation's structure, while consultancies operate independently, offering advice to various entities. Martín Martín (1998) adds that the work of a communication office encompasses planning, controlling, analysing, and disseminating communicative actions, beyond mere execution.

In light of these considerations, the following definition is adopted to characterise these entities today: "an organised structure, directly accountable to senior management, which coordinates and integrates all communication actions (internal and external) to create, maintain, or enhance the organisation's image among all its audiences" (Almansa Martínez, 2004, p. 56; Almansa Martínez, 2005, p. 123).

Communication offices play an essential role in the strategic management of organisational communication. It is evident that their functions have evolved beyond their traditional media role, now encompassing multiple areas of activity, including the following:

- The traditional management of media relations (Carrascosa, 2003; Martín Martín, 1998). Their tasks include monitoring and analysing media coverage of the organisation, planning informative actions, and addressing media demands (Campillo Alhama, 2011; Mateos Marín, 2003).
- Coordinating the organisation's communication. Communication offices are responsible for strengthening the organisation's image and reputation among its various audiences (Almansa, 2007; Martín Martín, 1998; Reto-Carreño, 2017). This function involves planning communication strategies aligned with institutional values and public perception.
- Managing internal communication. Despite the growing recognition of internal communication as a key factor for organisational success, it still receives less attention and resources compared to external communication (Viñarás Abad et al., 2020). However, both professional (ADECEC, 2019; Dircom, 2022) and academic communities (Aced et al., 2021; Berceruelo González, 2020; Costa-Sánchez and López-García, 2020; Cuenca and Verazzi, 2020) highlight its increasing importance for fostering internal cohesion and commitment.
- Managing relations with other strategic external audiences, beyond the media (Sabés and Verón, 2013; Simón, 2015).
- Planning, executing, and evaluating the organisation's communication policy to ensure message coherence and effectiveness (Almansa-Martínez and Fernández-Souto, 2020; García-Orosa, 2009).
- Handling crisis communication and lobbying, mitigating negative impacts on the organisation's reputation and seeking to influence political or regulatory decisions in its favour (Martín Martín, 1998; Victor Costa, 2015).
- Coordinating relations with the environment. Focusing on communication with specific audiences and managing relations with the broader environment, ensuring harmonious integration with the community and the socio-political context in which they operate (Martín Martín, 1998).
- Managing online communication and social media platforms. In a digitalised environment, presence and interaction on social media are fundamental to organisational communication. Managing these digital platforms strengthens corporate image and fosters dialogue with various audiences (Simón Onieva, 2015).

The management of online communication on social media platforms has become one of the most in-demand functions today. Professionally, this task may be coordinated by internal communication offices or specialised digital communication agencies (Godoy-Martín, 2022). Digital transformation has driven significant evolution in communication offices, altering their functions and management strategies. Since the 2000s, digitalisation has compelled communication directors to adapt their methods to an ever-changing online ecosystem, in line with societal evolution (Simón, 2014). A key aspect of this

change has been the proliferation of new digital channels that promote bidirectional communication with different audiences (Domínguez Quintas et al., 2012).

Over the past decade, social media have assumed a leading role in communication strategies, serving as channels for dissemination, tools for conversation, and means to manage organisational reputation. Costa-Sánchez (2020) notes that the strategic use of social media and collaboration with influencers have strengthened bidirectional communicative relationships, fostering greater audience proximity.

According to the scientific literature, the most significant contributions of social media to organisational communication management can be summarised as follows:

- They enhance external communication, providing a bidirectional, closer, and more personalised connection with various audiences (Kietzmann et al., 2011; Meijer and Torenvlied, 2016).
- They enable immediate, real-time, and ongoing interaction with audiences, helping organisations provide timely information, answer queries, clarify doubts, and manage crises that may affect their image (Del Paso Gallego and Vicent-Fernández, 2024; Martínez Rolán, 2012; Vignal Lambret and Barki, 2018).
- They contribute to monitoring what is said about the organisation, aiding reputation management (Itoiz López, 2014; Vaquero Collado, 2012).
- They offer segmentation tools that allow organisations to target messages to specific audiences, improving the effectiveness of communication campaigns (Stephen and Galak, 2012).
- They promote the building of communities around entities, generating a sense of belonging and loyalty among users (Godey et al., 2016; González, 2015).

Regarding the social media platform X specifically, having become an omnipresent element in public debate, it has driven organisations to cultivate a constant and dynamic digital presence. According to Elías (2015), these online practices shape organisations' virtual identity and influence their communication strategies and interactions beyond the digital environment.

Communication offices have turned X into a multifunctional tool for their digital strategy. As a platform for dissemination and agenda-setting, it enables the real-time positioning of key messages with the potential to influence traditional media (Kreiss, 2016; Pérez-Curiel and Limón, 2019) and social and personal agendas (Zhang and Ng, 2023), monitor trends to participate in relevant conversations (López Robles, 2022), and generate engagement through formats such as explanatory threads and personalised responses (Gaynor and Gimpel, 2023; Meeks, 2016). In crisis management, it stands out for its utility in providing immediate responses to clarify rumours (Gruber et al., 2015), while social listening tools enable early detection of potential crises (Burgess and Baym, 2020), all contributing to humanising the organisation through a relatable tone (Castelló Martínez et al., 2024). However, communication offices also face challenges on this platform, such as polarisation and disinformation affecting reputation (Alonso-Muñoz, 2024), declining organic reach requiring multichannel strategies, and competition from platforms like TikTok and Threads among younger audiences.

Although X is currently a key platform for communication offices, and despite the growing prominence of digitalisation in organisational communication, a considerable number of entities and institutions in Spain still do not prioritise these online tools, placing greater emphasis on intangible values such as honesty, reputation, transparency, and credibility (Fernández-Souto et al., 2019). Therefore, the effective implementation of this digital platform requires a comprehensive communication vision, fully integrating social media into the organisation's global strategy.

3. Methodology

Considering the research objectives, the methodological approach is based on a quantitative design with a descriptive scope.

3.1. Data Collection Techniques and Tools

The first step in the data collection process involves identifying communication offices in Andalusia whose organisations have profiles on X. Almansa-Martínez et al. (2024, 2025) identify 859 active communication offices in the region, constituting the analysis population. The sample comprises all those whose organisations have a profile on X, totalling 653. These are classified into eleven types of organisations, serving as a comparative criterion: 67 regional administrations (10.26%), 24 national administrations (3.68%), 205 local administrations (31.40%), 94 communication companies (14.39%), 62 businesses (9.49%), 7 financial entities (1.07%), 47 business organisations (7.20%), 95 social

organisations (14.54%), 13 political parties (1.99%), 25 trade unions (3.84%), and 14 universities (2.14%).

The data collection technique employed is web scraping, implemented using the X API and the R programming language (via the rtweet package).

The data collection process was conducted in several phases. First, a project was designed within the X API to gather information on the 653 selected profiles, including the number of followers, account creation date, indicated geographical location, and verification status. Next, all tweets posted by these accounts between 15 October and 15 December 2024 were extracted, recording the tweet ID, publication date and time, and the profile that posted it. This two-month period covers a timeframe during which organisational activity remains consistent, without significant interruptions, lending validity to the procedure. Finally, interaction metrics associated with each tweet were collected, enabling analysis of the impact generated by the shared content in terms of engagement. To ensure data reliability and consistency, automated filters and checks were implemented in R to detect inconsistencies or duplicate data. All collected data were stored in a structured database environment in R, facilitating subsequent analysis and visualisation.

Table 1 presents the operationalisation of the variables included in the data collection, organised according to the three research dimensions.

Table 1. Operationalisation of the variables included in data collection

Dimension 1. Profile	
Variable	**Operationalisation**
Followers	Numerical: discrete numerical value.
Creation date	Temporal: day/month/year.
Geographical location	Categorical: 8 provinces, other.
Verification status	Binary: yes, no.
Dimension 2. Activity (between 15 October and 15 December 2024)	
Variable	**Operationalisation**
Tweet ID	Numerical: discrete numerical value.
Publication date	Temporal: day/month/year.
Publication time	Temporal: hour/minutes.
Profile	Categorical: 653 profiles, one per organisation.
Dimension 3. Interaction (as of 16 December 2024)	
Variable	**Operationalisation**
Retweets	Numerical: discrete numeric value.
Likes	Numerical: discrete numeric value.

Source: Author´s own elaboration, 2025.

Data collection was conducted on 16 December 2024. As a single-point measurement, the study is framed within a cross-sectional design.

3.2. Data Analysis Techniques and Tools

All variables included in the research can be numerically analysed, which, combined with the adopted quantitative approach, justifies the use of statistical analysis as the primary data analysis technique. In its implementation, various statistical tools are employed: descriptive analysis, Kruskal-Wallis test, Dunn's post-hoc test with Bonferroni correction, temporal trend analysis, and Spearman's correlation analysis.

Following the structure of the study's three dimensions and the specific objectives outlined, the data analysis is organised into three sections, which also structure the presentation of results. In all sections, the primary comparison criterion is the type of organisation, distinguishing between the eleven groups defined in the sample.

The first section examines the variables related to account profiles. The number of followers is analysed using descriptive statistics and a Kruskal-Wallis test, supplemented by a Dunn's post-hoc test with Bonferroni correction. This second procedure explores the followers variable through rank means, enhancing the representativeness of the analysis. It is necessary due to the skewed distribution of organisations and the presence of outliers. Additionally, the age of the profiles on X, the declared geographical location, and the verification status are examined descriptively.

The second section focuses on the activity of the accounts. An initial descriptive analysis of the number of tweets posted during the study period is presented, both in absolute and relative terms. Subsequently, a temporal trend analysis is conducted to observe the distribution of tweets over time.

The third section is dedicated to studying the interaction generated by the tweets, based on the analysis of retweets and likes received. Following an initial descriptive analysis in absolute and relative terms, a correlation analysis using Spearman's coefficient (rho) is performed to explore the relationship between interactions, the volume of tweets posted, and the number of followers.

The software tools used for data analysis include conventional spreadsheet programs, SPSS, and the R programming language.

4. Results

4.1. Dimension 1. Profile

Regarding the number of followers, the mean across the 653 accounts is 29,760.57. The organisations with the highest number of followers are the National Police (@policia), the Civil Guard (@guardiacivil), and Europa Press (@europapress), the only ones exceeding 1.5 million followers.

The distribution of followers varies by organisation type. National administrations, with an average of 260,560.46 followers, and businesses, with an average of 98,646.33 followers, exhibit the highest values. In contrast, business organisations (4,297.91 followers on average) and local administrations (5,664.46 followers on average) are the groups with the lowest figures (see Table 2).

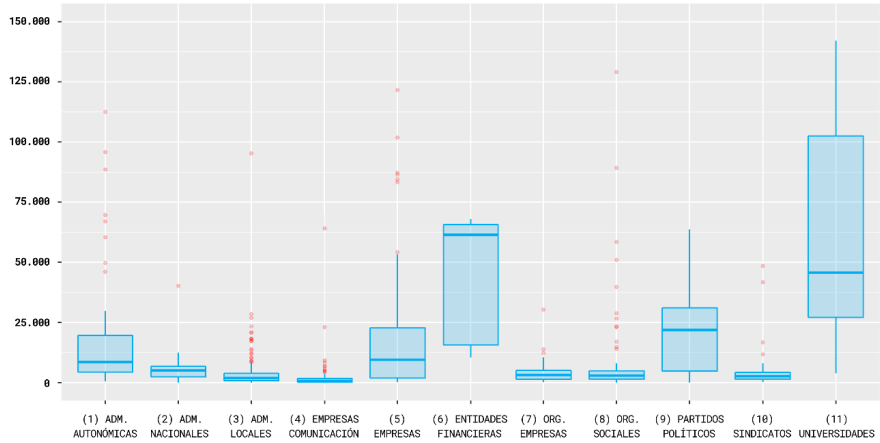
Table 2. Followers on X by organisation type.

Type of organisation (1-11)	Average	σ	Median	Minimum	Maximum
(1) Regional administrations	17.458,4	23.355,1	8590	510	112.425
(2) National administrations	260.560,4	843.474,9	5963	0	3.761.694
(3) Local administrations	5664,4	19.395,5	1853	19	197.784
(4) Communication companies	18.444,2	157.631,9	600	2	1.529.862
(5) Companies	98.646,3	219.321,8	13.340	111	1.126.343
(6) Financial entities	43.229,1	27.555,2	61.442	10447	68.056
(7) Business organisations	4297,9	4941,5	3155	131	30.249
(8) Social organisations	12.465,1	37.390,4	2890	3	28.739
(9) Political parties	23.234,5	20.478,6	21.873	36	63.672
(10) Trade unions	6855,8	12.130,9	2592	269	48.472
(11) Universities	59.802,2	48.631,3	45.658	3873	142.115

Source: Author´s own elaboration, 2025.

However, this analysis reflects values that, judging by the standard deviations (σ) and their substantial disparity with the means and medians, are heavily influenced by the distributional bias in the number of organisations by type and, above all, by outliers. This is visually represented in Figure 1, which presents a box-plot excluding outliers exceeding 500% of the overall mean (n=19; 2.91%). In this context, the quartile analysis reveals the highest median values for financial entities and universities, reinforcing the notion that the results based on means are highly circumstantial.

Figure 1. Box-plot of followers on X by organisation type (excluding outliers).



Source: Author´s own elaboration, 2025.

To explore this further, a comparative analysis based on rank means is implemented, which is far more representative in these cases. Given the non-normal distribution of the data, the Kruskal-Wallis test is conducted first. Upon execution, the null hypothesis of equal rank means is rejected (p=0), indicating statistically significant differences between the rank means of the compared organisation types. Furthermore, the test statistic H (H=204.24) is considerably higher than the critical value at the 95% confidence level (18.31), reinforcing the rejection of the null hypothesis. The effect size (η^2=0.3) is large, meaning the differences between groups are of substantial magnitude. This suggests that, based on their rank means, the organisation types exhibit markedly different distributions in relation to their number of followers on X.

To determine which organisation types, drive these differences, a Dunn's post-hoc test with Bonferroni correction is conducted. The corrected alpha value using the Bonferroni correction method is 0.001 (α/m = 0.05/55). Following the test, the rank means of the following pairs are found to be significantly different: x1-x3, x1-x4, x1-x7, x1-x8, x2-x3, x2-x4, x3-x4, x3-x5, x3-x6, x3-x9, x3-x11, x4-x5, x4-x6, x4-x7, x4-x8, x4-x9, x4-x10, x4-x11, x5-x7, x5-x8, x6-x7, x6-x8, x7-x11, x8-x11, and x10-x11, with p<0.001 in all cases. Table 3 presents the rank mean differences for all possible pairwise comparisons.

Table 3. Rank mean differences for all possible pairwise comparisons

Type	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
(1)	35,20	189,23	296,27	-1,04	-118,43	136,42	129,79	-4,64	137,56	-119,93
(2)	0	154,03	261,07	-36,24	-153,63	101,22	94,59	-39,84	102,36	-155,13
(3)	154,03	0	107,04	-190,27	-307,66	-52,81	-59,44	-193,87	-51,67	-309,16
(4)	261,07	107,04	0	-297,31	-414,70	-159,85	-166,48	-300,91	-158,70	-416,20
(5)	-36,24	-190,27	-297,31	0	-117,39	137,46	130,83	-3,60	138,60	-118,89
(6)	-153,63	-307,66	-414,70	-117,39	0	254,85	248,22	113,79	255,99	-1,50
(7)	101,22	-52,81	-159,85	137,46	254,85	0	-6,63	-141,06	1,14	-256,35
(8)	94,59	-59,44	-166,48	130,83	248,22	-6,63	0	-134,43	7,77	-249,72
(9)	-39,84	-193,87	-300,91	-3,60	113,79	-141,06	-134,43	0	142,20	-115,29
(10)	102,36	-51,67	-158,70	138,6	255,99	1,14	7,77	142,20	0	-257,49

Source: Author´s own elaboration, 2025.

In this case, the impact of distributional bias and outliers has been statistically minimised, allowing organisations whose median and standard deviation (σ) are closer to their absolute mean of followers on X to exhibit the highest values. The results maintain relative consistency with the analysis based on means excluding outliers, particularly highlighting universities and financial entities. This provides a more representative and accurate view of the phenomenon.

Another relevant aspect of the profiles is their creation date. To analyse this, their age in years has been calculated (see Table 4). The values are relatively homogeneous, ranging from an average of 11 years for national administrations to 14.9 years for universities. The organisation with the greatest longevity on the platform is FACUA (@facua), whose profile was created in August 2007.

Table 4. Years on X by organisation type.

Type of organisation (1-11)	Average	σ	Median	Minimum	Maximum
(1) Regional administrations	12,1	2,5	12,7	3,6	16,1
(2) National administrations	11,0	2,9	11,9	1,8	16,0
(3) Local administrations	11,7	2,4	12,2	1,2	15,6
(4) Media companies	12,2	2,9	12,9	2,1	17,3
(5) Enterprises	13,2	2,2	13,8	4,6	15,3
(6) Financial institutions	12,4	2,6	13,0	4,5	15,4
(7) Business organisations	12,6	2,7	13,5	4,8	15,9
(8) Social organisations	12,5	2,5	12,9	0,3	17,6
(9) Political parties	11,2	3,4	10,0	3,9	16,3
(10) Trade unions	13,0	2,0	12,3	4,9	16,1
(11) Universities	14,9	1,1	14,0	9,8	16,7

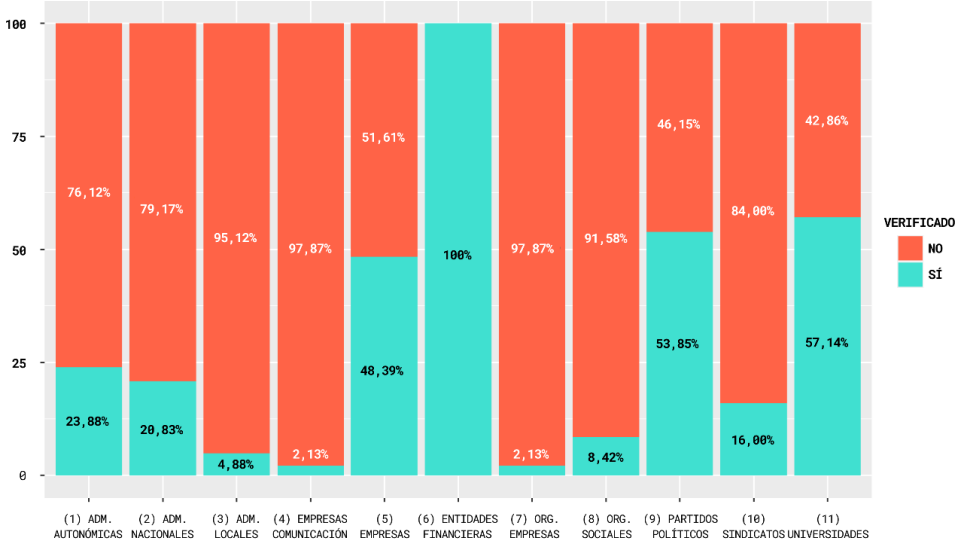
Source: Author´s own elaboration, 2025.

Regarding geographical location, of the 653 profiles analysed, only 338 (51.18%) include such information. Of these, 109 (32.24%) indicate general locations, such as Andalusia or Spain, without specifying a city or town. The remainder provide a specific location. The distribution across Andalusian

provinces is as follows: Seville accounts for 73 profiles (21.59%), followed by Málaga with 56 (16.58%), Cádiz with 23 (6.81%), Granada with 19 (5.62%), Huelva with 18 (5.34%), Córdoba with 14 (4.14%), and both Almería and Jaén with 13 profiles each (3.84%).

The final variable analysed in the profile dimension is verification status. Only 98 of the 653 profiles (15.01%) are verified on X. Figure 2 illustrates the percentage distribution of verified profiles by organisation type.

Figure 2. Percentage distribution of verified profiles on X by organisation type (%).



Source: Author´s own elaboration, 2025.

As observed, the organisation types with the highest percentage of verified accounts are financial entities (n=7; 100%) and universities (n=8; 51.14%). In contrast, those with the lowest percentages are communication companies and business organisations (respectively, n=2 and n=1; 2.13%).

4.2. Dimension 2: Activity

Between 15 October and 15 December 2024, the 653 accounts included in the study published a total of 81,207 tweets. Of these, 22,116 were posted by local administrations (27.23%), 20,518 by businesses (25.27%), 8,501 by social organisations (10.48%), 7,916 by regional administrations (9.75%), 3,999 by financial entities (4.92%), 3,998 by trade unions (4.92%), 3,987 by communication companies (4.91%), 3,601 by national administrations (4.43%), 3,012 by universities (3.71%), 2,608 by business organisations (3.21%), and 951 by political parties (1.17%).

This means that, on average, each profile posted 124.36 tweets during the analysis period, equivalent to 2.07 tweets per day. There are considerable variations in the averages across different organisation types (see Table 5). The organisations with the highest averages are financial entities, with 571.34 tweets per organisation (9.52 per day), and businesses, with 330.95 tweets (5.52 per day), while those with the lowest averages are communication companies, with 42.47 tweets (0.70 per day), and business organisations, with 55.54 tweets (0.93 per day). In this case, unlike the analysis of followers, the disparity between standard deviations (σ) and the means and medians is reasonable, allowing the descriptive analysis using means to be representative.

Table 5. Mean number of tweets posted on X by organisation type.

Type of organisation (1-11)	Mean	σ	Median	Minimum	Maximum
(1) Regional administrations	118,1	136,1	72	0	838
(2) National administrations	150,5	170,1	97	0	598
(3) Local administrations	107,9	167,1	50	0	1256
(4) Media companies	42,4	235,9	7	0	2063
(5) Companies	330,9	455,3	102	0	1962
(6) Financial institutions	571,3	412,4	456	102	1297
(7) Business organisations	55,5	77,3	28	0	351
(8) Social organisations	89,5	122,0	44	0	688
(9) Political parties	73,2	123,0	1	0	381

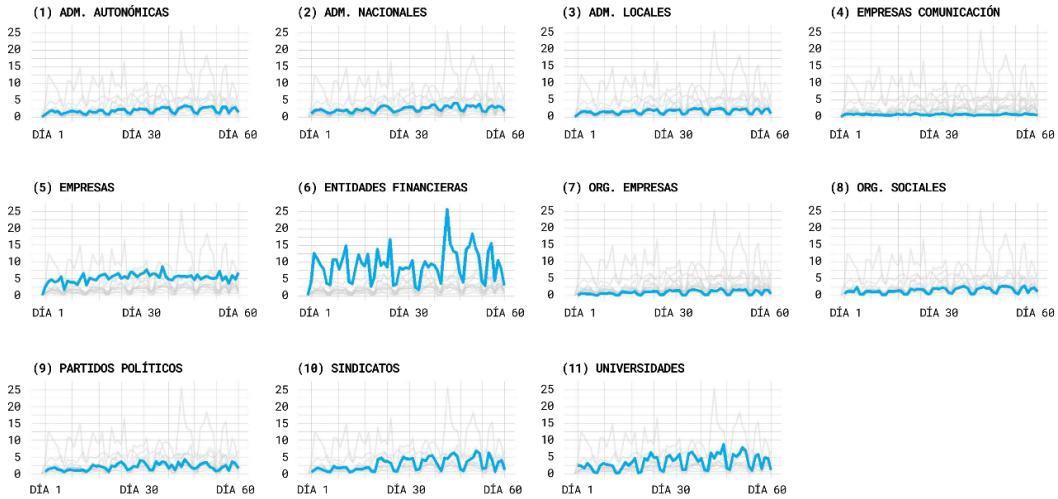
(10) Trade unions	159,9	349,2	57	0	1774
(11) Universities	215,1	132,2	212	30	529

Source: Author´s own elaboration, 2025.

The organisations with the highest number of tweets posted are BeSoccer (@besoccer_ES), Renfe (@renfe), and Mercadona (@mercadona).

To complement the overall analysis, Figure 3 illustrates the temporal trend of tweets posted throughout the study period, showing the average trend per entity within each organisation type. The observed variations are presented graphically, highlighting differences in temporal distribution. Across all eleven cases analysed, activity is notably higher on weekdays than on non-working days.

Figure 3. Temporal trend of tweets posted on X by organisation type.



Source: Author´s own elaboration, 2025.

4.3. Dimension 3: Interaction

The 81,207 tweets published during the analysis period of this study received a total of 669,740 retweets and 3,452,978 likes. This represents an average of 8.25 retweets and 42.52 likes per tweet.

The majority of these interactions are concentrated among businesses (308,275 retweets and 2,269,982 likes) and national administrations (173,909 retweets and 680,259 likes). In relative terms, considering interactions per tweet, the highest values are observed for national administrations (48.31 retweets and 188.91 likes per tweet), followed by political parties (42.30 retweets and 78.81 likes per tweet) and businesses (15.02 retweets and 110.63 likes per tweet). The complete distribution of means by organisation type and per tweet is presented in Table 6.

Table 6. Mean interactions per tweets on X by organisation type.

Organisation type (1-11)	*Retweets*			*Likes*		
	Total	**Mean**	**Mean (per tweet)**	**Total**	**Mean**	**Mean (per tweet)**
(1) Regional administrations	43.196	644,7	5,5	143.646	2144,0	18,2
(2) National administrations	173.909	7246,2	48,3	680.259	28.344,1	188,9
(3) Local administrations	34.929	170,4	1,6	87.283	425,8	3,9
(4) Media companies	9356	99,5	2,3	72.779	774,2	18,3
(5) Companies	308.275	4972,2	15,0	2.269.982	36.612,6	110,6
(6) Financial institutions	1176	168,0	0,3	4980	711,4	1,2
(7) Business organisations	2580	54,9	1,0	5875	125,0	2,3
(8) Social organisations	29.336	308,8	3,5	64.856	682,7	7,6
(9) Political parties	40.229	3094,5	42,3	74.953	5765,6	78,8
(10) Trade unions	17.832	713,3	4,5	24.326	973,0	6,1
(11) Universities	8922	673,3	3,0	24.039	1717,1	8,0

Source: Author´s own elaboration, 2025.

At this point, it is pertinent to analyse the relationship between the success of tweets in terms of engagement, the number of tweets published, and the number of followers. To do so, given the non-

normal distribution of the data and the continuous numerical nature of the variables, Spearman's correlation test (rho) is employed.

Regarding the number of tweets published, there is no statistically significant correlation with either the average number of retweets per tweet (rho = -0.118; p = 0.729) or the average number of likes per tweet (rho = -0.145; p = 0.670). On the other hand, when considering the number of followers, a positive correlation trend is observed for retweets per tweet (rho = 0.500; p = 0.117), which is not statistically significant, and a statistically significant positive correlation is found for likes per tweet (rho = 0.664; p = 0.026).

5. Discussion

This research has demonstrated the importance that various organisations attach to social media, particularly X. Consistent with Almansa-Martínez et al. (2024, 2025), the results reveal the widespread presence of organisations with communication offices on this digital platform. This is crucial for several aspects, especially the construction of organisations' visual identity, which must maintain transversal coherence and adapt to the specific characteristics of different digital channels (López-Iglesias et al., 2024; Martínez Sánchez et al., 2025). In this context, several studies have underscored the importance of visual consistency as a strategic factor. For instance, Kaur and Kaur (2021) demonstrated that a coherent visual identity on social media positively influences the perception of an organisation, strengthening its reputation and fostering user engagement. Complementarily, Carpio-Jiménez et al. (2024) highlighted the role of visual narrative on Instagram, emphasising how elements such as typography, colour, or composition enhance brand recognition and generate greater engagement.

Based on a systematic review, Yu et al. (2024) conclude that various elements of visual identity significantly influence perceptions of brand quality, perceived personality, satisfaction, loyalty, and consumers' purchase intentions. In a similar vein, the works of Costa (2004, 2014) provide a robust conceptual foundation by considering visual identity as a structured system of meanings, beyond mere aesthetics, integrated into the institutional communication strategy.

Likewise, the political significance of X has been evidenced in this study, partially aligning with findings by Serna-Ortega et al. (2024) and Zazo Correa (2022). As the most politically oriented social network, as demonstrated by López-Meri et al. (2017), X continues to be widely used by political actors.

This research shows that national administrations stand out for having more followers and higher levels of interaction, while local administrations publish most frequently. Based on the results obtained, it appears that public organisations have embraced the 2.0 Commitment (Túñez López and Sixto García, 2011). This is further evidenced by their longevity on this network, which exceeds a decade. In other words, consistent with prior studies on X, this research highlights the importance that institutions place on this platform.

Furthermore, the presence, activity, and interaction of private-sector organisations are also evident. The results regarding the use of X in the business sector align with findings by Godoy-Martín (2017).

When interpreting these findings, it is important to consider the study's limitations. Regarding data collection, the primary limitation lies in the analysis period, which spans only two months. Additionally, the cross-sectional design prevents capturing long-term dynamics and potential changes in the activity and interaction of communication offices on X. Nevertheless, the selected time frame has enabled a significant sample of recent profile activity to be obtained during a period without operational disruptions. To complement these findings and enrich the analysis, future studies could extend the temporal scope to detect seasonal patterns, structural trends, and variations over time.

Regarding limitations associated with data analysis, it should be noted that the study adopts an exclusively quantitative approach, which limits the understanding of communicative strategies beyond the recorded levels of activity and interaction. Contextual variables that could influence the results, such as human resources dedicated to communication or the budget of the communication office, were not considered, with the aim of evaluating their impact on digital communication management and the level of interaction achieved. In this sense, this work should be regarded as a starting point for research on the management of X by communication offices in Andalusia. It would be pertinent to conduct further studies using qualitative methodologies, such as in-depth interviews or content analysis, to explore in greater detail the strategic and narrative decisions guiding institutional communication on this social network.

6. Conclusions

This research has enabled a quantitative evaluation of the management of the social network X by communication offices in Andalusia, achieving the general objective (OG). Overall, a highly professionalised management landscape is observed, although significant differences are identified among various organisation types.

The analysis of profiles (SO1) reveals these notable differences. National administrations and businesses stand out for their significantly higher follower counts, though when the impact of outliers is minimised, universities and financial entities emerge as the organisations with the highest figures. Regarding creation date, the accounts exhibit a relatively homogeneous average age of between 11 and 15 years, with universities being the most long-established. In terms of geographical location, more than half of the profiles provide this information, with Seville and Málaga being the provinces with the greatest representation. Concerning verification status, financial entities and universities have the highest percentages of verified accounts.

Regarding account activity (SO2), local administrations and businesses were the most active in absolute terms, while financial entities stood out in relative terms. Additionally, activity was predominantly concentrated on weekdays.

Finally, the analysis of generated interaction (SO3) shows that, in absolute terms, businesses and national administrations accounted for the majority of interactions. However, when examining interactions per tweet, national administrations display the highest average, followed by political parties. Although no significant correlation was observed between the number of tweets published and interactions, a positive relationship was identified between the number of followers and engagement, particularly for likes, suggesting that accounts with more followers tend to generate more interactions per post.

These findings, beyond their contribution to the scientific literature, hold significant potential for practical application in optimising the management of communication offices on the social network. By providing a comparative analysis, it is possible to assess the state of the sector in the Andalusian community, enabling the identification of areas for improvement and strategic needs. This can facilitate a better understanding among organisations of the dynamics of interaction, activity, and profile characteristics of their accounts, which could contribute to a more efficient use of resources and greater effectiveness in communicating with their audience on X.

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