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How and why non-profit organizations use social media in their marketing strategy?

A case study of global non-profit organization: United Nations Children's Fund

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ABSTRACT:

The emerged popularity of social media has remarkably transformed the way how non-profit organizations communicate, interact, create and share information with their audience. During past years, the attention and interest of social media have increased among non-profit organizations. The concept of social media is developing and new types of media are continuously appearing at rapid pace. However, we lack research regarding the adoption and usage of social media by non-profit organizations. Therefore, the purpose of this thesis is to understand how and why non-profit organizations use social media in their marketing strategy.

The objective of the thesis is reached through semi-structured interviews with global non-profit organization, United Nations Children's Fund functioning in Finland and Kosovo. In total, five interviews were conducted with employees. In terms of the research approach, the inductive approach is adopted and presented, and collected data were evaluated through thematic analysis.

The thesis depicts that social media has become a very effective tool to improve the marketing performance of non-profit organizations. Additionally, it has resulted that social media platforms such as Facebook, Instagram, and Twitter enable non-profit organizations to increase their brand awareness, loyalty, and reputation, share information, reach a wider range of audience, build relationships, reduce communication and marketing costs, promote advocacy work and raise funds. This thesis results that non-profit organizations should consider different social media types as a marketing tool since there have revealed many benefits of using social media.

KEYWORDS: Social Media, Social Media Marketing, Non-profit organizations

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Abbreviations

SM   Social Media

UNICEF   United Nations Children's Fund

1 Introduction

The following chapter introduces the overview and the reason behind the choice of this thesis. Firstly, the chapter begins with an explanation of the background regarding social media (SM) and SM marketing in non-profit organizations. Secondly, the main research question and the objectives immediately follow. Thirdly, limitations, the definitions of keywords and the previous studies are discussed. Finally, the structure of the thesis is demonstrated and presented in Figure 1.

1.1 Background of the study

The landscape of marketing has changed because of the digitalization and increased popularity of SM channels among people. Rapid changes have introduced new and more powerful ways of interaction that traditional marketing tools have not managed to do between the non-profit organization and its audience. In particular, it has affected non-profit organizations on building better understanding and visibility of the brand among their audience. Therefore, a great need for marketers to pay attention to creating stronger visibility and credibility of the brand is possible through the adoption of SM channels. (Zahoor & Qureshi 2017.)

Today, the presence of non-profit organizations has increased its importance in society, since they aim to work on specific social or environmental issues; information sharing, taking actions, advocating, and contributing to the creation of a better society. (Soriano and Galindo 2012; Fux & Cater 2018.) It has been generalized that all non-profit organizations follow the same objectives such as follows, sharing information with their audience, raising awareness about the social issue they advocate for, building relationships with individuals by providing them an opportunity to connect and participate in the democratic processes, and most importantly engage them in making difference in the community. (Waters 2010; Fux et al. 2018.)

However, at the beginning of 2004, Web 2.0 introduced; interactive websites and most importantly SM channels which created more direct form of communication that has allowed individual users and non-profit organizations to share content more easily and digest information on the Internet. (Siamagka, Christodoulides, Michaelidou & Valvi 2015; Fux et al. 2018.) Today, SM has become one of the key concepts in the context of marketing since one-third of the world's population is actively using SM platforms in their daily lives. However, despite the huge interest in SM and its functions, there seems to be limited understanding of the correct meaning of the term SM. This is why it is important constantly to study its concept. (Kaplan & Haenlein 2010; Zahoor et al. 2017; Fux et al. 2018.) According to Zahoor et al. (2017), SM has become a worldwide web tool that allows its users to become creators of the content, actively communicate and share information with one another.

The growth of diverse SM platforms such as Facebook, Twitter, and Instagram have changed the landscape of marketing (Zahoor et al. 2017). Zahoor et al. (2017) emphasize that SM is here to stay and will always be, therefore, adoption and utilization of diverse platforms happens to be very important for non-profit organizations. Kaplan et al. (2010) have categorized SM platforms based on their social presence/media richness and self-presentation/self-disclosure as like collaborative projects (Wikipedia), blogs, social networking sites (Facebook), content communities (YouTube), virtual social worlds (Second Life) and virtual game worlds (World of Warcraft). From which Facebook is identified to be the most widely used social networking platform in the whole world (Farzan et al. 2018). Therefore, Facebook is ranked as the most used SM channel by non-profit organizations for their marketing purposes (Fux et al. 2018).

However, there are many reasons behind the usage and adoption of SM channels by non-profit organizations. Compared to traditional media, SM allows them to reach targeted audiences, spread information at minimal costs, impact on opinions of their audience, raise funds and cultivate new potential donors, create two-way dialogues and

maintain relationships with stakeholders which has seen as an important asset for the survival of the non-profit organizations. (Fux et al. 2018.)

All in all, SM is a tool that gives non-profit organizations a convenient, new, and cost-effective way to share information and messages, increase awareness of their brand, advocate for the issues, reach their target audience and connect with their donors. The main focus of this thesis is to analyse the adoption and reason for the usage of SM channels for marketing purposes by non-profit organizations. It is important to understand the reasons behind and since there is a lack of researches done regarding non-profit organizations and their usage of SM, therefore, as a case study, a global non-profit organization, United Nations children's fund (UNICEF) functioning in Finland and Kosovo gives a better picture of the importance of SM channels in their organizations.

1.2   Research question and objectives of the study

The preceding discussion steers the course of the present thesis. The preliminary objective of this thesis is to understand how and why non-profit organizations adopt and use SM in their marketing strategy. Accordingly, the main research question is:

How and why non-profit organizations use social media in their marketing strategy?

However, in order to reach desired objective and the answer of this study, it is approached and addressed by the following four sub-objectives:

> *(1) To study the conceptualization and importance of non-profit organizations*
> *(2) To increase understanding about the conceptualization of social media and social media marketing.*
> *(3) To explore the types of social media used by non-profit organizations.*
> *(4) To explore the reasons of using social media by non-profit organizations*

The objectives of this study are reached through a case study of an global non-profit organization United Nations Children's Fund (UNICEF); focuses on advocating for children rights, in the selected countries, in this case Finland and Kosovo. To reach the set objectives, the study delivers a wider understanding of usage of SM marketing in global non-profit organizations, such as UNICEF.

1.3   Limitations of the study

This thesis does not examine and describe the adoption and usage of SM by all global non-profit organization. Since all non-profit organizations operate differently, the examination and description of those companies should be done more widely. Due to that, this thesis is limited to describe the SM adoption and usage by an global non-profit organization UNICEF which is functioning both in Finland and Kosovo.

As known the concept of SM is quite extensive which complicates the examination of it. The number of current SM applications is massive and new ones appear every day. Therefore, this thesis focuses on creating better understanding of SM, existing types of it, and which applications relate to those types, instead of mentioning every application separately.

Additionally, this thesis does not concentrate on the content development of SM, but it presents SM platforms (Facebook, Instagram & Twitter) that global organizations such as, UNICEF can use for marketing purposes. As mentioned above the main focus is in UNICEF operating in Finland and in Kosovo which means that all the data are collected through interviews. The intention of these interviews is to collect more in-depth information from the involved parties regarding the analysis of the study subject.

1.4 Definition of the key terms

Key terms used in this thesis are defined below:

Social Media can be defined as an in the Internet-based tool which allows users to create and share content, or to interact with other users (Kaur 2016).

Social Media Marketing can be viewed as a new way of business practice which allows users or organizations to promote their products online through SM channels (Kaur 2016).

Non-Profit organization is defined as an organization which is legally constituted whose goal is to engage and support in activities both of public and private interest without receiving any commercial or monetary profit. (Soriano et al. 2012.)

1.5 Previous studies

The most important studies related to the topic of this thesis are presented below.

Table1. Previous studies

Social media adoption and reasons of adoption				
Author(s) / Year	Purpose of the study	Theoretical roots	Methodology	Findings
Kaplan & Haenlein (2010)	To discuss the challenges and the opportunities that emerge from the evolution for organizations, and clarify the term of	Classification of SM by social presence/media richness and self-presentation/self-disclosure.	Research synthesis, have not been implemented any empirical survey or any collected data from interviews.	The determination of term SM is conducted and the different types of SM are presented.

	SM, and gain better understanding of different SM types.			
Waters, Burnett, Lamm & Lucas (2009)	To evaluate the adoption and usage of SM channels such as Facebook by non-profit organizations to engage their donors and foster growth of relationship.	In this research paper, there are not mentioned any theoretical roots.	Research paper was conducted through a content analysis of 275 randomly sampled non-profit organizations.	Social networking sites are growing popularity among people, therefore, non-profit organizations have to adopt and use more SM applications to meet the increased needs and expectations of their donors.
Smitko (2012)	To evaluate the role of SM especially Twitter platform on building and strengthening relationships among non-profit organization and donors.	This research paper was conducted through two main communication theories; the Social Judgement Theory and the Social Networking Theory.	The research paper was conducted by using discourse analysis and as a methodology a rhetorical framework was provided.	Twitter is defined to be an online tool that better assist non-profit organizations on fundraising efforts, therefore, adoption and usage of Twitter in their marketing strategy is fundamental.
Attouni & Mustaffa 2014.)	To define the adoption and usage of Facebook platform by non-profit organization, and how does the platform	The article was implemented through two adoption theories; Media richness and diffusion theory.	The article was implemented by the use of qualitative approach through Media	Findings has shown that SM, especially Facebook plays an important role on communicating between non-

	motivate donors and volunteers to support non-profit organization.		Richness and Diffusion theory, in Libya context.	profit organization and the community.
Galvez-Rodrigue, Caba-Perez & Lopez-Godoy (2016)	To evaluate the impact of the elements on the use of Twitter by non-profit organizations as a tool for sharing information and communicate with their stakeholders.	The article was implemented through multivariable linear regression analysis.	The article was implemented with content analyzes of usage of Twitter as a strategic communication tool where a multivariable linear regression analysis was presented.	Non-profit organizations with the greatest degree of donor dependence work mostly on conducting and publishing contents in Twitter as one-way communication tool.

1.6   Structure of the study

The study is organized into five chapters. The first chapter begins with a discussion about the introduction of the study background, the purpose, and the need for it. This discussion is followed by the research question and objectives of the study. Next, limitations and the definitions of the key terms used in this thesis are discussed. Finally, the previous studies and the structure of the thesis are discussed.

The second chapter aims to be a theoretical chapter. The chapter offers an in-depth review of the prior literature related to the types of SM and reasons for using SM by non-profit organizations. Firstly, the conceptualization and importance of non-profit organizations are discussed. Next, SM as a marketing tool and different types of SM are discussed. Finally, the reasons for using SM are discussed in light of past studies.

The third chapter focuses on presenting the research methodology. It starts by discussing the research philosophy and research approaches. Further, the methodological choice, sample data, data collection and analysis are introduced. Lastly, the reliability and validity of the study are discussed.

The fourth chapter introduces the empirical findings of this thesis. The main topics that have been identified to respond to the research question of this thesis are presented and answered by the interviewees. The four topics that are answered by both offices are related to the usage of SM in the organization, the existence of SM strategy in the organization, different types of SM channels used by a non-profit organization, and the reasons for the usage of them.

The fifth is the last chapter, where the discussion and the conclusion of this thesis are presented. The main findings are concluded by answers of the research question and the sub-objectives of it. Lastly, the future research suggestions are shortly presented.

INTRODUCTION
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» Research question and objectives of the study
» Limitations of the study
» Definition of key terms
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» Existence of social media marketing strategy
» Types of used SM channels, and the most important one
» The reasons behind the usage and adoption of SM channels

DISCUSSION AND CONCLUSION
» *Discussion*   » *Future research suggestions*

Figure 1. Structure of the study.

2 Literature review

This chapter aims to be a theoretical chapter of the thesis. The chapter focuses on presenting an in-depth review of the main literature regarding different SM types and reasons for using and adopting SM in global non-profit organization. Firstly, the chapter discusses the conceptualization and the importance of non-profit organizations. Secondly, the chapter discusses more in detail SM as a marketing tool and different types of SM which can be used for marketing purposes. Finally, the reasons for using SM by non-profit organizations are discussed.

2.1 Conceptualization and importance of non-profit organizations

Often the concept of non-profit organizations is misunderstood, however, it is indispensable. (Herman and Associates 2005: 39.) Usually, the main focus of established non-profit organizations is to provide public services in those communities they are operating. The idea of these organizations is to operate diverse types of needs and interests of the community both from strategic and ethical perspectives. (Ciucescu 2009.)

It is important to understand the relevant role of non-profit organizations in society, attempting to amuse human necessities in diverse ways, or as a balance to government activity and profitable companies. Moreover, there has been introduced effective tactics of non-profit organizations in identifying and solving social problems of communities, in attracting and also improving the value of human as well as financial resources, such as follows: increasing public services quality standards, raised profits, improved preservation of the public property and so on. (Soriano et al. 2012.) The following section presents more in-depth the concept of non-profit organization and the importance of it for our society.

2.1.1   Conceptualization of non-profit organization

According to (Herman and Associates 2005) the non-profit sector consists of associations, private, voluntary, and non-profit organizations. The general concept of a non-profit organization is a legally constituted organization whose main focus and aim is, firstly to support and secondly to engage in public or private activities without having any commercial or monetary profit but producing social benefits for stakeholders. (Soriano et al. 2012.) However, as mentioned above they lack a clear and specific definition of the non-profit sector, which is why it has been often referred to be similar to the following sectors; voluntary sector, tax-exempt sector, non-governmental sector, and independent sector. Previously presented sectors have one or more similar characteristics with non-profit organizations. (Salamon & Anheier 1992; Edwards & Hulme 1995.)

Additionally, often non-profit organizations can be named non-governmental organizations which consist of a group of several people who are operating for governmental purposes to reach the targeted objectives. (Willetts 1996: 5.) The reason for calling non-governmental organizations non-profit organizations is because they are referred to operate as non-profit making entities. (Willetts 1996; Martens 2002.) There have been presented many different definitions for a non-profit organization by several researchers. Sirisena and Shneor (2018) refer to non-profit organizations as an autonomous organization since they are working from the very first steps on social and economic development, whereas they are being barred from distributing their earned profits to people who are controlling them. While (Soriano et al. 2012) refers to non-profit organizations as an organization that is legally constituted who are aiming to engage and simultaneously support private and public activities without any monetary or commercial earnings. Waters (2010) continues that a non-profit organization can be determined as a voluntary association where a group of individuals comes together to chase a shared mission and objectives. In such mission-oriented work, non-profit organizations generate social capital. Willingness and the attitude of individuals to engage and contribute on addressing the issues on the shared beliefs and values, which at the same time reinforce commitment, trust, and confidence of all participants. (Waters 2010.)

Moreover, non-profit organizations are more commonly operating in areas as follows: humanitarian aid, education, animal protection, social issues, health care, politics, environment, religion, etc. However, it is acceptable and understandable if a non-profit organization accepts, holds, or distributes money but the priority restriction is that the received or earned money needs to be utilized for the attaining organization's objectives. (Caruana, Ewing & Pamaseshan (2002); Soriano et al. 2012.) Basically, non-profit organizations are founded either from the public or private sector and also from diverse fees for any kind of services. Additionally, usually, they earn tax exemptions or even donations that are tax-deductible. (Soriano et al. 2012.)

When we look at the employees in non-profit organizations, most commonly individuals are volunteers, but some have also paid staff, or for example, both volunteers and paid staff. Therefore, it is very essential to consider social aspects, for example when those are taken into account then cooperation, trust, and ethical rules play a very important role. Moreover, we can say that sometimes non-profit organizations are substitutes activities realized in public which makes it interesting to estimate whether activities implemented by them have the same different effects on economic policy goals that activities made by the government have. (Soriano et al. 2012.)

2.1.2   Importance of non-profit organization

It is considered that non-profit organizations play an essential role in our society because their main objective is to satisfy the needs that human being has in different ways as to profit-seeking companies and governmental organizations (Soriano et al. 2012). Non-profit organizations provide diverse ways for individuals to connect and communicate with their communities, participate efficiently in the democratic processes, and eventually make a difference in the community (Waters 2010). Ciucescu (2009) emphasizes that aim of the establishment of non-profit organizations is to provide public services to the community where they function. Depending on the society, non-profit organizations are

created to serve the needs and interests of diverse communities. (Ciucescu 2009.) Moreover, non-profit organizations often point out some issues that may be unnoticed by the public authorities and try to solve those issues by utilizing the capacity of their organization, human resources, local data, and as much as monitoring activities. Solutions provided by the non-profit organizations are often called tangible solutions because the process of finding and solving issues happens more effectively and includes fewer costs than in a public administration such as in the social welfare of social management institutions. (Ciucescu 2009; Soriano et al. 2012.)

Filipczykova (2016) states that non-profit organizations have a very crucial part in the society, this is because they are an integral part of all created democratic societies, institutionalized version of civil society that fulfills economic, political and social tasks in society by providing services and opportunities for citizens to be employers and advocates. The key mission of social work is providing services to families, communities, and individuals since the social issues are deepening and it is crucial to address them while trying to eliminate them. (Filipczykova 2016.)

2.2 Social media marketing

For many people, SM marketing is just a buzzword but, in the reality, it is more than that. Firstly, it is a way of life and secondly a way of surviving in today's Internet lifestyle. (Weinberg 2009: 3-4.) Late created web technology has made it easy to create and issue content, for example, today, a single tweet or a YouTube video can receive more than millions of viewers for free, meaning that publishers are not obligated to spend a huge amount of money for the publication of their interesting content. (Saravanakumar & SuganthaLakshmi 2012.)

SM marketing allows individuals to advertise their websites, products, or even services through online channels. Also, it allows individuals to communicate with a larger community which possibly would not be obtainable via traditional advertising. Moreover,

listening to the communities and establishing relationships with them as a representative of your organization involves SM marketing also. (Weinberg 2009: 3-4.)

Today, traditional marketing tactics are not as efficient as they have been before because consumers' trust in media forms has weakened. Seeking information about specific products or services online has become faster and easier for the customers. (Weinberg 2009: 6.) According to Pew Research Center (2019) in 2019, 72% of the Internet users were using social networking sites, and the highest grade of SM users are the age group 18-29-year-old with the rate of 90% in the United States which is presented in Figure 2. The number of users has been increasing in recent years; therefore, marketers should use much more resources in SM marketing. (Pew Research Center 2019.)
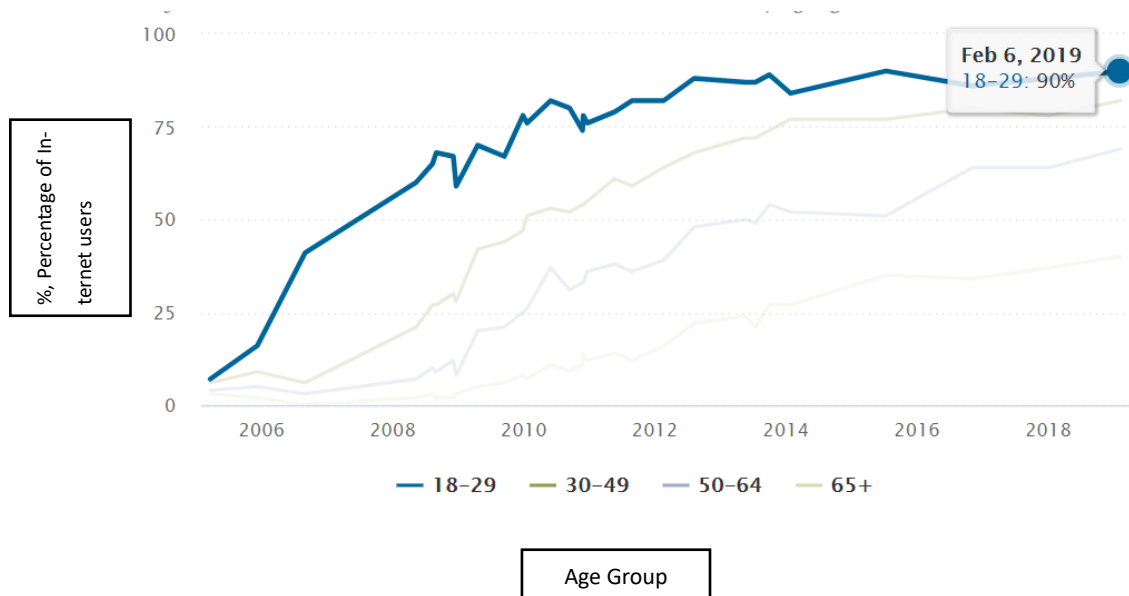
Figure 2. Percentage adult's using social media sites, by age (Pew Research Center 2019).

Before entering the world of SM organizations should decide and understand what their goal is and how that can be accomplished. Many various strategies should be used if the organization or a company has a precise goal, for example, increase their profits or to reduce the negative results out of the search engine result pages. (Weinberg 2009: 25.) Many organizations have understood that it is a desirable idea to register with every SM

site they identify, but then ponder how it is possible simultaneously to manage all the large information flowing and do their work too (Brown 2012: 17).

According to (Spencer 2002), the involvement of non-profit organizations in SM is grown considerably. All non-profit organizations that operate in today's world are somehow engaged in SM. Each of them has predominant objectives to achieve SM marketing such as fundraising, relationship building, advocacy, sharing impact, brand awareness, improving their reach, seeking for volunteers, and reputation for information building. (Spencer 2002; Lim, Lim & Phang 2019.) Each organization should know the clear objective of theirs, where they want to stand, and what they want to achieve. SM marketing helps non-profit organizations to achieve that goal if SM strategy is done significantly, it will help them to reach their target audience. (Lim et al. 2019.)

2.2.1   Marketing Communication

Previously, many of us have come across the words "advertising" or "promotions" as the common name for marketing communications. Recently, the term marketing communications has become very popular among academic researchers. They refer to marketing communications as a tool that brings together an organization and its target audience because all the marketing mixes promotional elements that include the communication among an organization and its audience affects their marketing performance. However, it is essential to understand that if an organization is willing to have a comprehensive marketing communication process, then many people within the organization and outside of it needs to be involved. (Pickton & Broderick 2005: 4.)

Very commonly people get confused with the word "advertising" as second word or marketing communications. Advertising as a word has been among us for a long time and everyone knows it as a general means for marketing. In fact, it is essential to understand that advertising is only one part of marketing communications and not a substitute term for it. (Pickton & Broderick 2005: 4.)

Often, when people ask, "What is the definition of marketing?" is very common to start speaking about marketing mix or 4Ps. Mostly marketing communications are recognized as the promotional component of the 4Ps (product, price, promotion, and place) in the marketing mix even if the phenomenon has a different kind of names (Hartley & Pickton 1999). Generally, an organization's marketing mix can be seen as a tool that allows them to achieve its goals and objectives. In order to have an effective marketing strategy that encounters the need of their target audience, organizations have to combine carefully the tools of marketing mix. (Kicova 2020.)

According to Rowley (2004), the concept of marketing communications has three different objects which are: (1) creating a presence, (2) creating relationships, and (3) creating mutual value. The tools for marketing communication are simply distributed in advertising, public relations, personal selling and direct marketing. Especially, two other different tools that should be added in marketing are the retail environment and viral, web communications, and SM. (Lea-Greenwood 2012: 18.) In addition, Holm (2006) indicates that the purpose of marketing communications is to influence audiences' perceptions of value which can be achieved in a direct as well as in a non-direct way.

Generally, in marketing communications, the focus has been on promotion, and on the transmission of messages. Television, magazines, radio, and newspapers have traditionally been media forms for marketing communications. One-way communication is a common way to use these forms of media because it enables sending the message by one source and seeing by recipients without the opportunity to give immediate feedback. However, there is a possibility for two-way communication among an organization and its audiences. (Rowley 2004.) In addition, Rowley (2004) mentions that some advantages of the Internet as a marketing communications channel are that it is 24 hours a day available, the possibilities to use multimedia and the content is obtainable globally. Nowadays, SM is a valuable tool that can be exploited for marketing communications function which is discussed in the next topic.

2.2.2 Definition of social media

SM is a word that is often used in everyday language and in academic papers. Today, many people use SM daily and believe that they understand precisely the meaning of it. However, defining the concept of SM has been difficult even for many academic researchers. Moreover, disagreements among researchers appear when talking about the concept of SM since it is argued that SM, audience that are being creative, and Web 2.0 are interdependent. (Berhon, Pitt, Plangger, and Shapino 2012; Bowen & Ozuem 2015; Kaplan et al. 2010.) Different authors have a lot of similarities between their definitions. However, Kaplan and Haenlein (2010) state that User-Generated Content can be expressed to be as a summary of all directions from which users make use of SM, while Web 2.0 is only seen as an ideological and technological foundation. (Kaplan et al. 2010.) From a broader perspective, Web 2.0 consists of network-based platforms where SM applications function (Weinberg & Pehlivan 2011). Thus, Kaplan et al. (2010: 61), define SM as *"a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content"*.

However, according to Constantines and Fountain (2008) Web 2.0 is the essential tool for direct marketing and marketing strategy which connects SM and online applications. Moreover, Constantines and Fountain (2008: 232) define Web 2.0 as *"a collection of open-source, interactive and user controlled online applications expanding the experiences, knowledge and market power of the users as participants in business and social processes."* Web 2.0 applications allow the creation of informal networks that enable sharing and invention of content and knowledge. However, Web 2.0 offers both opportunities and challenges for organizations by engaging with their markets allowing them to interact directly with their audience by knowing their needs and wants. (Constantines and Fountain 2008.)

While, Von Muhlen and Ohno-Machado (2012) refer to SM as software that allows individuals to collect and publish, also occasionally collaborate and play in the form of applications that are accessible through mobile devices, meaning apps or internet browsers. Attouni & Mustaffa (2014) determine SM as a communication channel that uses the Internet for its services and makes it possible for individuals to connect through exchanging information among people and the public. According to Safko and Brake (2009: 3), SM can be identified as a media that people utilize to be social, the story behind it is in the tactics of technologies and tools that help users to connect and communicate with their prospects and target audience, and strategies to utilize those tools and tactics effectively. Moreover, Safko and Brake (2009: 6) point out that concepts of Web 2.0 and SM are not precisely synonymous, but they are very closely related to each other.

According to Berthon et al. (2012) the concepts of Web 2.0, SM, and creative audience are conceptually separate. The difference between these three concepts is as follows: Web 2.0 is seen to be as a technical infrastructure or series of technological infrastructure that allow individuals and organizations to interact inexpensively, including creation and distribution of User-Generated Content by consumers among SM. While, Berthon et al. (2012) determine SM as a product of Internet-based applications that are created on the technological foundation of Web 2.0.

Essentially SM is an interactive dialogue platform turned from Internet-based communications by scalable communications (Montalvo 2011). However, people can exploit SM as well in an online environment by sharing their various forms of content. For example, these could be photos, videos, ideas, opinions, humour, insight, news, gossip, and other things. So, to be able to share all kinds of content with SM we need diverse online platforms. Nowadays, there are many different platforms that are considered to be SM, for example, message boards, social networks, blogs, microblogs, blogs, social bookmarking, media-sharing sites, analysis sites, forums, and wikis. In addition, we also have examples of SM which are considered nowadays very popular and important to the community like Facebook, Twitter, Instagram, Wikipedia, Flickr, and World of Warcraft. (Drury 2008;

Saravanakumar et al. 2012.) All above mentioned SM platforms exist as a result of Web 2.0, the more people utilize those SM platforms the more beneficial it will be for the community. It is said that the idea behind Web 2.0 is participation and collaboration between its users. (Montalvo 2011.)

Altogether, we can conclude that the SM term is a very wide concept that can be determined in diverse ways by researchers. It is a tool that helps people to create and publish content easily and inexpensively to communicate and interact through diverse platforms, either with individuals or organizations.

2.2.3 Social media as a marketing tool for non-profit organizations

Many years ago, non-profit organizations that aim for non-commercial goals, (such as welfare, social advocacy, human rights, and provision of medical and educational services) utilize the received revenue for the above-mentioned purposes rather than trying to make a profit from it. Moreover, to reach out to the target audiences non-profit organizations conducted and published content via traditional bricks-and-mortar avenues such as magazines, open days, carnivals, and newspapers. However, rapid changes that have happened in technology have led almost every non-profit organization to consider the usage of SM as a way of connecting and reaching out to the targeted audience. (Lim et al. 2019.)

Attouni & Mustaffa (2014) states that SM platforms have become an essential tool of communication between a non-profit organization and the community. It has been proven that SM both accelerates the circulation of the information and delivers a medium through which media relations are strengthening. Moreover, SM enables non-profit organizations to be more accountable for their engagement with their target audiences and the general public. Non-profit organizations are conscious that they will face public scrutiny, therefore, they try to appear trustworthy and have an honest existence with a picture to making claims trusted and recognized by their stakeholders and other

border publics. When a non-profit organization attempts to become trustworthy, they automatically become more transparent and open in their activities. Information regarding their diverse actions, the basis of the decision, decision-making processes, and also data are being published and available for the public, as it is non-profit organizations that use SM proportionally are more transparent than those who do not. (Attouni & Mustaffa 2014.)

According to Waters (2010), all non-profit organizations should consider all types of SM to spread the word about the programs they are functioning, for example, that can be done through Twitter updates, podcasts, or even RSS (Really Simple Syndication). Sharing and raising awareness of activities of the non-profit organization will have a positive impact in terms of increased donations, hours of volunteers, and other participants in their programs or services. Nowadays, technology has impacted non-profit organizations to reach more people through SM than newsletters or brochures ever could. Moreover, it is important that non-profit organizations become interactive with their stakeholders by blogging their success and failure stories of their activities. Firstly, blogs are utilized for spreading the word about the programs or services non-profit organizations provide, and secondly, utilized for addressing questions or concerns of individuals. It can be concluded that blogs are used to provide non-profit organizations channels for open communication by offering strategic and tactical tools for communication, the possibility to answer directly to inquiries. The idea behind direct communication is to solidify relationships between the organization and its stakeholders. However, most importantly blogs act as a key pillar for bringing people together by allowing individuals to discuss events or activities organized by non-profit organizations. (Waters 2010.)

Andzulis, Panagopoulos & Rapp (2012) emphasize that there are many diverse determinations for SM, as a tool for organizations to communicate more easily with their target audience or as an individual or personal interaction. (Andzulis, Panagopoulos & Rapp 2012; Attouni & Mustaffa 2014.) Andzulis et al. (2012) indicate that, due to its big usage, SM can be also defined as the main technological component of the communication, the

process of creating and maintaining relationships, transactions of a certain organization which gives significant importance to the network of various customers and also values co-creation. Consequently, since SM has a big impact nowadays, it should be treated, managed, and valued as a definite strategic activity. Therefore, it is not possible to define SM only as a relationship between the organization and its target audience. (Andzulis et al. 2012; Attouni & Mustaffa 2014.)

Facebook and other SM applications such as Twitter form new different opportunities for non-profit organizations to enhance their internal operations and to cooperate in new various ways with their public audience and stakeholders. For example, public pages and social advertisements on Facebook can serve organizations with a chance to advertise their programs or services on an extensive scale. (Culnan, McHugh, Zubillaga 2010; Waters 2010; Carmichael & Cleave 2012; Attouni & Mustaffa 2014.) However, above introduced popular platforms do not always guarantee that individuals will be attracted to an organization's page and engage within it. Therefore, non-profit organizations need to create a new manner of approach to implement SM, if their objective is to achieve value for these communities. It is known that an individual's usage of SM is by choice, and interactions among members implement positive results to communities over time, therefore, it is important for non-profit organizations to take simultaneously precise steps building communities and learning from the interactions that are done. (Culnan et al. 2010; Attouni & Mustaffa 2014.)

Nowadays, there are hundreds of SM applications available and, new ones are being created every day, hence non-profit organizations should decide their specific area where to focus on. By focusing and choosing the right medium depends on what kind of target audience the organization is obtaining and how they are able to reach the goals they have set. (Kaplan et al. 2010.)

2.3 Types of social media used by non-profit organizations

The significant growth of new technology in organizations has forced non-profit organizations to adopt and use new media tools strategically, to meet the needs of their target audience. The number of capabilities offered by new media technologies allows diverse non-profit organizations to provide unprecedented services for their audience. Currently, non-profit organizations have been adopting and using SM at a significant speed. Due to the fact that SM allows its users very easily to communicate with the organization, meaning that they have the opportunity to browse back-and-forth about the activities and keep up to date on their news, to make inquires or complaints, and have access to chat functions. (Go & You 2016.)

Farzan and Lopez (2018) state the popularity of non-profit organizations maintains SM as a tool to raise awareness of their organization and achieve their goals, such as increasing fundraising or volunteer recruitment. In other words, many non-profit organizations adopt SM to take advantage of its potential for people's participation. (Farzan et al. 2018.) It is proven that SM platforms such as Facebook, Twitter, YouTube, and Instagram are among the most popular websites in the world, which gives a possibility to the non-profit organizations to reach their audience, spread information to its public, reach diverse donors and volunteers. Most importantly non-profit organizations use SM as an advantage to strengthen their relationships and connect with their public. (Mohr 2013; Ahmad, Ahmad & Bakar 2017; Farzan et al. 2018.) In addition, organizations tend to give communities reasons to talk in order to understand what the target audience needs and what they can provide them with. However, one of the main goals of the non-profit organization should be their audiences' opinions, and for them to know that they are valued and important. (Ahmad et al. 2017; Farzan et al. 2018.)

According to Kaplan et al. (2010), SM cannot be categorized in a systematic way. The categorizing system needs to consider that nowadays new websites are appearing every day. Kaplan et al. (2010), categorizes SM depending on social presence/media richness and self-presentation/self-disclosure which are presented in Figure 3.

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Figure 3. Determination of social media presence/media richness (Kaplan et al. 2010)

2.3.1   Collaborative projects

Collaborative projects are the kind of projects that enable the spontaneous creation of content usually by end-users, it is considered to be the democratic manifestation of UGC. A lot of diverse collaborative projects are defined, for instance, wikis – where end-users are allowed to add, remove and modify the content, such as, Wikipedia which has more than 230 different languages, gives people the perfect example of these kind of projects. While, social bookmarking is an application that allows rating and group-based collection of Internet links or media content, such as web service Delicious. (Kaplan et al. 2010.)

The main idea of collaborative projects is that the joint effort of various actors leads to better results than only one person working on a certain project. From an organizational point of view, for most of the public audience collaborative projects are becoming the main sources of information that organizations need to consider. Even though not every piece of information is true in Wikipedia, it is believed to be true by many Internet users. Nevertheless, these projects bring unique opportunities for any organization, since they can use them as a tool to trade ideas. (Kaplan et al. 2010.)

2.3.2 Blogs

Blogs have become a significant tool in the marketing world nowadays, it can be said that blogs have increased recognition as the most commonly used tool of SM. (Chan, Chu, Lee, Chan & Leung 2013; Lea-Greenwood 2012: 184.) Originally, a blog was called a "web log" which is frequently managed by a single individual and compared to a personal webpage. (Lea-Greenwood 2012: 184.) Kanwar & Taprial (2017: 28) refers to it as a log that is a written record of messages in chronological order. It can be described as a journal in which people record experiences or events and which can be found on the web. However, a word blog can be technically determined as the chronological arrangement of collection data, images, text, and other media objects recorded and found through diverse web browsers. (Kanwar et al. 2017: 28.)

However, Kaplan et al. (2010) define blogs as the earlier form of SM, types of websites that often display date-stamped entries in reverse chronological order. There have been identified several types of blogs beginning from personal diaries to organizations activities. (Kaplan et al. 2010; Waters 2010.) Often non-profit organizations are being challenged to prove their accountability to their donors, the community in which they operate, and to the audience and diverse participants of their programs. For example, we can see blogs as channels for open communications where individuals have the opportunity to ask for the practices of the organization from virtual peers, which can be scrutinized by everyone. Additionally, blogs offer tactical and strategic communication tools for diverse non-profit organizations because it allows them to respond directly on inquiries. It helps non-profit organizations to solidify relationships between an organization and its stakeholders. However, if the organization deletes any comments from their blog or fails to respond to them, they increase the risk of damaging established trust with their stakeholders. (Waters 2010.)

However, Go et al. (2016) express that blogs are the bridge between the non-profit organization and its audience. Even though organizations blog is very well designed and an easily navigable, most of the non-profit organizations use blogs to promote their services,

which avoids the dialogue with their audience. Moreover, they argue that even though blogs provide greater control over their content than any other SM type such as Facebook or Twitter, blogs have been listed to be the unsuitable venue for open communication with their audience. (Go et al. 2016.)

2.3.3   Content Communities

Content communities give an opportunity to all the users including organizations to share their contents with others. These websites enable a user to share a large number of various types of media, for example, the possibility to share photos on Flickr, videos on YouTube, texts, and presentations on SlideShare. There are no requirements on creating personal profile pages in content communities by users which means that those organizations which have protected their materials with copyrights carry out the risk of being used as platforms for sharing these contents. However, many organizations believe that the high popularity of content communities creates a very attractive contact channel which makes sense because the well-known website YouTube serves over 100 million videos in one day. (Kaplan et al. 2010.)

Content communities are categorized to be the technology that became possible with the improvement of the internet. Additionally, it is compared to be similar with social networking nites, however, users in social networking sites wish to create personal profiles and communicate with each other which does not happen in content communities. Mostly, in content communities all contents that are created and published by unknown persons to the public audience, for instance, people often watch diverse videos on YouTube published by authors that they do not personally know. (Noguti 2016.)

YouTube

YouTube is determined to be one of the largest video-sharing platforms that allow users to view, share, comment, and upload diverse videos. It is said that YouTube has around

1.9 billion visits per month on the platform, which is estimated to be the second most visited website globally and the second largest search engine after Google. This platform is specialized in videos, content that is created in a highly engaging form. Nowadays, video marketing is identified to be the fastest-growing segment of digital marketing which has caused all organizations around the world more to invest in YouTube videos for their marketing purposes. (Tafesse 2020.)

However, YouTube is one of the examples which enables individuals to connect. It helps people and organizations around the world to place videos online more quickly and cost-effectively than before. (Brock 2008.) According to Brock (2008) nowadays, YouTube is an effective tool for relationship marketing, and for creating a loyal list of different audiences. It can be stated that this forum is a marketer's dream since it enables organizations for low-cost production, extensive information distribution, and fast, essential feedback. (Brock 2008.)

When it comes to non-profit organizations, YouTube has been adopted by them for documentary purposes for many years now. (Shiau 2011.) This is because it is believed that documentary-style videos enhance the identity of non-profit organizations and help them to increase accountability. However, non-profit organizations have many different types of videos to use, such as staff-produced videos with webcams to show the behind-the-scenes of organizations' stories, live streaming of the organization's events, and diverse personalized videos to benefit from social networking and peer-to-peer sharing. Additionally, non-profit organizations can produce diverse public service announcements for the web that have longer durability than the broadcast over television. In case non-profit organizations utilize these different types of videos in organized communication campaigns, it will provide them an opportunity to express their stories in an emotional and powerful way that connects and allow them to determine and strengthen their external stakeholders. Mostly, videos made by diverse non-profit organizations are used to increase their mission awareness and education campaign on the web. Moreover,

videos have also been utilized to relay programmatic success stories and the need for fundraising. (Waters & Jones 2011.)

All in all, non-profit organizations can facilitate stakeholder's involvement in advocacy, fundraising, and volunteering context in case they pay attention to include contact information and making calls for action with their video content. (Waters & Jones 2011.)

2.3.4 Social Networking Sites

Social networking sites are a very popular type of media nowadays. Social networking sites such as Facebook, Instagram, and Twitter are applications that allow all its users to socially connect with others, online, by establishing their own personal information profiles, requesting other colleagues and friends access to those profiles, and sending instant messages to each other, exchange content and collaborate. (Kaplan et al. 2010; Al-Busaidi 2014.) Profiles allow users to share lots of different content, such as photos, audio files, videos, and blogs. (Kaplan et al. 2010.)

According to Al-Busaidi (2014), social networking sites can be determined as an informal group technology that facilitates both synchronous and asynchronous group work, because it facilitates communication activities among diverse group members. Additionally, social networking sites contain diverse groupware technologies such as collaborative authoring tools, conferencing tools, and messaging tools. (Al-Busaidi 2014.) However, Boyd and Ellison (2008: 211), define social network sites *"as web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system."* According to Al-Busaidi (2014), the main tools and capabilities of social networking sites are status and profile upgrade, wall posts, comments, groups/friends, private messages, chatrooms, discussion forums, video- and photo-sharing capabilities.

Nevertheless, social networking sites are not only used by individuals but also by non-profit organizations for diverse organizational reasons, for example, as a tool for reaching their target audience, as a tool for identifying potential employees by organizations, or as a tool for increase fundraising and volunteering efforts. (Al-Busaidi 2014.) Waters (2010) states that social networking platforms provide opportunities for non-profit organizations to increase their efficiency, impact, effectiveness, and community presence. However, most importantly social networking sites help non-profit organizations to enhance communication and transfer among organizations and communities. (Al-Busaidi 2014.) In the following section, three popular social networking sites used by non-profit organizations are presented.

Facebook

Facebook is determined to be one of the most popular social networking platforms in the world (Farzan et al. 2018). It enables organizations to develop comprehensive and valuable relationships online, including a strong connection to the audience. It gives the possibility to organizations to influence conversations about their products and services between millions of people. (Shih 2009: 2.) Ramsaran-Fowdar & Fowdar (2013) compares the data introduced from Facebook as a crystal ball for understanding their audience. Each action made by an individual user appears in their news-feed status which can be viewed by every single friend and those notifications can be sent straight to people's email addresses. Even though everyone is entitled to create their own profile and share content, share information and ideas, create photo albums, and form and become part of social interested groups. However, it does not mean that they necessarily provide correct, accurate, and real information about themselves. (Ramsaran-Fowdar et al. 2013; Laureano, Fernandes, Hassamo & Alturas 2018.)

For marketers, the most relevant members of Facebook are communities in there. By knowing these communities, non-profit organizations can more easily identify the tastes

and likes of their audience, which is important in helping to build clear market segmentation, targeting, and positioning strategies. For example, informative statements posted in the news feed by community members can be used for direct marketing purposes by non-profit organizations. Moreover, there are few Facebook tools that help non-profit organizations to achieve their marketing objective, such as, a Facebook profile of a non-organization, that help them to show their vision and mission, sharing of events, it allows non-profit organizations to advertise their upcoming events on Facebook and reach more people, and they can share information regarding their newest success stories, videos articles, and podcasts. (Ramsaran-Fowdar et al. 2013.) According to Lea-Greenwood (2012: 28-29) non-profit organizations can use Facebook as a direct marketing tool by communicating on a one-to-one basis with their audience. This way of marketing can be advantageous for many companies if it is clearly targeted. (Lea-Greenwood 2012: 28-29.)

Most importantly, Facebook is a platform that allow non-profit organizations to connect and reach out to a lot of people which would not be possible through meetings, phone calls, and emails (Luke 2009). Facebook allows non-profit organizations to raise awareness of their organization and make more visible activities organized by them (Laureano et al. 2018). According to several studies, it is proven that communication costs have been fallen drastically with Facebook, because it has offered diverse organizations to communicate directly, quickly, and consistently with millions of people. (Ramsaran-Fowdar et al. 2013.)

According to Waters, Burnett, Lamm & Lucas (2009) non-profit organizations use Facebook to publish their missions and programs by following three dimensions: (1) information dissemination, (2) organizational disclosure, and (3) involvement. Starting from the information dissemination, it contains the following objects on the pages: links to diverse news, videos and audios, photographs, discussion boards, the publication of advertisement and press release links, and summaries of the campaigns. Continuing in the organizational disclosure, where the presence of the object is viewed: introduction of

the organization's services and programs, mission and history, information of the organization's website, logo, and profile administrators. Lastly, at the involvement level, diverse non-profit organizations are measured for the availability of means of contact, calendar events of the organization and message board, presentation of donations and volunteer opportunities, and presence of e-commerce store. (Waters et al. 2009.)

All in all, studies have shown that if non-profit organizations enable their team members, volunteers, and beneficiaries to share their success stories through diverse videos, by communicating positive emotions and clear results, they will inspire and motivate the actual and future potential donors. Therefore, Facebook is determined to be an essential dissemination tool that can be utilized better by non-profit organizations. Facebook has a huge impact on the reputation of a non-profit organization, and it is important to have a good relationship between the organization and social network platforms because it impacts the audience's behavior. In this instance, Facebook impacts the audience in relation to organizations, and most importantly impacts donors towards non-profit organizations, however, it is very important to know the real influences that this platform has on donation practices. (Waters et al. 2009.)

Twitter

From the very beginning when the Twitter platform was established in 2006, it has very quickly grown to be one of the most popular SM platforms. (Guidry, Jin, Orr, Messner & Meganck 2017). On a monthly rate, Twitter has hundreds of millions of active users across the globe (Soboleva, Burton, Daellenbach & Basil 2017). It enables its users to post short textual messages in other words 'tweets' to share their thoughts, 'retweets' copy messages that other users have sent, converse and interact with other people. Currently, Twitter employs a proprietary algorithm to show the most trending topics, whence users can share their diverse thoughts and create discussions with others. (Becker, Naaman & Gravano 2011; Galvez-Rodrigue, Caba-Perez & Lopez-Godoy 2016.)

According to Smitko (2012), Twitter is a platform that allows its users to have a close interaction with each other by connecting individuals and groups to the objectives of transferring, producing, simplifying, and exchanging cultural norms, ideologies and values. This is called authentic communication which increases identity and trust, and it is perceived to be genuine and reliable by stakeholders. Non-profit organizations should now take advantage of Twitter by engaging their target audience and influence them at the same time with their organization. (Smitko 2012.)

In the last years, there has been a huge increment in the adoption and usage of Twitter by non-profit organizations (Guo & Saxton 2014). It has been determined to be an effective tool for educating the public regarding the non-profit organization's mission. Twitter provides information about the activities of the organization and gives an opportunity to respond in real-time to the reactions of their stakeholders. Hence, non-profit organizations can be more effective in transmitting credibility to their current and potential public. (Galvez-Rodrigue et al. 2016.) Guo & Saxton (2014) state that understanding the effective usage of SM is more crucial by non-profit organizations than the adoption of it. Thus, non-profit organizations should have a greater understanding of how to use Twitter in order to attain full advantages of it as a tool for better communication strategy (Galvez-Rodrigue et al. 2016).

Galvez-Rodrigue et al. (2016) continue that in a wider context the usage of SM platforms especially of Twitter has increased greatly by non-profit organizations, enabling their stakeholders a place to provide thoughts and opinions, resulting as a perfect source of information to predict societal behavior. For the non-profit organization sector, these are very helpful because they have an opportunity to provide a new effective and efficient strategy for achieving relevant information through the comments of their stakeholders, enabling them to improve decision making and reinforce loyalty and engagement of their stakeholders. (Galvez-Rodrigue et al. 2016).

Instagram

Instagram is another global networking site that has grown very fast recently. It has been determined to be a media sharing and mobile-based application that allow individual users to take photos, transform the appearance of photos by adding different manipulation tools, and share those on Instagram or on different social networking sites. (Herman 2014; Ting, Ming, Run Choo 2015.)

However, the main audience of Instagram is the younger generation, since they are estimated to be the most active users of this platform (Abbott, Donaghey, Hare & Hopkins 2013; Salomon 2013). This is because young people are more likely driven to take photos or videos and instantly share them with other people (Abbott et al. 2013). Sharing photos and videos rather than just posting long words or texts have changed and eased communication among other people by making it much convenient and fascinating. (Bakhshi, Samma & Gilbert 2013).

Today, Instagram has become the perfect online marketing tool with unlimited opportunities. This SM platform has more than 700 million followers, a community that is growing each day. Instagram is connected to Facebook, so its usage and the targeting, retargeting, and promoting have become easier including scheduling, the setup, and the creation of ads. One thing that makes organizations advertise on Instagram is the fact that the ads are non-intrusive. (Katai 2017.)

Often Instagram is utilized by different users as a hub where the exchange of ideas, thoughts, and information happens, however, the participants are no longer only individual users but also different organizations. Most commonly, non-profit organizations utilize Instagram to interact with their target audience about their services. More specifically, it creates an opportunity for non-profit organizations to market their brand more easily by posting their services on the website, enabling them to save money and work cost-effectively. (Herman 2014; Ting et al. 2015.)

Organizations should focus on creating good quality photos because the audience is more likely attracted by interesting and qualitative ads. As mentioned above, Instagram works as a marketing tool for all organizations where they have an opportunity to advertise their services to the targeted audience. Below are some types of ads that can be utilized by diverse non-profit organizations: (Katai 2017.)

Instagram Photo Ads: Non-profit organizations can tell a story and promote their services online through visual images. Additionally, they can advertise their functions to a broader audience, or they may only target the local audience by choosing the demographics. (Katai 2017.)

Instagram Video Ads: Non-profit organizations can create video ads for up to 60 seconds and post them to be delivered to their targeted audience. Since people are having less time to spend on videos, shorter videos are preferable. A short and attractive video will get the most attention and will have responses that might be expected from a potential audience. Photos are more effective than videos, however, short videos have their effect, too. (Katai 2017.)

Instagram Carousel Ads: These types of ads let the users take an action when seeing the organization's ad, continue to their website and learn more about them, their products, and services. This kind of marketing may be compared to content marketing since it delivers more information that is valuable to the audience. In this case, basically, the purpose of this is to get the organization's potential audience, to come back to their website. (Katai 2017.)

Instagram Stories are the new thing. With over 250 million users active per day, organizations can easily advertise and target their wanted audience. (Katai 2017.)

2.3.5   Virtual worlds

Virtual worlds are divided into two different categories that have a lot of similarities with each other. This kind of media enables its users to interact in a three-dimensional environment where individuals can communicate and interact with each other in the form of personalized avatars, in other words as they would in the real life. It is determined that virtual worlds are the ultimate manifestation of SM since they offer an incredibly high level of social presence and media richness of all platforms discussed so far. In the following section, two various categories of virtual worlds will be shortly discussed. (Kaplan et al. 2010.)

Virtual game worlds

Virtual game worlds contain a type of media that is often called a massively multiplayer online role-playing game (MMORPG). The popularity of these applications has increased enormously in the last years. For instance, the computer game World of Warcraft is one of the good examples of virtual game world applications that has more than 8.5 million subscribers. Nevertheless, these virtual game worlds have strict rules that the users must follow, for example, users have the limits that should be considered when the identity is in question. This means that these games have a limited degree of self-presentation and self-disclosure possibilities. When it comes to organizations or companies, they can benefit from these games by putting in-game advertisements in this media. However, that is not very common in non-profit organizations. (Kaplan et al. 2010.)

Virtual social world

The virtual social world is the second virtual world that contains fewer rules and gives its users a possibility to select their behavior more freely and essentially live their virtual life as they live their real life. However, compared to virtual game worlds there are no rules restricting the range of interactions, except gravity. This means that it enables unlimited self-presentation strategies, however, with huge growth in usage intensity and

consumption experience, different users of the virtual social world show behavior that more closely reflects the observed things in a real-life setting. The most common virtual social world is called the Second Life application that offers its users to do everything that is possible in real life such as, taking a walk, speaking with other avatars, enjoying virtual sunshine. Additionally, it allows users to create content such as designing furniture, houses, or even clothing, and sell those creations to other avatars against the virtual currency. The virtual social world provides different opportunities for organizations to market their products and services, for instance, they can utilize the virtual social world for communication or service advertisement in Second Life. (Kaplan et al. 2010.)
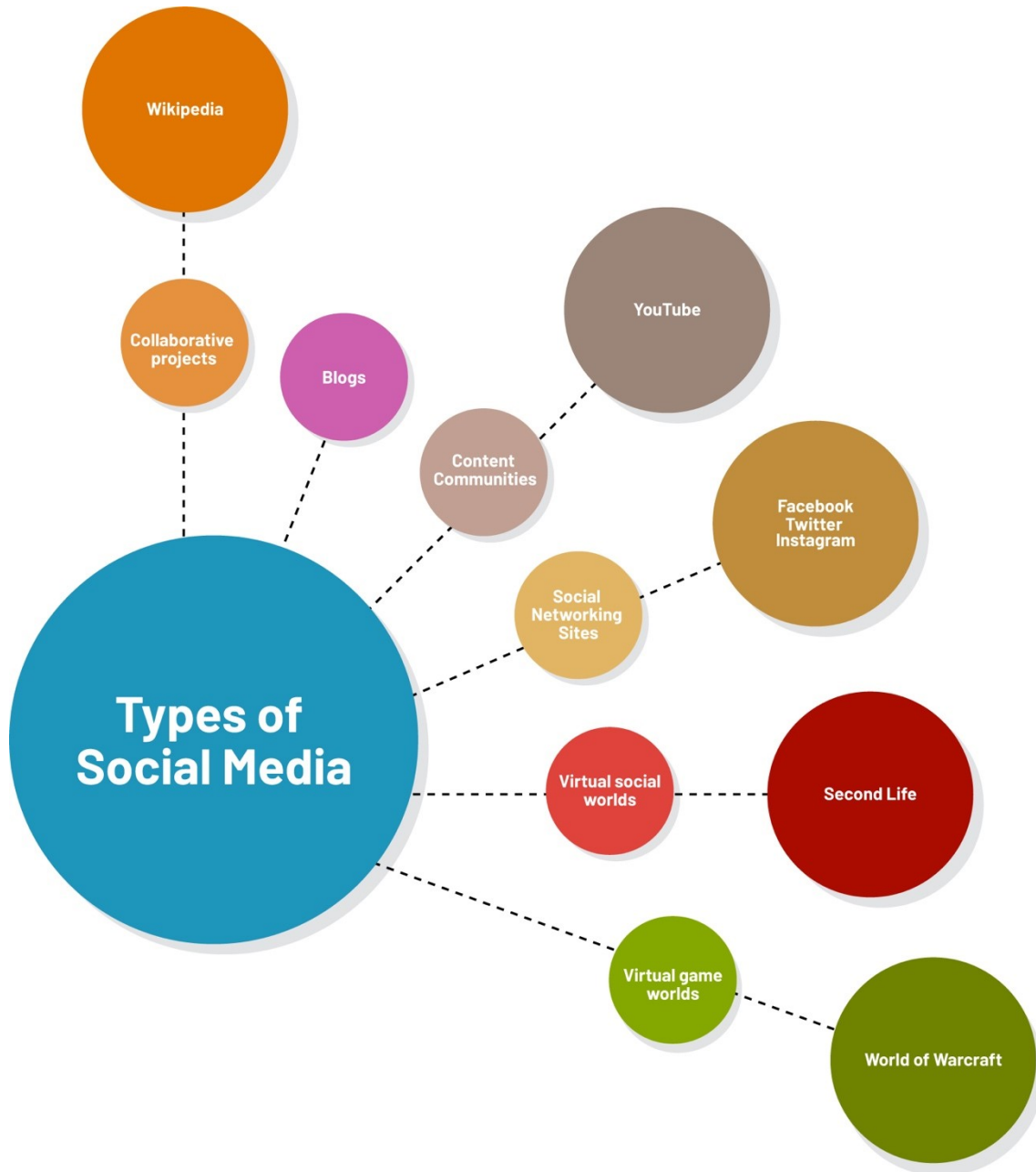
Figure 4. Demonstration of different types of social media.

2.4 Reasons of using social media by non-profit organizations

It is said that in the 21st-century SM became the modus operandi which allows people and organizations to express their different ideas, beliefs, and manners in a completely new way (Saravanakumar et al. 2012; Balakrishnan, Dahnil & Yi 2014). According to Galvez-Rodrigue et al. (2016) one of the main strategic resources for the success of non-

profit organizations is online communication. SM is considered to be a very useful tool for non-profit organizations for carrying out their social actions; building communities, advocacy work, and development. Additionally, it operates as a tool for fostering better functioning of the organization's activities, for example in public relations, fundraising, and volunteer recruitment. (Galvez-Rodrigue et al. 2016.) However, non-profit organizations need to consider that without a clear SM strategy and the correct plan they cannot stand out and shine in the fast-changing digital freedom. Therefore, the non-profit organization should consider diverse marketing theories in order to guarantee successful participation in SM which will increase their brand performance in diverse aspects. (Saravanakumar et al. 2012; Galvez-Rodrigue et al. 2016.)

While, Attouni et al. (2014) state, SM to be the formation of the higher stages of online communication. The most common features of SM are participation, conversation, community, openness, and connectedness. The popularity of the application of SM in non-profit organizations has widely grown as a way of communicating with the public audience and engaging in public relations. People of these communities are mobilized by non-profit organizations for collective action and for having a voice in public affairs. (Attouni et al. 2014.)

Generally, SM is designed to enhance interactions among the non-profit organization and its stakeholders. It gives a possibility to non-profit organizations to provide information on their mission and real-time activities. (Galvez-Rodrigue et al. 2016.) Electronic media has given an opportunity to non-profit organizations to remove or rearrange the boundaries between public and private spaces. Smitko (2012) emphasizes that non-profit organizations are early adopters of new technology, lately, SM has increased its popularity among organizations by offering them diverse opportunities such as reaching directly their donors, engage the current and new potential donors, engage volunteers, public audience by sharing their activities as most importantly their organizational mission. As a context SM is a little complex, nevertheless, it helps non-profit organizations

to build strong relationships by encouraging people to learn more about their organizational functions which leads them to create long-lasting relationships. (Smitko 2012.) According to Tajudeen, Jaafar, and Ainin (2017) top management are motivated by the benefits of SM, providing initial and continuous support for the non-profit organizations. Providing a clearer comprehension for decision-makers by antecedents of SM usage, helps them to concentrate on the most important factors which have a positive association to understand and choose different suitable usages of SM that will enhance their performance. (Tajudeen et al. 2017). Several researchers have identified diverse reasons for the usage and adoption of SM by non-profit organizations.

2.4.1 Increase brand awareness, loyalty, and reputation

SM platforms have been beneficial for many diverse non-profit organizations because they have helped them to inform people around the world about their organization and its functions. By using these platforms, non-profit organizations can, for example, strengthen simultaneously their reputation and increase their brand value. Due to this people become more aware of the brand image which leads to brand loyalty. (Ahmad, Ahmad & Bakar 2017.) Hutter, Hautz, Dennhardt & Fuller (2013) refer to brand awareness as the strength of the brand's presence in the mind of its target audience. In addition, raising the brand awareness of non-profit organizations raises the likelihood that their brand will part of the consideration set of the audience, meaning that their target audience will remind of their brand when thinking about community development. It is important to catch the attention of the public audience in order to increase the presence of the non-profit organization in society. (Hutter et al. 2013.)

Diverse organizations should communicate closely with their public audience on the SM level in order to become a trusted source of information. Additionally, SM becomes a great tool when brand awareness and loyalty is the topic. (Agnihotri, Dingus, Hu & Krush 2016; Galvez-Rodrigue et al. 2016; Ahmad et al. 2017.) However, SM allows organizations to be active visually and engage with the potential audience worldwide. It is proven that

SM is the tool that helps non-profit organizations to expand their promotions and increase their brand awareness. (Ahmad et al. 2017.)

A key feature in SM is the interaction between the organizations and its audience because usually, it helps to create a transparent relationship between these two that was harder to be achieved earlier (Agnihotri et al. 2016). Establishing trust and building public audience loyalty is possible to be created with constant and instant communication via SM. This is important for the non-organizations because the loyal audience are those who advocate the brand and who know how to drive traffic to the organizations through SM. However, sometimes the audience can face dissatisfaction, which is quite normal, but if the organization hears the voices of the audience and react quickly to their problem and solve it, they may regain their confidence, trust, and loyalty again. (Galvez-Rodrigue et al. 2016; Ahmad et al. 2017.)

2.4.2   Information sharing and use of community networks

SM is the tool that provides better interaction and helps the progress of exchanging information and dialogue between individuals and organizations (Ahmad et al. 2017). Various SM sites like Facebook, Instagram, and Twitter create a possibility to interact easily with the audience by building friendly attention and affection toward the brand of the non-profit organization (Kim & Ko 2012).

Nowadays, people search for information about the services based on other people's reviews on SM platforms and that is why the impact of the interaction is considered greater than word of mouth (Kim & Ko 2010; Ahmad et al. 2017). Sharing information and opinions on SM has become very important to most individuals which means that the engagement intention is created by the interactions with other people and communities as well as the brand (Kim et al. 2010). When people are exchanging their experiences and sharing their stories with other individuals, they could easily create new connections between themselves and their communities. For example, some companies use

SM to provide information, but in addition, they use Facebook as a portal where customers can meet and communicate with each other, such as telling success stories to their audience. (Given, Forcier & Rathi 2013; Ahmad et al. 2017.)

Forkosh-Baruch & Hershkovitz (2012) mention that SM increases presence of non-profit organizations within the community, impact on society, and effectively meeting their goals and vision. However, according to Given et al. (2013), the power of SM is to engage new potential individuals or user communities through social interaction, this can be estimated to be the key advantage for a non-profit organization. SM gives a possibility to non-profit organizations to share the information of their organizational activities with its public and gather information around their audience. It has been rated to be the easiest way to gather information about an organization's mission, functions, and activities. For instance, non-profit organizations can be informed about their target audience since the Facebook platform offers a wide range of information such as, age group of their audience, where they come from, demographics, and which communication type works better with their audience. So, comprehensive and informative reports can be done on a weekly or monthly basis which means that non-profit organizations can improve themselves and perform better in SM and as an organization. (Parveen, Jaafar & Ainin 2015.)

2.4.3   Reaching a wider range of audience

Different platforms of SM allow non-profit organizations to deliver rapidly contemporary information to a large audience both domestically and internationally. Possibilities to communicate with the audience have become inexpensive and reliable. This has resulted in reaching out a larger number of diverse people on a personal level every day. Additionally, it is said that before unreachable people can be reached now with the help of SM. (Ahmad et al. 2017.)

Smith & Gallicano (2015) states that non-profit organizations pursue to share content that will take the attention of the audience and secure engagement as likes, views, comments, and shares. Therefore, is important to understand the public audience and the factors that will drive through and increase the engagement number. (Smith et al. 2015.) By maximizing the impact of the presence in diverse SM platforms non-profit organizations can increase rapidly their engagement rate. In addition, non-profit organizations need to know specifically how and which social networking sites their target audience utilizes, in order to catch their attention, meaning that they need to begin utilizing more social networking sites to meet the increasing expectations and needs of their audience. If the organizations lack the equipment and resources, they can utilize photos and videos made by their volunteers for their organizational use, however, they need to begin making efforts on relationship development by getting them involved in the activities of the organization and ask them for assistance in social networking sites. Nevertheless, most of the non-profit organization's lack resources or even time on providing constant attention to SM platforms such as Facebook, therefore, they often put volunteers or interns of the organization in charge of managing non-profit organizations SM platform presence, this is because they have appropriate knowledge and ability on use of the sites. (Waters et al. 2009.)

2.4.4 Relationship and community building

Generally, social networking sites are driven by user-participation and user-generated content. SM platforms provide to its individual user's different ways of involvement with non-profit organizations. Studies have shown that SM platforms are used by non-profit organizations to enhance their management functions, interact with their current and potential donors and volunteers, and educate the public audience about their program. Non-profit organizations have the opportunity to create good relations with their stakeholders and the important public. (Waters 2009.)

The adoption and usage of SM platforms by non-profit organizations are growing tremendously. It has functioned as bridge between non-profit organizations and its public audience. (Parveen et al. 2015.) Parveen et al. (2015) state that since the usage of SM has increased in non-profit organizations, they utilize it for building and maintaining public pages of SM to improve social network salience, creating better relationships with their audience and improve the interest of the public audience in their organization. Thus, SM not only created strong relationships with its audience, but it also helps non-profit organizations to build and strengthen relationships with their current and potential donors. (Smitko 2012.)

Parveen et al. (2015) continues, as it is said organizations utilizes SM for many diverse purposes, however, one of the key drivers are building good relationships with its audience through two-way communication, serve them effectively, reach new potential audience, and receive different opinions and feedback from them. However, those non-profit organization who are willing to create a larger online community have to provide greater commitment towards SM platforms in order to maintain and reinforce the ties between the organization and the community. Meaning that they need to provide contents that encourage audience to be involved and interacted with their activities. (Galvez-Rodrigue et al. 2016.)

2.4.5 Cost-effective communication with the audience

Non-profit organizations, in general, have benefited from SM and Internet technologies a lot because they have given the possibility to access their audience at a lower cost than before with the traditional methods. Nowadays, Internet has a lot of advantages over offline media, for example, a campaign managed by an organization does not function well, the costs of taking down posters and billboards, or stopping ad runs are not incurred. (Ahmad et al. 2017.) SM is known as a low-cost tool that is used to combine both social interactions and technology with the use of words (Braojos-Gomez, Benitez-Amado & Llorens-Montes 2015). For many organizations, it is very challenging to create

marketing campaigns and brand awareness on a limited budget. Therefore, if a non-profit organization wants to reduce their marketing cost and communications costs, they should include SM in their strategy because this tool compared to other traditional marketing and advertising methods are much better. (Braojos-Gomez et al. 2015; Ahmad 2017.) According to Ahmad et al. (2017), blogs are a wonderful tool to use in this situation because it gives an opportunity to introduce services of the organization in the most economical way.

Non-profit organizations use both online and offline media to promote and advertise their services. However, SM has been estimated to be more cost-effective since it has the capability to reach out a larger audience with less contribution. For example, years before one print advertisement in a regular newspaper cost 30 to 40K, and now organizations can conduct many diverse Facebook posts by spending less money and get messages approximately from 2K to 4K people. (Parveen et al. 2015.) The interactive and decentralized environment of SM provides non-profit organizations a low-cost way to mobilize supporters, foster dialogic interaction with a wider audience, and catch attention to issues that would be ignored by traditional media (Guo & Saxton 2013). Therefore, as we can see that SM has a huge impact on non-profit organizations and their performance.

2.4.6 Fundraising

Today, SM has become a great tool for non-profit organizations to strengthen their relationships with their donors. According to Smitko (2012) the need for building cultivates relationships with donors, members, and other supporters in terms of creating advocacy and financial capital in a competitive donor environment is growing every day. The new technology has changed the way how non-profit organizations communicate with their stakeholders and how they build sustainable relationships with them. Through SM platforms non-profit organizations have the possibility to reach directly their potential do-

nors, by sharing and collaborating with their activities in real-time, for instance, the Twitter micro-blogging tool has been examined to be a very effective tool for enhancing donor relationships by transmitting credibility. (Smitko 2012.)

Non-profit organizations can retain their donors by maintaining connections that lead to commitment through SM. There are several ways that non-profit organizations can utilize to attract and engage donors for fundraising through SM platforms. Firstly, non-profit organizations need to create content and share information regarding their activities and functions in order to show their current and potential donors that they are an effective organization that is working to achieve its goals and mission. Secondly, in every interaction done in SM platforms donors have the possibility to know what to expect from the non-profit organization. Thirdly, they can provide timely "thank you" messages for instance on Twitter which increases donors' willingness to contribute and raise funds because they feel being part of an important cause and making a positive impact on society, most importantly they feel that their involvement is appreciated. So, the presented ways help non-profit organizations to create lifelong bonds with their current and potential donors through SM platforms which will help them on fundraising and connecting their donors. (Anonymous 2015.)

2.4.7   Promoting advocacy work

It is said that the core function of a non-profit organization is advocacy work that is increasingly attracting scholarly interest. Guo et al. (2013) state that non-profit organizations can contribute to democratic governance through advocacy activities, by representing the interested public audience and advertising the changes that happened in public policy. Advocacy activities of non-profit organizations help them to achieve the organizational mission and enhancing the lives of their constituents. (Guo et al. 2013.)

Several researchers have identified a comprehensive list of tactics that non-profit organizations use to execute their strategies. Moreover, eleven advocacy tactics have been

identified as follows, direct lobbying, research, media advocacy, public education, grass-roots lobbying, juridical advocacy, coalition building, public events and direct action, voter registration and expert testimony, and administrative lobbying. (Guo et al. 2013)

Nowadays, SM sites such as Facebook, Twitter and YouTube have presented a new convening platform for diverse non-profit organizations to facilitate stakeholder engagement and relationship building. It is said that SM helps non-profit organizations to engage their current and potential stakeholders by mobilizing, cooperating, and sharing joint actions in real-time. Moreover, it offers organizations to function with minimal costs, through gathering donors, strengthen the relationship with its current and potential audience, and most importantly to take the attention of issues that are not noticed by traditional media. Even though non-profit organizations have started to utilize SM to improve their organization, communication, and fundraising strategies, studies have shown that many organizations fail to fully adopt the affordances of SM. (Guo et al. 2013.)

Moreover, Guo et al (2013) have identified three main communicative functions that non-profit organizations use in Twitter platform "tweets" to attract their audience: information, community, and action. Starting from "information" tweets include information regarding the organization's activities, highlights of their events, news, facts, diverse reports that are relevant to their stakeholders. Secondly, there are "community" tweets that serve to share, converse and interact with the organization's stakeholders in a way that facilitates online community creation. And finally, so called "action" tweets aim to get their audience or followers to do something for their organization, for instance donating funds, purchasing t-shirts for attending their events, and engaging in advocacy events. All in all, non-profit organizations utilize SM to better catch the attention of their audience and affect society by making social change. (Guo et al. 2013.)
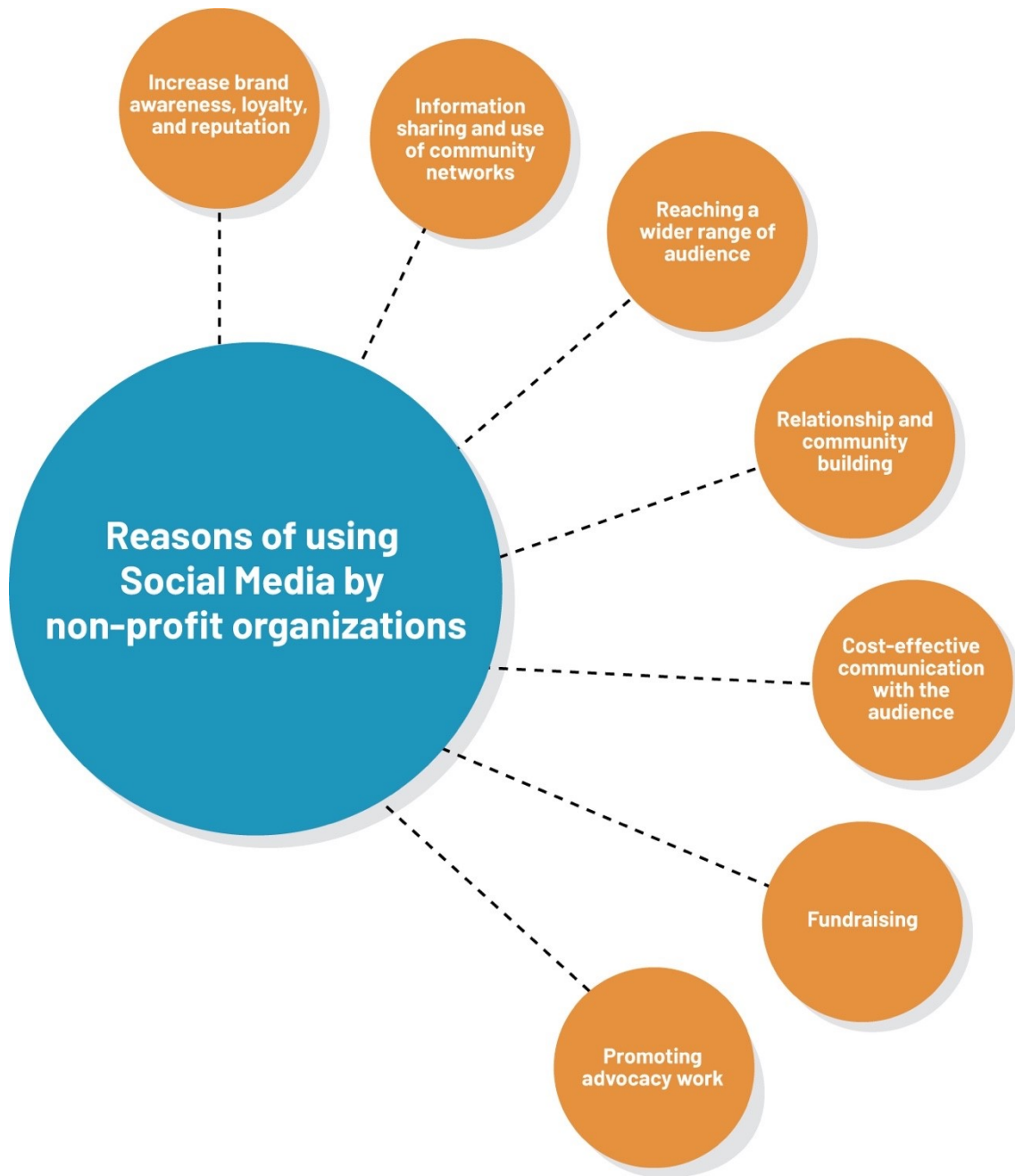
Figure 5. Demonstration of reasons of using social media by non-profit organizations

3   Research methodology

In this chapter, the research methods of the study are presented and justified. Firstly, the research philosophy and research approach are presented. Secondly, the choice of qualitative research method is discussed. Thirdly, the chapter is followed by selection of case an organization. Fourthly, the data collection and analysis are presented and discussed. Lastly, the discussion about the reliability and validity of the study are presented.

3.1   Research philosophy and research approach

Research is determined to be a systematic process where people collect data and interpret those found information in a systematic way. This a way they have a chance to increase their knowledge towards the issue and be more reliable while making different decisions. It can be said that there are two phrases that are very crucial in the definition of the concept of research, "systematic way" and "to find out things". The former phrase focuses more on being based on the logical relationship than on just beliefs. While the latter explains that there is a range of possible purposes for research. (Saunders, Lewis & Thornhill 2007: 5.) However, to be able to conduct a comprehensive thesis, the research philosophy needs to be understood and explained. Research philosophy is determined to be the development of knowledge and the nature of it, which contains crucial assumptions that the researcher of this study has chosen to support the research strategy and chosen methods. (Saunders et al. 2007: 101.) Therefore, the philosophy this thesis is interpretivism. Interpretivism can be determined as an epistemology that advocates the researchers to comprehend the differences between people as a role of social actors. Meaning that, the focus is on conducting research among people rather than objects. More specifically, research starts by collecting data received by humans in form of opinions and the responses vary how they construe the issue. (Saunders et al. 2007: 101.)

However, in order to conduct a comprehensive thesis, involvement of the use of the theory is a must, research approach. The research approach is divided into categories: deductive and inductive. (Saunders et al. 2007: 117.) In the deductive research approach, the paper formulates a theory and then hypotheses, after which it structures a strategy to test those existing hypotheses. Whereas, in the inductive research approach the developed theory will be based on the results of the collected data. Interpretivism research philosophy more likely owns inductive research approach. (Saunders et al. 2007: 117; Greener 2008: 1.) The research approach of this thesis is inductive since the purpose of the study is to create a deeper understanding of the conceptualization and importance of non-profit organizations, explore the different types of SM and the reasons for using those SM platforms by non-profit organizations. Basically, the study focuses on analyzing the given answers through interviews which imparts an understanding of how non-profit organizations such as UNICEF benefits from different SM platforms.

3.2 Methodology choise

It is crucial to have a logical and systematic research design for directing a research study. However, often the concept of it is misunderstood for being a precise and specific plan without any deviations, but actually, it is a tentative plan that keeps series of guideposts one the right direction. It is important to mention, that a comprehensive research design consists of a clear research question and follows with its specific objectives. (Krishnaswami & Satyaprasad 2010: 40-4; Toledo-Pereyra 2012.)

According to (Greener 2008: 15), an extensive number of approaches are presented for business research studies. However, the two most known and preferable research approaches are quantitative and qualitative. (Saunders et al, 2007: 145, Krishnaswami et al. 2010: 5; Adams, Khan & Raeside 2014: 6). According to (Saunders et al. 2007: 145), the focus of quantitative and qualitative research methods is divided, the previous focuses on numeric and the latter focuses on non-numerical data. It is said that the quantitative research method utilizes numerical data for collecting any kind of data collection

technique which are, for instance, questionnaires, statistics, or any graphs. Often, the quantitative research method is connected with a deductive approach to testing theory through the usage of facts and numbers in the research. (Greener 2008: 17). While, the latter research method, qualitative utilizes non-numerical data for collecting any kind of data collection technique or data analysis procedure, for instance, interviews or categorizing data, or also pictures or videos. This research method is more often connected with the inductive research approach to generating theory through using the model of interpretivism and enabling many subjective perspectives to exist and rather building knowledge than search to find it the reality. (Saunders et al. 2007: 145; Greener 2008: 17; Krishnaswami et al. 2010: 5.) In this thesis, the qualitative research method is applied, which means that the data collection is based on interviews made with the professionals of the field.

3.3 Sample data

The selected non-profit organization for this thesis is a global non-profit organization called United Nations Children's Fund (UNICEF), which functions in 190 diverse countries., however, the focus of this study is on UNICEF functioning in Finland and Kosovo. The preliminary objective of UNICEF is to defend the rights of the children, help them to fulfill children's potential, and save their lives. The reason why this thesis focuses on non-profit organizations UNICEF who is functioning in Finland and Kosovo is that, firstly, there is a lack of information regarding SM media usage and adoption of the non-profit organizations generally. As knows the growth of SM and its importance of it for marketing purposes has explicitly broadened, therefore, this thesis shows us how and on what purpose non-profit organizations utilize SM in their marketing strategy and what are the advantages of adoption.

3.4   Data collection and analysis

There is a huge number of diverse approaches for gathering the needed data for the study. It's important to understand that the ability to achieve the aim of the research and respond to the research questions depends on the efficiency of data collection. This is why that is considered to be a crucial aspect of research design. However, in order to conduct a comprehensive study, careful observation and planning of data collection are necessary. (Adams, Khan & Raeside 2014: 92.)

In this thesis, the semi-structured interview was chosen as a research method. A semi-structured interview consists of a list of themes and diverse questions which a researcher will have to cover, this may differ from interview to interview. Meaning that the order of the questions can change depending on the flow of the interview, as well as the requirement of the additional questions that may occur to explore the research question and objectives of the thesis which are seen as advantageous for the researcher. This concludes that the semi-structured interviews are count to be more flexible compared to others on reaching the wanted answers. (Saunders et al. 2007: 312.)

In total, this thesis has five (5) semi-structured interviews conducted, two (2) from the UNICEF Finland office and three (3) from the UNICEF Kosovo office. From the UNICEF Finland, there is one response from the digital content producer officer and the other from the digital marketing expert officer. While from the UNICEF Kosovo office the deputy head of office, head of communication and partnership and communication and digital media consultant have conducted comprehensive responses. Furthermore, the interview questions were divided into two sections. The first section starts with background information regarding the interviewee, and the second section is followed by questions related to SM marketing and its importance for the non-profit organization. The interview questions have been sent to all interviewees via e-mail as an attachment so that they respond to the set of questions without any hurry on finishing the responses, and having the ability to come back and forth within the document by accumulating more in-depth information regarding SM marketing in organizational use. Unfortunately,

because of the very tight schedule, it was not possible to schedule face-to-face or skype call meetings with all the interviewees. However, the online meeting was conducted only with UNICEF Kosovo office where two employees participated in the meeting. The meeting was recorded and the transcript of the audio was done from which the most important answers were highlighted an attached in the findings. Since the timing was limited, all the interview questions were sent to interviewees at the end of March 2021 and the set deadline for responding questions was in the middle of April 2021. However, it was very hard to get all the answers on the time since the busy time schedule each of the interviewees had, therefore, a few reminders had to send in order to get further in the process. In addition, the interview questions were sent to all respondents in English from which one interviewee decided to respond in Finnish which is afterwards translated into English. While other respondent composed their responses in English.

As it is said, that qualitative data can be found in many diverse forms. (Saunders et al, 2007: 474.) The data analysis of this thesis was done by identifying themes, meaning that it is based on thematic analysis. However, to have a clearer understanding and conclusion of the analysis, figures and tables have been utilized. Since the global non-profit organization has almost similar functions and aims both in Finland and Kosovo, there was no need to do a comparison between them. The main themes that have been analyzed in this thesis are SM marketing, what are the different types of it, what are the main SM channels that non-profit organization utilizes and what are reasons of usage of them.

3.5   Reliability and validity of the study

Reliability and validity are the two phases of the research design which defines and examines the quality of the study. Meaning that to conduct a comprehensive study, the attention of the researcher needs to be on the above-mentioned phases. This can be done only on by reducing the possibility of getting the wrong responses from the interviewees. (Saunders et al, 2007: 149.)

To clarify the previous phase a little, reliability expresses the trustworthiness and coherence of the thesis. As Easterby-Smith (2002: 53) questions, on other occasions will the measures be the same, are there going to be similar observations in the future by other observers, and does it mean that there is transparency in which sense the paper was conducted from the raw data. Additionally, several threats have been identified when talking about reliability which are participant error, participant bias, and observer error. (Saunders et al, 2007: 149-150.) In this thesis, great attention has been given to identifying and generating the interview questions. Moreover, the researcher has focused on generating all the interview questions, confirmed that all the interviewees have the same questions, and made sure that respondents have understood questions in the same way. In case the respondent had difficulties understanding the interview question, the researcher was fully involved in clarifying the issue so that the interviewee has a clear understanding of what the question is about. To highlight the fact that all respondents were informed that the data collected were treated anonymously which gave more flexibility on writing their answers. Lastly, to avoid any misunderstandings, the researcher has given attention to conduct and generate interview questions based on the research question and its objectives.

Validity refers to whether the data collected and analyzed are really what it appears to be about (Saunders et al, 2007: 150). More simply it includes the degree to which the researcher is examining and what is supposed, the precision of the examination, and measurement of the study (Adams et al. 2014: 247). To receive the most accurate and relevant responses from the interviewees, a researcher focuses on selecting respondents who were working in the marketing section and have expertise in the field. In this way, we ensure that the responses are reliable and competent. Since the researched paper aims to examine how and why non-profit organizations utilize SM in their marketing strategy.

However, to achieve the validity of this thesis, the interview questions have been generated based on the existing literature on SM marketing in non-profit organizations. In addition to this, the theoretical background and findings that are presented in the first part increases the validity of this thesis. The interview questions have been developed carefully, and additional clarifications have been provided from the researcher side to respondents so that they have an idea what is the most important and relevant information that the researcher is searching for. All in all, is important to understand that we lack research related to this subject, that is why the founded data cannot be generalized.

4 Findings

This chapter presents the main findings of this thesis from the collected data through semi-structured interviews. The purpose is to find specific responses to the research question and the sub-objectives of this thesis. To present the findings in a consistent order, the themes are divided into separate titles where the findings of both UNICEF Finland and UNICEF Kosovo office are provided. Themes are concluded based on the interview questionnaire outline. First, the focus is on the importance of SM in the non-profit organization. Secondly, the SM marketing strategy of both offices are presented. Thirdly, the main types of SM platforms adopted by both offices. Lastly, the responses of the main reasons for adoption of SM platforms are presented.

4.1 Usage of SM in the organization and the importance of it

Here, the aim is to get a clear understanding regarding the usage of SM in Finland and Kosovo offices. As know, this global non-profit organization has the same objectives, but there is a lack of information regarding the adaption and implementation of SM platforms in their marketing strategy. Following responses gives a better understanding of the importance of SM for both offices.

<u>UNICEF Finland</u>

Findings show that SM has been a great asset for the UNICEF Finland office. Mainly, the focus has been on building and raising brand awareness, building knowledge about children's rights among the community and finding related solutions for these issues, fundraising, and building relationships with the targeted audience.

"SM plays a really important role in our communication because it helps us better reach our target group and new potential audiences, through which we can guide them to visit our website."

The purpose of the office is to conduct and publish content several times a week including advertisements. The pace of content publications depends on the nature of the SM channel, for instance, on Twitter they publish content several times a day, while on an Instagram couple of times a week. In addition to this, they have 13 well-known goodwill ambassadors who supports UNICEF Finland office on publishing content related to child rights on their SM accounts, which happens more often among campaigns. This way, they increase awareness and reach more people.

"Currently, SM has more advantages than disadvantages for UNICEF."

However, it has been highlighted that UNICEF can't rely only on SM when talking about marketing. This is because only a limited number of people are using SM platforms and the that there is no information about its future.

"SM (and other digital channels) have been growing fast but traditional marketing channels still play a major role. This is partly due to the older target audience."

<u>UNICEF Kosovo</u>

SM has been proven to be very important for the UNICEF Kosovo office since it helps them to increase knowledge, share information, raise awareness of the brand and reach a wider range of population than they could with traditional media channels. It has been identified that different types of SM such as Facebook, Twitter, and Instagram provide them an opportunity to target their audience based on the platform. For instance, Facebook is used more to target the general population, however, focusing on targeting the most vulnerable people. In Twitter, the content is created mostly to take the attention of

the donors and decision-makers. Whereas, the focus of Instagram is mostly when targeting the most vulnerable young people of Kosovo.

"SM is one of the strategic tools of communication for UNICEF Kosovo office."

"SM, especially in the latest two years, have been proven to be one of the main tools on targeting different parts of the population, with different messages."

"It is a faster and cheaper way of communication and also it reaches sometimes a number that is beyond the targeted audience."

Besides the fact that SM is considered to be one of the main strategic tools for communicating the key program priorities of the UNICEF Kosovo office, it also serves as a channel for communicating with several partners such as government partners, implementing partners, embassies, etc. Additionally, interviewees highlighted that the participation of employees is very high which has resulted in an acknowledgment for the office. Other than that, it has provided an opportunity to increase the importance of the brand.

"This office is making real use of it very deliberately, I like the fact that it's not just the corporate accounts, but it's also the kind of idea that every staff member through their presence in SM is communicating what UNICEF is and what are our key priorities."

"Looking at the 2020 overall coverage UNICEF Kosovo office has got an acknowledgment in a report as one of the offices that are using SM to recognize our donors and partnerships the best."

4.2 Existence of social media marketing strategy

Here we focus better on hearing the existence of SM marketing strategy of both offices, most importantly understand about its existence, whether they possess as strategy one or not. The following findings gives a more defined answer on what kind of strategy they rely on.

UNICEF Finland

"We have never had an actual SM strategy, therefore, this spring I have been working on it."

It is strongly highlighted that the UNICEF Finland office does not possess any SM strategy and that it hasn't existed, therefore, they are working on creating one. However, it also understood that the Finland office divides SM strategy and SM plans. On the previous concept, the focus is on reaching long-term objectives, while in regards to the latter concept the office focuses on creating one greater per year which is being updated quarterly, not forgetting the operational plan; a daily SM plan.

"For SM, we have had smaller-scale plans for marketing strategy."

However, since the Finland office plans to work on creating a comprehensive SM strategy the focus is on outlining a greater line of SM, for instance, what kind of visual representation they want to have in their SM channels when talking about longer-term activities.

"It outlines a larger line for SM, for example, what kind of tone and visuality we want to use in different channels, what kind of representation we want to convey and what are the longer-term objectives, target groups, etc."

We can understand that they lack a comprehensive SM strategy for the existing SM channels, that are being used by the office. The process of developing more conceptualized SM channels is still ongoing, and the development mostly takes place through experiments. However, when thinking about short-term SM strategy, Finland office has always had one even though their focus has been mostly on diverse campaigns. Moreover, this includes the operational plan; a daily plan that has been done all the time as well.

"We do not yet have such conceptualized SM channels that we would, for example, make only three different content types per channel, but the channels are constantly being developed in a more conceptual direction. However, each channel needs its own content because the audience is different on each channel and the nature of the channels varies (e.g., Twitter is a channel that is used by experts)."

"We are constantly developing through experiments."

<u>UNICEF Kosovo</u>

"No, no, that when you say SM marketing strategy, UNICEF does not have a marketing strategy, so it's more of an SM strategy."

As we can understand the UNICEF Kosovo office does not possess any kind of SM marketing strategy. When talking about SM marketing strategy, in UNICEF Kosovo that concept is more of an SM strategy within the office itself. There is nothing that has been documented about the correct SM strategy, mostly it is followed by the country program 2021-2025 where the UNICEF Kosovo office focuses on communicating the three key priorities of their office. More specifically, the brand strategy, partnership strategies, global strategic plan as well as local program strategy form some kind of guide which help them to have some sort of plan on how to communicate their activities on SM channels.

"We don't have something that is placed in the paper, but based on the country program of 2021-2025 which we have started to implement from 2020, we have constantly communicating around the three key priorities. But of course, that we are also looking at other potential areas where we are not leading but we are just supporting some of the activities, so it's not the kind of strategy."

"I guess we're in the lucky position in Kosovo that I mean, since we're part of a global organization, of course, we draw on those global strategies, for example, the brand strategy guides us when we go to social media."

The office is very active and publishing content on their primary SM channels on a daily and monthly basis. In addition, the content created in each SM channel varies since they are aware of the audiences behind the platforms. This helps them to reach the people they are aiming for such as children, young people, parents, donors, partners, etc.

"We try to use different ways to attract our target audience in SM channels, whether it is by using tags, hashtags, or good personalized photo designs. This helps us to continue reaching the aimed target audience."

4.3   Types of used SM channels, and the most important one

As we have discussed in section 2.3 there have been identified many different types of SM. However, yet the specific answer for the SM channels that are being used and the most important one from the perspective of both offices have not been introduced. Therefore, the next part includes the most crucial SM channel that is used by the offices and the reasons behind it.

UNICEF Finland

As per the findings, the number of most useful and applicable SM channels in the UNICEF Finland office is five (5). Four of them are categorized to be social networking sites such as Facebook, Instagram, Twitter, and LinkedIn. While one (1) is YouTube which is categorized to be content community. Each SM channel is used for different needs, which is why content and the way of communicating varies from one to another. However, Facebook is seen to be the most important SM channel for their office, since they have there the largest audience from which some are also individual donors. Meaning that apart

from the fact that they have larger organizational donors, Facebook gives them an effective way to connect and communicate with other individual donors from which they benefit.

"The most important channel is Facebook because there we have the largest follower community, from which some are individual donors. This channel works better in fundraising than the others."

UNICEF Kosovo

In the UNICEF Kosovo case, findings show that there are four main SM channels utilized for marketing purposes. Three (3) of them are categorized to be social networking sites such as Facebook, Instagram, and Twitter. The latter is YouTube which is categorized to be content community type of SM. However, as in the UNICEF Finland case, the Kosovo office also utilizes and considers Facebook as the most important one. It is because Facebook is the most widely used SM channel in entire Kosovo and it was introduced as the first SM channel where people have more space to connect and engage with each other. Findings show that most of the population of Kosovo uses Facebook in their daily lives, and this is why the reach of the UNICEF Kosovo office is the highest compared to other SM channels.

"It's Facebook because Facebook is widely used in Kosovo. It's more used than any other SM channel, the second one is Instagram and Twitter is the third one. But still, Facebook is the champion in Kosovo."

"Facebook is really a thing in Kosovo. I think this is also very localized meaning that if you want to find out about a company or even a restaurant, it's all on Facebook- it's a key to find the local audience."

Overall, interviewees emphasize that every SM channel is important for them since the audience varies from one another. In this case, it depends on which audience they are targeting.

"I think the point is exactly that it depends on the audience you want to reach. So, different SM channels we are reaching probably quite different people."

4.4   The reasons behind the usage and adoption of SM channels

One of the main parts of this thesis is to find out the reasons behind the usage of SM channels by non-profit organizations. There are several reasons and benefits introduced from the adoption of SM channels for marketing purposes by UNICEF Finland and Kosovo offices which are discussed in the following part.

UNICEF Finland

Findings show that there are several most important reasons identified for SM adoption within the organization such as building stronger brand awareness, sharing information and raising awareness of the children's rights, reaching out for larger audience or more specified target audience, fundraising, and building stronger relationships with target and new potential audience.

"Reasons behind the usage of SM channels are building UNICEF's awareness of the brand, raising awareness of the children's rights and, above all, encouraging target groups to work for children's rights - sharing information about children's rights, donating or enabling our work or, for example, municipalities to make their practices more child-friendly."

So, the idea behind raising awareness of UNICEF's brand, as well as increasing the awareness and knowledge of children's right among people aim to awaken and motivate people to genuinely work for children:

"The more work for children's rights the better!"

Building strong relationships with the target audience is also seen as a very important reason for SM adaption. This is because SM serves as a platform where an organization can connect and engage with their audience, discuss with those who are interested in the functions of UNICEF, and take advantage of them on both sides. Additionally, a very important aspect of building strong relationships with the target audience results in fundraising. This is because the more people are informed of the actions and activities the organization does the more motivated people are to donate funds for the children.

"In SM, it is easier to reach a wider group targeted people or a more specific target group than, for example, through TV advertising or newsletters."

"An absolute plus in social media is also the possibility of discussion and participation of other features, such as publication of human-interest stories. We can clarify misunderstandings about us and ask what kind of content the following would like from us."

"Through SM, the brand can be built in a much more engaging way and interactively with the target groups. The better the target group engages with us, the more likely the target group is also willing to donate. Commitment can be increased in small steps."

UNICEF Kosovo

As previously, the UNICEF Kosovo office has many important reasons listed in regards to the adoption of SM for marketing purposes. Findings show that SM channels give space to increase brand awareness by strengthening the reputation and the value of the brand. Information sharing is another important component, the organization can share information about a certain issue which can lead to potential fundraising, which can also occur indirectly. It seems that information sharing about the program functions and activ-

ities works as a tool for fundraising since SM channels offer them a possibility to advocate for the issues and showcase their program for the potential actual and new potential donors. Lastly, emphasized component was that SM channels enable them to showcase their program cost-effectively, it is something that has made it easier in terms of communicating certain issues, reaching people and call for participants, and building long-lasting relationships with them.

"I think that the brand awareness is one of the key objectives of UNICEF in terms of keeping the reputation, keeping the brand, keeping the profile high."

"It's kind of showing where you are, so it has also this function of relationship building and networking. You are networking through SM a lot these days."

"It is very cost-effective, one of the cheapest tools - free of charge."

"We use SM for reaching people through open calls, participants who are willing to take part in our activities can join. It's a crucial part of how we reach people."

"However, in a way, it's a bit of a problem because we reach a certain group very well through these channels, but we may be missing some, so we are trying to find other ways to reach those who are missed."

"What happened with COVID-19 and this past year, I think you know some of the events, for example, that in the past we would have in person but now we move them to Facebook, meaning that we had them through the Facebook platform. Many activities such as launching events, workshops, discussion lectures, and debates moved to SM and I think we will continue using some of these things because it helps us to reach more people."

5   Conclusion and discussion

In the final chapter of this thesis the findings are discussed and analyzed more specifically, which includes also responding to the research question. Lastly, the suggestions for further research are presented.

5.1   Discussion

Over the past years, the popularity of SM has increased at a rapid pace. In other words, it has become a hit. It has introduced different opportunities for organizations to communicate their functions to their audience. (Waters et al. 2009; Dong-Hun 2010.)

We lack information regarding the usage and adoption of SM channels by a global non-profit organization for their marketing proposes. Due to the fact, this thesis focuses on studying different types of SM and the main reasons for the adoption of it by a global non-profit organization. As the case study, UNICEF Finland and UNICEF Kosovo office was chosen for this thesis to give a deeper and clearer response to the research question:

How and why non-profit organizations use social media in their marketing strategy?

Waters et al. (2009) indicates that, today SM applications are not only important for non-profit organizations but also for individual users since the most of the population utilizes SM platforms in a daily basis. This is why, the most used SM applications should be adopted by non-profit organizations in order to catch the attention of their target audience. (Waters et al. 2009). Empirical findings of this thesis have shown that SM has become a very important tool for non-profit organizations. It offers non-profit organizations benefits that could not be done through traditional media. As we know a huge number of SM channels occur in people's everyday life. When talking about non-profit organizations, in this case about UNICEF Finland and Kosovo given responses happened to be

mostly quite similar to each other. However, it was interesting to see from the responses that even though the usage and adoption of SM channels have been increased among the organization especially in the UNICEF Kosovo office, adoption and utilization of SM channels have also increased among the employees, meaning that it has affected also significantly the use of SM by individuals.

Facebook has been defined to be the most popular social networking site in the whole world, meaning that most of the population spends many hours on Facebook, it has become an important part of their lives (Attouni & Mustaffa 2014; Farzan et al. 2018). Findings show that the most effective and important SM channel for both UNICEF Finland and Kosovo offices is Facebook. As mentioned, since the popularity of SM channels has increased among people it allows organizations to reach people through networking. UNICEF Kosovo office has highlighted that even though most of the users are present on Facebook, it is very important also to focus on other SM channels such as Instagram and Twitter. Each SM channel has its functions and benefits since all of them vary from one another. It all depends on which purpose organizations are willing to utilize the SM channel, for instance, which target group they are willing to reach: Facebook is for the general population, children, parents; Instagram is for young people and Twitter is for decision-makers or donors, etc. Nowadays, many of us spend hours in SM channels, however, not all of us which gives us an understanding that mostly the most vulnerable people are not reached through SM by a non-profit organization, this opinion was emphasized by both office employees.

To continue, both UNICEF offices highlighted that SM play a very important role in supporting the non-profit organizations to increase the visibility of their brand, share information cost-effectively regarding their programs and activities such as increasing awareness about children's rights, awake and motivate people to work towards creating better future for children, reach more easily their target audience and new potential audience, increase the influence among people by promoting their work, have an opportunity to

create closer relationships with their audience such as discussing and accepting feed-backs, build larger communities and networks and increase fundraising for the good of children.

All in all, to conclude the findings of the thesis, it is understood that SM is an effective tool that helps non-profit organizations to enhance their marketing performance. Each SM channel has its benefits since diverse group segments are divided into different chan-nels. It depends on which audience they are targeting, the general population, young people, or decision-makers. Thereafter, choose which SM channel they are willing to use. Facebook is categorized to be the most used SM channel of people which shows the importance of using it within the organization. It gives them a possibility to reach more people than they would for example only through Twitter or Instagram. In addition, the list of reasons for the usage and adoption of SM channels is huge which means that it gives non-profit organizations advantages that would not be possible through traditional media. We can summarize that findings of this thesis are similar to the previous studies. Moreover, the following figure illustrates the association between SM channels and the reasons behind their usage.

How to use	Why to use
Social Networking Sites: Facebook Instagram Twitter	• Increase brand awareness, loyalty, and reputation • Information sharing and use of community networks • Reaching a wider range of audience • Relationship and community building • Cost-effective communication with the audience • Fundraising • Promoting advocacy work

Figure 6. Framework of social media usage for marketing purposes

5.2 Suggestions for further research

Since we lack research regarding non-profit organizations usage of SM, it would be advantageous to do a more in-depth analysis of each SM channel and their influence on the organization's marketing performance. The concept of SM is large and it is increasing every day, still, we do not have a specific definition for it. Often, we talk about the benefits SM has given to us as individuals and as organizations. Therefore, besides hearing the advantages that SM channels provide us also the disadvantages they bring with them. As mentioned, the SM concept changes all the time this is why we should consider doing researches about it on regular basis.

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Appendices

Appendix 1. Interview questions for UNICEF Finland and Kosovo office

Background information:

- Please tell us your title and current role in the organization.

- How long have you been working for the UNICEF?

- Have you been serving for UNICEF in other countries before Finland/Kosovo, if yes where and for how long?

- Shortly, describe key priorities of UNICEF.

Social Media Marketing:

1. Could you describe the usage of Social Media in the organization, and the importance of it?

2. What kind of Social Media Marketing strategy organization uses, or is there one?

3. What types of Social Media UNICEF utilizes in their marketing strategy? (e.g., Facebook, Twitter, Instagram, LinkedIn, etc.)

- If there are several, please describe the most important one.

4. For how long organization is utilizing Social Media in their marketing strategy?

5. Please describe the main reasons of adoption and usage of Social Media types for marketing purposes? (e.g., brand awareness, information sharing, relationship and community building, fundraising, etc.)

- What are the advantages of it?