



LISBON
SCHOOL OF
ECONOMICS &
MANAGEMENT
UNIVERSIDADE DE LISBOA

**MASTER OF SCIENCE IN
MARKETING**

**MASTER'S FINAL WORK
DISSERTATION**

**SOCIAL MEDIA NETWORKS IN THE THIRD
SECTOR: THE ROAD TO SUSTAINABILITY**

JOANA FILIPA DA GRAÇA FELICIANO

OCTOBER – 2018

**MASTER IN
MARKETING**

MASTER'S FINAL WORK
DISSERTATION

SOCIAL MEDIA NETWORKS IN THE THIRD SECTOR:
THE ROAD TO SUSTAINABILITY

JOANA FILIPA DA GRAÇA FELICIANO

SUPERVISION:

PROFESSOR ANA CAROLINA BAPTISTA AFONSO

Co-SUPERVISION:

PROFESSOR RUI BRITES CORREIA DA SILVA

OCTOBER – 2018

ACKNOWLEDGMENT

I want to thank my thesis advisors for accepting my investigation and taking the time needed to review my interpretations. At the same level, I acknowledge all the organisations who accepted to share with me a little of their inner world so I could release it outside, thus giving a step forward in the exploration of the Third Sector in the digital world.

To my family who built the bases of my existence; to my closest friends who helped me to explore new perspectives along the way and to my life partner who gave me a new sense of the future and shared responsibility.

I express my gratitude to all the opportunities that life brought to me and the inherent challenges of which one of them. To all my years of volunteer work in Third Sector Organisations, which has giving me the chance to put into practice my beliefs and ideals with autonomy and responsibility.

One thing is to wish for a better society, another is to overcome the wishful thinking and contribute - even if in a small way, to accomplish that goal.

Thank you to all the people who cross my path, and even if without realizing, have been showing me the human side of the world that I strongly belief since a young age.

I firmly see the value of Social Marketing and the powerful tools of social media networks to reinforce the mission of the Social Economy' organisations - if was not so, I would not propose myself to this Herculean task of investigating the sector that works and obtains intangible changes quite difficult to measure, but so very important. A Sector that rather looking for profit, searches for means to survive while doing the good.

RESUMO

Um dos grandes desafios do Terceiro Setor é a sua sustentabilidade financeira. Esta dissertação explora o *status quo* de organizações do Terceiro Setor com diferentes dimensões, de modo a reconhecer limitações comuns, dependências e de que forma as redes sociais podem atenuar obstáculos e quão profundo é o conhecimento sobre o Retorno Social do Investimento de cada uma.

Esta investigação exploratória é baseada numa abordagem qualitativa. O método de recolha de dados consistiu em treze entrevistas em profundidade semiestruturadas aos líderes de algumas organizações do Terceiro Setor.

Os resultados sugerem que independentemente do tamanho da organização, as maiores e transversais dependências e limitações são: restrições financeiras, de tempo e alcance, sujeição ao pro-bono e ao trabalho voluntário. A natureza não lucrativa do Setor também impõe uma limitação económica e ética na forma como podem explorar os seus esforços de marketing. Para ultrapassar estes reptos, o *social media marketing* é crucial para diversificar as fontes de receita e obter outros benefícios, tais como notoriedade da marca e credibilidade; potenciais novos doadores e *leads*. Não obstante, o impacto da medição do Retorno Social do Investimento revela falta de conhecimento e nível de confiança entre os membros das organizações.

Esta investigação fornece valiosos *insights* sobre o estado da arte do tema e conhecimento sobre quais as áreas que as organizações devem focar para tomarem o caminho mais viável para a sua sustentabilidade.

Palavras-chave: Marketing Social, *Social Media Marketing*, Redes Sociais, Retorno Social do Investimento, Terceiro Setor.

ABSTRACT

One of the main challenges of the Third Sector is its economic sustainability. This dissertation explores the status quo of the Third sector organisations with different dimensions in order to recognise common constraints, dependencies and how social media networks can ease the obstacles and how deep is the knowledge on social media return on investment.

This exploratory research is based on a qualitative approach. The data collection method consisted of thirteen semi-structured non-standardised in-depth interviews to the leaders of some Third Sector organisations.

The findings suggest that regardless the dimension of the organisation the major and transversal dependencies and limitations are: financial, time and reach constraints, reliance on pro bono and on volunteer workforce. The non-profit nature of the Third Sector also imposes a limitation on how economic and ethical marketing efforts can be explored. Social media marketing is important to diversify income sources and also to obtain other benefits such as brand awareness and credibility; new potential donors and leads. Nevertheless, the impact measurement of social return on investment is lacking of knowledge and trust among organization members.

The contributions of this study provide valuable insights about the state-of-the-art on the subject and knowledge in which areas should the organisations focus to take the most viable road to their sustainability.

Keywords: Social Marketing, Social Media Marketing, Social Media Networks, Social Return on Investment, Third Sector.

Index

ACKNOWLEDGMENT	i
RESUMO	ii
ABSTRACT	iii
1. INTRODUCTION	1
2. LITERATURE REVIEW	4
2.1. Social and Solidarity Economy & Third Sector	4
2.1.1. Sustainability on the Third Sector	7
2.2. Social Marketing	9
2.3. Social Media Networks	11
2.4. Social Media Listening and Social Media Metrics	13
3. CONCEPTUAL FRAMEWORK	15
3.1. Research Model	15
4. METHODOLOGY	17
4.1. Type of Study, Population and Sample	17
4.2. Data Collection and analysis	18
5. ANALYSIS OF RESULTS AND DISCUSSION	19
5.1. Sample Characterization	19
5.2. Descriptive Analysis	22
5.2.1 TSOs marketing difficulties, dependencies and general limitations	22
5.2.2 Relevance of Social Media Networks to the TSOs	25
5.2.3 Knowledge on social impact measurement	31
6. CONCLUSIONS, LIMITATIONS AND SUGGESTIONS OF RESEARCH	32
6.1. Conclusions	32

6.3. Limitations	33
6.4. Future Research	34
References	35
Appendices	41
Appendix 1: Online Survey Script	41
Appendix 2: Semi-Structured Script Interview	42

LIST OF TABLES

TABLE I - Research questions and corresponding propositions	24
TABLE II – Description of the sample	27

LIST OF FIGURES

FIGURE 1 – Conceptual Framework	24
---------------------------------	----

ABBREVIATIONS

APAV - Associação Portuguesa de Apoio à Vítima

APPACDM of Lisbon - Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental

ANFQ - Associação Nacional de Fibrose Quística

BANCO ALIMENTAR - Banco Alimentar Contra a Fome

EU - European Union

E-WOM - Electronic Word of Mouth

SE - Social Economy

SSE – Social and Solidary Economy

PISS - Private Institutions of Social Solidarity

NGOs - Non-Governmental Organisations

NPOs - Non-profit Organisations

SM - Social Marketing

SMM - Social Media Marketing

SROI - Social Return on Investment

TS - Third Sector

TSOs - Third Sector Organisations

1. INTRODUCTION

1.1. Background

The Social and Solidarity Economy (SSE), as an economic activity gives priority to social and environmental actions where the societal actors operate in solidarity through formal organisations ranging from cooperatives, non-governmental organisations (NGOs), mutual associations, foundations, private institutions of social solidarity (PISS) to other social businesses with a character of innovation and entrepreneurship (Central Academic Complete; Utting, Peter, 2015; Decreto Lei nº 30/2013 de 8 de maio da Assembleia da República, 2013). The Social Economy (SE) since its origins in the 19th century has developed between the “public” and the “capitalist sector” prioritizing the individuals, the labour and the community over the profit (European Council, 2000; Chavez & Monzón, 2012b). The SE lacks of a universal accepted definition inasmuch as regional and national operating modes and perspectives still remain, to the extent that the term Third Sector (TS) is recognised along with SE. In Portugal, both concepts are broadly accepted and in the European Union (EU) the all-encompassing acknowledged definition given by the European Economic Social Committee limits the SE in its form, autonomy and function (Chavez & Monzón, 2012b; Matei & Dorobantu, 2015; European Economic and Social Committee, 2017). Even if in continuous development the TS has been growing worldwide, in the EU exists around 2.800.000 organisations and in Portugal near to 50.000 and some of each employs paid workers who contribute to the gross domestic product (GDP) of their country (Salamon, Sokolowsky, Haddock, & Tice, 2012; Fundação Calouste Gulbenkian, 2015; Liger, Stefan, & Britton, 2016).

Focusing on the paid human resources above-mentioned, the Third Sector Organisations (TSOs) need them along with other assets to operate, which obliges to not ignore the incomes required for the sustainability aspect of a better future from a ‘triple-bottom line’ view - i.e. social, economic and environmental (Solomon, Marshall, & Stuart, 2015; Endo & Lago, 2016). The dependency of the TSOs on a single major or few weak funding sources undermines their sustainability (Fundação Calouste Gulbenkian, 2015; Paço, Rodrigues, & Rodrigues, 2015). To attenuate this trend some

tools have been embed in order to obtain new sources of income, and one of them is the ‘social marketing’(SM) (Stoycheva, 2015; Amagoh, 2015).

A considerable range of academic information about the concept and applications of ‘social marketing’ emerged since 1969, firstly with Philip Kotler and Sidney J. Levy. For the first time, was taken into notice that the non-profit organisations (NPOs) were performing marketing strategies similar to the ones applied by the for-profit enterprises, even if such had not been acknowledged (Kotler & Levy, 1969). In fact was Kotler & Zaltman (1971) who coined the term and transformed it into a discipline while applying technology to social issues (Kotler & Zaltman, 1971). Since then, the concept and its practices had a boost of investigation, particularly with the creation of specific journals in the years following 2000 (e.g. Journal of Social Marketing born out of the World Social Marketing Conference 2011) and associations (e.g. International Social Marketing Association - iSMA and European Social Marketing Association - ESMA).

Nowadays, the social marketing has new challenges and the need to be where the audience moves is demanding but still mandatory and social media networks are one of the biggest arenas where they stand. Being the TS a relationship business in is core and the social media representing the relations that migrated to the digital world (Melo & Veríssimo, 2014). The advantages of using the social media networks are numerous: allows reaching new audiences, appeal to new supporters, solicit donations, potentiate the Electronic-Word Of Mouth (eWOM), reinforce brand awareness, accountability and transparency (Jacques, 2010; Deschamps & McNutt, 2014; Yi, Lanying, & Qian, 2017). Even if advantageous, the social media presence requires some cautions and procedures, one of which the ‘social media listening’, crucial to monitoring the performance of the TSOs in the world wide web and to do it social media metrics are essential 1) to measure the social return on the investment (SROI) facing the financial, temporal and human resources spent on social networks and 2) to know the level of interaction, influence and status of the organization in the digital world (Afonso & Borges, 2013; Kannan & Li, 2017; Misirlis & Vlachopoulou, 2018).

1.2. Research Problem

The present investigation situates in the broad scope of the research area designated ‘social marketing’ – a strategy of social change (Kotler & Roberto, 1992; Kotler & Lee, 2008). Its practical limitation is, consequently, the Third Sector Organisations and the theoretical limits rest on social media networks. This research under Portuguese scope aims at a managerial level to convey value and improve accuracy to the social marketers on their quest for financial sustainability and digital presence. On academic grounds targets to contribute to the limited literature on the TS’s *status quo* in terms of (1) the major marketing limitations; (2) the role of social media networks on a sustainable financial growth of the organisation and (3) the relevance and knowledge of social impact measurement through social return on investment.

Considering the previous stated research problem and objectives, the research questions are:

1. What are the major limitations experienced by Third Sector Organisations?
2. What are the biggest dependencies for Third Sector Organisations?
3. To what extent can Third Sector Organisations use strategies and social media marketing tools for the benefit of financial sustainability?
4. To what magnitude Third Sector Organisations measure their social return on investment in terms of social impact?

1.3. Academic and Managerial Relevance

In the last two decades the exploration of the Third Sector and related to it the social marketing and social media marketing have been acquire greater attention, however a theoretical gap is still detected by a range of authors (Pinto, 2012; Sana, 2014; Stoycheva, 2015). The lack of investigation under this sector, recommended for future studies, is related with which the best practices of social marketing are and their benefits; how to apply a sustainable financial strategy; how TSOs can attain superior impact; the way to evaluate performance; and the path to reinforce their brand equity through digital channels as social media networks (Pinto, 2012; Sana, 2014). The ‘non-profit marketing’ - known as well as social marketing, could benefit of deeper prior

investigation to establish the best praxis of conduct as a standard way of behaviour under the TS (Stoycheva, 2015). On a managerial level, this investigation enables players to obtain a further understanding of the status quo of the sector in Portugal through the auscultation of thirteen institutions.

Structure of the Study

The current study is systematized in six chapters, where the introduction, research problem and its academic and managerial relevance are presented. The literature review, as the second chapter, provides an enhanced knowledge related to the research problem: the Social and Solidary Economy at the detriment of the TS, how its sustainability is demarcated and the social marketing in its context. As well, the application of the social media marketing on the social networks, and so, the importance of social listening through the implementation of social media metrics. The third chapter focus on the conceptual framework with the research questions and propositions. Methodology is the subsequent chapter – the research’s design, population, the sample and data collection. The analysis of results and discussion – the fifth chapter, validates or refutes the propositions through the qualitative analysis. The last chapter retains the conclusions brought by the results, the research limitations and the recommendations for future studies.

2. LITERATURE REVIEW

2.1. Social and Solidarity Economy & Third Sector

The concept of Solidarity Economy was created in France and disseminated since the last quarter of the 20th century. The concept includes hybrid initiatives that take place between three dimensions: “market (sales of goods and services), non-market (government subsidies and donations) and non-monetary (volunteers)” (European Economic and Social Committee, 2017, p. 8). The Solidarity Economy and the Social Economy are not complete divergent concepts, thus the term of ‘Social and Solidarity Economy’ (SSE) reflects and resulted of their common aspects (Quintão, 2011; Chavez & Monzón, 2012b; Garrido, 2016). Utting (2015), overviews the SSE as an economic

action that prioritizes activities of social and environmental character involving many players of the society to act in group on a sense of solidarity. Under its framework exists traditional organisations of the SE such as “cooperatives, mutual associations, grant-dependent and service-delivery NGOs”, and “new forms of profit-making social enterprises and social entrepreneurs” (Central Academic Complete; Utting, Peter, 2015, p. 2).

The origins of SE concept can be traced back to the year of 1830 in economics literature with the *Treatise on social economy* of the French Charles Dunoyer, which defends *ethos* - a moral approach to economics. In the second half of the 19th century, the economists John Stuart Mill (1848), and Leon Walras (1896) contributed to broader acceptance of the term in the science of economics (Chaves & Monzón, 2012a). The proximity to the modern concept of SE aroused in 1970s in France with the establishment of the National Liaison Committee for Mutual, Cooperative and Associative Activities and the *Charte de l'économie sociale* (revised in 1995), which stipulated the principles, characteristics and values common to the organisations of the SE and the solidarity-based economy (CNLAMCA, 1995; Chaves & Monzón, 2012a; Chavez & Monzón, 2012b). Theodore Levitt (1973, as cited in Chavez & Monzón 2012) regards with contemporaneity the SE as being amongst the “public” and the “capitalist sector” based on a well-adjusted involvement of its associates and other “stakeholders” giving primacy “to people and work rather than capital” (Chavez & Monzón, 2012b, p. 23). In recent years the European Parliament has been making an effort to recognise the SE as “a social partner and as a key actor in achieving the Lisbon Strategy objectives” (Chavez & Monzón, 2012b, p. 20). The European Council (2000) targeted with the Lisbon Strategy the reinforcement of the EU “to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion” (European Council, 2000, para. 5).

The state-of-the-art work definition of SE is given by European Economic and Social Committee (2017) as: “the set of private, formally-organised enterprises, with autonomy of decision and freedom of membership, created to meet their members’ needs through the market by producing goods and providing services, insurance and finance, where

decision-making and any distribution of profits or surpluses among the members are not directly linked to the capital or fees contributed by each member, each of whom has one vote” (European Economic and Social Committee, 2017, pp. 6-7). Despite of the effort to encounter an universal recognised term and definition of SE in public and private entities of the sector as well as in the academia, still a great diversity of national as well regional perspectives and *modus operandi* prevails (Chavez & Monzón, 2012b; Matei & Dorobantu, 2015). Other term applied for the SE is Third Sector – mostly used to refer the private non-profit sector such as associations, foundations and non-profit organisations (Stoycheva, 2015). Portugal is one of the European states in which the notion of the SE is extensively accepted and where the term TS related with the SE is recognised in scientific, political and social grounds (Chavez & Monzón, 2012b). Currently, in the Portuguese scenario the entities recognised from the SE are: associations, NGOs, cooperatives, mercy, Private Institution of Social Solidarity (IPSS), mutual societies, as well as other bodies with juridical personality that are branched out in several areas of activity based on altruistic ends (Decreto Lei nº 30/2013 de 8 de maio da Assembleia da República, 2013).

The social economy has been developing in quality and quantity – in 2010 existed 2.800.000 organisations in the 27 member states of the EU, employing more than 14.5 million people (nearly 6.5% of the European active population), more 11 million than in 2002 (Liger, Stefan, & Britton, 2016). In fact, Portugal has close to 50.000 more NPOs than other size comparable countries such as Denmark (13.000), Bulgaria (24.000) and Romania (25.000), but less than Austria, Czech Republic and Hungary (Fundação Calouste Gulbenkian, 2015). In average, the TSOs in Portugal employs 5,2 paid workers per organisation and the share of total employment in NPOs ranks Portugal (4,3%) in the 9th position under France (5,8%) and of Belgium (11,5%) – the first on the ranking (Salamon, Sokolowsky, Haddock, & Tice, 2012; Fundação Calouste Gulbenkian, 2015). In précis, the general size of the non-profit sector in Portugal is quite minor (2% the contribution for the Gross Domestic Product - GDP) in contrast to other developed countries, which can be considered odd when overlooking the historical of charitable work related to the Catholic religion, the SE and cooperative tradition (Salamon, Sokolowsky, Haddock, & Tice, 2012).

2.1.1. Sustainability on the Third Sector

Sustainability is regarded as the aptitude to create for present needs without jeopardizing the future (Solomon, Marshall, & Stuart, 2015). Is considered to be “the combined sum of all sources of income sufficient to allow activities to continue from year to year” (Witherden, M., 2011, p.114) and the creation of added value in terms of financial viability (Endo & Lago, 2016). Sustainability embodies various levels of proceeding – social, economic and environmental (Solomon, Marshall, & Stuart, 2015), which translates in the ‘triple bottom line’ concept of ‘people’, ‘profit’ and ‘planet’ presented Elkington (2002), that when correctly applied in an organisation empowers a competitive advantage (Endo & Lago, 2016).

The ‘long-term sustainability’, focusing on the ‘profit’ level relevant for this investigation, is a dominant issue undermining the work and viability of many TSOs in terms of their proficiency and success, thus a foreseen strategic planning and diversity of donors are vital (Witherden, 2011; Amagoh, 2015). Community Impact Bucks (n.d.) refers the “funding and financial sustainability” as the uppermost priority of TSOs and “can involve anything from applying for grants and implementing traditional fundraising methods, to starting to trade or delivering services under contract. There are also opportunities for using loans” (Community Impact Bucks, n.d., p. 2).

Salamon et al. (2013, cited in Fundação Calouste Gulbenkian 2015) indicates that Portugal’s TSOs highly depend on public funds (41%), membership fees (31%), minor resources such as private donations (10%) and other funds, including payments for services (18%). The low level of private donations has been noticed particularly in Portugal (Paço, Rodrigues, & Rodrigues, 2015). A clear dependency on public funding still remains throughout the 21st century impelling the competition between organisations and ascribing bigger importance to the role of social marketing in diversifying their sources of sustainability (Stoycheva, 2015; Amagoh, 2015). This reality can be explained by the low level of commodification of the TS and by observing the historical evolution of the sector after the end of the dictatorship in 1973, when there was a clear dependency of the State on TSO to assure the provision of adequate social services (Fundação Calouste Gulbenkian, 2015). Salamon et al. (2013)

also identifies Portuguese NPOs, conjointly with the general of Europeans TSOs, as being less market oriented than the localized in the United States of America (USA) - where the majority of the revenues are received from private or public sources for services rendered (Fundação Calouste Gulbenkian, 2015). The same author also highlights the reality of TSOs in Portugal in terms of costs, the workforce represents 46% of NPOs total expenditure and nearly 50% of the total expenditure is for intermediate consumption (i.e. costs of acquisition of goods and services). The impact of the volunteers is mainly related with administrative and governance tasks – representing less than 1% of the national GDP, whereas in the USA they perform tasks of more operational character (Blackwood, Roeger & Pettijohn, 2012) as of “administrative, support, social service and care” nature (Blackwood, Roeger & Pettijohn, 2012, p. 8). Facing this relevance of volunteerism, to maintain a strong reputation, particularly in times of financial pressure, TSOs must not forget their volunteers as a valuable asset, hence retaining their expertise and advocacy is essential (Balog, 2015; Paço, Rodrigues, & Rodrigues, 2015).

“Sustainable Projects of the Third Sector” (2014), an Erasmus+ project aimed at revising TS funding and where the non-profit BAIRROS is one of the four funding partners, delineates recommendations for the TSOs to be able to cope with the financial challenges which could menace its sustainability, for instance the “need to diversify their sources of funding as well as up skilling the workforce reservoir to access funding” (Sustainable Projects of the Third Sector, 2014, p.3) to overcome the lack of abilities to fundraising, as well the importance to respond with transparency to combat sentiments of mistrust that may rise in the public and the relevance of creating synergies with the commercial sector.

The “Impact of the Third Sector as Social Innovation” a research project (2014-2017) funded within the European Commission’s 7th Framework Programme, reveals that one of the fundraising problems for TSOs is based on trust issues – which reinforces the need to continuous policy of transparency and liability to contribute to greater credibility (Deschamps & McNutt, 2014; Sustainable Projects of the Third Sector, 2014; Amagoh, 2015). In fact, the media and the current digital landscape of

social media networks help publicizing a lack of trustworthiness if any scandals are released (Bekkers & Brink Lund, 2014).

The TS is aware of its limitations and dependency, therefore since 1980s TSOs are developing their own funding channels through social entrepreneurship and by providing services or products to others (Han, 2017). Nonetheless, sustainability is different for each organisation and there are no magic simple solutions but a good strategy is suggested by Community Impact Bucks (n.d.): “applying the principles of sustainable funding – planning effectively, avoiding reliance on one source of funding, building organisational skills and capacity, and choosing income streams that are appropriate for the work” (Community Impact Bucks, n.d., p.16).

Based on the literature review, the following research propositions are formulated:

P1. Lack of financial resources represents the major limitation to Third Sector Organisations, regardless their dimension.

P2. A dependency of pro bono partnerships and volunteer workforce prevails on Third Sector Organisations.

2.2. Social Marketing

Kotler & Zaltman applied the term ‘social marketing’ (SM) for the first time in 1971 to describe the fundamentals and techniques of marketing to promote a cause, idea or social behaviour that positively effects society and the aimed audience (Kotler & Zaltman, 1971; Kotler & Lee, 2008; Lou & Alhabash, 2017). Under this context the formal structure where SM takes place is in the TSOs, which have its own configuration and needs, thence their marketing mix is executed appropriately (Balog, 2015) and other marketing practices are adapted to the circumstances of their reality (Paço et al., 2015). Therefore, to fit the TS configuration some marketers have been including some extras on this strategy by enlarging the Ps: (1) “proposition”; (2) “partnerships”; (3) “purse-strings” - most organisations that advance SM programs work through funds provided by foundations, governmental grants or donations; (4) “policy” and (5) “people” (Kotler, 1986; Kotler & Roberto, 1992; Wood, 2008; Kotler & Lee, 2008; Wood, 2012).

To understand the scope of SM is relevant to explore its historical evolution. Kumar (2013) refers the 1970s as being the first phase of social marketing which focused on behaviour and communications, rather than on attitude. On 1980s, as the need for marketing became substantial, its application on the TS commuted to a managerial tool for the organisations protract further from their internal processes and projects as well from their outward scenery (Kumar, 2013; Sally & Marylyn, 2013; Stoycheva, 2015). The subsequent stage arose due the ten-step model of the social marketing process of Lee (2008), which focus on creating a procedure on how to format step-by-step a plan in SM (Kotler & Lee, 2008; Sally & Marylyn, 2013). The third phase was established with Andreasen (2005) in his three levels of social marketing practice: downstream (i.e. effect the demeanour of the aimed market), midstream (i.e. inducing the companions of the aimed market) and upstream (i.e. organisational entities that take a paramount part in assisting an unwanted behaviour and/ or support in a constructive way the desired conduct) (French & Russell-Bennett, 2015). The up-to-date SM stage is characterized by the integration of the digital and social media networks (Sally & Marylyn, 2013).

In mid 2000s, whilst the third stage was occurring, the need of consensus on the definition of Social Marketing still remained. For that matter, the boards of the European Social Marketing Association (ESMA), the Australian Association of Social Marketing (AASM) and the International Social Marketing Association (iSMA) defined it as ensuing to improve and integrate “marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good” (iSMA, 2013, p. 1). In this sense, social marketing indulges the well-being and necessities of the community and its activity concentrates on the bond with the interested parts and the audience to acquire supplementary resources for the society’s welfare (Stoycheva, 2015). Regarding the targeted audience of SM, besides the associates of a TSO, Balog (2015) discloses “beneficiaries; donors and sponsors; government; media; civil society organisations and public in general” (Balog, 2015, p. 106).

The SM has a prominent protagonism in the management of TSOs, since many of the problems faced by these entities are of marketing origin (Sana, 2014). NPOs likewise the for-profit organisations confront usual restrains (e.g. competition, financial

resources) thus applying marketing practices will help them to achieve their missions and survive (Stoycheva, 2015). The TS is attentive to this reality, so much so that the 21st century has been witnessing a “social marketization” of TSOs that are applying tactics of entrepreneurship to their financial and networking benefit (Han, 2017).

Based on the literature, the following research proposition is presented:

P3. The nature of Third Sector Organisations imposes limitations to their social marketing efforts.

2.3. Social Media Networks

The fast growth of Web-based platforms as seen by Melo and Veríssimo (2014) changed the nature of the activities, habits and human interactions: “real-world social relationships have been migrated to the virtual world, resulting in online communities that bring people together from across the globe” (Melo & Veríssimo, 2014, p. 703). The digital developed into an expressway for communications (Clow & Baack, 2016). Under this framework, the digital marketing operates encompassing e-commerce, internet and mobile marketing (Clow & Baack, 2016; Todor, 2016). It evolved, from the basis significance of “marketing of products and services using digital channels – to an umbrella term describing the process of using digital technologies” (Kannan & Li, 2017, p.23) to obtain and retain clients, endorse brands and rise revenues. For the organisations digital marketing obliged a shift from the traditional marketing strategies to maintain their competitiveness and one of the paths to stay competitive is through the tool of “content marketing” in order to raise brand awareness, loyalty, leads and trust (Patruti, 2015). This branded content, which should be based on the values of the organisation, targets to create captivating, genuine, shareable, updated knowledge and elucidations with quality regarding a product or service. The main drawbacks of such a tool are the possibility of being perceived as publicity and self-glorification and the organisation has not full dominance on the content when shared and commented by the audience (Clow & Baack, 2016).

On this route of staying competitive using digital channels as marketing tools, undoubtedly the online offers distinctive new features from the traditional media and is a less expensive way for TSOs reach new audiences, attract new supporters and

donations (Jacques, 2010). Marketers recognise the importance of digital marketing and financial investment to obtain results with impact (Weinberg & Pehlivan, E., 2011; Melo & Veríssimo, 2014). To take a great SROI within this area, every marketer has to delineate goals and establish a dedicated strategy (WSI, 2013).

According to the “Digital in 2018” report, global internet users registered 4.021 billion, with a 53% penetration (i.e. rate of internet users regarding the total population of the countries) more 7% (248 million) than in 2017. These internet users represent more than half of the world’s population (7.593 billion). 3.196 billion of the global internet users are on social media and 448 million of them are sited in Europe. The global number of social media users represents a penetration of 42%. Portugal with a population of 10.31 million (65% urbanisation), has an internet users penetration rate of 75%, having 7.73 million internet users and 6.60 million of active social media users (We Are Social; HootSuite, 2018). The digital is becoming progressively significant for the success and financial sustainability of the NPOs (Jacques, 2010).

Social media democratized the access to a far-reaching public at an affordable budget, where before only the advertisers with money to invest were able to reach (Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013; Lou & Alhabash, 2017). It is changing how the TS operate towards beneficiaries, stakeholders, supporters and volunteers, suggesting a dependency on the digital presence to succeed (Kaplan & Haenlein, 2010; Deschamps & McNutt, 2014; Clow & Baack, 2016). For an enhanced social media presence, TSOs have to regard it as a marketing tool and to plan strategically according with their mission and goals to engage with the civil society to increase their “linkability”, brand awareness and to reveal accountability and transparency towards the public (Deschamps & McNutt, 2014). In this sense, Social Media Marketing (SMM) appears as formal practices of social media that incorporate “metrics and/or analytics tools, methodologies and techniques” (Misirlis & Vlachopoulou, 2018, p. 271).

Regarding the presence of the TS on social media, the Global NGO Online Report allows to have a benchmark of the reality based on a sample of 5.352 NGOs worldwide. The findings show that “93% of global NGOs have a Facebook Page, 41% have used social media to report live or to showcase their organization’s work” and 45% agree that social media is “somewhat effective” as communication and fundraising tools

(NonProfit Tech For Good, 2018, pp. 6-19). Focusing on social effectiveness, 95% agree to online brand awareness, 71% to online fundraising, 80% to recruit volunteers and 78% to gather participants for events. Only 32% have a formal social media strategy and 34% paid for promotion on social media. Even if the strategy is lacking, the previous Global NGO Online Report of 2017 showed that exists an increasing internal and directive support to prioritize social media in online communications and fundraising strategy. The resistance that still exists to social media is justified: “(1) executive staff have insufficient knowledge about social media; (2) do not want to invest financial and staff resources in social media; (3) do not think social media is useful to the organisation and (4) executive staff are fearful of legal problems resulting from using social media” (NonProfit Tech For Good, 2017, p. 4). Even if social media did not convince every TSO yet the increased competition for funding have been putting it as a vital marketing instrument to gather support and benefits through “strategies of disclosure, dissemination and interactivity” (Yi, Lanying & Qian, 2017, p.1776).

The charitable behaviour and the sharing of the cause on social media is instigate by the trust the audience accredit on the information shared online and by the satisfaction of the services provided. In this sense, an effective social media marketing strategy is essential to potentiate the e-WOM within the audience and to propagate the content providing a broader reach and influence, thus enhancing the possibility of new pecuniary endorsements or other sorts of support (Yi, Lanying, & Qian, 2017).

Based on the literature, the following research proposition is presented:

P4. The social media networks are important channels of marketing by the Third Sector Organisations to raise financial support of their activities (donations, volunteers and e-word of mouth).

2.4. Social Media Listening and Social Media Metrics

The process of monitoring the social networks to understand the digital presence status of the organisation and brand is named ‘social media listening’. To make it possible, questions have to be raise and the research for answers has to happen in order to transform the online data in social media metrics (Misirlis & Vlachopoulou, 2018). To measure the profitability of the financial, temporal and human resources investment

spent on social networks, is necessary to define analysis metrics to measure the success of the content produced as well the variants of its impact (Afonso & Borges, 2013). Social media analysis is the process of data collecting and interpretation to enable the making of decisions for the organisation, thus metrics in social media are the ways and means that result of “monitoring, measuring, reporting, calculating content” (Misirlis & Vlachopoulou, 2018, p. 271). A unique collection of metrics suitable for all the needs that similar organisations might have does not exist, since the social media is mutable and always evolving. Social media requires disparate metrics from traditional media, by taking into consideration its networks features (Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013). The social media transformed the quality measurements of the traditional media: circulation, reach and impressions translated to visits, fans and followers; the share-of-voice is now online active advocates; the tone of message became the ‘sentiment ratio’ and the message penetration is the online audience engagement. As regarded by Ketchum Global Research & Analytics (2012) “not only should conversation in social media platforms be monitored but social media needs to be incorporate into (...) measurement and reporting” (Ketchum Global Research & Analytics, 2012, p.11).

To establish metrics all the social media objectives must be set and for each must be defined one or more key performance indicators possible to quantify and analyse. According Patrutiu (2015) there are different categories of metrics such as “consumption metrics (Google Analytics, traffic, open rates); sharing metrics (retweets, forwards, likes); lead metrics (leads generated)” (Patrutiu, 2015, p.115). For ‘brand awareness’ the metrics of ‘share of voice, mentions, redirect traffic to the website, engagement rate, number of people talking about the brand (PTAT), total number of likes; to increase loyalty can be measured the number of repeated mentions, recommendations and reviews, sentiment ratio (Afonso & Borges, 2013; Marques, 2016). To facilitate the diversity of measurements, currently, exists partial or completely free online tools (e.g. Hootusite, TweetReach, Social Mention, HowSociable, LikeAlyzer) to monitor the performance of various social networks uncovering the position of the organisation in global terms on the digital world.

In this scope of social media listening and metrics, the social ROI should not be overlooked. According Peng (2011, as cited in Afonso & Borges 2013), the SROI must work with two approaches: the “return on influence” - which means that digital action leads to interaction and should accomplished the sell (translating to the TSOs domain, convert into donations and /or new volunteers); and the “return on interaction” where the e-WOM leads to more recognition and even more donations/ resources.

In the digital world, specifically the social interactions on social networks, provide a large volume of valuable social data that properly monitored and analysed enables insights to understand the online behaviour and brand loyalty of the target, as well as to establish new marketing strategies and measure the impact through proper marketing performance indicators resulting in marketing outcomes (Kannan & Li, 2017; Misirlis & Vlachopoulou, 2018).

Based on this, the following research proposition is presented:

P5. There is a lack of knowledge regarding metrics and indicators concerning social media return on investment in Third Sector Organisations.

3. CONCEPTUAL FRAMEWORK

3.1. Research Model

The main goal of this investigation, as stated previously, is to analyse the *status quo* of the Portuguese TSOs regarding their major limitations and dependencies; the role of social media networks on their sustainable financial growth and the relevance and knowledge of social impact measurement through social return on investment. Through the literature review and the data collection an original theoretical model was designed:

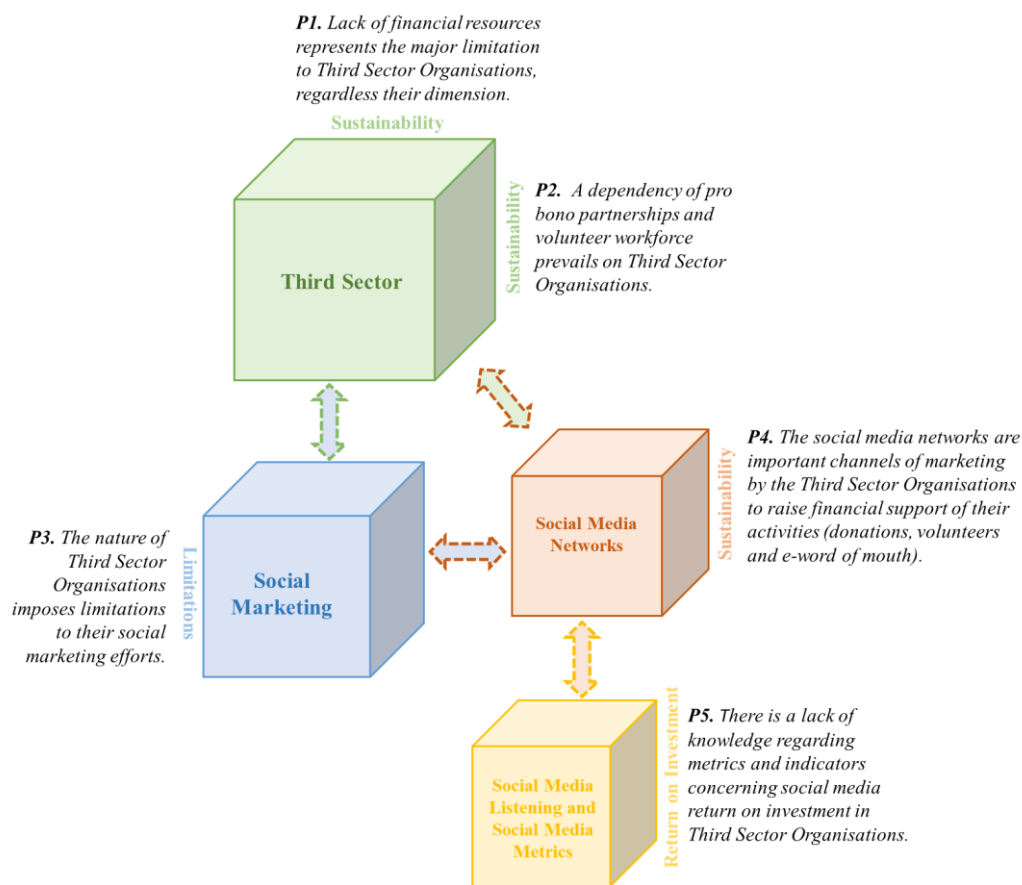


FIGURE 1– Conceptual Framework

TS is the main concept of this research that is linked to Social Marketing. Then Social Marketing is related to social media networks as tools to source the sustainability of the TSOs, which have to be monitored through social media listening and specific social media metrics to account the SROI. On the overall view is possible to regard the conceptual areas of connection that contribute to the sustainability of the Third Sector.

Based on the literature review the following research questions and propositions are presented:

TABLE I - Research questions and corresponding propositions

RQ1	What are the major limitations experienced by Third Sector Organisations?
P1	Lack of financial resources represents the major limitation to Third Sector Organisations, regardless their dimension.

P3	The nature of Third Sector Organisations imposes limitations to their social marketing efforts.
RQ2	What are the biggest dependencies for Third Sector Organisations?
P2	A dependency of pro bono partnerships and volunteer workforce prevails on Third Sector Organisations.
RQ3	To what extent can the Third Sector Organisations use strategies and social media marketing tools for the benefit of financial sustainability?
P4	The social media networks are important channels of marketing by the Third Sector Organisations to raise financial support of their activities (donations, volunteers and e-word of mouth).
RQ4	To what magnitude Third Sector Organisations measure their social return on investment in terms of social impact?
P5	There is a lack of knowledge regarding metrics and indicators concerning social media return on investment in Third Sector Organisations.

4. METHODOLOGY

On this chapter the methodology, including type of study, population and sample is presented.

4.1. Type of Study, Population and Sample

This research is an exploratory study based on a philosophy of interpretive research design, founded on the model *the research onion* - which focuses on analytical disclosing giving meaning to the practices of the actors at the centre of scientific explanation (Saunders, Lewis, & Thornhill, 2012). Due to financial and temporal constraints this study in terms of time horizon is cross sectional (i.e. observational study enabling comparability at a demarcated conjuncture in time). This research was led through an inductive approach - a concept related with qualitative methods, which generates meanings from the collected data, thus starting from particular scenarios to obtain a general truth resorting on identified patterns to obtain a theory (Malhotra & Birks, 2007; Saunders, Lewis, & Thornhill, 2012). The methodological choice applied

is the mix method strategy, typologically through a data gathering composed by an initial online survey - for the selection of the most recognized TSOs, followed by semi structured interviews of each chosen organisation.

The sampling process begun with the selection of the target population, at a first stage for the online questionnaire, which includes all Portuguese individuals with a social media profile created, from both genders from 18 years old up residents in continental Portugal and islands. The results gather primary data on the top of mind social brands of the respondents and enabled the selection of the most first mentioned organisations to interview – the main data collection for this study. On the online survey was applied a type of non-probability sampling method by convenience via snowball technique provided by the accessibility and proximity through posting and sharing on social media networks through a link on Facebook, LinkedIn and Instagram between 9th of April to 9th of June of 2017). In total there were 247 participants on the online questionnaire. The objective of this survey was to select the organizations that later on were subjected to deeper analysis through interviews. The results of the survey revealed thirteen organisations as the more frequently mentioned by the respondents.

The interviews follow a semi-structured typology non-standardised of one-to-one via face-to-face interviews (eleven TSOs) and electronic interviews asynchronous through e-mail (two TSOs). These interviews were target to communications and marketing coordinators or on the absence of them to one of the board directors.

The qualitative interviews, particularly in-depth face to face or through internet, are essential to know the status of the research purpose and pursue new insights (Saunders, Lewis, & Thornhill, 2012). Furthermore have clear advantages: reveal direct perspectives proper grounded and genuine of the interviewees with no limitations from outside influences. Nonetheless, some disadvantages can be pronounced if not conscientious: the time and costs consumption forces to have a minor number of interviews, the data retrieve can be difficult to analyse and expound and the interviewer has to be prepared, otherwise can influence the answers (Malhotra & Birks, 2007).

4.2. Data Collection and analysis

The data collection, specifically the interviews was conducted by the author. During June, July and August of 2017 the TSOs were invited to participate on the study through email and LinkedIn, and interviewed face to face or electronically depending on the availability of both parts.

Overall were conducted thirteen interviews with an average length of 30 minutes totally audio-recorded. After the collection the first step followed was the transcription and translations of the interviews. Subsequently, an empirically and methodologically analysis of the content took place.

5. ANALYSIS OF RESULTS AND DISCUSSION

5.1. Sample Characterization

There were interviewed thirteen representatives of the selected organisations of the TS most well recognized by the general public of social media users on the survey.

TABLE II – Description of the sample

TSOs interviewed	Interview Typology	Gender	Job Role	Description of the TSO
<u>Associação Nacional de Fibrose Quística (ANFQ)</u>	Face-to-face	Male	Responsible for the communication	An IPSS born in 1996 with the mission of promote and disseminate what cystic fibrosis is in Portugal and support patients and their families.
<u>Associação Portuguesa de Apoio à Vítima (APAV)</u>	Face-to-face	Female	Communication and marketing technician	An IPSS born in 1990 to support in Portugal victims of crime, their families and friends by providing quality, free and confidential services and contributing to the improvement of public, social and private policies focusing on the status of victims.
<u>Associação Portuguesa de Pais e Amigos do</u>	Internet (email)	Female	Technical Director and member of the Board of Directors	An IPSS founded in 1962 to meet the needs, potentialities and expectations of people with intellectual disabilities and their families. Intends to promote

TSOs interviewed	Interview Typology	Gender	Job Role	Description of the TSO
<u>Cidadão Deficiente Mental de Lisboa (APPACD M of Lisbon)</u>				the inclusion of people with disabilities or disability in society, with quality of life in accordance with the principles enshrining the right to exercise full citizenship.
<u>Associação Salvador</u>	Face-to-face	Male	Communication and Fundraising Responsible	An IPSS born in 2003 by Salvador Mendes de Almeida, to promote in Portugal the integration of people with motor disabilities into the society and improve their quality of life.
<u>Banco Alimentar Contra a Fome</u>	Face-to-face	Female	President of the European and Portuguese Federations of Food Banks Against Hunger, and the Food Bank Against Hunger of Lisbon	Born in 1991 is constituted by 21 food banks from Portugal, which are independent associations and are related with the Portuguese Federation of Food Banks Against Hunger that fight against waste by recovering food surpluses, to lead to those who have food shortages by mobilizing people and companies, who volunteer, associate to this cause.
<u>CAIS</u>	Face-to-face	Male	Communication, marketing and fundraising responsible	A non-profit social solidarity association born in 1994 to contribute to the overall improvement of the living social and economic conditions of vulnerable people, in situations of deprivation, exclusion and risk.
<u>Cáritas Portuguesa (Cáritas)</u>	Face-to-face	Male	Secretary-General	Founded in 1945 the Cáritas Portuguesa network is constituted by twenty Diocesan Caritas and numerous local groups that work in close proximity, in parishes and communities. Its mission is based on

TSOs interviewed	Interview Typology	Gender	Job Role	Description of the TSO
				the Integral Human Development and on the defence of the Common Well. Through the animation of Pastoral Social, promotes the sharing of goods and assistance in situations of calamity and emergency.
<u>Comunidade Vida e Paz</u>	Face-to-face	Female	Communication and marketing responsible	IPSS, non-profit, born in 1989 and protected by the Patriarchate of Lisbon. Its mission is to meet and welcome people who are homeless or in situations of social vulnerability, helping them regain their dignity and (re) build their life project, through an integrated prevention, rehabilitation and reinsertion.
<u>Cruz Vermelha Portuguesa</u>	Face-to-face	Female	Marketing responsible	Humanitarian institution, born in 1865, a non-profit to provide humanitarian and social assistance to the most vulnerable by preventing and redressing suffering and contributing to the defence of life, health and human dignity.
<u>Make A Wish Portugal</u>	Face-to-face	Female	Executive Director	An IPSS funded in 1980 that fulfils wishes of children and young people between 3 and 18 years, throughout the national territory, with serious, progressive, degenerative or malignant diseases by providing them with a moment of strength, joy and hope.
<u>Médicos do Mundo</u>	Internet (email)	Female	Director of Communication	Founded in 1990 is a Portuguese non-Governmental Organization of humanitarian aid and development cooperation, without partisan or religious affiliation. Its mission is the

TSOs interviewed	Interview Typology	Gender	Job Role	Description of the TSO
				provision of health care to the most vulnerable populations, both in emergency situations and in the fight against social exclusion, outside and within the country. As well as to enhance the voluntary commitment of doctors and other health professionals.
<u>Operação Nariz Vermelho</u>	Face-to-face	Female	Executive director	An IPSS founded in 2002 to bring joy to the hospitalized child, their relatives and health professionals, through the art and image of Doctor Clown, on a regular basis and with a team of professionals with specific training.
<u>Terra dos Sonhos</u>	Face-to-face	Female	Communication and design responsible	Founded in 2007 makes come true the dreams of children and young people with chronic diseases, institutionalized and elderly people. Aims to sensitize, inspire and empower this public as well as society to the importance of emotional and mental well-being in the quality of life and physical health of people.

5.2. Descriptive Analysis

The results of this exploratory research are delineated through three pillars: (1) TSOs marketing difficulties, dependencies and general limitations; (2) relevance of Social Media Networks to the TSOs; (3) knowledge on social impact measurement.

5.2.1 TSOs marketing difficulties, dependencies and general limitations

In the conducted research was found, as point out in other studies, that the major limitation experienced on TSOs is related with financial constraints. The difficulties are justified by a restrict budget, which is optimistically and simultaneously regarded as an

opportunity and a challenge to oblige the TSOs to be creative in their chosen methods to achieve goals with few or none monetary investments.

“The budget – as a TSO is the biggest limitation (...) that we try every day to face as a challenge compelling us to be more creative.”(APAV)

“The main limitation that precludes prioritization concerns is budget constraints.” (APPACDM of Lisbon)

“I think we do not have limitations besides the budget.” (Terra dos Sonhos)

“Occasionally the limitation comes from the budget.” (Comunidade Vida e Paz)

The financial constraints and consequent creative way of thinking to obtain resources other than monetary to accomplish the daily work lead to another limitation mentioned by several of the interviewees: a pro bono dependency – with its own stricture since the timing of work’ delivery is not under the control of the organisation requesting it.

“We work in pro bono with advertising and communication agencies.”(Associação Salvador)

“Pro bono is important but has limitations – sometimes regarding the timing. (...) normally we invest in the production of the content but advertisement is all most in pro bono.” (Cáritas)

“We seek to develop our partnership-based strategies to camouflage the absence of resources.”(Médicos do Mundo)

“[The difficulties] are related with budget, we rely very much on pro bono in terms of the communication itself as well for the media plan (...).” (Operação Nariz Vermelho)

“(...) we try to search everything in a pro bono basis, we would like to do things in a better way and with bigger dimension, but sometimes is not possible we do not have the proper budget to accomplish that.”(Comunidade Vida e Paz)

“Our difficulty is that we work at a pro bono basis, because we do not have a budget to fly higher, (...) the same resources as enterprises with lucrative purposes (...) therefore we are reliant on the availability of the agencies in terms of celerity or quantity of campaigns possible to do. Sometimes is like doing ‘omelettes without eggs’.” (Cruz Vermelha Portuguesa)

This dependence on pro bono partnerships is also aggravated by the difficulty to have qualified human resources and by the dependency on volunteering work since the time available to focus in all the work needed to be done is limited.

“The greatest difficulties we face are in terms of human and financial resources which are limited.” (Médicos do Mundo)

“Limitations: the time we have to allocate in order to properly edify things with the dynamics and form that we would like.” (ANFQ)

When searching for funds to surpass these financial challenges and dependencies, some mentioned the increasing competition to obtain external support because many TSOs are looking for the same. This reality demands extra work to stand out from the social crowd and to find a way to be distinct by “quality and differentiation”.

“Increasingly all [TSOs] are asking to the same entities for support, so we have to work on our quality and differentiation.” (CAIS)

Even if a TSO wants to stand out to obtain external support has to face another challenge: the difficulty to reach a larger audience and to deliver their message and mission effectively.

“Since we have a small community audience the reaction that we are able to get [is limited]. This means: it is difficult to spread the message (...).” (ANFQ)

“The major challenge of the organisations is to find different paths to reach more people and more economic pathways.” (APAV)

In this scenario of effective communication and attainment of financial funding, some of the respondents emphasised that ethical principles hedge their communication and fundraising possibilities. This revelation discloses and supports the idea that the nature of the TSOs – ‘nature’ as the moral concepts, intrinsic values and natural characteristics mainly based on a non-profit solidarity perspective - represents an obstacle to the efforts and investments that can be done at a social marketing level.

“But even as a matter of principle, we cannot spend money on communication; we must fulfil our mission (...).” (Operação Nariz Vermelho)

“Is difficult to communicate that one euro given is going fully to a project, because we need a small part of it to have a structure able to mobilize people for social causes (...).” (Cáritas)

In terms of limitations and dependencies two of the interviewees have a more positive outlook, because regard those obstacles as challenges with possible solutions

and take into consideration their social brand value and notoriety acquired over the years.

“Does not exist limitations and problems, but rather challenges. (...) tell us what to do and we will find a solution. (...) is a matter of attitude.” (Make A Wish Portugal)

“Nowadays the brand is well known, we already have 25 years (...) existing notoriety of the brand facilitates [the processes] because companies like to associate themselves to winning brands, and the Banco Alimentar was the first super brand (...).” (Banco Alimentar)

Reading the testimonials is attested that regardless each TSO' dimension, exists major common limitations and dependencies. Even if the majority have marketing professionals hired (verified by the interviewees) such does not convert unswervingly into 1) a simplification of work; 2) a comfortable budget; 3) are gathered all the resources needed and 4) overcoming the limitations will be uncomplicated.

The auscultation of the TSOs corroborate that major financial limitations and dependencies on one or few weak funding sources are undermining their sustainability, thus is peremptory to explore new financial incomes through social entrepreneurship initiatives and other channels (Amagoh, 2015; Fundação Calouste Gulbenkian, 2015; Paço, Rodrigues, & Rodrigues, 2015; Han, 2017).

5.2.2 Relevance of Social Media Networks to the TSOs

The previous analysis recognized limitations, dependencies and the importance to explore new financial incomes. This subchapter focus on social media marketing and how social media networks can benefit that desired stability.

The entire interviewees stand out social media as essential and strategic channels for their sustainability and brand reinforcement, so much so that they perceived it in a positive point of view as almost obligatory empowering networks for financial sustainability, mobilization and engagement to contribute to their brand equity.

“Social media networks are very important (...) they help us create empowerment within the community (...) In terms of branding made us reach further. We notice that people identify us and know what we are ... our message is transmitted much better in this way.” (ANFQ)

“We (...) ran a campaign for a fire-fighter girl who suffered domestic violence and stayed in a wheelchair. (...) With the goal of [raising] € 10 000 exclusively on social networks and we

managed to surpass the value. (...) A final curiosity: I'm here because of Facebook, I knew the job vacancy through there.” (Associação Salvador)

“(...) Is absolutely decisive in terms of communication as well for fundraising and mobilization of volunteers.” (Banco Alimentar)

“(...) the capacity of mobilization, the acceptance of the public [through feedback].” (Cáritas)

“(...) Are strategic channels to publicize our activities, causes and values (...) we can have a presence with relevance and mobilize the community to share our contents.” (Médicos do Mundo)

Regarding how the TSOs positively perceive the social media networks, the testimonials portray them as powerful tools: the impact by the long-reach; the cost-effectiveness in a relation of cost versus benefit; the capacity of providing a sense of proximity and enabling real-time feedback from the audience.

“Positive aspects: proximity, the reach and the reduced costs.” (APAV)

“(...) the reach, we did a video for an action in Greece with refugees and we had other entities asking us to use that content and shared it, so also mobilizes synergy.” (Cáritas)

“(...) they are very important even by the importance that people give to them. For us is a way to communicate at [almost] zero cost (...).” (Comunidade Vida e Paz)

“(...) for those who have few resources – which is the case of TSOs, is essential.” (Cruz Vermelha Portuguesa)

“We are able to spread further the message, helps us a lot to (...) tell our stories and the impact (...).” (Make a Wish Portugal)

“(...) More than the word of mouth - that is important, social media are a way to reach more people (...) in [this] ‘viral era’ (...). Thus, is very important to stay active.” (Terra dos Sonhos)

For almost of the interviewees the factor credibility is also cited as positive, the TSO’ presence on social media transmits transparency and reinforces their social brand.

“(...) social media networks (...) brought more security for the people who regard us – credibility, because they know [our] work. (...) when searching for us they understand what [we are] (...) [that] compels us to be careful with the image of what we put out there.” (ANFQ)

“Credibility and notoriety (...) social networks are like a mirror, an amplifier that allows everyone to see what we do. More transparency there is, the more people know about our work then also the more support we will get (...) volunteers and beneficiaries.” (Associação Salvador)

“(...) being online brings a lot of credibility. For instance, if someone talks about a company (...) the first thing I will do is to google it. If it is not on Facebook, does not have a website, not even other social network as LinkedIn (...) I will find it untrustworthy.” (APAV)

“(...) when we hear about a brand or institutions we right away search it online, for example through the appearance of the website and the information provided we start to have a certain idea of what the brand is representing.” (Terra dos Sonhos)

Nonetheless, some of the same respondents that feel credibility as positive, also state that the online presence itself does not offer it freely. They have to operate it efficiently. This reinforces the importance to know how to manage and to have specific goals and strategies when entering into a social media network.

“No brand should enter a social network without having a plan, not knowing what is there and the position that wants to take.” (APAV)

“Bringing causes and initiatives to the social networks (...) will bring more credibility. (...) In social media, we already have the advantage of bringing our credibility there, but (...) everything can happen and various accusations can be made there. If the organisation is not sure what is doing, things can get difficult.” (Cáritas)

“The work brings credibility, not being on social media [itself].” (Operação Nariz Vermelho)

Is underline as both positive and negative certain transitory effects: the ephemerality, the virality and the “non-objectivity” related with the long-reach. If a bad message or event impacts the image of a TSO, it will go away eventually by the quantity and newness of information available online. In case of a good message going viral, the long reach is very positive, so the impact of these networks is regarded as very relative.

“A factor that is both good and bad is being viral.” (APAV)

“The non-objectivity - we can be involved in a confusion without knowing why. The sense of freedom could be danger. (...) social media nowadays is a ‘doble-pronged stick’: is good because allows to reach people and quickly spread the message, but if something goes wrong ... can turn very badly.” (CAIS)

“Is very important to be attentive and know how to answer, because a bad answer or a no answer sometimes can be damaging. But after all, everything goes on and we have coming to realize that the world of social media networks is ephemeral.” (Cruz Vermelha Portuguesa)

“A bad episode happened (...) [in 2013] with the blogger ‘Pipoca Mais Doce’. We had a girl that fulfil a wish of going to the Oscars and the blogger made a [disparaging] comment that went viral on social networks and media, which had some implications on our organisation. For instance the family of the girl did not want to give any more interviews, when we had a huge media coverage prepared. The most negative episode caused by a third party.” (Make a Wish Portugal)

The negative aspects are not devalued by the interviewees, they perceive social media as time consuming also in terms of a total availability required by the audience. This contributes for the idea of social networks being more challenging, ephemeral and potentially dangerous. They emphasise that negative feedback given by the audience can highly damage the image of the TSO, mainly because is felt as a lack of control to manage the risk. Also highlighted are the lack of concentration, decontextualization and misuse of the content by the online audience, since it receives numerous stimulus and information at once, therefore it might not read mindfully the message published.

“(…) Sometimes can raise discussions that do not focus on the essential points [communicated] (...) but we are here to manage (...).” (ANFQ)

“(…) misuse of images, without previous authorization, (...)To this end, there is an internal regulation (...) that assure the confidentiality (...)but it is not always possible to make full management of social networks.” (APPACDM of Lisbon)

“(…) A total absence of filters and above all this impunity of people writing what they want while protecting themselves under false identities. (...)There is a lack of responsibility, but above all a cowardice that the social networks allow. Another aspect is that social make us feel that we have to always be online and available 24h a day.” (Banco Alimentar)

“Facebook is completely open and people have freedom of expression and make negative comments. Managing this is not easy (...).” (Comunidade Vida e Paz)

To dampen these negative aspects the interviewees focus the high managerial capacity required from the responsible of the TSO’ digital platforms, nevertheless social media marketing is perceived as mainly positive for their work.

“These networks came to change the paradigm of communication (...) was introduced the feedback. This is fantastic, but only if we know how to manage it.” (APAV)

“(…) we had a bad review and tried to understand why, by inviting the person to visit [us]. However, I believe that social networks brought mainly good things.” (Terra dos Sonhos)

Focusing on the usage of social marketing strategies, the interviewees mention ‘social media listening’ in the form of monitoring and analysing their channels to

understand the outcomes of their online investment. Keeping regular updates with relevant content is pertinent to obtain positive results to engage and enlarge their audience, thus early planning and knowing the most productive timing to publish is crucial. To obtain this know-how and effort on the digital requires focus and adaptability.

“(...) depending on what is happening we have one or two posts per week, one at lunch time and other at night.” (Terra dos Sonhos)

Having a conscious and previous delineated strategy can result in financial contributions for the sustainability of the TSO.

“We have an extremely thought-out strategy, [with] annual targets well defined at the level of followers, reach... things have gone extremely well. In two years we quadrupled the number of fans from 30 000 to 140 000 followers on Facebook. We raised donations via social media (...) in 2016 we raised about 70 000 € through this via.” (Associação Salvador)

“Every month a social media strategy is outlined, which is seen as the guide for content and themes to be disseminated. The objectives of the Department of Communication in social media relates to the creation of contents of relevance, guaranteeing a greater interest and involvement. Consequently, the number of followers and active participation increased.” (Médicos do Mundo)

Among the interviewees is also point out the inexistence of a formal or regular strategy thus is delineated according the needs at each moment. Is possible to consider that social media activity is more reactive than proactive in these cases.

“We only communicate our activity and we do it for those that already follow us on social media (...).” (Banco Alimentar)

“Exists [a strategy], depends on the time of the year, if we want to communicate more an event than other...the means are suitable for the purposes of each moment.”(Operação Nariz Vermelho)

“We do not have a specific strategy, but everything we publish is intended to reach more followers, attention from the public and other brands to obtain partnerships.” (Terra dos Sonhos)

In terms of monitoring and analysing, more than half of the interviewees reveal to not have a specific digital marketing report; however some of them include the digital results in their annual report. This reality exposes that the relevance of knowing their digital performance is acquiring more importance.

“We do not make any kind of report.” (ANFQ)

“We have an annual communication plan. Every year in the beginning we plan based on what was the analysis of the previous year. This materializes into action plans for internal or external communication – in the last mentioned is where we have the digital area.” (APAV)

“The annual activity report includes a comparative analysis of the number of suggestions, praises, information requests, complaints that also come through social networks. But specifically, digital marketing concrete reports are not yet made.” (APPACDM of Lisbon)

“(…) we produce a monthly report to know where we stand.” (Make A Wish Portugal)

“The Communications Department makes a monthly report of the online platforms.” (Médicos do Mundo)

The strategies on the usage of social networks entail the establishment of targets. The most mentioned are the receptivity and the mobilization - either to reach a certain annual outlined number of followers; to communicate services that will bring financial return and/ or to recruit human resources. To achieve this goal few interviewees revealed to use paid media through sponsored campaigns on Facebook and AdWords.

“Yes [we used paid media in] specific images campaigns to promote workshops. It was done when we started the page to try to promote it and reach more people for the workshops.” (ANFQ)

“On Facebook, we do paid posts because without investment in average just reaches 3% of our followers. We do it in order to fundraise. Sometimes with a small investment like 50€ we can reach nearly 150 000 followers and in result we can help more people.” (Associação Salvador)

“(…) the impact, which results on more volunteers, donations, new contacts from companies.” (Comunidade Vida e Paz)

“(…) we have been using Facebook more regularly and with more attention, applying paying campaigns to communicate our services.” (Cruz Vermelha Portuguesa)

“(…) when it comes to an institutional campaign, we invest in social media (ad words) in order to reach more people and to make our cause known to new followers.” (Médicos do Mundo)

In particularly one of the respondents revealed reluctance in using paid campaigns if not only for fundraising purposes and if very needed. This averseness has base on ethical principles related with the mission and the non-profit nature of TSOs.

“(…) Does not make sense to invest without be very necessary, for example for a reason of fundraising if we strongly need of something. But in terms of principle does not make much sense.” (Operação Nariz Vermelho)

Overall, the interviewees apply strategies to their social media marketing and take advantage of the social networks for financial, notoriety and mobilization purposes. They do it while trying to minimize the possible risks of which they are aware – some by past experiences. This digital management prevails a challenge by the resources that it demands – time, human resources, content creation and paid media in some cases.

5.2.3 Knowledge on social impact measurement

As explored in previous subchapters of the TSOs interviewed, even if the social networks are regarded as paths to contribute for their financial sustainability, the same number of interviewees does not know how or measure their social return on investment. The limitation of the SROI is highlighted by two of the organisations considering this metric reductive.

“We do not analyse the SROI because in social marketing there are so many external factors (...) we are national and always having a lot happening, so is difficult to say ‘this happen because of this’. (...) We measure many things but not the ROI, even because we think, for the effort it would entail, does not translates faithfully what is the reality.” (APAV)

“(...) We do not consider these metrics relevant because they do not have great scientific validity. (...) This only works for lead and immediate impact campaigns.” (Médicos do Mundo)

Measuring the impact, even for the organisations that invest on paid media, can be superfluous only in the sense that takes resources (i.e. human, financial and time) - what is scarce on TSOs as previous verified.

“I think is time to do a more intensive analysis, but the time and resources have been short for that. We have had other priorities.” (ANFQ)

“(...) We did some campaigns on Facebook but we did not examine the impact, that is: we thought about a strategic communication plan but we did not have the possibility to measure it.” (Cáritas)

The unfamiliarity with the process of how to apply SROI to measure their impact is also very unlighted.

“We do not have indicators or statistical data that allow us to calculate value added or return on investment.” (APPACDM of Lisbon)

“If we do not do investment, we do not do SROI. We monitor the results of the publications, even the pro bono [posts] we monitor the results.” (Operação Nariz Vermelho)

Nonetheless some TSOs show the interest to explore it, first in specific projects and then to all the sectors of the organisation.

“We are preparing an application to introduce the SROI on the projects. So that we can bring this methodology to the various areas that we work, also the one of communication” (Cáritas)

“We do not do [monetary] investment, all the events that we organize is at zero expenses. We have a small part presumably 0,5% or for each euro raised I believe that will be [a return of] 0,05 cents. For now, there is not any budget allocated to digital media, so far we have not seen the need, but I believe it may be a way to 2018.” (Make A Wish Portugal)

On a broad view none of them measure their SROI, because of one or simultaneously more factors: 1) lack of knowledge about the process; 2) mistrust on the results being reliable; 3) lack of resources to do it, namely financial, time and human.

6. CONCLUSIONS, LIMITATIONS AND SUGGESTIONS OF RESEARCH

6.1. Conclusions

The present study is designed to understand the major marketing limitations and dependencies of TSOs, the role of social media networks for their sustainable financial growth and to what extent they apply social impact measurement through SROI.

In this research was found that the major limitation to the sustainability of the TS is in fact from the ‘triple bottom line’ the ‘profit’ layer (Endo & Lago, 2016). The financial limitation is the uppermost priority (Community Impact Bucks, n.d.). This limitation aggravates and is fuelled by restrictions on budget, human resources and time. Pro bono support and volunteering work prevail as main dependencies, since looking for funds in the social society and marketplace is increasingly becoming very competitive. To overcome these restraints social marketing is crucial to diversify their fonts of sustainability and to have a foreseen strategic plan online and offline (Witherden, 2011; Deschamps & McNutt, 2014; Stoycheva, 2015; Paço, Rodrigues, & Rodrigues, 2015; Amagoh, 2015). Therefore, organisations tend to delineate social media marketing goals and strategies of their presence on social media networks. This digital existence is generally regarded as essential, almost obligatory, in order to acquire and enhance: brand notoriety, credibility, awareness through eWOM, diversification of

donors, new leads and partnerships (Yi, Lanying, & Qian, 2017). TSOs are conscious of the negative impact of social media in raising scandals and untrusted issues if not well managed, but generally these channels are perceived as positive (Bekkers & Brink Lund, 2014; Clow & Baack, 2016).

All the TSOs disclosures revealed an importance given to ‘social media listening’ through the establishment of digital targets (e.g. followers, engagement, donations, etc) and by monitoring and analysing results for a further understanding of the outcomes (Afonso & Borges, 2013; Kannan & Li, 2017; Misirlis & Vlachopoulou, 2018). Nevertheless, all the interviewees show a lack of knowledge and distrust regarding metrics and indicators to measure impact specifically through SROI.

The nature of TSOs - related with ethical principles by prioritizing the individuals over the profit, also imposes itself boundaries to the possible extent of their social marketing efforts (European Council, 2000; Chavez & Monzón, 2012b).

To sum up, is pertinent to emphasize that regardless the dimension of each organisation was proved that the limitations are transverse and have marketing origins: limited financial resources; pro bono dependency; competition for financial and partnership support; human resources available; limited vacant time and finite reach - which are all indirectly or directly related with financial sustentation (Sana, 2014; Stoycheva, 2015).

The Third Sector is a relationship business and in Portugal exists near 50.000 TSOs some of each with paid workers and still with so many challenges to overcome (Fundação Calouste Gulbenkian, 2015). The present social media era – always on going, mobile and semantic, can be a very important stage mainly because it holds a broad audience which can contribute to the TS’ road to sustainability.

6.3. Limitations

This research has some restrictions, specifically the reduced non-probabilistic sample for convenience used, which restricts the possibility to fully generalize the result to the TSOs’ Portuguese and to the international universe. If the sample was larger (e.g., organisations from other geographic areas of Portugal other than Lisbon and countries)

more diverse and rich outlooks could have arisen. Finally, the lack of experience of the author guiding interviews may have led to some questions without the appropriate depth.

6.4. Future Research

Further experimental investigations under the Portuguese' scope are needed to obtain further understanding on the state of the art of the knowledge and practices of social return on investment to measure the social impact of the TSOs. Future studies should also auscultate the TSOs to disclosure until to what extent their nature is itself an obstacle for their marketing efforts. Other main point of exploitation is the best performances and methods (online and offline) that are being used to surpass TSOs' financial limitations, dependencies and reliance in volunteering work force.

References

- Afonso, C., & Borges, L. (2013). *Social Target: Da estratégia à implementação - Como tirar partido das redes sociais e potenciar o seu negócio*. Barreiro: Top Books.
- Amagoh, F. (2015). Improving the credibility and effectiveness of non-governmental organizations. *Progress In Development Studies*, 15(3), 221-239.
- Balog, A. (2015). Challenges of Marketing Management in the non-governmental sector of South-Eastern Europe in the context of global recession. *Management: Journal Of Contemporary Management Issues*, 20(2), 93-113.
- Bekkers, R., & Brink Lund, A. (2014). *Perceptions of the third sector. Deliverable 1.3 of the project: "Impact of the third sector as Social Innovation" (ITSSOIN), European Commission –7th Framework Programme*. Brussels: European Commission, DG Research.
- Blackwood, A., Roeger, K., & Pettijohn, S. (2012). *The nonprofit setor in brief: Public Carities, Giving and Voluntering*: Urban Institute Publications.
- Central Academic Complete; Utting, Peter. (2015). Introduction: The Challenge of Scaling. In P. Utting, *Social and Solidarity Economy: Beyond the Fringe*. United Kingdom: Zed Books.
- Chaves, R., & Monzón, J. L. (2012a). Beyond the crisis: the social economy, prop of a new model of sustainable economic development. *Service Business*, 6(1), 5-26.
- Chavez, R., & Monzón, J. L. (2012b). *The Social Economy in the European Union*. Brussels: European Economic and Social Committee.
- Clow, K. E., & Baack, D. (2016). *Integrated advertising, promotion & marketing communications* (7e ed.). Upper Saddle River, N.J: Pearson Prentice Hall.
- CNLAMCA. (1995). *Charte de l'économie sociale*. Paris: Comité National de Liaison des Activités Mutualistes, Coopératives et Associatives.
- Community Impact Bucks. (n.d.). *Guide to Sustainable Funding and Financing Options*. Retrieved august 13, 2017, from

- http://www.communityimpactbucks.org.uk/data/files/Self_Help_Guides/Sustainable_Funding/CIB_Sustainable_Funding.pdf
- Decreto Lei nº 30/2013 de 8 de maio da Assembleia da República. (2013, may 8). *Diário da República, nº 88/2013, Série I de 2013-05-08*.
- Deschamps, R., & McNutt, K. (2014). Third Sector and Social Media. *Canadian Journal of Nonprofit and Social Economy Research*, 5(2), 29-46.
- Endo, G. Y., & Lago, S. M. (2016). Triple Bottom Line: Análise das Publicações nos Periódicos Nacionais Webqualis de 2004 a 2015. *Revista Eletrônica Científica do CRA - PR*, 3(2), 40-56.
- European Council. (2000). Lisbon European Council 23-24 March 2000. Presidency Conclusions.
- European Economic and Social Committee. (2017). *Recent Evolutions of the Social Economy in the European Union - Executive Summary*. Brussels: “Visits and Publications” Unit.
- French, J., & Russell-Bennett, R. (2015, April 20 – 22). A Hierarchical model of Social Marketing. *World Social Marketing Conference*. Sydney, Australia. Retrieved November 22, 2016, from <http://wsconference.com/wp-content/uploads/2014/04/Jeff-French-and-Russell-Bennett.pdf>
- Fundação Calouste Gulbenkian. (2015). *Diagnóstico das ONG em Portugal*. Lisbon: Ed. Universidade Católica Portuguesa ; Editor Raquel Campos Franco.
- Garrido, Á. (2016). *Cooperação e Solidariedade: Uma história da economia social*. Lisboa: Tinta da China.
- Han, J. (2017). Social Marketisation and Policy Influence of Third Sector Organisations: Evidence from the UK. *Voluntas: International Journal Of Voluntary & Nonprofit Organizations*, 28(3), 1209-1225.
- iSMA. (2013, October 5). *Consensus Definition of Social Marketing*. Retrieved August 25, 2017, from http://www.i-socialmarketing.org/assets/social_marketing_definition.pdf

- Jacques, J. (2010). *An Analysis of the Influence of Media Characteristics on Online Donor Behavior*. (PhD Thesis). Computer and Information Sciences - Nova Southeastern University .
- Kannan, P., & Li, H. (2017). Digital marketing: A framework, review and research agenda. *International Journal of Research in Marketing*, 34, 3422-45.
- Kaplan, A., & Haenlein, M. (2010). Users of the World, Unite! The Challenges and Opportunities of Social Media. *Business Horizons*, 53, 59-68.
- Ketchum Global Research & Analytics. (2012). *The principles of PR Measurement*. Ketchum.
- Kotler, P. (1986). Megamarketing, or Breaking into Blocked Markets. *Harvard Business Review*, pp. 117-124.
- Kotler, P., & Roberto, E. (1992). *Marketing social: estratégias para alterar o comportamento público*. Rio de Janeiro: Campus.
- Kotler, P., & Lee, N. R. (2008). *Social Marketing: Influencing behaviours for Good* (3rd edition ed.). Thousand Oaks, CA: Sage Publications.
- Kotler, P., & Levy, S. (1969). Broadening the Concept of Marketing. *Journal of Marketing*, 33 (1), 10-15.
- Kotler, P., & Zaltman, G. (1971). Social Marketing: An Approach to Planned Social Change. *Journal of Marketing*, 35 (3), 3-12.
- Kumar, A. N. (2013). Social Marketing: a literature review. *International Journal of Science and Research*, 4, 697-702.
- Liger, Q., Stefan, M., & Britton, J. (2016). *Social Economy*. Brussels: European Parliament's Committee on Internal Market.
- Lou, C., & Alhabash, S. (2018). Understanding Non-Profit and For-Profit Social Marketing on Social Media: The Case of Anti-Texting While Driving. *Journal of Promotion Management*, 24(4), 484-510.
- Malhotra, N., & Birks, D. (2007). *Marketing research: an applied approach* (3rd ed.). Harlow, England: Prentice Hall.

- Marques, V. (2016). *Redes Sociais 360 - como comunicar online*. Coimbra: Conjuntura Actual.
- Matei, A., & Dorobantu, A. D. (2015). Social economy – added value for local development and social cohesion. *Procedia Economics and Finance*, 26, 490-494.
- Melo, M., & Veríssimo, J. (2014). Digital marketing and social media: Why bother? *Business Horizons*, 57, pp. 703-708.
- Misirlis, N., & Vlachopoulou, M. (2018). Review: Social media metrics and analytics in marketing – S3M: A mapping literature review. *International Journal Of Information Management*,, 38270-276.
- NonProfit Tech For Good. (2017). *2017 Global NGO Online Technology Report*. Virginia: Public Interest Registry.
- NonProfit Tech For Good. (2018). *2018 Global NGO Online Technology Report*. Virginia: Public Interest Registry.
- Paço, A., Rodrigues, L., & Rodrigues, R. (2015). Brand Image and Awareness in the Third Sector and their Influence on the Intention to Donate. *Brazilian Business Review (English Edition)*, 12(5), 97-117.
- Patruti, L. B. (2015). Content marketing - the fundamental tool of digital marketing. *Bulletin Of The Transilvania University Of Brasov Series V: Economic Sciences*, 8(2), 111-118.
- Peters, K., Chen, Y., Kaplan, A. M., Ognibeni, B., & Pauwels, K. (2013). Social Media Metrics — A Framework and Guidelines for Managing Social Media. *Journal of Interactive Marketing*, 27, 281-298.
- Pinto, C. (2012). *Marketing no Terceiro Sector: Estudo de Caso em Organizações Sem Fins Lucrativos Portuguesas*. (Unpublished master's thesis). Universidade Técnica de Lisboa, Lisbon, Portugal.
- Quintão, C. (2011). O Terceiro Sector e a sua renovação em Portugal. Uma abordagem preliminar. *IS Working Papers*, 2. Universidade do Porto, Porto, Portugal.

- Salamon, L. M., Sokolowsky, S. W., Haddock, M. A., & Tice, H. S. (2012). *Portugal's Nonprofit Setor in Comparative Context*. Baltimore: Johns Hopkins University.
- Sally, D., & Marylyn, C. (2013). Social marketing transformed: Kotler, Polonsky and Hastings reflect on social marketing in a period of social change. *European Journal of Marketing*, 47(9), 1376-1398.
- Sana, M. S. (2014). Donating Behaviour in the Non-profit Marketing Context: An Empirical Study Based on the Identity Theory Model. *Proceedings Of The International Conference Marketing - From Information To Decision*, (pp. 7230-7247).
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business* (Vol. 6th ed). England: Prentice Hall.
- Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2015). *Marketing: Real people, real choices*. Upper Saddle River. N.J: Pearson Prentice Hall.
- Stoycheva, B. (2015). Administration of non-profit marketing in the third sector. *Analele Universitatii 'Eftimie Murgu' Resita. Fascicola II. Studii Economice*, 181-189.
- Sustainable Projects of the Third Sector. (2014). *Intellectual output 2 - workshop outcomes and recommendations*. Retrieved august 19, 2017, from <https://bit.ly/2CHKQMC>
- Todor, R. D. (2016). Blending traditional and digital marketing. *Bulletin of the Transilvania University of Braşov*, 9 (58), 52-56.
- We Are Social; HootSuite. (2018). *Digital in 2018 - Essential Insights into Internet, Social Media, Mobile, and Ecommerce use around the world*. We Are Social.
- Weinberg, B. D., & Pehlivan, E., E. (2011). Social spending: Managing the social media mix. *Business Horizons*, 54(3), 275—282.
- Witherden, M. (2011). *It's an idea, but is it business? A guide to third sector trading*. Wales: Wales Council for Voluntary Action.

Wood, M. (2008). Applying Commercial Marketing Theory to Social Marketing: A Tale of 4Ps (and a B). *Social Marketing Quarterly*, 14 (1), 76-85.

Wood, M. (2012). Marketing social marketing. *Journal of Social Marketing*, 2(2), 94-102.

WSI. (2013). *Digital Minds: 12 Things Every Business Needs to Know about Digital Marketing*. Victoria: Friesen Press.

Yi, F., Lanying, D., & Qian, L. (2017). How Social Media Strategies of Nonprofit Organizations Affect Consumer Donation Intention and Word-of-mouth. *Social Behavior & Personality: An International Journal*, 45(11), 1775-1786.

Appendices

Appendix I: Online Survey Script

Q1. When mentioning Third Sector organisations (i.e. non-profit organisation, IPSS, mutual societies, foundations, cooperatives, etc.) which do you recall immediately?

Help Text: (Immediately write examples of organisations by their name/ brand).

A1. [Open Answer]

Q2. Do you follow a social network (e.g. Facebook, Youtube, Instagram, Twitter, LinkedIn) of a Third Sector organisation?

A2. [yes; no – conditional question for the following query, if ‘no’ goes directly to Q13]

Q3. Do you comment, share and / or like the social network’ publications of the Third Sector organisations that you follow?

A3. [yes; no]

Q4. Do you use the organisations' social network(s) that you follow as the first form of contact?

Help Text: (To the detriment of the telephone contact, face-to-face or e-mail)

A4. [yes; no]

Q5. Did you donate to a Third Sector organisation because you had knowledge of it via social network?

A5. [yes; no]

Q6. Did you become a volunteer of a Third Sector organisation because you had knowledge of the opportunity through its social network(s)?

A6. [yes; no]

Q7. Did you become a member of a Third Sector organisation because you had knowledge of the membership via its social network(s)?

A7. [yes; no]

Q8. If there were no social networks of the organisation(s) that you follow would you be aware of their existence?

A8. [yes or no]

Q9. Does the presence in the social networks give greater credibility to the brand(s) of the Third Sector organisation(s)?

A9. [yes; no]

Q10. In the past, did you recommend to other persons a specific organisation for its presence on social networks?

A10. [yes; no]

Q11. Do you have any recommendations or observations for the social networks used by the organisations you follow?

A11. [Open Answer – not obligatory]

Q12. What would it take for you to stop following the social network of a Third Sector organisation?

A12. [Open Answer – not obligatory]

Q13. Gender

A13. [Female; Male – not obligatory]

Q14. Age

A14. [Open Answer]

Q15. Locality

Appendix 2: Semi-Structured Script Interview

Q1. How many persons are allocated to marketing / communication management?

Q2. Which difficulties does an organisation with the size and characteristics of yours face in terms of marketing? Suffers any type of limitation, prioritization?

Q3. In terms of marketing, do you see other social sector' players as competitors?

Q4. Do you follow any strategy in your communications on social media networks with specific marketing purposes (e.g. generating leads, advocates, engagement, followers, number of comments)?

Q5. Do you invest in promotional paid publications?

Q6. Do you monitor your networks to understand the acquired benefits and to note necessary improvements? Relating to that, do you have an activity report that includes digital marketing?

Q7. Do you view social media networks as essential and strategic channels for your financial sustainability and brand reinforcement?

Q8. In more technical matters, do you know how much is your Social Return on Investment (SROI) or use other metric to measure your impact and investments on Social Media Marketing?

Q9. Do you think that by your organisation being in social networks brings greater credibility to your social brand?

Q10. Please name at least 3 negative and positive aspects (for example, adjectives, episodes that happened, etc) that the presence on social media networks brought to the organisation.