



## MASTER'S DISSERTATION

# A NARROW VIEW ON MARKETING: THE CASE OF NGOS WORKING WITH REFUGEES

**AUTHOR:** Telma Mota e Teodoro

**SUPERVISOR:** Fernando Pinto Santos

PORTO'S SCHOOL, JUNE 2022





# A NARROW VIEW ON MARKETING: THE CASE OF NGOS WORKING WITH REFUGEES

**AUTHOR:** Telma Mota e Teodoro

Dissertation presented to IPAM, to fulfill the requirements needed to obtain the Master's Degree in Marketing, developed under the scientific supervision of Professor Fernando Pinto Santos, Ph.D.



## **ACKNOWLEDGMENTS**

The process of writing a thesis has to be one of the most challenging and rewarding tasks I have undertaken in a long time, if not ever. Therefore, it is the most adequate/important to acknowledge and thank everyone that in some way or another, helped and guided me on this journey.

First and foremost, I would like to thank my parents, family, and friends who in the moments of self-doubt and discouragement they were present with the greatest advice and motivation. I would like to also thank my supervisor, Professor Fernando Santos, for his guidance, mentorship, advice, and especially scientific rigour that allowed me to develop and conclude this project, but also grow as a person.

Lastly, and most importantly, I would like to thank all organizations that were able to spend their limited time in participating on the interviews, without them this research wouldn't be completed.



## Abstract

The world has never seen such high levels of migratory flows, and consequently similar levels of solidarity with refugees. Here, the role of NGOs is highlighted, as well as the role of social marketing, which can be of great use in reaching the target audience and potential volunteers, raising funds and raising awareness of the problem.

Therefore, this dissertation aims to understand how marketing is used by NGOs that deal with the social inclusion of refugees. Designed as a multiple case study, this research uses document analysis and semi-structured interviews with NGO representatives to identify and analyse the marketing tools used by NGOs working with refugees, as well as their views on the use of marketing in their operations.

The results showed that most NGOs do use marketing tools to promote their work and to raise awareness to refugee related topics. However, they struggle to use these tools strategically due to the limited resources available. Additionally, a reducing view of marketing was found alongside a paradoxical view of its role in NGOs. Lastly, it was found prejudice towards using marketing in their operations.

**Keywords:** Social Marketing, Marketing Tools, Non-Governmental Organizations, Non-Profit Sector, Refugees, Social Inclusion





## RESUMO

O mundo nunca viu níveis tão altos de fluxos migratórios, e conseqüentemente níveis idênticos de solidariedade para com refugiados, aqui destaca-se o papel das ONG e nelas a função do marketing social que pode ser de grande utilidade para alcançar o público-alvo e potenciais voluntários, angariar fundos e aumentar a consciencialização do problema.

Portanto, esta dissertação tem como objetivo compreender como o marketing é utilizado pelas ONG que lidam com a inclusão social de refugiados. Concebida como um estudo de caso múltiplo, esta pesquisa utiliza análise documental e entrevistas semiestruturadas aos representantes das ONG para identificar e analisar as ferramentas de marketing utilizadas pelas ONG que trabalham com refugiados, bem como a visão destas sobre o uso do marketing nas suas operações.

Os resultados mostraram que a maioria das ONG usa ferramentas de marketing para promover seu trabalho e aumentar a consciencialização sobre temáticas relacionadas a refugiados. No entanto, eles têm dificuldades em utilizar essas ferramentas de forma estratégica devido aos recursos limitados disponíveis. Além disso, uma visão redutora de marketing foi encontrada ao lado de uma visão paradoxal do seu papel nas ONG. Por fim, foi encontrado preconceito quanto ao uso do marketing nas operações destas organizações.

**Palavras-chave:** Marketing Social, Ferramentas de Marketing, Organizações Não Governamentais, Setor Sem Fins Lucrativos, Refugiados, Inclusão Social



## INDEX

|   |    |
|---|----|
| ABSTRACT.....                                       | 5  |
| RESUMO .....  | 7  |
| LIST OF FIGURES.....                                | 11 |
| LIST OF TABLES.....                                 | 11 |
| INTRODUCTION.....                                   | 13 |
| 1. LITERATURE REVIEW.....                           | 17 |
| 1.1. SOCIAL MARKETING.....                          | 17 |
| 1.1.1. EVOLUTION OF SOCIAL MARKETING.....           | 17 |
| 1.1.2. CONCEPT OF SOCIAL MARKETING.....             | 20 |
| 1.1.3. SOCIAL MARKETING MIX.....                    | 22 |
| 1.1.3.1. GORDON’S SOCIAL MARKETING MIX MODEL .....  | 26 |
| 1.2. SOCIAL INCLUSION .....                         | 27 |
| 1.3. REFUGEES.....                                  | 33 |
| 1.3.1. CATEGORIZATION OF MIGRANTS AND REFUGEES..... | 36 |
| 1.4. NON-GOVERNMENTAL ORGANIZATIONS (NGOs).....     | 38 |
| 2. METHODOLOGY .....                                | 43 |
| 2.1. RESEARCH OBJECTIVES.....                       | 43 |
| 2.2. EMPIRICAL SETTING .....                        | 43 |
| 2.3. METHODOLOGICAL APPROACH.....                   | 45 |
| 2.4. DATA SOURCES AND COLLECTION .....              | 47 |

|   |    |
|---|----|
| 2.5. DATA COLLECTION INSTRUMENTS .....        | 49 |
| 2.6. DATA ANALYSIS PROCESS.....               | 52 |
| 3. DATA ANALYSIS .....                        | 55 |
| 3.1. NGOS' VIEWS OF MARKETING .....           | 55 |
| 3.2. MARKETING TOOLS .....                    | 58 |
| 4. FINDINGS AND DISCUSSION .....              | 65 |
| 5. CONCLUSIONS.....                           | 69 |
| 5.1. RESPONSE TO THE RESEARCH QUESTIONS ..... | 69 |
| 5.2. CONTRIBUTIONS .....                      | 71 |
| 5.3. LIMITATIONS AND FUTURE RESEARCH .....    | 71 |
| REFERENCES.....                               | 73 |

## LIST OF FIGURES

|  |           |
|--|-----------|
| <b>Figure 1 - Proposed Social Marketing Mix .....</b>      | <b>27</b> |
| <b>Figure 2 - Main findings of the present study .....</b> | <b>65</b> |

## LIST OF TABLES

|  |           |
|--|-----------|
| <b>Table 1 - Social marketing mix .....</b>                              | <b>24</b> |
| <b>Table 2 - NGOs Studied .....</b>                                      | <b>44</b> |
| <b>Table 3 - Interview Guide .....</b>                                   | <b>52</b> |
| <b>Table 4 -Thematic codes for the first research question.....</b>      | <b>56</b> |
| <b>Table 5 - Thematic codes for the second research question.....</b>    | <b>59</b> |
| <b>Table 6 - Digital channels use for promotion by NGOs .....</b>        | <b>60</b> |
| <b>Table 7 - Total number of posts on the month of May 2022.....</b>     | <b>61</b> |
| <b>Table 8 - Total number of followers on the month of May 2022.....</b> | <b>61</b> |



## INTRODUCTION

The world has never seen such high levels of displacement, with the number of refugees increasing by more than 50% in the last ten years (UNHCR, 2019). However, these fluxes of migration have begun long before, generated by a range of circumstances, including conflicts and persecutions (UNHCR, 2020). However, in the past decade this migration fluxes have increased exponentially worldwide (UNHCR, 2020).

Since the beginning of 2015, people fled their countries towards Europe in quest of safety, running away from conflict and violence in their home countries, as well as their rulers' arrogance, starvation, and suffering (Nolasco et al., 2017). The most successful means of assisting refugees in rebuilding their lives is to include them in the communities where they have sought safety after fleeing conflict and persecution (UNHCR, 2020) Solidarity is required for social inclusion, but it can be difficult in civilizations that exclude groups from other cultures, religions, or ethnicities. As a result, refugees encounter barriers that prevent them from participating in the social, economic, and political life of their host communities (UNHCR, 2020).

It is the different stakeholders of the host countries such as NGOs that can address this situation, as they are concerned with those that are experiencing social problems, as well as people who may be able to contribute to their efforts

beyond their organizations' employees (Kotler, Roberto, & Lee, 2002). And to reach their target audience, potential volunteers, collecting funds, raise awareness and also achieve their goals, the non-profit sector is adopting for-profit marketing techniques (Andreasen et al. 2005).

Overall, there is a plethora of studies on non-profit marketing (Gainer, 2010); (McLeish, 2010). (Andreasen & Kotler, 2008). However, it was not found studies focused on the use of marketing tools to tackle the social inclusion of refugees, which makes this topic important to fill in the gap in the literature.

Therefore, the purpose of this study is to understand social marketing in the context of Non-Governmental Organizations (NGOs) that deal with the social inclusion of refugees. The following specific objectives were defined in light of the literature study presented and in order to address the main research objective:

- How is marketing viewed by NGOs that work with refugees?
- How are marketing tools employed by NGOs that work with refugees?

In order to achieve the objectives presented, a qualitative approach will be taken as the goal of the present study is to gain a thorough understanding of the discipline of social marketing and the tools that will enable it to be used by NGOs to contribute to the resolution of a social problem, the social inclusion of refugees. The most reasonable approach to acquire this data is through semi-



structured interviews and document analysis. The semi-structured interviews to representatives of NGOs that deal with refugees. The NGOs and respective documents were chosen according to the following criteria: they must be registered NGOs, communicate their activities, using marketing tools; are focused on aiding refugees and on their social inclusion.

The present study follows a specific structure with the purpose of presenting the topic in question. In that sense the dissertation is organized as follows. Initially, a review of the main domains of literature that will support the research will be provided. Then, the methodology used to study this phenomenon will be presented, followed by the analysis of the data acquired. To wrap up the study, a conclusion summarizing the most important aspects and providing information for future research will be given.



## **1.LITERATURE REVIEW**

The purpose of this chapter is to present the current state of major theoretical notions that are considered essential in contextualizing the research issue that the current study addresses. The chapter is divided in different sections, each one of them providing context for the research.

### **1.1. SOCIAL MARKETING**

#### **1.1.1.Evolution of Social Marketing**

The concept "social marketing" initially emerged in the 1970s, when Kotler and Zaltman created the definition (Weinrich, 2011). The authors initially defined the concept as "the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research" (Kotler & Zaltman, 1971, p. 5).

However, one can argue that they were inspired by other scholars such as Weibe (1951) or Rogers (1962) who started to identify other purposes to the marketing discipline years before (Andreassen, 1994). For example, Weibe (1951) presented the idea that methods from traditional marketing could be

applied to non-profit organisations and their social campaigns. The same author claims that the closest similarity of social marketing strategies was to basic marketing concepts, the more effectively behaviour would be impacted.

On the same wavelength, Kotler and Zaltman (1971) found that marketing concepts could be used to spread ideas, attitudes, and behaviours (Weinrich, 2011) and defined social marketing as the process of "creating, implementing, and controlling programs to influence acceptability of social ideas and involving considerations related to product planning, pricing, communication, distribution, and marketing research" (Schiavo, 2011). Unlike Commercial Marketing, which tries to influence customers' consumption behaviour, Social Marketing aims to influence social and health behaviours through similar approaches.

Rangun and Karim (1991), on the other hand, claimed that the primary goal of social marketing is not profit, but rather behaviour change. As a result, a campaign that is aimed to encourage a behaviour yet primarily seeks profit cannot be deemed social marketing (Henriques, 2016). Fox and Kotler (1980) propose a social marketing strategy based on four major methods to social change:

- a) legal (e.g., traffic guidelines),
- b) technological (e.g., audible track flags),
- c) economic (e.g., traffic penalties or discounts for good drivers), and

d) informational (e.g., social media) (clarifying people about the risks of dangerous driving).

Social marketing, according to Kotler and Zaltman (1971), and Andreassen (1994), must include the complete marketing mix, not just the communication mix, otherwise the campaign's goal and social marketing would be jeopardized. Furthermore, they say that social marketing is exemplified by non-commercial operations that serve social goals rather than financial goals.

The years that followed Kotler and Zaltman's article, social marketing grew mostly influenced by both supply and demand pressures within the field of academic marketing. With the growth of opportunities of working in non-profit and government organizations as well as the emerging of young marketing scholars inspired by the general social unrests and turmoil of the late 1960s who wanted to become more socially relevant, justifies the growth of social marketing (Andreassen, 1994). According to the same author, after the growing interest in the topic by marketing scholars in the 1970s, the response from scholars was slow. Between 1971 and the 1980s the topic of social marketing did not see a relevant growth in interest. However, after this period it was visible that was about to change.

After five decades of Social Marketing, it is possible to see how it evolved to a legitimate field with a promising future (Dibb, 2014) and a major influencer of behaviour in both commercial and non-profit settings (Andreassen, 2012).

### **1.1.2. Concept of Social Marketing**

There are several different definitions for the term social marketing. The first formal definition was the one presented by Kotler and Zaltman in 1971. The authors identified Social Marketing as “the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research” (Kotler & Zaltman, 1971, p. 5).

This definition was criticized by other scholars such as Rangun and Karim in 1991, that affirm that the term social marketing can be confused with the term societal marketing. The same authors argue that social marketing includes changing attitudes, beliefs, and behaviours of individuals or organizations for a social benefit, and social change is the primary purpose of the campaign not the secondary. The authors also claim that societal change is primarily concerned with regulatory issues and other measures to protect consumers from what Hirschman refers to as the "dark side of the marketplace" (Hirschman 1992; cf. Magnuson and Carper, 1965), rather than influencing target customers in any way.

Most scholars and researchers believe that social marketing involves more than ideas, specifically attitudes and behaviours. In 1989, Kotler and Roberto defined social marketing as "an organized effort conducted by one group (the change agent), which intends to persuade others (the target

adopters) to accept, modify, or abandon certain ideas, attitudes, practices, and behaviours”.

Andreassen (1994), who was not in agreement with these concepts of social marketing, set out to create a definition that would (1) keep training social marketers focused on the outcomes they are best suited to influence, (2) distinguish the discipline of social marketing from its academic "competitors," and (3) keep social marketing programs out of areas where they are most likely to fail. The author then defines social marketing as “the adaptation of commercial marketing technologies to programs designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of the society of which they are a part”.

More recently, the International Social Marketing Association (iSMA), the European Social Marketing Association (ESMA), and the Australian Association of Social Marketing (AASM) presented a new definition based on influence with the goal of reaching consensus: "social marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good" (iSMA, ESMA, & AASM, 2013, p. 1).

French and Russell-Bennett (2015) stress that the added value of social marketing comes from the fact that it applies a "commercial lens" to social challenges. This process entails a trade of social offers, which are presented in

the form of ideas, systems, products, services, and policies, which are valued by citizens and simultaneously influence their behaviour.

On the other hand, Polsa (2016) goes farther and proposes a complete overhaul of the marketing concept, based on the current context of excessive consumption and increased environmental concern. Even though the AMA (2013) proposed a new definition of marketing that takes into account the entire society and uses the term "organizations" instead of "institutions," the author claims that individuals are still referred to as "consumers," "clients," or "partners" rather than "citizens" or "ordinary people." As a result, the marketing concept marginalizes individuals, limiting them to consumers and completely ignoring societal and environmental needs, a fact that can only be addressed with a broader definition of marketing that includes societal and environmental issues (Polosa, 2016).

### **1.1.3. Social Marketing Mix**

Marketing Mix is defined as a "tool kit (Shapiro,1985) available to marketing management for the purpose of influencing customers. It is a conceptual framework that outlines the three main decisions that managers make when customizing their services to meet the needs of their customers. Long-term strategies and short-term tactical programs can both be developed using the tools (Palmer, 2004).



The “4Ps”, which stands for "product," "pricing," "place," and "promotion," is a marketing concept that was adapted to social marketing by Kotler and Zaltman (1971). (Tapp & Spotswood, 2013). It was proposed as a method of putting marketing strategy into effect (Bennett, 1997). It has also shown to be a solid beginning point for any social marketing action, and the model assisted the field's pioneers in conceptualizing the discipline decades ago (Wasan & Tripathi, 2014). However, their viability for social marketing is still being debated with several authors supporting its use and integrating the 4 Ps in social marketing's basic ideas and strategies (Cheng, Kotler & Lee, 2011; Smith, 2000).

One of those opposing authors is Gordon (2012) who claims that these are no longer appropriate for modern social marketing. The marketing discipline has come to the conclusion that focusing just on the corporation, its revenues, and transactions is no longer suitable, and social marketing should follow suit.

For marketers, the four components reflect the controllable variables that, when properly applied, can help to create customer-focused marketing activities tailored to a certain target market (Peattie and Peattie, 2003). Despite developments in the area, the 4Ps have remained in use, and their usefulness is generally recognized in social marketing because they can be used for a variety of interventions (Dibb, 2014).

|           |  |
|-----------|--|
| PRODUCT   | It refers to the behavioural offer given to target adopters, and it frequently involves intangibles such as idea or behaviour adoption. Condoms, for example, might be present as tangible product options to encourage safe sex.  |
| PRICE     | The costs and barriers that the target audience must overcome to adopt the desired behaviour are referred to as price. These costs can be psychological (e.g. loss of de-stressing effect from smoking), cultural, social (e.g. peer pressure to drink), temporal, practical (e.g. cancelling the school run to reduce car use), physical, and financial (e.g. cost of joining a gym to get fit) |
| PLACE     | The channels via which behaviour change is pushed, as well as the venues where change is encouraged and supported, are called places in social marketing.  |
| PROMOTION | In the context of social marketing, promotion refers to the methods used to encourage people to modify their behaviour, such as advertising, public relations, direct mail, and interpersonal.   |

**Table 1** - Social marketing mix

Source: Adapted from Gordon (2012)

Other Ps were added to the marketing mix of social marketing by Kotler and Roberto (1992), namely:

- **Personnel**, which refers to the people who sell and deliver the social product to target consumers.
- **Presentation**, which refers to the sensory elements of the environment in which the target audience acquires or uses the social product.

- **Process**, which refers to the steps taken by the target audience to acquire the social product.

Furthermore, the authors discussed the many forms of social marketing products: ideas, activities or tangible items. First, social idea can take the form of belief, which is defined as "a perception regarding a specific entity" (Kotler & Roberto, 1992, p. 26) and does not entail an assessment. This is a social as well as a cognitive term, as it stems from human beings' experiences, interactions, and reflections with their surroundings (Barcelos, 2007). An idea can also take the shape of an attitude, which is a positive or negative assessment of "people, objects, ideas, or events" (Kotler & Roberto, 1992, p. 26).

Activities can all be expressed in a single act, such as getting immunized. The term "behaviour" refers to a recurring sequence of acts that results in a change in a person's behaviour. The act of quitting smoking is an example of a social product like this (Kotler & Roberto, 1992).

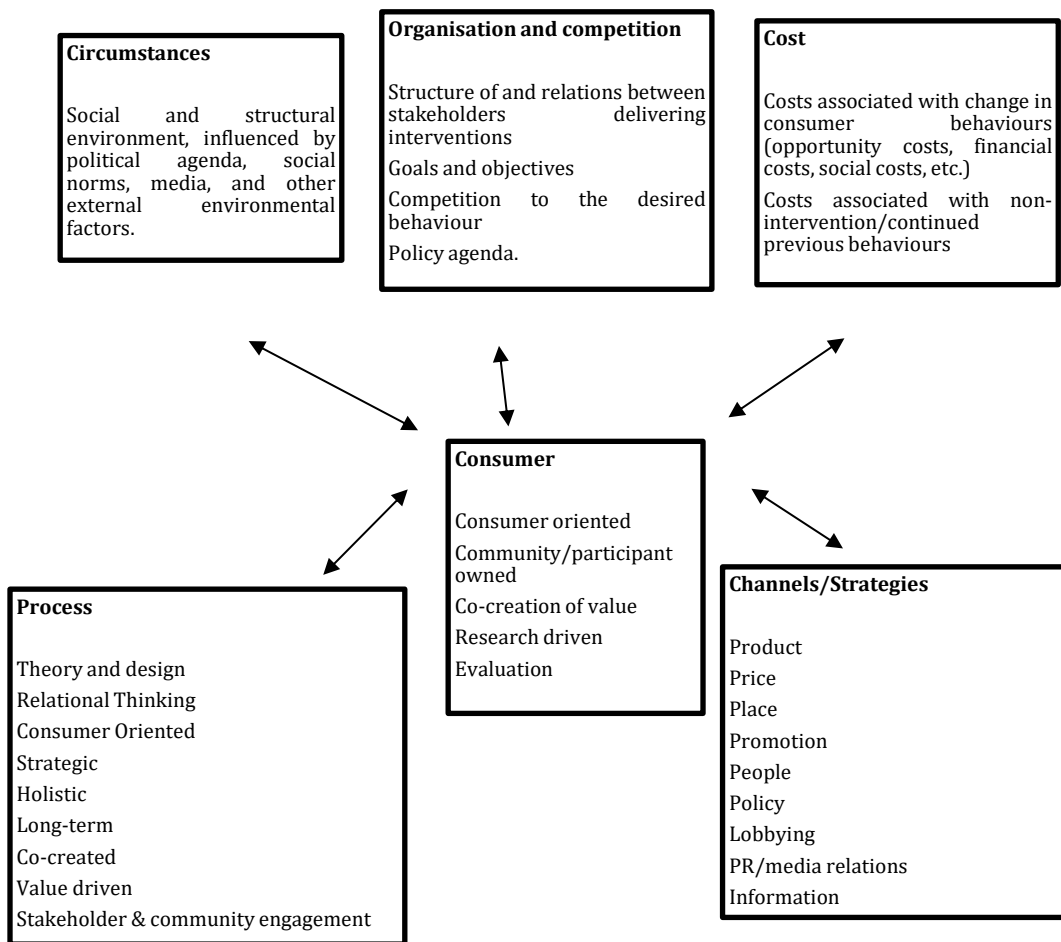
Finally, tangible things might be social products, such as the pill or condom, that aid in family planning, which is a social issue. However, using or consuming this form of social product is not a goal in and of itself, as it is always about changing harmful behaviour in a certain target demographic (Kotler & Roberto, 1992).

### **1.1.3.1. Gordon's Social Marketing Mix model**

Gordon (2012) proposes a new model, in order to expand the social marketing mix. This is less oriented towards companies, products, services and sales, attributing greater importance to the customer and the creation of value. In this way, it goes beyond the 4 Ps traditionally used, in order to prioritize a more holistic relational strategy, whose objective is to change behaviours, which is beneficial for this field.

The model thus includes, as one of the pillars, the structural environment in which social marketing operates and what it intends to achieve and change, calling it "Circumstances". Then, it includes the role that all stakeholders have and the competition in the face of social causes and behaviours that are intended to change, which form the pillar of "Organization and competition".

The costs of these same changes in behaviour and of the entire intervention are included in the "Costs" pillar. Centrally in this model are "Consumers", which are all those whose behaviour social marketing intends to change. The method by which social marketing operates and is programmed is also included in this model as "Process". Finally, there are all the strategies and approaches that can be integrated into social marketing — "Channels/Strategies" (Gordon, 2012).



**Figure 1 - Proposed Social Marketing Mix**

Source: Adapted from Gordon (2012)

## 1.2.SOCIAL INCLUSION

Social Inclusion is a complex concept with many perspectives from various authors. The most widely accepted definition of social inclusion in the community is by Beck et al. (1997) which define social inclusion as a “process in which “excluded” or new groups find their place in the social networks of the host society, whereas incumbents provide them the space and opportunity to do

so”. Saunders (2013) presents a unique perspective of the concept. The author considers social inclusion to be a policy goal to reduce disadvantages for the citizens in a society and increase their civic, social, cultural, and economic participation. In a different direction, Wilson and Secker (2015) provide a more generalized concept defining social inclusion as having the opportunities and resources to participate fully in economic, social, and cultural life.

When it comes to the social inclusion of refugees, the complexity of the concept is maintained, and it encompasses refugees’ perceptions of wellbeing and sense of agency (Diaz Andrade and Doolin 2016). According to Sen (1985), agency can be defined as the “freedom to set and pursue one’s own goals and interests”, personal well-being, on the other hand, is concerned with one's own life and its quality (Robeyns, 2005). These concepts represent crucial objectives in refugee social inclusion involving various aspects such as opportunities for refugees to settle, integrate, and participate in the host community.

Abujarour et al. (2018) identified the following common elements important for the agency aspect of social inclusion: social networking, employment, education and language, culture, health, government and citizenship, and housing.

## **Social Networking**

Social Networking encompasses all social contacts with both family and friends in their country of origin as well as networks with locals. These social contacts are key in making individuals feel connected, cared about, and part of a community (Board, 2012), which are essential in creating a sense of belonging and identity (Flanagan et al., 2006; Sánchez-Franco et al., 2015). Social Networks are not only capable of providing emotional support, particularly during challenging times, they can also prevent someone from drifting into many disadvantages when one disadvantage arises (Board, 2012). Also, a social network provides practical and emotional assistance to migrants and is essential for their social integration (Beirens et al., 2007). Although networks with locals can help refugees create a sense of belonging, engagement with family and friends back home is vital for refugees since it helps them feel settled and may lead to participation in the local community and larger society.

## **Employment**

Access to paid work, fair opportunities in the labour market, and high-quality employment, such as job security and low health hazards at work, all contribute to an individual's social inclusion in society. These characteristics boost personal happiness and self-esteem, resulting in financial security and a sense of belonging and purpose in life. (Abujarour, Krasnova and Hoffmeier, 2018).

In order to integrate successfully, refugees must actively participate in the labour market (Ives, 2007). Employment is critical for achieving economic independence, planning for the future, regaining self-esteem, and promoting self-reliance (Ager and Strang, 2008). It also allows refugees to achieve economic self-sufficiency and reclaim a positive feeling of self and control over their life (Beiser et al., 2015; Fozdar and Hartley, 2013). Unemployment and underemployment, on the other hand, cause a loss of self-confidence and self-esteem (Morrice, 2007).

### **Education and language**

An inclusive society is characterized by equal access to high-quality education, academic achievements, and lifelong learning (Berman and Phillips, 2000; Council of Europe, 2001; Farrington and Farrington, 2005). In addition, language promotes social inclusion and well-being (Stanley et al., 2011). Language and dialect variations, on the other hand, obstruct effective communication, resulting in social marginalization (Board, 2012; Chan et al., 2014; Council of Europe, 2001).

In the case of refugees, research has demonstrated that active involvement in schooling and language learning is critical to their effective integration (Abujarour et al., 2016; Ives, 2007). Refugees are frequently obliged to attend language classes upon their arrival due to the necessity of speaking the local language (Ager and Strang, 2008; Aumüller and Bretl, 2008; Yu et al., 2007).



Legal formalities and constraints, as well as a lack of knowledge about the host country's education system, are the main hurdles to refugee engagement in education and language (Ager and Strang, 2008; Morrice, 2007; Papillon, 2002).

### **Culture**

Social inclusion requires access to and involvement in cultural activities since it makes people feel welcome in society and enhances their well-being (Farrington and Farrington, 2005; Stanley et al., 2011). Lack of participation in community life, on the other hand, might lead to social marginalization (Pradhan, 2006). Active engagement in cultural activities by refugees improves their understanding of the host country's culture and facilitates social integration (Ives, 2007; Stewart et al., 2011). Differences in ideas and cultural values, as well as a lack of cultural, linguistic, and religious acknowledgment by the local community, are the fundamental impediments to cultural social inclusion (Almohamed and Vyas, 2016; Haggis and Schech, 2010; Papillon, 2002).

### **Health**

Social inclusion is aided by good health, a high level of life happiness, and easy access to healthcare services and information. Limited access to healthcare and poor health, on the other hand, are symptoms of social isolation (Board, 2012; Atkinson et al., 2004; Berman and Phillips, 2000; Farrington and Farrington, 2005; Saunders, 2013; Stanley et al., 2011). Good health and access to healthcare services are critical for refugees to participate fully in society (Ager and Strang, 2008). Refugees, on the other hand, frequently suffer from mental

health concerns as a result of their previous experiences in their home countries. They frequently suffer from past trauma and post-migration stress, in addition to homesickness (Aumüller and Bretl, 2008; Fazel et al., 2012; Fozdar and Hartley, 2013). Refugees' access to healthcare is hampered by a number of factors, including a lack of knowledge about available services and communication challenges (Colic-Peisker, 2005; Mestheneos and Ioannidi, 2002).

### **Government and citizenship**

Social inclusion is facilitated by having a citizenship status or a residence permit, which grants access to political, social, and civic rights (Council of Europe, 2001; Farrington and Farrington, 2005). In the case of refugees, they frequently lose their legal status (Haggis and Schech, 2010). For them to reclaim their entire set of human rights and the possibility of family reunification, they need certainty about their residency visa. Furthermore, it fosters a sense of security and safety in the new country (Ager and Strang, 2008; Haggis and Schech, 2010). Nonetheless, migrants frequently have difficulties through the lengthy formal asylum application process (Fazel et al., 2012). Aside from the bureaucracy, refugees frequently lack knowledge of accessible government services and have communication issues when working with government officials (Abujarour and Krasnova, 2017; Aumüller and Bretl, 2008; Mestheneos and Ioannidi, 2002).

## **Housing**

Social inclusion is facilitated by having adequate and appropriate housing in a civilized and stable community, which includes having a stable home, inexpensive housing expenses, and equal access to housing (Atkinson et al., 2004; Board, 2012; Hutchinson and Lee, 2004; Huxley et al., 2008). Precarious housing or homelessness, on the other hand, contribute to social marginalization (Saunders, 2013). Because refugees spend extended periods of time displaced or on the move without having a home, housing is critical to their social inclusion. However, refugees frequently confront a number of obstacles in their search for a new home, including a lack of knowledge about the housing market and associated norms and methods, a lengthy application procedure, and a shortage of public housing options (Fozdar and Hartley, 2013; Mestheneos and Ioannidi, 2002).

### **1.3. REFUGEES**

In the past decade, the number of refugees and asylum-seekers has doubled in number worldwide (UNHCR, 2020). Throughout history these forced migrations were generated by a range of circumstances, including conflicts and persecutions. The reality of refugees nowadays is more complex due to the variety of factors involved in the development of forced displacements (Silva, 2017). Since the beginning of 2015, people fled their countries towards Europe in quest of safety, running away from conflict and violence in their home

countries, as well as their rulers' arrogance, starvation, and suffering (Nolasco et al., 2017).

Even though we are currently seeing a significant flux of migrations, the first indication of refugees happened centuries ago. According to Moulin (2013), the first historical reference to the term happened in the 17th century in France, during the flight of the Huguenots (people of the Protestant religion) because of the revocation of the Edict of Nantes in 1685, which protected religious freedom and allowed Protestants to practice their religion freely.

It was in 1921 that the first High Commissioner for Refugees was established by the League of Nations Council, with the primary goal of providing humanitarian assistance to Russian refugees fleeing the Second World War and the onset of the Russian Revolution. However, it was only legally established thirty years later, in 1951, with the of the UN Refugee Statute, but only in relation to refugee flows prior to 1951 and the possibility of States only accepting these flows if they came from European countries, i.e., there was no obligation to accept refugees from other continents (Ramos, 2011).

In the same year, the International Organization for Migration (IOM) was founded with the mission of supporting and managing movement's major obstacles, encouraging social and economic growth through migration, and safeguarding migrants' human dignity and well-being. (International

Organization for Migration, 2018). Its major operations are primarily in management, such as promoting legislation, discussion, and political counselling, as well as the protection of migrants' rights, health, and the gender issue in migration (IOM, 2018).

Also, the UN created the UNHCR, the United Nations High Commissioner for Refugees, which bases its work on the Geneva Convention, which governs, to this day, the duties and rights of refugees and the countries that have hosted them, determining that the refugee receives the same treatment as foreigners, has the opportunity to work for a living, is not discriminated against, and that his or her reliabilities are protected (UNHCR 1990, 2018b).

This status changes in 1967, including people from all nationalities (United Nations General Assembly 1967). Now, refugees are defined as: “any person who owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it” (United Nations General Assembly 1967, p. 152)

In 2009, the United Nations High Commissioner for Migration (UNHCR) defined "migrations" as "the process of crossing an international or state

border." It is a population movement that includes the migration of refugees, displaced persons, uprooted people, and economic migrants, regardless of their size, composition, or causes." (ACM, 2009).

### **1.3.1. Categorization of migrants and refugees**

As mentioned before, Europe is currently dealing with significant numbers of newcomers as a result of the 2015 migration crisis. Tensions are running high within and between European countries because of multiple (violent) occurrences involving refugees, as well as the perceived national economic and cultural cost of permitting this group to settle in Europe (Goodman et al. 2015).

When talking about refugees, it is necessary to mention first the concept of Forcibly displaced persons (FDP). This is a broad term that includes refugees, internally displaced persons, and asylum seekers (UNHCR, 2017). As a result of the growing uncertainty surrounding arrivals, the media and politicians have increasingly begun to categorize them as 'migrants' and 'refugees,' among other terms.

A refugee is a person who fears being persecuted because of their race, religion, nationality, political opinions, or membership in a certain social group (United Nations 1951, 14). Individuals who relocate on their own volition, for

personal reasons, and without the intervention of an external compelling reason such as war or natural disaster are known as migrants (UNESCO 2017, para. 3).

Despite the Refugee Convention's usefulness in developing a shared understanding of the "characteristics" of refugees, distinctions amongst groups of arrivals were already forming long before it was signed. These classifications were comparable to current UN standards in that refugees were considered to have fled their home country due to political events, whereas economic migrants had emigrated for economic reasons (Skran and Daughtry 2007). Regardless of the shortcomings in such classifications, their use has legal and social ramifications for newcomers, as well as impacting public perception of these groups. Based on their classification, certain newcomers are legally entitled to protection, privileges, and other resources, while others are not. Those who are officially recognized as "refugees" are entitled to such benefits in most cases but obtaining them is becoming increasingly difficult (Sajjad 2018).

These concepts and classifications, like all social constructs, are largely arbitrary. They lack an understanding of the intricacies of migratory motivations and movements over time and between cultures. However, it is impossible to deny that the use of these categories has substantial legal and social consequences for the individuals involved (Coninck, 2019). The goal of these social constructs is to discriminate between legal and illegitimate arrivals, as well as to separate 'the population' from 'the other,' even though reality is far more complicated than such categories suggest (Foucault et al. 2007; Crawley

and Skleparis 2018; Lee and Nerghes 2018). By dividing entrants into groups, we engage in a political process, implying that some arrivals are genuine and deserving of our help, while others are not. This procedure's criteria are arbitrary and susceptible to change (Zetter 2007).

## **1.4. NON-GOVERNMENTAL ORGANIZATIONS (NGOs)**

The academic community has spent a lot of time debating how to define NGOs (Salamon & Anheier, 1997). Vakil offers a more basic definition, stating that NGOs are "self-governing, private, not-for-profit organizations aimed at improving the quality of life for disadvantaged people" (Vakil, 1997). As a result, NGOs should not be mistaken or compared to other types of organizations such as labour unions or professional associations (Danai, 2017).

An NGO can take the shape of a public non-profit entity or a private legal non-profit entity in the form of an association, an institution, a third-party firm, or a fundraising committee, among other things (Salamon & Anheier, 1992). They can also be split into subsectors based on the field in which they work: Arts, Education, Human Services, Public Benefit, Health, and Other (Trussel, Greenlee, & Brady, 2002).

Non-profit organizations are distinguished from other organizations by their primary goal: social welfare. NGOs are concerned with those segments of



the population that are experiencing social problems, as well as people who may be able to contribute to their efforts beyond their organizations' employees (Kotler, Roberto, & Lee, 2002). Those in the second category are or will likely become volunteers or donors.

The non-governmental organization industry began to expand global in the 1970s. Globalization, the fact NGOs used to overlook catastrophes and humanitarian disasters and specially the usage of modern technologies has led to the growth of multinational NGOs (Aldashev & Verdier, 2009).

Marketing was only seen as a tool for for-profit organizations after 1970, but Kotler and Levy demonstrated in 1969 how marketing could be used to promote the work of non-profit organizations (Kotler & Levy, 1969). People favoured more privatized kinds of social interaction to more collective forms of social engagement as a result of political developments and the entrance of television into people's lives (Skocpol & Fiorina, 1999). According to McLeisch (2011), this shift in public attitude, combined with the financial difficulties that NGOs began to face, as well as competition pressure, pushed NGOs to begin modifying their market relationships and general tactics.

Then, NGO marketing can be defined as an NGO's internal functions, which include "planning, pricing, promotion, and distribution of programs and products based on the needs, expectations, and goals of target groups and the organization itself, with the main goal of creating an effective communication

program to communicate the organization's goals" (Kotler, Ferrell, & Lamb, 1987).

Establishing public trust is crucial for charities and the non-profit organizations (Gaskin, 1999). Charities rely on the public's trust to thrive and carry out their charitable aims (Bryce, 2007; Sargeant & Lee, 2004). It is believed by scholars that for NGOs to be legitimate, effective, and supported, they must have public trust (Herrington, 2007; Sargeant & Woodliffe, 2007). It is through establishing public trust that NGOs can engage donors and win their loyalty, which leads to donations and the organization's long-term viability (Bekkers, 2003; Sargeant & Lee, 2002, 2004).

Trust can be defined as the perception of a target's credibility (i.e. reliability) and kindness (i.e. genuine concern for the other's well-being) (Doney & Cannon, 1997). Even though most types of charities are well-regarded and public confidence in them is stable (O'Neil, 2009), the public is careful of trusting them (Schlesinger, Mitchell & Gray, 2004) or lacks faith in them (McDougle, 2014), and even donors have been found to have low levels of trust in them (Sargeant & Lee, 2002).

According to Gaskin (1999), this scepticism originates from the public's fear of large and distant organisations. According to Gaskin, NGOs are becoming more convoluted as a result of their reliance on government and industry rather

than occupying their own political space; they are increasingly significant in vital public policies while using private sector practises similar to those used by huge firms.

Finally, Gaskin claims that there is dissatisfaction with other aspects of charities, including competition among them, cynicism of fundraising strategies, the belief that the issues they address are unworthy and not the true causes of society's problems, and suspicions of charity fraud and malpractice. Similarly, charities may be seen as unneeded and inefficient, according to Sargeant, Ford, and West (2000).

The public expects charities to fulfil the public services outlined in their missions, as well as to maintain solid internal controls, provide external audit reports, and keep performance information open to the public (Birchard, 2005; Bryce, 2007). Failure to meet these goals will almost probably result in a loss of public trust, as well as donations and tax breaks (Bryce, 2007; Gaskin, 1999).

The gap between public perception and non-profit reality can no longer be maintained. Because the general public is likely to become more suspicious, jaded, sceptical, and less supportive every time they come into contact with the realities of modern philanthropy (Saxton, 2004).



## **2.METHODOLOGY**

Following the literature review, this chapter will explain the methodological decisions chosen. It is divided into different sections, each of which describes the steps of the investigation.

### **2.1.RESEARCH OBJECTIVES**

As previously mentioned, the main objective of the present study is to Understand social marketing in the context of Non-Governmental Organizations (NGOs) that deal with the social inclusion of refugees. The following specific objectives were defined in light of the literature study presented and in order to address the main research objective:

- How is marketing viewed by NGOs that work with refugees?
- How are marketing tools employed by NGOs that work with refugees?

### **2.2.EMPIRICAL SETTING**

According to the UNHCR's Mid-year trends of 2021 (2021b), persecution, conflict, violence, human rights violations, and incidents substantially disrupting public order have fuelled a growth in the number of forcibly displaced persons

around the world for the past nine years, bringing the total to 82.4 million by the end of 2020. This alarming trend continued well into 2021, and the numbers are expected to exceed 84 million (UNHCR, 2021).

As mentioned previously, the present study aims to understand the use of marketing in the context of NGOs that deal with the social inclusion of refugees. Primary data will be collected by semi-structured interviews of members of these NGOs, as well as by documental analysis. The NGOs were chosen according to the following criteria: they must be registered NGOs, communicate their activities, using marketing tools; are focused on aiding refugees and on their social inclusion. Using these criteria, a google search was made to find adequate NGOs and documents.

| Organizations                         | Location | Role      |
|---------------------------------------|----------|-----------|
| Cagintua e.V.                         | Germany  | President |
| Conselho Português para os Refugiados | Portugal | Director  |
| BAOBAB Experience                     | Italy    | Director  |
| LAR - Love and Respect                | Portugal | Founder   |
| São Cirilo                            | Portugal | Volunteer |

**Table 2** - NGOs Studied

Source: Own elaboration

## **2.3.METHODOLOGICAL APPROACH**

The purpose of this section is to reveal the methodological approach employed throughout the research. Different approaches to philosophy of science are referred to as paradigms in academic circles.

A paradigm analyses how the world is experienced from a certain perspective and serves as a conceptual framework for researchers (Jonker & Pennink, 2010). These accomplishments give model challenges and solutions for academics working in the philosophical dimensions of sciences, especially social sciences such as management and marketing (Deshpande, 1983).

The present study is developed under the logic of the constructivist (or interpretive) paradigm. As per the principles of this paradigm, reality is a socially constructed and experienced mental and intangible fabrication with a social and experiential basis that allows for several realities to exist (Denzin & Lincoln, 2000).

The qualitative methodology concentrates on language as a tool for studying society. As a result, it is possible to comprehend how the actors interact with the world around them, i.e., their true social reality and perspective, which becomes the study's perspective (Bryman et al., 2011).

The goal of this study is to gain a thorough understanding of the discipline of social marketing and the tools that will enable it to be used by NGOs to contribute to the resolution of a social problem, the social inclusion of refugees. With that in mind, using a qualitative data collection is the most appropriate as it will allow to perceive the experiences these organizations have by using marketing to tackle social problems (Bluhm, Harman, Lee, & Mitchell, 2011).

An inductive strategy was considered to be the best alternative in terms of the relationship between the current investigation and theory. Inductivism is a methodological strategy that focuses on building generally applicable theory from observable data in order to justify specific examples (Glaser & Strauss, 1967). It is frequently associated with qualitative research methodologies (Bryman & Bell, 2011).

### **Case Study**

The case study is one of several methods for conducting research, and it is usually the most appropriate method when the researcher is presented with "how" and "why" questions about current occurrences that cannot be altered. As a result, the goal of this methodology is to investigate, describe, or explain a specific social phenomenon in its natural setting (Yin, 2013).

In this sense, a case study analysing NGOs focused on refugees will be conducted, aiming to demonstrate how these organizations use marketing tools to tackle a social inclusion.



In case studies, it's common to use a combination of data collection approaches (Eisenhardt, 1989). Qualitative research is dominated by four methods: observation, text, document, and picture analysis, interviewing, and recording (Silverman, 2011). In the present study, interviews will be the main strategy used, semi-structured interviews being the primary method of data gathering.

## **2.4. DATA SOURCES AND COLLECTION**

The present study is designed as a multiple case study of European NGOs that focus their work on refugees, more specifically aims to understand how marketing is used by these NGOs in the social inclusion of refugees. To study this topic, the most reasonable approach to acquire this data is through semi-structured interviews as well as document analysis.

### **Semi-structured interviews**

Semi-structured interviews, according to Saunders et al. (2012), allows one to comprehend the interviewee's individual perspective and its genesis, allowing for the collection of rich insights, particularly in exploratory investigations.

The goal of the in-depth semi-structured interview is for interviewees (NGO's personnel) to tell their stories, discuss their life experiences, and express their

opinions about a social issue recognized by the interviewer (Wahyuni, 2012) based on assumptions and observation.

For the present study, semi-structured interviews were the suitable method of data collection as it will allow to explore the topic of research in detail. Also, it will allow NGO representatives to freely provide their experiences and beliefs regarding the use of marketing by their organizations. Five interviews were conducted, both in English and Portuguese. These interviews were conducted online due to the best convenience for both the interviewer and the interviewee.

### **Document Analysis**

Documentary research and analysis are carried out with the intention of collecting evidence relevant to the investigation in question and prior information about the field of interest, avoiding possible duplications, redundancies, or unnecessary efforts (Marconi & Lakatos, 2003).

It is of immense value in case-study research, according to Bowen (2009). It is also a method for systematically studying and evaluating papers. This form of analysis requires the examination and interpretation of data in order to find meaning, gain comprehension, and generate empirical knowledge (Bowen, 2009).

Document analysis is the second method chosen for this study since it provides for the corroboration and verification of evidence or conclusions drawn from other sources and methodologies (Bowen 2009, 30), in this case, semi-structured interviews.

Taking this into consideration, for the present study different types of documents are analysed: NGO's website pages, project and financial reports. To find the adequate NGOs and respective documents a google search was conducted following the criteria previously mentioned. The following terms were used on this search in different pairings and languages (both English and Portuguese): "NGO", "Europe", "Portugal", "refugees", "migrants", and "social inclusion".

## **2.5. DATA COLLECTION INSTRUMENTS**

Semi-structured interviews are based on an interview guide, which is a useful tool for predetermining the order of the interview questions and securing that all important issues are covered with all respondents (Patton, 2002).

The interview guide is divided into four main parts. First, some background questions are asked about the organization to get the respondent started. Then, in the second part, the interview proceeds to more specific questions about marketing and the respondent's perspectives on it. The third and fourth part of

the interview guide are based on the 4Ps and its effectiveness, respectively. Here the purpose is to understand how each respondent uses marketing tools and how effective are they to reach the organization's goals.

| Topics               | Objective  | Questions   | Research Objectives | Authors   |
|----------------------|--|---|---------------------|---|
| Interview legitimacy | Describe the organization                                    | Tell me about your organization: <ul style="list-style-type: none"> <li>• How many employees does it have?</li> <li>• What is the scope of its activity?</li> <li>• What is its history?</li> <li>• What does your organization do?</li> <li>• What is its mission?</li> <li>• Does your organization have someone specialized in marketing/communication ? What does that person do</li> </ul> | NA                  | NA  |
|                      |  | What is your role in the organization?  | NA                  |   |
| Social Marketing     | Understand if people identify social marketing and its tools | What Marketing tools are used by your organization?   | RQ1                 | Kotler and Zaltman (1971)<br>Gordon (2012)<br>French and Russell-Bennett (2015) |
|                      |  | What is your opinion, in general, about NGOs turning to Marketing approaches in order to promote their goals?   | RQ1                 |   |
| Marketing Tools      | Understand how marketing                                     | What are the projects developed by the organization?  | RQ1                 | Kotler and  |

|   |  |   |     |                                      |
|---|--|---|-----|--------------------------------------|
| employed by NGOs                        | tools are employed by Non-Governmental Organizations | How are these projects communicated?  | RQ1 | Zaltman (1971)                       |
|   |  | How partnerships with other Institutions to provide services come to play?  | RQ1 | Gordon (2012)                        |
|   |  | How does the public served by the Organization contribute with monetary resources?  | RQ1 | Andreasen (2012)                     |
|   |  | How are the resources that maintain the organization coming from?   | RQ1 | Kotler & Robert (1992)               |
|   |  | How does marketing help fundraising?  | RQ1 | Thackeray, Neiger, and Hanson (2007) |
|   |  | What were the criteria for determining the Organization's place of operation?   | RQ1 | McLeish, (2011)                      |
|   |  | What are the marketing actions used by the organization?  | RQ1 | Dibb (2014)                          |
|   |  | How are these marketing actions structured and planned?   | RQ1 | Peattie and Peattie (2003)           |
|   |  | What are the organization's target audiences?   | RQ1 |                                      |
|   |  | How partnerships with communication agencies come to play?  | RQ1 |                                      |
|   |  | Which of the Marketing actions below are used by the organization? <ul style="list-style-type: none"> <li>• Websites</li> <li>• Radio/TV campaigns</li> <li>• Press releases</li> <li>• Newsletters via email</li> <li>• Events</li> <li>• Social networks</li> <li>• Other. Which ones?</li> </ul> | RQ1 |                                      |
| Marketing Tools' best practices of NGOs | Identify the effectiveness of                        | What are the desired results with the Marketing actions?  | RQ2 | Kotler and Zaltman (1971)            |
|   |  | What are the results achieved with the Marketing actions?   | RQ2 |                                      |

|  |                 |  |     |                     |
|--|-----------------|--|-----|---------------------|
|  | marketing tools | What is the success rate of attaining these goals?   | RQ2 | Stead et al. (2007) |
|  |                 | How do you deal with dissatisfaction on the part of the interested public, especially the beneficiaries? | RQ2 |                     |
|  |                 | How do you analyse the opinion of the organization's public regarding the services provided?             | RQ2 | Gordon (2012)       |

**Table 3** - Interview Guide

Source: Own Elaboration

## 2.6. DATA ANALYSIS PROCESS

Data analysis, according to Yin (2005, p.137) entails "reviewing, categorising, classifying in tables, testing, or, on the contrary, recombining quantitative and qualitative information to answer the study's main propositions." Thematic analysis is a common technique for analysing qualitative data by detecting recurring themes. The thematic analysis looks for three things in data: reoccurring themes, opposing points of view, and linkages between the various elements (Brown and Gibson, 2009). As the present study is qualitative in nature, thematic analysis was used to evaluate the response, draw conclusions, and derive recommendations (Brown and Gibson, 2009).

In terms of process, first, interviews were recorded, and the audio files were then transcribed. The data was analysed using an open coding approach, with categories emerging from the data (Strauss & Corbin, 1990; Saunders et al.,

2012). In this sense, the next step entailed the process of reading and re-reading the transcripts in order to identify potentially interesting themes. At this point, quotes were highlighted to match with the sub-themes identified. Then, they were organized by broader themes and reviewed to verify their relevance for the study. These sub-themes were then arranged in tables corresponding to each research question, as seen in the Tables 4 and 5.

Codes are words or phrases that point researchers to a certain aspect of the data that they are interested in. They're mostly used to create themes, as the process of searching for themes is similar to coding your codes to find patterns in the data (Braun & Clarke, 2013). Codes must be understood outside of the context of the data (Braun & Clarke, 2013). The coding in this work followed an inductive logic, resulting in codes that are strongly connected to the data (Patton, 1990).





### 3. DATA ANALYSIS

The present chapter will exhibit and analyse the findings that originated from the data gathered through document analysis and semi-structured interviews of NGO representatives. This analysis will be provided in response to the research question.

#### 3.1. NGOS' VIEWS OF MARKETING

Throughout the interview process, questions about the use of marketing in the context of the NGOs were made which brought to the surface the topic of how marketing is perceived by their representatives (Table 4)

| Theme                                  | Quotes   |
|--|--|
| Narrow view of Marketing               | <p>“In essence, public information is what we are doing. It is not communication, nor is it marketing. We do not have it (marketing department), although it is important to manage social media and communicate the work of the organization itself.” (CPR Representative)</p> <p>“I think it’s a good thing that we have social media. It’s not easy to keep the attention of the leaders, of people, on the issues we care about, and that is a pretty hard job...” (BAOBAB Experience)</p> |
| The role of Marketing in a NGO setting | <p>“I always understand that marketing and communication are essential to have an informed and undoubtedly calmer public opinion about the reception of this population... the tendency towards populism and hate speech towards foreigners is great, and therefore, marketing tools will be very useful to</p>  |

|   |   |
|---|---|
|   | <p>demystify some ideas that exist regarding this idea as well.” (CPR Representative)</p> <p>“It’s a pity that only the big ones, only UNICEF, UNHCR, Amnesty, have the resources to do this (marketing)... Campaigns to deconstruct prejudices, to explain what it is like to be a refugee, that we do not choose to be a refugee... It is important to understand these things, and to use all these communication tools at our disposal, first for awareness campaigns and then yes to raise funds, but above all, for awareness.” (LAR Representative)</p>  |
| <p>NGOs’ credibility damaged by Marketing</p> | <p>“...I know how much it is difficult to ask for funds to increase marketing and communication. It's easier to ask for money because you have children that don't have anything to eat but, more difficult to ask for money so I can reach more people and let them know that there are children who don't have what to eat.” (BAOBAB Experience Representative)</p> <p>“I think that each organization will do what it thinks is best to communicate its work, to be close to both its beneficiaries and potential volunteers and sponsors. Marketing always helps... imagine another organization that doesn't have the weight of 30 years... it makes perfect sense to use marketing tools.” (CPR Representative)</p> |

**Table 4** -Thematic codes for the first research question

Source: Own elaboration

Regarding the field of marketing and what it entails, it was found that most representatives of the NGOs studied associate marketing with “communication”, “promotion” or even “social media”. These terms were commonly used by the representatives to respond to questions regarding marketing, marketing tools and strategy.

The reasons behind the reluctance to use the term marketing or associate their activities with marketing activities might come from two perspectives. First, most representatives of the NGOs do not have any background in

marketing, which might mean there is misinformation and misconceptions about what marketing entails and how it operates.

Another conclusion taken from the interviews is that NGOs might have prejudice towards the use of marketing in an NGO context as marketing might be associated with for-profit organizations and product/service selling. This is especially prevalent in one of the interviewees that explicitly said that what they did was not marketing or communication, but public information, implying that those things cannot be related or are different from one another, as seen in the quote below.

“Basically, public information is what we are doing. It is neither communication nor marketing, although the part of managing social networks and communicating the work of the organization itself is important.” (CPR Representative)

The view of marketing above, clearly shows reluctance in recognising the promotional activities done by the organization as marketing, even though promotion and the use of social networks be recognised as important.

Additionally, and throughout the interviews, it was found that there is a paradoxical view regarding marketing and its role in non-profit organizations. Marketing is seen as a clear way to fundraise and find volunteers to develop and implement projects, and it is considered to be even more important to create

awareness about refugees, their lives and the challenges faced. At the same time, is also seen as a threat to the credibility of the organization. Meaning, that it was found during the interviews that NGO representatives believe that if they ask for donations to invest in marketing, the public will disregard and mistrust the organization, as seen in the quote below.

“...I know how much it is difficult to ask for funds to increase marketing and communication. It's easier to ask for money because you have children that don't have anything to eat but, more difficult to ask for money so I can reach more people and let them know that there are children who don't have what to eat.”

(BAOBAB Experience Representative)

According to Baobab Experience representative, the organization finds difficult to ask for money to invest in marketing as it believes that the public will not donate and will question the NGOs' motives.

### **3.2.MARKETING TOOLS**

Regarding the use of marketing tools by NGOs that deal with refugees, findings were gathered and organized following the thematic coding on the table below (Table 3).

| Theme                         | Quotes   |
|-------------------------------|--|
| Use of Press & TV             | <p data-bbox="528 360 1378 510">"I am very often called on television to debate maybe against the right-wing politicians the issue of migration. So, a lot of people know, a lot of people follow us, and this is how we can get all of this solidarity..."</p> <p data-bbox="900 510 1378 544"><i>BAOBAB Experience Representative</i></p> <p data-bbox="528 584 1378 730">"We are in the media, on television and in magazines: "Os Príncipes do Nada", we were on TVI, SIC, RTP... we have some media coverage for a project that is so small". (<i>Lar Representative</i>)</p> |
| Use of Social Media & Website | <p data-bbox="528 736 1378 804">"Social Media are not used much... What is most used is the website"</p> <p data-bbox="887 808 1378 842"><i>S. Cirilo "Acolher Ucrânia" Volunteer</i></p> <p data-bbox="528 887 1378 954">"We have our website... We communicate through social networks, namely Facebook and Instagram."</p> <p data-bbox="1114 958 1378 992"><i>CPR Representative</i></p>   |
| Event Organization            | <p data-bbox="528 1001 1378 1202">"We do work on the issue of public information. We go to schools, we organize information sessions, we have many conversations, colloquiums, we organize training for specialists, for non-specialized staff, for volunteers."</p> <p data-bbox="1114 1225 1378 1258"><i>CPR Representative</i></p>  |

**Table 5** - Thematic codes for the second research question

Source: Own elaboration

In their way, the NGOs studied use marketing tools to promote their mission and projects. Social media is mainly mentioned when it comes to promoting their work. Of the NGOs studied, all of them have Facebook and Instagram and only two out of the five interviewed have Twitter and Youtube. These social media platforms are used to promote their projects but also to provide useful information to the public. Additionally, all of them have a website where useful information regarding their work, news about refugees and contacts are provided.

|           | Cagintua e.V. | BAOBAB Experience | CPR | LAR | SÃO CIRILO |
|-----------|---------------|-------------------|-----|-----|------------|
| Website   | YES           | YES               | YES | YES | YES        |
| Facebook  | YES           | YES               | YES | YES | YES        |
| Instagram | X             | YES               | YES | YES | YES        |
| Twitter   | YES           | YES               | YES | X   | X          |
| Youtube   | X             | X                 | YES | X   | YES        |
| LinkedIn  | X             | X                 | YES | YES | YES        |

**Table 6** - Digital channels use for promotion by NGOs

Source: Own elaboration

In terms of frequency, it varies from organization to organization and from channel to channel. However, it was found that the NGOs studied used the channels presented on table 6 sporadically. In order to better understand the use of the digital channels mentioned above, the number of posts in the month of May of 2022 was analysed and are presented in the table below. The month of May was chosen due to the fact it is the month that is closer to the date of analysis.

|           | Cagintua e.V. | Baobab Experience | CPR | LAR | SÃO CIRILO |
|-----------|---------------|-------------------|-----|-----|------------|
| Facebook  | 0             | 5                 | 6   | 4   | 10         |
| Instagram | -             | 5                 | 5   | 3   | 9          |

|          |   |     |   |   |   |
|----------|---|-----|---|---|---|
| Twitter  | 0 | 103 | 0 | - | - |
| Youtube  | - | -   | 0 | - | 0 |
| LinkedIn | - | -   | - | 0 | 0 |

**Table 7** - Total number of posts on the month of May 2022

Source: Own elaboration.

Overall, the NGOs studied use social media sporadically, with the exception of one organization that shares frequently news, updates and information about refugees and the organization on their Twitter account. Additionally, the data on table 7 reiterates that the most used social media accounts are Facebook and Instagram despite of the frequency that they are used. This is also confirmed, if the number of followers is analysed (Table 8), as it is possible to see that Facebook and Instagram are the most popular, followed by Twitter, especially in the case of Baobab Experience.

|           | Cagintua e.V | Baobab Experience | CPR    | LAR   | São Cirilo |
|-----------|--------------|-------------------|--------|-------|------------|
| Facebook  | 37           | 69 930            | 14 981 | 3 900 | 3944       |
| Instagram | -            | 18 900            | 2 286  | 2 790 | 559        |
| Twitter   | 32           | 32 400            | 415    | -     | -          |
| Youtube   | -            | -                 | 131    | -     | 78         |
| LinkedIn  | -            | -                 | -      | 156   | 69         |

**Table 8** - Total number of followers on the month of May 2022

Source: Own elaboration.

Occasionally, NGOs use Tv and Press as promotional tools. This is not the most common media used by the majority of the NGOs, perhaps due to the costs associated with advertising in these channels. However, some are usually invited by TV networks to talk about their organization and show the work they do. It was also found that one of the organizations studied, due to its relevance in helping refugees, is usually invited to debate with far-right politicians about topics related to the lives of refugees.

Additionally, two of the organizations studied focus their projects and promotional work on events for both refugees and the rest of the public. Regarding the events targeted at refugees, the events organized aim to educate and inform refugees about the different aspects of their lives from safe routes to ways to find housing and work, and language courses. The events targeted to the public aim to create awareness about refugees' lives and the challenges they face, and to train possible specialists, non-specialists, and volunteers on how to deal with refugees and how to develop effective programs.

From the interviews conducted, it was found that the media channels used by the organizations are used in a sporadic and non-strategic way which is resulted from the lack of marketing planning from the NGOs themselves. As matter of fact, it was found that the NGOs studied struggle to develop marketing plans and strategies mainly due to the lack of monetary and human resources. The majority of the organizations rely on volunteers and on funds from the European Union,



private organizations and donations that are not enough to invest in developing a marketing team and maintaining it which results in irregular use of these tools. The following quote shows the reality of one of the NGOs studied regarding marketing strategy.

“There is none (strategy)... I work in the field. So, it should be my obligation to do it, but there is no time to do it all. Of course, if the (team) structure were even bigger, it would allow us to do that.” (LAR Representative)

As shown above, NGOs struggle with developing marketing strategies, influenced by the limited human resources to be dedicated in that development.

NGOs find partnerships a solution to ease these resources limitations by working with both non-profit and for-profit organizations, and it is believed that it should be a more common practice as there is the need of building a network of organizations where they can work together for a common goal.



## 4.FINDINGS AND DISCUSSION

In the present chapter, the emerging themes will be presented and critically linked to the literature. Three main findings were gathered and are presented in the figure below.



**Figure 2** - Main findings of the present study

Source: Own elaboration

Throughout the interview process, ideas and views of what marketing entails were found. Overall, and in the context of this study, the majority of NGOs perceive marketing as only “communication”, “promotion” or “social media”. These perceptions might come from the fact that most representatives of the NGOs studied do not have any background in marketing which might justify the misconceptions of what is marketing and how it works. Marketing in an NGO

context can be defined as an organization's internal functions, which include "planning, pricing, promotion, and distribution of programs and products based on the needs, expectations, and goals of target groups and the organization itself, with the main goal of creating an effective communication program to communicate the organization's goals" (Kotler, Ferrell, & Lamb, 1987).

Alongside the misconceptions of marketing, NGOs have a paradoxical view of the field and its role in non-profit organizations. It can be seen as a clear way to fundraise and find volunteers to develop and implement projects, and it is considered to be even more important to create awareness about refugees, their lives and the challenges faced. At the same time, is also seen as a threat to the credibility of the organization. Meaning, that it was found during the interviews that NGO representatives believe that if they ask for donations to invest in marketing, the public will disregard and mistrust the organization. As claimed by Andreasen (1994), social marketing is "the adaptation of commercial marketing technologies to programs designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of the society of which they are a part".

Additionally, it was shown that there might be some sort of prejudice towards the use of marketing by NGOs. Perhaps due to the association of marketing to for-profit organizations and its use to sell products or services. This is especially

prevalent in one of the interviewees that explicitly stated that they do not use marketing, instead they do public information.

The lack of trust in NGOs caused by marketing was not found on the literature. However, lack of trust in general from the public does exist in the literature and mentions that even though most types of charities are well-regarded and public confidence in them is stable (O'Neil, 2009), the public is careful of trusting them (Schlesinger, Mitchell & Gray, 2004) or lacks faith in them (McDougle, 2014), and even donors have been found to have low levels of trust in them (Sargeant & Lee, 2002).

Despite all that has been described, NGOs use some marketing tools such as social networks, website, events and press and television. These instruments are used to make the organization, purposes and projects known, as well as raise fundamental questions about who refugees are, and/or immigrants. These topics related to refugees' lives are confirmed/found on the literature where authors identify different issues that impact the welcoming of this group of people. Goodman et. al. (2015) identified tensions within European countries which are related to the arrival of migrants and refugees as well as the perceived costs of welcoming them. Also, it was identified in the literature the impact of using the terms migrants and refugees in the legal and social ramifications of newcomers which impacts their protection, privileges, and access to other resources (Sajjad 2018).



## **5.CONCLUSIONS**

The last chapter of the present dissertation aims to answer to the general and specific research questions, to present the findings of the investigation and also to indicate the study's limitations and recommendations for future research on the topic.

### **5.1.RESPONSE TO THE RESEARCH QUESTIONS**

The present dissertation aimed to understand the use of marketing in the context of Non-Governmental Organizations (NGOs) that deal with the social inclusion of refugees, more specifically to answer the following specific research questions:

- How is marketing viewed by NGOs that work with refugees?
- How are marketing tools employed by NGOs that work with refugees?

The topic was first introduced by reviewing existing literature, which included a comprehensive theoretical explanation of social marketing theory, as well as social inclusion, and the topics of refugees and non-governmental organizations. Then, in a form of a multiple case study, five NGOs that work with refugees were studied and both a documental analysis and semi-structured interviews were carried out with representatives of these organizations.

Throughout the interviews and documental analysis, it was possible to conclude that NGOs in some way use a variety of marketing tools to promote their organization and their work, as well as to inform about important issues, using different media to communicate to their public such as tv, social media, website, and events. In their own way, all use the means possible to them to spread their message, however they are also aware of the misuse and inadequate application of marketing tools. Additionally, marketing planning and strategy are not in place in any of these organizations which reiterates the misuse of the tools mentioned above.

At the same time, it was found that NGOs have unique perceptions regarding the use of marketing in their operations. They commonly refer to marketing as promotion, communication or social media, perhaps due to misconceptions or due to some prejudice towards the field in an NGO context. Despite of this, marketing is considered to be extremely important and essential in terms of fundraising, finding volunteers and also to inform the public about topics related to the lives of refugees, migrants and asylum seekers. In this sense, it was possible to understand how they use marketing tools as well as how the field of marketing is perceived in an NGO context, answering to both research questions.



## **5.2.CONTRIBUTIONS**

In terms of theoretical contributions, this study adds to the existing of knowledge on social marketing and the use of its tools in this social context, by studying in a real context how NGOs that deal will refugees use and perceive marketing.

In terms of practical contributions, the findings of this study show how the organizations use marketing in their work, what tools are mostly used, and their perceptions of marketing and its application in a social context. Through the present study, it was possible to identify possible misconceptions, prejudice and insecurities in using marketing by the representatives of the NGOs studied.

## **5.3.LIMITATIONS AND FUTURE RESEARCH**

Throughout the process of the present study, a few limitations were faced. Firstly, as mentioned before, the topic is not commonly researched which made the process of literature review and gap finding more difficult. Secondly, difficulties were found when trying to find NGOs available to give interviews. As mentioned above, the resources of these type of organizations are limited and therefore most organizations did not have the time or a representative available to do the interview.

In this sense, and for future research it is recommended that the present topic be studied further with more interviews and with organizations from different countries and different perspectives. Furthermore, regarding the findings about the resources of these organizations it might be an interesting topic to study possible solutions for these recurrent problems.

Lastly, as it was pointed out throughout this study, there might be some prejudice regarding marketing from NGOs themselves. It should be an interesting topic of research to study the NGOs' potential prejudice against marketing, from an internal perspective, as well as the public perceptions of using donations to invest in marketing.

## REFERENCES

- AbuJarour, S. A., & Krasnova, H. (2017). *Understanding the Role of ICTs in Promoting Social Inclusion: The Case of Syrian Refugees in Germany*. European Conference on Information Systems, Guimarães , Portugal.
- AbuJarour, S. A., Krasnova, H., & Hoffmeier, F. (2018). *ICT as an enabler: Understanding the role of online communication in the social inclusion of Syrian refugees in Germany*. European Conference on Information Systems: Beyond Digitization - Facets of Socio-Technical Change.
- AbuJarour, S. A., Krasnova, H., Wenninger, H., & Fedorowicz, J. (2016). *Leveraging technology for refugee integration: How can we help?* International Conference on Information Systems.
- AbuJarour, S. A., Krasnova, H., Wenninger, H., Fedorowicz, J., Tan, C.-W., Urquhart, C., & Venkatesh, V. (2016). *Leveraging Technology for Refugee Integration: How Can We Help?* International Conference on Information Systems, Dublin , Ireland.
- ACM. (2009). *Immigration and health-The Health Office of the National Immigrant Support Centre (CNAI) as an observatory*.
- Ager, A., & Strang, A. (2008). Understanding Integration: A Conceptual Framework. *Journal of Refugee Studies*, 21(2), 166–191. <https://doi.org/10.1093/jrs/fen016>
- Aldashev, G., & Verdier, T. (2009). When NGOs go global: Competition on international markets for development donations. *Journal of*

*International Economics*, 79(2), 198–210.

<https://doi.org/10.1016/j.jinteco.2009.07.007>

Almohamed, A., & Vyas, D. (Eds.). (2016). *Designing for the Marginalized: A step towards understanding the lives of refugees and asylum seekers* (Vol. 2, Issue 79). ACM.

American Marketing Association. (2013). *Definitions of Marketing*.

<https://www.ama.org/the-definition-of-marketing-what-is-marketing/>

Andreasen, A. R. (2002). Marketing Social Marketing in the Social Change Marketplace. *Journal of Public Policy & Marketing*, 21(1), 3–13.

<https://doi.org/10.1509/jppm.21.1.3.17602>

Andreasen, A. R. (2012). Rethinking the Relationship between Social/Nonprofit Marketing and Commercial Marketing. *Journal of Public Policy & Marketing*, 31(1), 36–41. <https://doi.org/10.1509/jppm.09.035>

Andreasen, A. R., Goodstein, R. C., & Wilson, J. W. (2005). Transferring “Marketing Knowledge” to the Nonprofit Sector. *California Management Review*, 47(4), 46–67. <https://doi.org/10.2307/41166316>

Atkinson, A. B., Marlier, E., & Nolan, B. (2004). Indicators and Targets for Social Inclusion in the European Union. *JCMS: Journal of Common Market Studies*, 42(1), 47–75. <https://doi.org/10.1111/j.0021-9886.2004.00476.x>

Aumüller, J., & Bretl, C. (2008). Die Kommunale Integration Von Flüchtlingen in Deutschland. *Berliner Institut Für Vergleichende Sozialforschung*.

- Barcelos, A. M. F. (2007). Reflexões acerca da mudança de crenças sobre ensino e aprendizagem de línguas. *Revista Brasileira de Linguística Aplicada*, 7(2), 109–138. <https://doi.org/10.1590/s1984-63982007000200006>
- Beck, W., van der Maesen, L., & Walker, A. (1997). *The Social Quality of Europe*. Springer Publishing.
- Beirens, H., Hughes, N., Hek, R., & Spicer, N. (2007). Preventing Social Exclusion of Refugee and Asylum Seeking Children: Building New Networks. *Social Policy and Society*, 6(2), 219–229. <https://doi.org/10.1017/s1474746406003484>
- Beiser, M., Puente-Duran, S., & Hou, F. (2015). Cultural distance and emotional problems among immigrant and refugee youth in Canada: Findings from the New Canadian Child and Youth Study (NCCYS). *International Journal of Intercultural Relations*, 49, 33-45.
- Bekkers, V. (2013). E-government and innovation: the socio-political shaping of ICT as a source of innovation. In *Handbook of innovation in public services*. Edward Elgar Publishing.
- Bennett, A. R. (1997). The five Vs - a buyer's perspective of the marketing mix. *Marketing Intelligence & Planning*, 15(3), 151–156. <https://doi.org/10.1108/02634509710165957>
- Berman, Y., & Phillips, D. (2000). Indicators of Social Quality and Social Exclusion at National and Community Level. *Social Indicators Research*, 151–156.

- Birchard, B. (2005). *Nature's Keepers: The Remarkable Story of How the Nature Conservancy Became the Largest Environmental Group in the World* (1st ed.). Jossey-Bass.
- Bluhm, D. J., Harman, W., Lee, T. W., & Mitchell, T. R. (2011). Qualitative Research in Management: A Decade of Progress. *Journal of Management Studies*, 48(8), 1866–1891. <https://doi.org/10.1111/j.1467-6486.2010.00972.x>
- Board, A. S. I. (2012). *Social inclusion in Australia: how Australia is faring*. Department of the Prime Minister and Cabinet.
- Bowen, G. A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal*, 9(2), 27–40. <https://doi.org/10.3316/qjrj0902027>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Braun, V., & Clarke, V. (2013). *Successful Qualitative Research: A Practical Guide for Beginners* (1st ed.). SAGE Publications Ltd.
- Bryce, H. J. (2007). The Public's Trust in Nonprofit Organizations: The Role of Relationship Marketing and Management. *California Management Review*, 49(4), 112–131. <https://doi.org/10.2307/41166408>
- Bryman, A., & Bell, E. (2011). *Business Research Methods* (3rd ed.). Oxford University Press.
- Colic-Peisker, V. (2005). 'At Least You're the Right Colour': Identity and Social Inclusion of Bosnian Refugees in Australia. *Journal of Ethnic and*

*Migration Studies*, 31(4), 615–638.

<https://doi.org/10.1080/13691830500109720>

Corbin, J., & Strauss, A. (1990). Grounded Theory Research: Procedures, Canons and Evaluative Criteria. *Zeitschrift Für Soziologie*, 19(6), 418–427.

<https://doi.org/10.1515/zfsoz-1990-0602>

cOUNCIL OF eUROPE. (2001). *Promoting the Policy Debate on Social Cohesion from a Comparative Perspective.*”.

de Coninck, D. (2020). Migrant categorizations and European public opinion: diverging attitudes towards immigrants and refugees. *Journal of Ethnic and Migration Studies*, 46(9), 1667–1686.

<https://doi.org/10.1080/1369183x.2019.1694406>

Denzin, N. K., & Lincoln, Y. S. (2000). The Discipline and Practice of Qualitative Research. In *Handbook of Qualitative Research* (2nd ed., pp. 1–32). SAGE Publications, Inc.

Deshpande, R. (1983). “Paradigms Lost”: On Theory and Method in Research in Marketing. *Journal of Marketing*, 47(4), 101.

<https://doi.org/10.2307/1251403>

Díaz Andrade, A., & Doolin, B. (2016). Information and Communication Technology and the Social Inclusion of Refugees. *MIS Quarterly*, 40(2), 405–416.

<https://doi.org/10.25300/misq/2016/40.2.06>

Dibb, S. (2014). Up, up and away: social marketing breaks free. *Journal of Marketing Management*, 30(11–12), 1159–1185.

<https://doi.org/10.1080/0267257x.2014.943264>

- Doney, P. M., & Cannon, J. P. (1997). An Examination of the Nature of Trust in Buyer-Seller Relationships. *Journal of Marketing*, 61(2), 35. <https://doi.org/10.2307/1251829>
- Eisenhardt, K. M. (1989). Building Theories from Case Study Research. *Academy of Management Review*, 14(4), 532–550. <https://doi.org/10.5465/amr.1989.4308385>
- Esteves, T. (2019). *Os idosos e a inclusão social: estudo do grau de sensibilização da população às campanhas de apoio aos idosos* (Master's dissertation). Universidade do Minho.
- Farrington, J., & Farrington, C. (2005). Rural accessibility, social inclusion and social justice: towards conceptualisation. *Journal of Transport Geography*, 13(1), 1–12. <https://doi.org/10.1016/j.jtrangeo.2004.10.002>
- Fazel, M., Reed, R. V., Panter-Brick, C., & Stein, A. (2012). Mental health of displaced and refugee children resettled in high-income countries: risk and protective factors. *The Lancet*, 379(9812), 266–282. [https://doi.org/10.1016/s0140-6736\(11\)60051-2](https://doi.org/10.1016/s0140-6736(11)60051-2)
- Flanagan, P., Garry, S., & Jason, J. A. (2006). Housing and inclusion. *A Life in the Day*, 10.
- Foucault, M. M., & Senellart, F. (2007). *Security, territory, population: lectures at the College de France, 1977–78*. 45–1971. <https://doi.org/10.5860/choice.45-1971>
- Fox, K. F. A., & Kotler, P. (1980). The Marketing of Social Causes: The First 10 Years. *Journal of Marketing*, 44(4), 24. <https://doi.org/10.2307/1251226>



- Fozdar, F., & Hartley, L. (2013). *Refugee Resettlement in Australia: What We Know and Need to Know*. Refugee Survey Quarterly.
- French, J., & Russell-Bennett, R. (2015). A hierarchical model of social marketing. *Journal of Social Marketing*, 5(2), 139-159.
- Gainer, B. (2010). Marketing for Non-Profit Organizations. In *In The Jossey-Bass Handbook of Nonprofit Leadership and Management* (Vol. 3, p. 1). John Wiley & Sons.
- Gaskin, K. (1999). Blurred vision: public trust in charities. *International Journal of Nonprofit and Voluntary Sector Marketing*, 4(2), 163–178.  
<https://doi.org/10.1002/nvsm.66>
- Gephart, R. P. (2004). Qualitative Research and the Academy of Management Journal. *Academy of Management Journal*, 47(4), 454–462.  
<https://doi.org/10.5465/amj.2004.14438580>
- Gibson, W., & Brown, A. (2009). *Working with Qualitative Data* (1st ed.). SAGE Publications Ltd.
- Glaser, S. A. B. G. L. (1967). *By Barney Glaser The Discovery of Grounded Theory: Strategies for Qualitative Research* (0008th ed.). Aldine Publishing Company.
- Goodman, S., Kirkwood, S., McVittie, C., & McKinlay, A. (2019). *The Language of Asylum: Refugees and Discourse* (1st ed. 2016 ed.). Palgrave Macmillan.
- Gordon, R. (2012). Re-Thinking and Re-Tooling the Social Marketing Mix. *Australasian Marketing Journal*, 20(2), 122–126.  
<https://doi.org/10.1016/j.ausmj.2011.10.005>
- Guba, E. (1990). *The Paradigm Dialog* (1st ed.). SAGE Publications, Inc.

- Haggis, J., & Schech, S. (2010). Refugees, settlement processes and citizenship making: An Australian case study. *National Identities*, 12(4), 365–379.  
<https://doi.org/10.1080/14608944.2010.520972>
- Henriques, F. A. (2016). *Marketing Social em Organizações Sem Fins Lucrativos: Uma Campanha de Sensibilização na APSI*. Universidade Nova de Lisboa.
- Herrington BJ. 2007. The public's trust in nonprofit organizations: the role or relationship marketing and management. *California Management Review* 49(4): 112–131.
- Huxley, P., Evans, S., Munroe, M., & Philpin, S. (2008). SCOPE for social inclusion? *A Life in the Day*, 12(3), 33–35.  
<https://doi.org/10.1108/13666282200800029>
- International World Migration. (2018). *Chapter 5 – Global migration governance: Existing architecture and recent developments*.  
<https://doi.org/10.1002/wom3.5>
- ISMA, ESMA, & AASM. (2013). *Consensus Definition of Social Marketing*. iSMA.  
[https://isma.memberclicks.net/assets/Documents\\_Shared\\_Website/ESMA,%20AASM,%20SMANA%20iSMA%20endorsed%20Consensus%20Principles%20and%20Concepts%20paper.pdf](https://isma.memberclicks.net/assets/Documents_Shared_Website/ESMA,%20AASM,%20SMANA%20iSMA%20endorsed%20Consensus%20Principles%20and%20Concepts%20paper.pdf)
- Jonker, J., & Pennink, B. (2010). *The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science*. Springer.
- Kheireddine, B. (2018). A Social Marketing approach to (in)tolerance between Refugees and Host Communities in Lebanon. Universidade do Minho.

- Kotler, P., & Levy, S. J. (1969). Broadening the concept of marketing. *Journal of Marketing*, 33(1), 10–15.
- Kotler, P., & Roberto, E. (1989). *Social Marketing: Strategies for Changing Public Behavior*. New York: The Free Press. Published.
- Kotler, P., & Zaltman, G. (1971). Social Marketing: An Approach to Planned Social Change. *Journal of Marketing*, 35, 3–12.
- Kotler, P., Ferrell, O. C., & Lamb, C. (1987). *Strategic marketing for nonprofit organizations : cases and readings*. Upper Saddle River, NJ: Prentice Hall, Inc.
- Kotler, P., Roberto, N., & Lee, N. R. (2002). *Social marketing : Improving the quality of life*. SAGE Publications.
- Kotler, P., Roberto, N., & Leisner, T. (2006). Alleviating poverty: A macro/micro marketing perspective. *Journal of Macromarketing*, 26(2), 233–239.
- Lee, N. R., & Kotler, P. (2019). *Social Marketing: Behavior Change for Social Good* (6th ed.). SAGE Publications, Inc.
- Lincoln, Y. S., Lynham, S. A., & Guba, E. (2011). *Paradigmatic controversies, contradictions, and emerging confluences, revisited*. SAGE Publications.
- Marconi, M., & Lakatos, E. (2003). *Fundamentos de metodologia científica*. Editora Atlas S. A. [https://doi.org/https://doi.org/10.1590/S1517-97022003000100005](https://doi.org/10.1590/S1517-97022003000100005)

- McDougle L. 2014. Understanding public awareness of nonprofit organizations: exploring the awareness– confidence relationship. *International Journal of Nonprofit and Voluntary Sector Marketing* 19(3): 197–199.
- McLeisch, B. (2011). Successful marketing strategies for nonprofit organizations: winning in the age of the elusive donor.
- Mestheneos, E., & Ioannidi, E. (2002). Obstacles to Refugee Integration in the European Union Member States. *Journal of Refugee Studies*, 15(3), 304–320.
- Morato, M., Lizana, A., & Mestanza, J. (2017). O problema da exclusão social na União Europeia. *Revista de Gestão Dos Países de Língua Portuguesa*.
- Morrice, L. (2007). Lifelong Learning and the Social Integration of Refugees in the Uk: The Significance of Social Capital. *International Journal of Lifelong Education*, 26(2), 155–172.
- Mullin, R. (1995). *Foundations for fundraising*. ICSA Publishing.
- Mullin, R. (1995). *Foundations for Fundraising*. ICSA Publishing Ltd (Institute of Chartered Secretaries & Administrators).
- Nolasco, C. (2017). Refugiados, fronteiras e valores. Questões suscitadas pela violação da linha abissal. *Cescontexto-debates*, (19), 212-222.
- O’Neil, J. (2009). Linking Public Relations Tactics to Long-Term Success: An Investigation of How Communications Contribute to Trust, Satisfaction, and Commitment in a Nonprofit Organization. *Journal of Promotion*

*Management*, 14(3-4), 263-274.

<https://doi.org/10.1080/10496490802623358>

Palmer, A. (2004). *Introduction to Marketing: Theory and Practice*. Oxford University Press.

Patton, M. Q. (2002). *Qualitative Research & Evaluation Methods* (2nd ed.). SAGE Publications, Inc.

Patton, M. Q. & SAGE Publishing. (1990). *Qualitative Evaluation and Research Methods*. SAGE Publications.

Peattie, S., & Peattie, K. (2003). Ready to Fly Solo? Reducing Social Marketing's Dependence on Commercial Marketing Theory. *Marketing Theory*, 3(3), 365-385. <https://doi.org/10.1177/147059310333006>

Polsa, P. (2016). Marketing Thought Follows the Circle of Consumption. *Australasian Marketing Journal*, 24(3), 252-253. <https://doi.org/10.1016/j.ausmj.2016.08.009>

Pradhan, J. P. (2006). Quality of Foreign Direct Investment, Knowledge Spillovers and Host Country Productivity: A Framework of Analysis. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1515673>

Ramos, L. M. (2011). A New Standard for Evaluating Claims of Economic Persecution Under the 1951 Convention Relating to the Status of Refugees *Vand. J. Transnat'l L.*, 44, 499.

Rangun VK, Karim S (1991). *Teaching Note: Focusing the Concept of Social Marketing*. Cambridge, MA: Harvard Business School.

Robeyns, I. (2005). Selecting capabilities for quality of life measurement. *Social indicators research*, 74(1), 191-215.

Rogers, G. B. (1962). *Relative Profitability of Alternative Procurement, Productions, and Selling Programs for Broiler Processors: Based on Studies in the New England Area 1957-59 (No. 516)*. Economic Research Service, Marketing Economics Division, US Department of Agriculture.

Sajjad, T. (2018). What's in a name?'Refugees','migrants' and the politics of labelling. *Race & Class*, 60(2), 40-62.

Salamon, L. M., & Anheier, H. K. (1992). In search of the non-profit sector. I: The question of definitions. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 3(2), 125-151.

Salamon, L. M., & Anheier, H. K. (1997). *Defining the nonprofit sector: A cross-national analysis*. Manchester University Press.

Sargeant, A., Ford, J., & West, D. C. (2000). Widening the appeal of charity. *International Journal of Nonprofit and Voluntary Sector Marketing*, 5(4), 318-332.

Sargeant A, Woodliffe L. 2007. Gift giving: an interdisciplinary review. *International Journal of Nonprofit and Voluntary Sector Marketing* 12: 297-307.

- Saunders, P. (2013). Reflections on the Concept of Social Exclusion and the Australian Social Inclusion Agenda. *Social Policy & Administration*, 47(6), 692-708.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students*. Pearson Education
- Saxton, J. (2004). The achilles' heel of modern nonprofits is not public 'trust and confidence' but public understanding of 21st century charities. *International Journal of Nonprofit and Voluntary Sector Marketing*, 9(3), 188-190. <https://doi.org/10.1002/nvsm.246>
- Schiavo, M. R. (2011). Marketing Social: uma breve descrição. *Marketing, Opinião*
- Schlesinger M, Mitchell S, Gray BH. 2004. Restoring public legitimacy to the nonprofit sector: a survey experiment using descriptions of nonprofit ownership. *Nonprofit and Voluntary Sector Quarterly* 33: 673-710
- Sen, S. (1985). Well-Being, Agency and Freedom: The Dewey Lectures 1984. *The Journal of Philosophy*, 82(4), 169-221.
- Shapiro, B. P. (1985). Rejuvenating the marketing mix. *Harvard Business Review*, September/October, 28-34.
- Silva, D. (2017). O fenômeno dos refugiados no mundo e o atual cenário complexo das migrações forçadas. *Revista Brasileira de Estudos de População*, 34, 163-170. Doi: 10.20947/S0102-3098a0001

Silva, I. (2021). Make a Feminist out of You: Disney's potential to promote behavioural change in gender stereotyping. IPAM Porto.

Silverman, D. (2011). A guide to the principles of qualitative research.

Skran, Claudena & Daughtry, Carla. (2009). The Study of Refugees Before 'Refugee Studies'. *Refugee Survey Quarterly*. 26. 10.1093/rsq/hdi0240.

Stanley, J. K., Hensher, D. A., Stanley, J. R., & Vella-Brodrick, D. (2011). Mobility, social exclusion and well-being: Exploring the links. *Transportation research part A: policy and practice*, 45(8), 789-801.

Strauss, A., & Corbin, J. (1990). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques* (Second ed.). SAGE Publications, Inc.

Sumelius, D. (2018). *Encouraging Young Students to Volunteer Through Social Marketing*. Hanken School of Economics.

Tapp, A., & Spotswood, F. (2013). From the 4Ps to COM-SM: reconfiguring the social marketing mix. *Journal of Social Marketing*.

Trussel, J., Greenlee, J. S., & Brady, T. (2002). Predicting financial vulnerability in charitable organizations. *The CPA Journal*, 72(6), 66.

UN Refugee Agency. (2020). *Social Inclusion Of Refugees*.

UNHCR. (2017). *Global Trends: Forced Displacement in 2016*.



UNHCR. (2019). MID-YEAR TRENDS 2018.

<https://www.unhcr.org/5c52ea084.pdf>

UNHCR. (2021). Global Trends: Forced Displacement in 2020. UNHCR Global Trends, 72. <https://www.unhcr.org/60b638e37/unhcr-global-trends-2020>

UNHCR. (2021b). MID-YEAR TRENDS 2021 Trends at a Glance. (2021).

United Nations General Assembly (1951), "Convention Relating to the Status of Refugees," July 28, (accessed December 1, 2021), [available at <http://www.refworld.org/docid/3be01b964.html>].

United Nations General Assembly (1967), "Protocol Relating to the Status of Refugees," (accessed December 1, 2021), [available at <http://www.refworld.org/docid/3ae6b3ae4.html>].

Vakil, A. C. (1997). Confronting the classification problem: Toward a taxonomy of NGOs. *World Development*, 25(12), 2057–2070.

Wahyuni, D. (2012). The research design maze: Understanding paradigms, cases, methods and methodologies. *Journal of Applied Management Accounting Research*, 10(1), 69–80.

Wasan, P. G., & Tripathi, G. (2014). Revisiting Social Marketing Mix: a Socio-Cultural Perspective'. *Journal of Services Research*, 14(2), 127–144.

Weibe, G. D. (1951). Merchandising Commodities and Citizenship on Television.

Public Opinion Quarterly, 15(4), 679–691.

Weinreich, N. (2011). Hands-On Marketing Social: A Step-by-Step Guide to

Designing Change for Good (2nd ed.). SAGE Publications.

Wilson, C., & Seeker, J. (2015). Validation of the Social Inclusion Scale with

Students. Social Inclusion, 3(4), 52–62.

Yin, R. K. (Ed.). (2005). Introducing the world of education: A case study reader.

Sage.

Yin, R. K. (2013). Applications of case study research. Applied Social Research

Methods Series. <https://doi.org/10.1097/FCH.0b013e31822dda9e>

Yu, S., Ouellet, E., & Warmington, A. (2007). Refugee Integration in Canada: A

Survey of Empirical Evidence and Existing Services. Refuge, 24(2), 17–34.

Zetter, R. (2007). More labels, fewer refugees: Remaking the refugee label in an

era of globalization. Journal of refugee studies, 20(2), 172-192.