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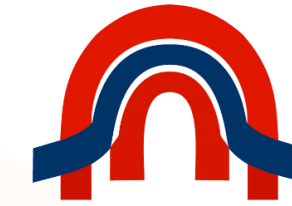Instituto Superior de Contabilidade
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Dissertação submetida ao Instituto Superior de Contabilidade e Administração de Coimbra para cumprimento dos requisitos necessários à obtenção do grau de **Mestre em Marketing e Negócios Internacionais**, realizada sob a orientação da Professora Maria Madalena Eça Guimarães de Abreu.

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TERMO DE RESPONSABILIDADE

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ABSTRACT

Digital Marketing has changed how organizations communicate with their audiences. The internet has become part of every consumer's life, as they are increasingly online. Therefore, marketers taken marketing to the digital space through several digital marketing tools.

However, Non-profit organizations (NPOs), including religious organizations, have been slow to adapt to this new way of communication. NPOs characteristics cause barriers which justify this delay. Religious organizations have specific characteristics which further difficult digital marketing usage.

It is interesting, therefore, to study the adoption of digital marketing in the Portuguese religious context. For the present study, 10 of the main protestant religious organizations were interviewd. This purposive sample was used after a previous analysis of the digital space of religious organizations. However, others were contacted without previous knowledge about their digital presence.

The findings showed that, although not every organization prioritizes digital marketing the same way, each organization uses digital marketing tools to some extent, with social media being the main digital marketing tool. The main difference between them is their objective: member maintenance or member acquisition.

Overall, this study gives insights into the development of digital marketing in protestant religious organizations in Portugal, their perspectives, the reasons for not using it more intensively, the tools are being used, the objectives they have and the targets they are addressing.

Keywords: Digital marketing, digital marketing tools, NPOs, religious organizations, religious marketing.

RESUMO

O marketing digital mudou a forma como as organizações comunicam com as suas audiências. A internet tornou-se parte das vidas de todos os consumidores, uma vez que estão cada vez mais online. Então, os marketers trouxeram o marketing para o espaço digital, através de várias ferramentas de marketing digital.

No entanto, as organizações sem fins lucrativos (NPOs), incluindo as organizações religiosas, têm sido lentas na adaptação a esta forma de comunicação. As características das NPOs provocam barreiras que justificam este atraso. As organizações religiosas têm também características que dificultam ainda mais a utilização de marketing digital.

É, então, interessante estudar a adoção do marketing digital no contexto religioso português. Neste estudo, foram entrevistadas 10 das principais organizações religiosas protestantes. Esta amostra proposital foi usada depois de uma análise prévia ao espaço digital das organizações. No entanto, outras foram contactadas diretamente e sem conhecimento prévio do espaço digital das mesmas.

Os resultados mostraram que, apesar de nem todas as organizações ririzarem o marketing digital da mesma forma, cada organização utiliza ferramentas de marketing digital, sendo a principal as redes sociais. A maior diferença entre elas é o seu objetivo: manutenção ou aquisição de membros.

De forma geral, este estudo aborda o desenvolvimento do marketing digital nas organizações religiosas protestantes em Portugal, as suas perspetivas, razões para não ser utilizado mais intensamente, as ferramentas usadas, os seus objetivos e os targets a que se direcionam.

Palavras-chave: Marketing digital, Ferramentas de marketing digital, Organizações sem fins lucrativos, Organizações religiosas, Marketing religioso.

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AMA – *American Marketing Association*

FPO – *For-profit Organizations*

NPO – *Non-profit Organizations*

SEM – *Search Engine Marketing*

SEO – *Search Engine Optimization*

SERP – *Search Engine Results Page*

INTRODUCTION

Digital marketing undergoing a major evolution that is transforming the way companies (or any other organization) communicate with their targets (Bianchini, 2019; Chaffey & Ellis-Chadwick, 2019). It is stated that, in December 1995, there were only 16 million internet users, but in June 2019, that number raised to 4536 million users (over half of the world population at the time) (Busca and Bertrandias, 2020 apud Faruk et al, 2021). The Internet has become part of consumers' lives, and the digital space is increasingly reality and this reality has made marketers more aware of this digital space. They have taken marketing into this new virtual world, investing in this now fundamental resource (Bianchini, 2009; Faruk et al, 2021). However, while for-profit organizations (FPOs) marketing is increasingly focused on digital marketing, non-profit organizations (NPOs) are still behind (Bianchini, 2009; Faruk et al, 2021).

Digital marketing in a religious context has not yet been addressed to a large extent (Pessoa et al., 2020). There is a view that religious organizations are service providing non-profit organizations (Santos & Mathews, 2001; Wrenn, 2011; Odia & Felix Isibor, 2014). NPOs are organizations that do not have profiting intent, as their main purpose is to provide services that the state and FPOs do not have or cannot be trusted to provide (Pope et al., 2009; Rosnerova & Hraskova, 2021). As NPOs are service providers, service marketing can be applied as a management tool (Guimarães, 2009; Pope et al., 2009; Rosnerova & Hraskova, 2021). However, some adaptations have to be made so there is full compatibility between service marketing and the non-profit sector (Guimarães, 2009). There are also some differences when it comes to targeting, as different types are targeted and approach differently (Pope et al., 2009). Religious organizations can apply marketing as a management tool as well (Angheluţă et al., 2009; Dobocan, 2015; Odia & Felix Isibor, 2014).

Nevertheless, there is a major debate between marketer and theologians because the nature of organizations makes the possibility of using marketing as a management too controversial (Wrenn, 2011). This happens because religious organizations are dependent on the dogmas they are based on (Angheluţă et al., 2009; Dobocan, 2015; Pessoa et al., 2020).

Despite the debate, it is a fact that religious organizations use marketing tools. It can be used to increase number of consumers, promote consumer care (Angheluţă et al.,

2009; Dobocan, 2015), improve the image of the organization and fundraise. (Angheluţă et al., 2009).

In the digital era we live in, digital marketing has the opportunity to strengthen the communication between organizations and consumers (Simões, 2021). Digital places are now increasingly trendy and represent a new behavioural trend rather than simply a new place to communicate (Simões, 2021).

There is no generally accepted definition of digital marketing but, in the simplest way possible, it can be defined as "marketing powered by the possibility of using digital communication technologies" (Bianchini, 2019, p. 19).

As technology develops, new digital tools are developed (Simões, 2021). In this study, several digital communication tools are addressed: Website, Search Engine Marketing (SEM), Online Advertising, E-mail Marketing and Social Media Marketing.

Marketing in religious organizations is still a questionable topic. It is relevant because digital marketing is no crucial for communication between organizations and consumers, and this is no different for religious organizations. However, there are many barriers that hinder or complicate the use of digital marketing in these organizations. Given the significance of digital marketing in organizations, we assume that religious organizations in Portugal also practice it.

The initial aim of this thesis was to study a sample that would be faithful to the reality of religious organizations in Portugal. However, the interviews that were conducted did not allow this, since the interviewees who showed availability were mostly from religious organizations of a protestant character.

This dissertation tells real stories of Portuguese protestant religious organizations, told through exploratory research. The aim is to understand whether they are aware of digital marketing and whether they use it as a means to achieve their objectives, as well as the reasons for doing so.

This dissertation's main guiding question is: "Do Portuguese protestant religious organizations use digital marketing to achieve their objectives?"

Other more specific objectives include:

a. Understanding if organizations consider digital marketing as an essential or needed tool or means in their communication strategies. If not, why not;

b. Understanding if digital marketing is used to attract new consumers/ members or maintain existing ones;

c. Understanding if digital marketing is used to gather new volunteers or maintain existing ones;

d. Understanding if digital marketing is used to attract new funders and raise funds;

e. Understanding which digital marketing tools are used by the organizations;

f. Understanding if the people in charge of the organizations' marketing are volunteers or employees and why;

g. Understanding what are the reasons for organizations to avoid digital marketing or not using it more frequently and intensively.

The methodology used for literature review was bibliographic search of articles, conference papers and other theses and dissertations. Firstly, a systematic literature review was carried out. The results were useful to prove that very few studies have been made in the field of digital marketing in religious organizations. The articles retrieved were not enough for the development of the literature review. For the empirical study, 10 interviews were carried out with people with management or marketing responsibilities in religious organizations.

The first topic provides a definition of digital marketing. It then discusses various digital marketing tools such as website, SEM, online advertising, e-mail marketing and social media marketing.

The second topic provides a definition of NPOs. Objectives, barriers, and characteristics are discussed, as ell as the use of marketing in these organizations and its limitations.

In the third section, NPOs are then narrowed down into religious organizations. The importance and applicability of marketing in these organizations is discussed, as well as the limitations and some of the reasons why marketing is not used more extensively in these organizations.

The fourth topic is an overall summary of the literature review, highlighting the main themes and presenting the main definitions.

The second chapter defines the methodology of the study. The results are then explained in the findings chapter.

As demonstrated, few studies have been conducted that cross the terms "digital marketing" and "religious organizations" or "churches". However, during the development of the bibliographic analysis, it was found that marketing, as a way of thinking about the organization's management, has already been studied in this context. Some tools, such as social media and websites, have also been addressed, albeit less extensively. Thus, this study will allow to discover the perspective that Portuguese Protestant religious organizations have on digital marketing. Comparisons in the case of some specific digital marketing tools, with some cases presented in the bibliography, such as the studies of Webb (2012), Waters and Tindall (2010), Rupp and Smith (2002), Enweani and Eke (2019) and Waters et al. (2009), will also be done.

Literature Review

1. Digital marketing

1.1 Digital Marketing Concept

There has been a change of perspective in marketing over the years. In the first stage (1.0 marketing), marketing had a product-centered perspective. In the second stage (2.0 marketing), a consumer-centered perspective was adopted. In the third stage (3.0 marketing), a value-centered perspective was adopted. Finally, in the era of digitalization, 4.0 marketing is an approach that focus on the interaction between online, offline, digital, and traditional marketing approaches (Bianchini, 2019; Kotler et al., 2017). Finally, Marketing 5.0, which has the well-being sustainable development is about generating emotional experiences for the consumer with the aim of strengthening the bonds of loyalty between the customer and the brand (Kotler et al., 2021).

Marketing today is not just about selling a product or service - it is more about building a relationship with the consumer (Simões, 2021). It is no longer enough to have a quality product or service, but it is crucial to communicate it to the consumer (Simões, 2021). This is why it is necessary to study these new ways of communication.

As we live "in the age of internet and social media, marketing trends are moving towards the digital world" (Bianchini, 2019, pp. 18). The recent development of communication technologies, such as social media, is establishing a new hub where consumers are integrated, connecting and communicating with each other (Simões, 2021). These new digital places are not just a technology used by consumers, but a new trend in consumption behavior (Simões, 2021). This new way of communicating has created a new category of marketing, digital marketing (Simões, 2021).

Digital marketing does not have a generally accepted and definitive definition, as many authors define it in different ways. Originally, digital marketing was described as the use of digital channels as a way of marketing products or services (Kannan & Li, 2017). Over time, broader definitions have emerged (Kannan & Li, 2017). These new definitions include the processes of using digital technologies in marketing activities, such as attracting new customers, promoting, maintaining customers and increasing. (Kannan & Li, 2017).

The American Marketing Association (AMA) (2022) says that *"in a nutshell, digital marketing refers to any marketing methods conducted through electronic devices which utilize some form of a computer"*. Many other authors have other takes on what digital marketing is. In a simple way, Bianchini (2019, pp. 19) defines it as "marketing powered by the possibility of using digital communication technologies".

As *"digital marketing is a broad term that encompasses many different channels for prompting business interests to prospective customers"* (AMA, 2022), there are many different digital tools, and with the constant technology development, new tools are continuously being developed (Simões, 2021).

1.2 Digital Marketing Tools

To begin with, in the digital age, websites are crucial for any organization. Through a website, organizations can share information about their products, services and other types of information without intermediaries and in an effective way (de Oliveira, 2013). Websites are not only used by organizations to communicate the products and services they offer (de Oliveira, 2013). Websites can allow consumers to access online support, portfolios and other types of information, such as the organization's location, online transactions and budgets and news. (de Oliveira, 2013).

Websites allow three types of opportunities: e-information, e-communication, and e-transactions (Li et al., 2015; Meroño-Cerdan & Soto-Acosta, 2007). E-information is related to the use of websites to share information, e-communication is related to the opportunity that websites allow to let organizations and other parts, such as customers and stakeholders, to communicate and interact and e-transactions mean that websites allow purchases to be done online (Li et al., 2015; Meroño-Cerdan & Soto-Acosta, 2007).

Chamboko-Mpotaringa and Tichaawa (2021) add some considerations about the importance and role of a website in an organization:

- "Websites are considered an organization's place of business and the cornerstone of the organization's marketing actions occur on the internet" (Digiorgio, 2016, apud Chamboko-Mpotaringa & Tichaawa, 2021, pp. 715);
- "Websites are perceived as trustworthy and credible digital sources of information when they have high degree of institutional control over the content

posted" (Jiménez-Barreto et al., 2020, apud Chamboko-Mpotaringa & Tichaawa, 2021, pp. 715);

- "Website content should be target-oriented, relevant, comprehensive and should be updated regularly" (Labanauskaitė et al., 2020, apud Chamboko-Mpotaringa & Tichaawa, 2021, pp. 715);

- "Websites aim to engage directly with customers by maintaining communicative exchanges, thereby eliminating the middleman"(de Rosa et al., 2019, apud Chamboko-Mpotaringa & Tichaawa, 2021, pp. 715).

There are several ways to attract customers to an organisation's website, such as Search Engine Optimization (SEO), email marketing and social media marketing. (Durmaz & Efendioglu, 2016).

SEO is the "process of optimizing website to «rank» higher in search engine result pages, thereby increasing the amount of organic (or free) traffic your website receives" (Desai, 2019, pp. 197), and its purpose is to "bring together the target audience and the web page through search engines" (Durmaz & Efendioglu, 2016, pp. 36).

SEO refers to the list of results that appear on the Search Engine Results Page (SERP) when a search is made on a search engine. The main aim of SEO is to have a website at the top of the search list, as being at the top of the list means having more visibility, and this is done by making sure that a website is programmed in such a way that the search engine assumes that the website is relevant to the search terms typed into the search engine (Bianchini, 2019; Medell, 2018). This is done by using the right keywords (on-site optimisation) and backlinks (off-site optimisation) (Bianchini, 2019). On-site optimization means "optimizing website to contain the relevant keywords" (Medell, 2018, pp. 6). Off-site optimization means "generating backlinks from other sources" (Medell, 2018, pp. 6). With the right keywords and quality and quantity of the backlinks, the search engine will rank the website higher (Bianchini, 2019; Medell, 2018).

SEO can be used in an organic or paid way. Organic SEO means that the website owner tries to achieve his objectives through unpaid methods, while paid advertising is used when one uses the paid SEO methods (Terrance et al., 2017). SEO paid methods can be, for example, Search Engine Advertising, also known as PPC (Pay-per-click),

which has some advantages, as, for example, Search Engine Advertising can show more information about the website or the selling products/ services than free SERP positioning (Costa, 2020).

A different but related term is SEM. SEM is related to the use of SEO to achieve the objectives of the organization (Terrance et al., 2017). Therefore, SEM uses SEO to get return on investment (ROI) for the organization (Terrance et al., 2017) and to reach marketing objectives. SEM makes the marketing decisions that SEO implement technically, such as "purchase of advertising space, adoption of Pay Per Click (PPC) campaigns, newsletter/e-mail marketing, increase in traffic on their sites or links" (Bianchini, 2019, pp. 24) (Bianchini, 2019; Medell, 2018).

Online advertising is the second digital marketing category. Online advertising is the concept of advertisement adapted to the internet. Advertising is important because it can be persuasive, informative, and even add value to the purchase and it has become relevant as more and more people consume online media (Goldfarb, 2014; Medell, 2018). It means that the organizations pay to have ads on "social media websites, SERP, portals, blogs, community websites, virtual world sites, podcasts/ video streaming, newsletters, emails, question-answer websites, newsletters, and any other website" (Medell, 2018, pp. 7) (Goldfarb, 2014; Medell, 2018).

The biggest advantages of Internet advertising are the possibility of targeting an audience in multiple ways, the possibility of getting metrics and analytics, the fact that, by clicking the ad, the customer can immediately access the product (interactivity) and, comparing digital advertising with offline advertising, one big advantage is the cost of targeting being substantially lower (Goldfarb, 2014; Medell, 2018).

Goldfarb (2014) says that there are three general categories of online advertising, which are search advertising, classified advertising, and display advertising. Search advertising is related to the SERP page, also related to SEO and SEM, when the ad appears on the top of the SERP (Goldfarb, 2014). It is an effective method, since when a consumer does a search, it means there is an intent of buying (Goldfarb, 2014). Since the ad appears in the moment there is an intent, it may have better results (Goldfarb, 2014). Classified advertising means "advertising that appears on websites that do not provide other media content or algorithm search" (Goldfarb, 2014, pp. 117). This advertising is done on websites such as Craigslist or jobs or dating websites (Goldfarb,

2014). Display advertising includes various types of ads, from plain text ads to media-rich ads like video ads, and it is typically used on social media websites (Goldfarb, 2014).

E-mail marketing is the third category. The name is self-explanatory: it means marketing via e-mail. Permission-based e-mail marketing means that the consumer must give the company permission to receive the company's e-mails, otherwise, it can be considered as unsolicited/ spam (Ellis-Chadwick & Doherty, 2012). It is necessary to take into account the large amount of data protection that has been raised in recent times, as in some jurisdictions, customer consent is mandatory (Ellis-Chadwick & Doherty, 2012; Medell, 2018). Today, in Europe, data protection regulations are strict and whoever wants to create an e-mail marketing campaign needs to be aware of the regulations (Ellis-Chadwick & Doherty, 2012; Medell, 2018).

This is a cost-effective method (it is said to have twice the return on investment than the other online marketing methods, such as advertisement), with low costs, such as set up and distribution and is affordable by small and medium-sized businesses (Ellis-Chadwick & Doherty, 2012). This method is especially effective and used for companies that want to keep a closer relationship with their consumers (Ellis-Chadwick & Doherty, 2012).

A good advantage of e-mail marketing is that sales promotions are easily targeted and distributed (Ellis-Chadwick & Doherty, 2012). Consumers who are interested in a company's products and services may subscribe to the e-mail list and the segmentation and distribution will be even easier (Ellis-Chadwick & Doherty, 2012).

Social media marketing is the last category. It is one of the most important tools of digital marketing, as billions of people use these platforms (Appel et al., 2020). In March 2019, around 1.56 billion people were counted as daily users (Appel et al., 2020). For 2022, it was estimated that a total of 3.29 billion people, 42.3% of the world's population, would use social media (Appel et al., 2020). As represented by these numbers, it is impossible not to use social media as a marketing tool (Appel et al., 2020).

Social media consists of online platforms that enable interactive content, let consumers create content and make their voices heard, such as Facebook, Twitter, LinkedIn, Instagram and YouTube (Bianchini, 2019). It is useful for consumers to

communicate with organizations directly (Bianchini, 2019). But in a broader way, Appel et al. (2020) state that what defines social media is more about the behavior that the users have on the platforms than properly the technologies and services offered by those. Social media use can be categorized in three different ways, which are *"(1) digitally communicating and socializing with known others, such as family and friends, (2) doing the same but with unknown others but who share common interests, and (3) accessing and contributing to digital content such as news, gossip, and user-generated product reviews"* (Appel et al., 2020, pg 81). The same authors define these three uses as, essentially, "word of mouth" (WOM), which is one of the most important tools of marketing.

Social media is one of the best ways to have an inexpensive two-way conversation between organizations and consumers, connecting people from all over the world, through a virtual and free space (Medell, 2018; Rosnerova & Hraskova, 2021).

Organizations can use this virtual space to interact with their targets and keep them interested. This can be done, for example, by posting news, updates and content, to keep the customers interested or to attract new ones (Rosnerova & Hraskova, 2021).

The customers that are engaged "can become brand ambassadors through word-of-mouth" (Medell, 2018, pp. 10). In this reality, not only the customers that buy are important, but also the customers that can influence other customers to buy.

As social media platforms allow customers to post their on content, it is important for the companies or organizations to let their customers post their opinions (Medell, 2018). This can be done, for example, by posting ratings and reviews, to influence other people to buy, as social media users can seek out other people's opinions online (Medell, 2018; Tiago & Veríssimo, 2014).

Social media is also useful for companies or organizations to advertise themselves with a very efficient targeting, based on, for example, socio-demographic characteristics or cultural interests (Bianchini, 2019).

Social media has been used by NPOs, and it is a popular tool between them. NPOs should share reports about the organizations and their activities. It is also appropriate to use social media to thank the volunteers and employees of these organizations (Rosnerova & Hraskova, 2021).

As social media has become more ubiquitous in people's lives, the use of celebrities and opinion leaders has potentially increased (Appel et al., 2020). As traditional big celebrities are too expensive for most small brands, micro-influencers have become more important and a new trend to consider when talking about social media marketing (Appel et al., 2020). These micro-influencers are seen as more trusted than the average celebrity and can be more effective in engaging consumers (Appel et al., 2020).

Content Marketing is an important element of social media marketing. It consists of sharing multimedia content (Bianchini, 2019; Medell, 2018). The main purpose of this tool is to create value to the consumer through the creation and distribution of content (Bianchini, 2019; Medell, 2018). Content marketing is a good way of attracting and retaining customers and has other benefits for the company or organization, such as increasing sales, saving costs and raising customer loyalty (Bianchini, 2019; Medell, 2018).

Content marketing is very different from advertising. Advertising is a way of selling a product - it can be informative and even add value to a product or service, but its objective is still to sell the product or service through some degree of persuasion (Bianchini, 2019). Content marketing is different, as its objective is not to be persuasive, but to generate a positive view and behavior from the costumer towards the company or organization, through publishing content related to the company or organization's information, such as mission, history and processes (the published information may vary depending on the industry where the company or organization operates) (Bianchini, 2019).

For NPOs, content marketing has the potential to increase donors, volunteers and visitors to events (Rosnerova & Hraskova, 2021). The main obstacles for content marketing in NPOs are the lack of time and, as usual for these organizations, limited finances and volunteers (Bianchini, 2019; Rosnerova & Hraskova, 2021). NPOs should, not only publish content about themselves, but also post content to raise awareness about their area of intervention (Bianchini, 2019; Rosnerova & Hraskova, 2021).

In conclusion, digital marketing is an important tool for communication between organizations and consumers. In the digital era that we are in, it is crucial to use digital marketing tools to communicate. This review lists and defines the most important

digital marketing tools that organizations can use to communicate with the consumer. In the next topic, NPOs are defined and characterized as the use of marketing by these organizations.

2. Non-profit Organizations

2.1. What Are Non-profit Organizations

Non-profit organizations are still an important interdisciplinary research topic for scholars, despite the large amount of research on them (Helmig et al., 2004; Lewis, 2002). These organizations contribute on a large scale to the third sector of the economy, and the competition between them is strongly increasing (Weerawardena et al., 2010). They are important for society since their objectives are to serve the needs that the FPOs cannot be trusted with, since providing for those needs may not be profitable (Weerawardena et al., 2010).

Andersson et al. (2015) state that both FPOs and NPOs have objectives and funding needs. FPOs' objectives are to make a profit, so, FPOs need to raise funds to achieve their objective (Andersson et al., 2015). These funding necessities are approached by selling goods and/ or services (Andersson et al., 2015).

On the other hand, NPOs, as the name suggests, are organizations that, unlike their for-profit counterparts, do not operate for profit, as their main purpose is usually related to helping communities and social objectives, assisting or providing the public with services that the state cannot cover or that the for-profit sector cannot be trusted to provide, due to the nature of the sector (Andersson et al., 2015; Pope et al., 2009; Rosnerova & Hraskova, 2021).

The services provided by these organizations are free of charge for the consumer or highly subsidized (Bennett & Sargeant, 2005; Guimarães, 2009). This important characteristic of the NPOs means that they need to be financed somehow, to provide the services they propose to, and the means of financing are very limited, so, financing is usually a big problem for a non-profit organization (Rosnerova & Hraskova, 2021). "In many cases, this is a real obstacle for non-profit entities, as they rely on obtaining resources from the external environment" (Rosnerova & Hraskova, 2021, pp. 3). These organizations are therefore dependent on donations from individual or institutional donors, government, and grant-making trusts/ foundations (Bennett & Sargeant, 2005),

to keep their services free of charge. Other issues such as the lack of a qualified workforce or simply the lack of staff are also worrisome (Akchin, 2001; Guimarães, 2009; Rosnerova & Hraskova, 2021).

It is necessary for these organizations to raise awareness of their cause and spread information about themselves in order to obtain the necessary resources, such as funding and volunteer staff, which can be achieved through marketing strategies (Helmig et al., 2004; Rosnerova & Hraskova, 2021).

NPOs are important for the economy. According to Pope et al. (2009), jobs on NPOs were at a faster growth rate than jobs on FPOs, in the USA, despite generally being paid less than the for-profit counterpart. Also, in the last decades, the number of NPOs has grown significantly, which has created more competition between these organizations for scarce human resources and financing (Pope et al., 2009).

2.2. Marketing in Non-profit Organizations

As mentioned earlier, NPOs are service providers. As Guimarães (2009) states, for-profit marketing can be adapted to the reality of NPOs, and these marketing elements should be applied to help the organizations achieve their goals. Therefore, the managers need to know and take into account the specificities that their organizations may have in order to make good marketing decisions (Guimarães, 2009). Therefore, this topic describes some service marketing characteristics as well as some NPO-specific marketing characteristics.

Kotler et al. (1999, pp. 646) define services as "any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything".

Services have four main characteristics: intangibility, inseparability, variability, and perishability. "Intangibility means that senders cannot be readily displayed, so they cannot be seen, tasted, felt, heard or smelled before they are bought" (Kotler et al., 1999, pp. 647). Because of this characteristic, there is a certain degree of uncertainty before the service is bought (Kotler et al., 1999). Therefore, consumers gather information about the quality of the service on the tangible aspects of the service, such as place, people, and equipment., so, service providers must add tangible aspects that may suggest quality to their service (Kotler et al., 1999). Also, related to the increased

risk, consumers are more influenced by word-of-mouth than advertising (Kotler et al., 1999).

"Service inseparability means that services cannot be separated from their providers, whether the providers are people or machines" (Kotler et al., 1999, pp. 649). This characteristic implies that if a person is providing a service, that person is part of the service (Kotler et al., 1999). A second important characteristic is that other customers may be present or involved in the service, which may affect satisfaction (Kotler et al., 1999).

"Service variability means that the quality of services depends on who provides them, as well as when, where and how they are provided" (Kotler et al., 1999, pp. 649). For this reason, there is a potential variability in the quality of the service, as a person may provide the same service twice, but both have different quality (Kotler et al., 1999).

"Service perishability means that services cannot be stored for later sale or use" (Kotler et al., 1999, pp. 650). When the demand is steady, perishability is not a problem (Kotler et al., 1999). However, when the demand fluctuates, service providers may have problems selling their services, and specific strategies may have to be adopted to reduce seasonality (Kotler et al., 1999).

One of the most important characteristics of NPOs to have into account is that there are multiple targets to deal with (Helmig et al., 2004; Wenham et al., 2003). Pope et al. (2009) identify three targets that NPOs must appeal to, which are consumers, volunteers, and donors/ financiers. In each main target, there also may be different, more specific targets as well. For example, as said before, Bennett and Sargeant (2005) identify four types of donors: individual donors, institutional donors, government, and grant-making trusts/ foundations As every target is distinct, and each tends to respond to approaches differently (Bennett & Sargeant, 2005; Pope et al., 2009). As each target is different, looks for different benefits and responds to approaches in different ways, NPOs must develop different marketing strategies for each constituency to deal separately with each (Pope et al., 2009). Creating different marketing strategies for each stakeholder is hard for NPOs, though, because they have very limited financial resources (Pope et al., 2009). Therefore, target-specific marketing strategies are not often achieved, and organizations tend to focus on the one that is considered the most important (Padanyi & Gainer, 2004; Pope et al., 2009).

The first identified target is the consumer. Generally, getting consumers is not a problem for a non-profit organization, because of its mission: provide services that the state cannot provide, and the for-profit sector cannot be trusted with, for free (Pope et al., 2009). The problem for the non-profit organization when dealing with this first target is that marketing orientation is frequently misplaced, as when it is supposed to be aimed at the consumer's satisfaction (customer-centred), ends up being focused on the organization itself (organization-centred) (Wenham et al., 2003). According to (Akchin, 2001), the majority of the NPOs still just use some marketing functions, as only a few NPOs utilize a full marketing approach, which means only a few organizations develop and work in the following four-step process:

a) Research the market needs;

b) Design the product or service to meet the needs;

c) Promote the product or service;

d) Evaluate the results and redesign if necessary.

The second target is volunteers. Volunteers are a vital part of NPOs and many cannot survive without them. It is important to develop a marketing strategy for these workers. "Through non-profit marketing, new people enter the organization, volunteers who will work in the non-profit organization" (Rosnerova & Hraskova, 2021, pp. 3). However, most of the NPOs do not understand volunteering recruitment and management, which makes it harder for organizations to recruit and keep good volunteers. The passion for the cause is indeed one key factor for individuals to become volunteers, but many organizations rely on this element to recruit and keep their volunteers. "*A volunteer's passion can cool if he does not receive the right «payback» - whether it is self-satisfaction or some other material benefit*" (Pope et al., 2009, pp. 195). As volunteers are essential for NPOs, they should see volunteers as an important target, distinguished from others, and target them with a target-specific plan (Pope et al., 2009).

Providing some benefit for the volunteers is often an overlooked factor (Briggs et al., 2007). If they feel like there is no benefit in doing the job, then the passion for the cause can diminish and volunteers may leave. This is of greater importance the more responsibility and commitment a volunteer has to the organization. The hardest part is that everyone may consider different things to be their drive, therefore the benefit that

one expects may be different, which makes the manager's job harder and more complex.

The third target is the financiers. One of the main problems that NPOs face is the lack of funds. It happens because there is usually no profiting objective in these organizations, which makes it hard to finance their services. This is the main reason why organizations should treat donors as a main target for their marketing activities (Pope et al., 2009).

One mistake NPOs make is that their marketing efforts to donors have been sporadic and unfocused (Pope et al., 2009). Organizations need to understand what motivates donors to target them more effectively (Pope et al., 2009). There are several reasons why an individual becomes a donor to a particular organisation. For example, personality, personal values and socio-demographic characteristics. s (Bekkers, 2010; Pope et al., 2009). "*Those with higher levels of education, higher ages, Catholics and Rereformed Protestants (...) are more favorable to requests for contributions*" (Bekkers, 2010, pg 376).

Other factors, such as the lower costs, higher social rewards (for example, good reputation), the distance of the beneficiary (geographic distance, as donors rather donate to local organizations than to national organizations and emotional distance (as donors prefer to donate to closer beneficiaries) (Bekkers, 2010). Snipes and Oswald (2010) defend that, despite the existence of many variables that affect a person's decision to donate, the most important factor for someone to decide is the reputation of the organization, independently of the demographic group that one may belong to.

There are not many papers done on digital marketing use in NPOs, but social media, which is one of the digital marketing tools, has been studied. According to Nageswarakurukkal et al. (2020), social media has recently been adopted by NPOs, as they use it "*as a platform for telling the world who they are, what they do and where they are and why they are there*" (Enweani & Eke, 2019, pp. 52). The adoption of social media brought NPOs from a one-way communication perspective, related to a traditional media marketing, to a bilateral communication perspective (Nageswarakurukkal et al., 2020). These technologies are useful for NPOs, as they help organizations to raise engagement between donors themselves, maintain relationships with donors and attract new ones, and are useful for large, medium, and small sized

organizations (Nageswarakurukkal et al., 2020). Despite the benefits that social media may bring, most of the participants of the Nageswarakurukkal et al.'s research (2020) still donate offline. Therefore, despite the benefits that social media may bring to these organizations, they must still keep multiple channels for donors to donate (Nageswarakurukkal et al., 2020).

In conclusion, there are many specific characteristics of marketing in NPOs. The first is that there are three different audiences to address: consumers, volunteers and donors. To appeal properly to these audiences, it is necessary to know them well and to have a specific approach to each one. This is difficult to achieve as NPOs have limited resources and volunteers.

The next topic discusses the reasons why some organizations do not use marketing to its full capacity.

2.3. Why is marketing not used more frequently in non-profit organizations?

Despite not being accepted by every author, many authors state that NPOs are operating in a competitive environment (Andersson et al., 2015; Bianchini, 2019; Blery et al., 2010; Weerawardena et al., 2010). *"NPOs are small and their growth is slow while competition is increasing, and in order to further their cause and stay relevant on the market they need to evolve."* (Andersson et. al., 2015, pp. 9). Which means, NPOs are competing for the same limited resources. Therefore, NPOs should learn from FPOs, which operate in a highly competitive market (Andersson et al., 2015). This reality, associated with the fact that most NPOs lack the financial resources, makes it hard for one to strive in the market (Andersson et al., 2015).

"Non-profit marketing is a means for a non-profit organization through it can spread awareness about itself among the public" (Rosnerova & Hraskova, 2021, pp. 3). Marketing is an important tool that NPOs can benefit from, as it is useful for promoting donors' contributions and increasing the number of volunteers and promoting their maintenance, through a planned marketing strategy (Rosnerova & Hraskova, 2021).

Despite being an important tool for NPOs, marketing is often overlooked in several organizations (Blery et al., 2010; Guimarães, 2009). The main reason why marketing is not used more broadly in the NPOs is the lack of financing (Rosnerova & Hraskova, 2021). The fact that these organizations do not have profit as their focus

makes it harder for the organizations to invest in marketing, since financial resources and staff are very limited (Guimarães, 2009; Rosnerova & Hraskova, 2021). Also, the lack of financial resources creates a lack of highly educated marketing employees since NPOs cannot compete with the FPOs' salaries, which.leads to organizations that will have their marketing activities performed by "accidental marketers", who do not have the necessary training to work on that role (Akchin, 2001).

The second problem is that NPOs management may see marketing as a waste of money (Helmig et al., 2004). Many NPOs have not understood the importance of management tools for the development of their organizations, as marketing and management have not been well accepted in the past by NPOs in the past, because those words were associated with businesses, and they are reluctant to work as a for-profit organization, because it could have a negative influence on their credibility (Andersson et al., 2015; Guimarães, 2009).

Another factor that explains why marketing is not used more frequently is related to digital marketing. As Waters and Tindall (2010, pp. 369) state, *"organization's communication practices do not always evolve as quickly as the technology"*. This is proven later by their study, as it is said that religious organizations (part of the NPOs group) use websites, but they are not good in performance (Waters & Tindall, 2010). Waters et al. (2009) also stated that NPOs see social media as beneficial for organizations. Therefore, they are present in these platforms (Waters et al., 2009). However, similarly to the websites, their performance is not good, as *"they are not using the sites to their full potential to inform others and get them involved with organizational activities"* (Waters et al., 2009, pp. 106).

In conclusion, NPOs are organizations do not aim to make a profit, but to provide services that the state cannot provide and that the FPOs cannot be trusted to provide, so, their mission is to serve the communities (Andersson et al., 2015; Pope et al., 2009; Rosnerova & Hraskova, 2021). Still, they not only need funds and staff to work with, but also depend on donations (Bennett & Sargeant, 2005) and volunteering staff (Guimarães, 2009). Marketing is a tool that can help organizations to reach these needs (Helmig et al., 2004). NPOs have three targets which are consumers, volunteers, and donors (Pope et al., 2009). Organizations need to have different approaches for each target (Padanyi & Gainer, 2004).

There are many barriers to marketing use in NPOs, such as the lack of funding and staff (Guimarães, 2009; Rosnerova & Hraskova, 2021), the lack of qualified workforce (Akchin, 2001), management that avoids marketing practices (Andersson et al., 2015; Guimarães, 2009; Helmig et al., 2004), donors that avoid marketing practices (Pope et al., 2009) and the lack of capacity to follow technology development (Waters & Tindall, 2010).

This topic helped to picture a framework of marketing on NPOs. The objective was to understand what NPOs are and what are their specific characteristics and limitations. In the next topic, marketing in religious organizations, which are a branch of NPOs, is discussed and deepened.

3. Religious organizations

3.1. Religious marketing definition

The concept of religious marketing is related to social marketing (Abreu, 2004). Both concepts share the same goal of seeking to change attitudes or behavior (Abreu, 2004). In social marketing, the consumer-centered orientation of the marketing and the tools used in the FPOs are adapted to this objective. (Abreu, 2004).

The origin of the concept of social marketing was set in 1964, to promote family planning in India (Andreasen, 2003). For about 20 years, social marketing could not be well defined. Eventually, the social marketing concept went from being related to marketing products that promoted social change to a broader conception (Andreasen, 2002). This concept was firstly named in 1971 by Kotler and Zaltman (1971, in Andreasen, 2003) when it was said that the marketing concept could be used for social issues (Andreasen, 2003). More recently, social marketing was defined as *"the adaptation and adoption of commercial marketing activities, institutions and processes as a means to introduce behavioral change in a targeted audience on a temporary or permanent basis to achieve a social goal"* (Dann, 2010, pp. 151).

As the application of marketing was developed, and marketing ideas were adapted and applied to many areas and activities, religious marketing was also developed from the concept of marketing, specifically from social marketing (Abreu, 2004).

The definition of religious marketing is not agreed upon. There is no single definition, as many authors write about their point of view. Angheluță et al. (2009) collected several definitions, but many had some limitations. According to the authors, some definitions are too commercial and others too inward-oriented. Simply, the authors say that *"church marketing could be considered the marketing applied by church and other religious organizations in order to accomplish their objectives"* (Angheluță et al., 2009, pp. 174). A more complex definition is given by Shawchuck et al. (1992, apud Angheluță et al., 2009, pp. 175), as they state that *"marketing is a process by which concrete decisions are taken (regarding what religious organization can or cannot take in order to fulfil their mission). Marketing is the analysis, planning, implementing and control of carefully formulated programs, in order to accomplish the missionary objectives of the organization. In other words, marketing may help a religious organization to fulfil its goals, by interacting with different groups. More, marketing is a process destined to build the response capacity of a religious organization towards the numerous groups whose needs must be satisfied in order to achieve success in its efforts"*. As Abreu (2004) also states, in a simpler way, religious marketing is about the application of marketing in religious organizations, to satisfy people's needs and qualitatively developing the organization, so that the organization's mission is achieved more effectively and efficiently.

3.2. Is marketing applicable in religious organizations?

To understand whether marketing can be applied to religious organizations, it is necessary to see religious organizations as NPOs. Since NPOs are organizations that provide services, service marketing can be applied to these organizations(Guimarães, 2009; Pope et al., 2009; Rosnerova & Hraskova, 2021).

"Marketing writers have generally been of the mind that church marketing, while presenting some unique marketing problems, represents a logical progression of the expansion of marketing thought to the realm of not-for-profit organizations" (Wrenn, 2011, pp. 49). The same author says that religious organizations, despite having their own particularities, have similar goals to the NPOs, as they satisfy the needs of a certain market. Some religious organizations might provide services like charity (food, clothing, blood banks, daycare and other kinds of goods or services), and these services may be considered just like any other NPOs (Wrenn, 2011).

In religious organizations, the four main characteristics of the services can be applied. Inseparability, which implies that the quality of services is directly linked to the service providers, is a reality in this sector (Odia & Isibor, 2014). Heterogeneity means that the services are hard to standardize, as they depend on the service provider, and each person may have slightly different needs (Odia & Isibor, 2014). Intangibility also applies to these organizations, as the services provided are not tangible (Odia & Isibor, 2014). Perishability is also a reality, as most services that religious organizations provide cannot be stockpiled (Odia & Isibor, 2014). Therefore, if religious organizations are *"a service sector and they are non-profit organization, marketing can be applied by them just as it has been done by other service and non-profit organizations"* (Odia & Isibor, 2014, pp. 3).

Santos and Mathews (2001) also consider religious organizations as service providers, as *"any industry that involves significant intangible elements should be considered a service industry"* (Santos & Mathews, 2001, pp. 279). As they state, not only religious organizations provide intangible services, such as masses, weddings and funerals, these services are also of high consumer involvement, as it happens in the service industry.

Digital marketing is also applicable to religious organizations. It can be a very useful tool, since it helps to potentialize the objective of religious organizations, which is, generally, about sending a message and communicating (Pessoa et al., 2020). Digital marketing is also a more efficient tool, since it is a cheaper way of communicating, in comparison with traditional channels like radio or television (Pessoa et al., 2020). The costs of communication are a fundamental topic, since religious organizations can only count on donations and volunteering (Pessoa et al., 2020).

Pessoa et al. (2020) list three synergies that are found between digital marketing and religious marketing (applied to the catholic church, specifically). These synergies help us understand the way digital marketing is an important tool for marketing in religious organizations. The first synergy identified is that both have a main objective in common, which is communicating. One of the religious marketing's main objectives is to communicate. Digital marketing is one tool for communication, hence the synergy.

A second synergy is related to brand humanization. According to the authors, this means that brands, with help from digital marketing, want to demonstrate human

attributes, to let the consumers identify themselves with the brand. This aspect of self-identification is also present in religious organizations, since the majority has a "brand persona", which means someone who impersonates the beliefs of the organization (Pessoa et al., 2020).

The third synergy is related to social media. Religious organizations used to advertise through traditional means. According to the authors, today, they can still advertise and post content through the new means of communication which are social media. This helps organizations reach their goals in a more efficient way, since it is cheaper nowadays to advertise and post content through social media than it was in the past through traditional channels (Pessoa et al., 2020).

In conclusion, if NPOs are service providers and can, therefore, apply marketing as a management tool (Guimarães, 2009; Pope et al., 2009; Rosnerova & Hraskova, 2021), religious organizations, considered as service providers (Odia & Isibor, 2014; Santos & Mathews, 2001) and NPOs (Odia & Isibor, 2014; Wrenn, 2011), can also apply marketing as their strategy (Odia & Isibor, 2014). In the next topic, the discussion of whether marketing should or should not be used is addressed.

3.3. Should marketing be used in religious organizations?

Marketing in religious organizations has been used for many purposes. It has been used to increase the number of consumers, get attention and to simply raise funds. Marketing has been used by many organizations related to different religions (not all are involved with marketing, though) (Newman & Benchener, 2008). But, because of the nature of the organizations, one question arises: Should marketing be used in religious organizations?

One of the most debated topics in religious marketing is whether it should or should not be done, as theologians and marketers argue over the applicability of marketing in the context of religious organizations (Wrenn, 2011).

To put it simply, many managers of religious organizations are still reluctant to embrace marketing as a way of delivering the organizations' services. As Abreu (2006, pp. 140) states, *"Marketing is often misinterpreted, regarded as manipulative, misused, seen solely as a collection of advertising, promotion and selling tools, misunderstood and distrusted. Marketing might even be seen as desacralizing religion"*. It is necessary to state that there are two ways of thinking about marketing in religious organizations:

some authors say that it is a valuable tool and others state that it cannot be used, because of the nature of the organization (Angheluţă et al., 2009; Dobocan, 2015). This happens because of the inherent characteristics of religious organizations, focusing on the religious context that they are based on (Angheluţă et al., 2009; Dobocan, 2015). The management of the organizations may be afraid of losing its sacred character or credibility and not want to be mistakenly confused by material values, as they consider material values to be less important than spiritual values (Angheluţă et al., 2009; Dobocan, 2015). Also, as well as the other NPOs, they are afraid of losing their credibility, by being mistakenly confused with FPOs because of the management tools that are used (Angheluţă et al., 2009; Dobocan, 2015). But it gets more complex when we go deeper into the subject.

As Wrenn (2011, pp. 45) says, *"some of the controversy surrounding the use of marketing is grounded in confusion in discussion of the object of marketing: Religion versus religious institutions, which for ease of discussion we will refer to as «the church.»"*. Wrenn (2011) states that there is a difference between using marketing in a religious organization and in a religion. Marketing is a consumer-centred subject, since its objective is to create a product or service for demand or need (Wrenn, 2011). And there lies one of the most important characteristics of religious marketing: religious organizations can't change their core product, meaning their dogmas, in order to attract new consumers, as these organizations' objectives are changing one's views and behavior (Angheluţă et al., 2009; Dobocan, 2015; Pessoa et al., 2020). *"The general conclusion is, therefore, that most marketing theorists and theologians (and at least some marketing practitioners) would support the position that religion should not and cannot be marketed"* (Wrenn, 2011, pp. 48). Marketing a religious organization (a church or congregation, for example) is a different idea, as it is not a religion that is being marketed, but the organization (Wrenn, 2011). Therefore, it would be expected and unanimous that marketing could be used in religious organizations, but it is not, as many believe that it would still be against religious beliefs (Wrenn, 2011).

Despite all the critics of the use of marketing in both religion and religious organizations, Wrenn's (2011) opinion is that marketing can be used in order to create a community and offer social services (categorized as horizontal/ social objectives of religious organizations) but should not be used with the intent of worship and evangelization (categorized as vertical/ spiritual objectives of religious organizations).

The author, after studying the critics, concludes by stating that not every single aspect of a religious organization should be marketed, but *"those churches that have a mission that includes a sense of obligation by members to serve the needs of others, both internal or external to their congregation, might very well be amenable to the use of marketing to help them achieve these goals"* (Wrenn, 2011, pp. 56, 57).

In conclusion, there is a heated debate about whether or not marketing should be used as a management tool in religious organizations. Some authors say that it cannot be used, some say that it can be used in certain situations, others say that it should be used. The aim of this paper is not to contribute to this debate, but simply to understand whether digital marketing tools are being used in these organizations. It is also not the aim of this thesis to understand whether the full needs-based marketing process perspective is being used or not, but only to understand whether the tools are being used.

3.4. Marketing use in religious organizations

It is debatable if marketing should or should not be used in the context of religious organizations, but it is a fact that it is used. Webb (2012) states that *"marketing-oriented churches benefit significantly from their efforts in terms of increased membership"* (Webb, 2012, pp. 69), and that *"regardless of the reasons, churches must become masters at meeting members' and potential members' needs"* (Webb, 2012, pp. 81). Dobocan (2015) says that all organizations have turned to the needs of their consumers. Hile the services provided by religious NPOs are very specific in character and follow certain rules and dogmas, they also need to pay attention to their consumers/users' needs to be successful.

Nonetheless, Angheluță et al. (2009) state that, despite the imposed limitations, marketing should be a tool that assists and eases communication, with the objective of fulfilling the organization's mission. The authors also list several ways that marketing can be used for as a management tool in religious organizations, such as improving *"the image of the church, to fundraise, to increase attendance and loyalty etc. If a church is perceived as being too old-fashioned or insufficient involved in solving social problems, using marketing may contribute to changing these perceptions"* (Angheluță et al., 2009, pp. 178); selling products or even modification of behaviors (Angheluță et al., 2009).

Dobocan (2015) agrees that marketing should be a tool that promotes consumer increase and maintenance.

As in every other organization, marketing is used not only to increase the number of consumers, but also to maintain the already existing ones (Angheluţă et al., 2009). This reality is the same in religious marketing, whose vision is not only to attract new consumers, but to develop a long-term relationship all of them that will benefit both parts (Angheluţă et al., 2009). The way this is achieved is through providing high-quality services, which has a positive impact on consumer satisfaction, and is the most important component of the services (Dobocan, 2015). Consumer loyalty is a problem, because religious organizations' consumers *"are unpredictable and tend to switch churches when their needs are not being met"* (Webb, 2012, pp. 60).

Marketing can be, therefore, a very useful tool for religious organizations, but there are some problems that are inherent in these. The first, already explained before, is related to the religious context that the organizations are based on. Organizations cannot change their main product, which is their basis (Angheluţă et al., 2009; Dobocan, 2015; Pessoa et al., 2020). Nonetheless, marketing on social services that the organization may provide may be more free of limitations imposed by dogmas (Wrenn, 2011).

Marketing limitations on these organizations are not only a result of the religious context, as difficulties also exist on an operating level, as Abreu (2004) lists: *"There is no historic data; The market can be hard to quantify, due to its unpredictability and complexity; Choosing targets becomes difficult, since the objective is the global market; The budgets are limited; Introducing alternative products may be hard, especially when product modifications are controlled by a central power; Communication strategy can be hard to implement, due to restrictions and critiques that it may be subject of; Results are hard to quantify, either by difficult quantification practices, either by difficulty establishing performance patterns."* (Abreu, 2004, pp. 5)

Some digital marketing tools have been used in religious organizations. Webb's (2012) study revealed what tools are useful for retaining members, attracting visitors or persuade attendees to become members, and some of them were part of the digital marketing tools. According to the author's study, websites were categorized as useful for both retaining members and attract visitors; social media and internet search engines (not meaning that there was a SEO marketing strategy) were categorized as useful for

retaining members; and content (in the shape of internet webcast ministries) is useful for attracting visitors. Content may also be useful to raise traffic on the website, which later can be translated as more people are willing to visit the organizations (Webbs, 2012).

Websites on religious organizations had already been addressed in the literature. Virtual communication has had its benefits recognized by religious organizations. However, this recognition has been slow, as *"organizations' communication practices do not always evolve as quickly as the technology. This is especially true for religious organizations"* (Waters & Tindall, 2010, pp. 369). As new communication technologies demonstrate benefits for organizations, such as building relationships with stakeholders (Waters & Tindall, 2010), exposure to younger audiences and making it easier to donate (Rupp & Smith, 2002), they must be ready to adopt them. Nonetheless, religious organizations' websites are mostly not good in performance and interactive capabilities of websites are mostly not utilized (Waters & Tindall, 2010).

The same authors attribute the possible reasons for the underused interactivity by religious organizations on the internet:

- Fear of losing control over discussions (Dawson, 2000, apud Waters & Tindall, 2010);
- Concern about empowering consumers/ members over the organizations' leaders and management (Dawson, 2000, apud Waters & Tindall, 2010);
- Concern about empowering website moderators over leaders and management (Herring, 2005, apud Waters & Tindall, 2010).
- Reluctancy on bringing usually private discussions to public (Campbell, 2010, apud Waters & Tindall, 2010);

Rupp and Smith (2002) also state that website continuous maintenance and web designer services can be expensive for religious organizations.

Social media also provides benefits to these organizations, such as *"building brand loyalty, saving time, enhancing fast two-way communication, saves costs and increase revenue, increases patronage"* (Enweani & Eke, 2019, pp. 53). Nonetheless, similarly to websites, social media is underused by religious organizations. Despite having a relatively high level of transparency (about 59% of the 16 studied organizations had good transparency and disclosure practices), information dissemination and involvement practices were low-rated (37% of the organizations had good information

dissemination practices and 22% had good involvement practices) (Waters et al., 2009). Note that this study incorporated 16 American religious organizations and only Facebook was studied (Waters et al., 2009).

In conclusion, it is hard to understand if the marketing need-centred perspective should or should not be used in the management of religious organizations, but many organizations, in order to meet their objectives, use marketing tools to communicate with the outside world. Some authors argue that, as with all other kinds of organizations, religious organizations should also adopt marketing as a management tool. The use of marketing may benefit organizations in many ways by helping those achieve many of their goals, despite some adversities marketing use may hold. Digital marketing has not been deeply studied in these organizations, but some tools have already been addressed, mostly in the case of websites and social media. These tools have certain advantages that the organizations which apply them benefit from, but there is still some reluctancy to use them.

4. Literature Review Summary

Digital marketing does not have a universally accepted definition, as many authors define it in different ways. Originally, digital marketing was described as the use of digital channels as a way of marketing products or services. Over time, broader definitions have emerged. These new definitions cover the processes of using digital technologies in marketing activities, such as new customer attraction, promoting, retaining customers and increasing sales. (Kannan & Li, 2017). AMA (2022) says that, *"in a nutshell, digital marketing refers to any marketing methods conducted through electronic devices which utilize some form of a computer"*. Many other authors have other takes on what is digital marketing. But in a simple way, Bianchini (2019, pp. 19) defines it as *"marketing powered by the possibility of using digital communication technologies"*.

Digital marketing is an essential tool for communication between consumers and organizations nowadays. This happens because of the digital era that we are living in. Digital places are now part of consumers' lives, and organizations must reach them in order to achieve better results. To reach their target, organizations must use digital marketing tools, such as websites, SEM, online advertising, e-mail marketing and social media marketing.

Marketing is a very useful tool for NPOs. They are organizations that do not operate with profiting intent. Through marketing, organizations can raise awareness of their cause, and may improve the number of donations and volunteers. However, marketing is harder to implement in NPOs than in common FPOs. NPOs have several limitations that make them neglect marketing: three distinct targets, low financial resources, dependence on volunteers, lack of volunteers, poor volunteer qualifications for marketing activities and the management's negative opinion on marketing.

Religious organizations are part of the NPOs. These organizations have very specific particularities, since they have dogmas that must be followed. Because of it, there is a debate about whether marketing should or should not be used in the context of these organizations. Still, marketing is used by them. Religious marketing can be defined as *"a process by which concrete decisions are taken (regarding what religious organizations can or cannot take in order to fulfill their mission). Marketing is the analysis, planning implementing and control of carefully formulated programs, in order to accomplish the missionary objectives of the organization. In other words, marketing may help a religious organization to fulfill its goals, by interacting with different groups. More, marketing is a process destined to build the response capacity of a religious organization towards the numerous groups whose needs must be satisfied in order to achieve success in its efforts"* (Shawchuck et al., 1992, apud Angheluță et al., 2009, pp. 175). Abreu (2004) defines it in a simpler way: religious marketing is about the application of marketing in the religious organizations, with the objective of satisfying people's needs and qualitatively developing the organization, so that the organization's mission is achieved in a more effective and efficient way.

Some digital marketing tools have been addressed previously in religious organizations literature. Webb (2012) found that religious organizations consider some digital tools, such as websites, social media, content (in the shape of internet webcast ministries) and internet search engines to be useful for retaining members, attracting visitors or persuade attendees to become members on a religious organization. Websites on religious organizations had been previously addressed (Waters & Tindall, 2010). They found that religious organizations' websites are not good in performance and that their interactive capabilities are mostly not utilized, as they state that religious organizations are particularly slow at keep up with digital communication technologies. Some reasons why religious organizations may not use websites capacities in their full

potential are exposed (Rupp & Smith, 2002; Waters & Tindall, 2010). Social media has also been studied, with less depth (Enweani & Eke, 2019; Waters et al., 2009).

Table 4.1 highlights the most relevant topics for the current situation.

***Table 4.1**- Summary of the key literature*

Construct		Key literature
Digital Marketing	Website	Meroño-Cerdan & Soto-Acosta, 2007; de Oliveira, 2013; Li et al., 2015; Chamboko-Mpotaringa & Tichaawa, 2021.
	Search Engine Marketing	Durmaz & Efendioglu, 2016; Terrance et al., 2017; Medell, 2018; Bianchini, 2019; Costa, 2020.
	Online Advertising	Medell, 2018; Goldfarb, 2014
	E-mail Marketing	Ellis-Chadwick & Doherty, 2012; Medell, 2018.
	Social Media Marketing	Tiago & Veríssimo, 2014; Medell, 2018; Bianchini, 2019; Appel et al., 2020; Rosnerova & Hraskova, 2021.
Non-profit Organizations		Kotler et al., 1999; Akchin, 2001; Helmig et al., 2004; Wenham et al., 2003; Padanyi & Gainer, 2004; Bennett & Sargeant, 2005; Guimarães, 2009, Pope et al., 2009; Waters et al., 2009; Bekkers, 2010; Blery et al., 2010; Snipes & Oswald, 2010; Andersson et al., 2015; Rosnerova & Hraskova, 2021;
Religious Marketing		Santos & Mathews, 2001; Andreasen, 2002; Andreasen, 2003; Abreu, 2004; Abreu 2006; Newman & Benchener, 2008; Angheluță et al., 2009; Dann, 2010; Waters & Tindall, 2010; Wrenn, 2011; Webb, 2012; Odia & Isibor, 2014; Dobocan, 2015; Pessoa et al., 2020;

5. METHODOLOGY

5.1. Research question and proposed objectives

Research has been done on marketing in religious organizations. Despite some studies that have been done on digital marketing in religious organizations (such as Waters and Tindall's (2010) and Rupp and Smith's (2002)), these studies focused solely on religious marketing websites. Waters et al.'s (2009) study shed some light on social media usage on religious organizations. However, as far as we know, no study has been developed with the present study's particular variables and objectives.

This study proposes to answer to the question: "Do Portuguese protestant religious organizations use digital marketing as a means to achieve their objectives?".

Other more specific objectives are understanding:

a. If organizations consider digital marketing as an essential or needed tool or mean in their communication strategies. If not, why not;

b. If digital marketing is used to attract new consumers/ members or maintain existing ones;

c. If digital marketing is used to gather new volunteers or maintain existing ones;

d. If digital marketing is used to attract new funders and raise funds;

e. What are the digital marketing tools that are used by the organizations;

f. If the people in charge of the organizations' marketing are volunteers or employees and why;

g. What are the reasons for organizations to avoid digital marketing or not using it more frequently and intensively.

After the literature review, the research question remained. It is stated that religious organizations should use marketing to deal with their stakeholders (Angheluță et al., 2009). It is stated that religious organizations' websites are limited in performance (Waters & Tindall, 2010). Social media is also underused (Waters et al., 2009). However, it is not known if religious organizations consider digital marketing to be essential or needed for their communication strategy. It is not known what the main objectives of digital marketing usage by these organizations are. Therefore, objectives b), c) and d) are still not answered. Objective e) is partially addressed, as it is stated that religious organizations use websites and social media. Still, it is intended to add value to this topic, as it is intended to understand what the objectives and reasons for neglecting

them are. It is still not known if religious organizations use digital marketing tools such as SEM, Online Advertising, E-mail Marketing, Content Marketing, and Influencer Marketing. Objective f) is related to the degree of professionality a non-profit organization may have on digital marketing use, as well as the importance it may have to the organization. As Akchin (2001) states, the lack of financial resources creates a lack of highly educated marketing employees since NPOs cannot compete with the FPOs' salaries. This leads to organizations that will have their marketing activities performed by "accidental marketers", that do not have the necessary training to work in that role. This objective is still valid since it was not addressed in religious organizations, but only in general NPOs instead. It has been mostly explained why religious organizations are reluctant about using a marketing approach to their management. It has been somewhat explained why religious organizations do not use internet and, more particularly, websites at their full capacity. However, objective g) is mostly not explained.

5.2. Systematic review

Firstly, a systematic review with was conducted with the aim of obtaining a bibliography on which to base the review of the literature. The searched terms were based on the purpose of this paper: digital marketing in religious organizations. An automatic search was carried out through a query in an article database called Scopus.

The keywords on the query were chosen based on the topic of this dissertation. Initially, a query that included keywords based on the topics of digital marketing and religious organizations was made. After reading the abstracts, the articles proved not to be helpful, as in this first query the articles were related to digital marketing on other kind of religion-based topics. In the first query, 7 results appeared. Out of those, 4 were articles. After analyzing the abstracts, the articles were not helpful for this research, as none of the articles addressed religious organizations. Therefore, despite being the focus of this dissertation, this query was ignored, and a more comprising query had to be done.

The fact that there are no articles on this topic means that there is a gap in the literature, which is a valid reason for this research to be made. As there are no articles on this topic, this query was left aside.

Because the first query was not helpful, a second query was made, with a broader theme. As religious organizations are part of the NPOs (Odia & Felix Isibor, 2014; Wrenn, 2011), a broader research was made, trying to find results in this field. The keywords were about the topics digital marketing and NPOs. This query proved to be more useful, but some words, such as "association" or "foundation" led to a large amount of articles that were not related to the purpose, because those words had more general and different meanings that were not necessarily related to the topic.

In the second query, 150 results came into sight. 58 results were excluded, as those were not articles, and 92 remained. After analyzing the abstract, 75 articles were excluded, as the topic of those was irrelevant to this research, and 17 remained. Three of those were not available for download, remaining 14. One of the remaining 14 was not written in English, and was excluded, remaining 13 articles.

Query 1: « TITLE-ABS-KEY ("digital marketing" AND (("religious organization*") OR ("religious") OR ("church*"))) »

Query 2: « TITLE-ABS-KEY ("digital marketing" AND ("nongovernmental org*" OR "ngo*" OR "charities" OR "nonprofit*" OR "npo*" OR "foundations" OR "association*" OR "civic org*" OR "social org*" OR "religious congregation*" OR "faith based org*" OR "volunteer promotion org*" OR "advocacy org*" OR "labor union*" OR "cooperatives" OR "mutuals" OR "social enterprise*" OR "voluntary sector" OR "independent sector" OR "third sector" OR "civil society sector" OR "tax-exempt sector" OR "not-for-profit" OR "philanthropic sector" OR "social sector" OR "voluntary org*" OR "public interest group*" OR "public benefit entit*" OR "donee org*" OR "membership org*" OR "professional org*" OR "social org*" OR "civic org*" OR "social economy" OR "social and solidarity economy")) »

Table 5.1 - *Systematic review results*

ID	Year	Title	Author	Journal
1	2022	Leveraging legacy system data to examine generational propensity to volunteer	Kirby, J.	Journal of Philanthropy and Marketing

2	2022	Using virtual reality to increase charitable donations	Kristofferson, K., Daniels, M. E., & Morales, A. C.	Marketing Letters
3	2021	E-agricultural supply chain management coupled with blockchain effect and cooperative strategies	Alkahtani, M., Khalid, Q. S., Jalees, M., Omair, M., Hussain, G., & Pruncu, C. I.	Sustainability (Switzerland)
4	2021	Internet of Things-assisted E-marketing and distribution framework	Joghee, S.	Soft Computing
5	2021	An empirical investigation and conceptual model of perceptions, support, and barriers to marketing in social enterprises in Bangladesh	Nazmul Islam, M. D., Ozuem, W., Bowen, G., Willis, M., & Ng, R.	Sustainability (Switzerland)
6	2021	More Trust in Fewer Followers: Diverging Effects of Popularity Metrics and Green Orientation Social Media Influencers	Pittman, M., & Abell, A.	Journal of Interactive Marketing
7	2021	The role of communication in consumer behavior in social and nonprofit marketing: the case of psp in Portugal	Soares, D. B., & Sousa, B. B.	International Review on Public and Nonprofit Marketing
8	2021	Weathering the economic impact of COVID-19: Challenges faced by microentrepreneurs and their coping strategies during movement control order (MCO) in Malaysia	Tajudin, P. N. M., Rahim, N. A. A., Idris, K., & Arshad, M. M.	Pertanika Journal of Social Sciences and Humanities
9	2020	The effect of digital integrated marketing communications on not-for-profit sport consumption	Whitburn, D., Karg, A., & Turner, P.	Journal of Sport Management

		behaviors		
10	2019	A work on digital marketing processes at digitally inspired India	Kumar, G. A., & Kumar, A. R.	International Journal of Recent Technology and Engineering
11	2018	The Social Network?: Nonprofit Constituent Engagement Through Social Media	Smith, J. N.	Journal of Nonprofit and Public Sector Marketing
12	2018	Nonprofit fundraising with virtual reality	Yoo, S. C., & Drumwright, M.	Nonprofit Management and Leadership
13	2016	Inverse Network Sampling to Explore On-line Brand Allegiance	Grindrod, P., Higham, D. J., Laflin, P., Otley, A., & Ward, J. A.	European Journal of Applied Mathematics

Once the articles had been selected, they were all read and analyzed. Although the abstract was related to the topic, none of the articles were very useful for this dissertation. All the articles referred to digital marketing at some point, but none of them directly addressed the issue of digital marketing in NPOs. Instead, some referred to a single tool used in the context of a particular type of NPO. Most articles focused on NPOs. Some articles, although having keywords that could refer to NPOs, did not actually discuss NPOs but FPOs instead. None of the articles referred to religious organizations, which is the subject of this dissertation.

After searching for the literature review, it was clear that both studies on marketing on NPOs and marketing on religious organizations are advanced. However, digital marketing in religious organizations is not well developed, as Pessoa et al. (2020) state and Query 1 demonstrates. Digital marketing on NPOs is also underdeveloped, as Query 2 demonstrates, as there are only studies applying a single digital marketing tool to a single kind of non-profit organization.

As the articles that were extracted from the database in both queries were not directly related to the chosen topic of this project, it is concluded that there is a gap in the literature about digital marketing in religious organizations.

5.3.Research method

In order to answer the proposed questions, it was necessary to collect primary data. This research aims at finding insights to understand if Portuguese protestant religious organizations use digital marketing as a means to achieve their objectives. Qualitative research is the one that suits the most this study since its purpose is to identify new ideas (Hair et al., 2017).

The chosen approach is in-depth semi-structured interviews. This approach allows a more insightful view on the respondent's opinion, which can be useful to better understand the subject in analysis (Hair et al., 2017).

5.4.Sampling

The sampling technique that was used was purposive sampling. Purposive sampling is not random sampling, but neither is it convenience sampling. In this research, samples were selected based on their relevance to the research objectives (Bryman, 2021, apud Amorim, 2022) and the availability of respondents to participate. Therefore, samples were chosen that fit the objectives of this research. In this research, people with management, digital marketing or communication responsibility in Portuguese Protestant religious organizations were selected for interviews. 10 people were interviewed. Information about the interviewees is presented on table 5.2.

This sample cannot be representative in the statistical sense (Hair et al., 2017). However, the objective is not to make quantitative research to quantify the results, but to build foundations on this subject and understand these organizations' framework in Portugal.

Table 5.2 - List of interviwees

Organization	Role of the interviewee
Assembleia de Deus de Cantanhed**e** (ADC)	President
Assembleia de Deus de Montemor-o-Velho (ADMV)	President
Hillsong Portugal	Head of marketing and communication department
Assembleia de Deus da Covilhã (AD Covilhã)	Head of marketing and communication department
Riverside Coimbra	Head of marketing and communication

	department
CCLX	Head of marketing and communication department
CCLX Aveiro	Head of marketing and communication department
ADJ	Head of marketing and communication department
Assembleia de Deus de Mirandela (ADM)	President
Assembleia de Deus da Azambuja (ADA)	Head of marketing and communication department

5.5. Interview structure

The interviews were semi-structured, since they had a flexible structure, which allowed a better understanding of the interviewee. This structure means that questions may not be done in a certain sequence, and new questions, that were not foreseen, may be asked, due to the interaction between interviewer and interviewee (Seidman, 2013, apud Amorim, 2012; Bryman, 2012, apud Amorim, 2022). *"This flexibility is not a way to be non-systematic. Rather, this flexibility is an opportunity in which researchers take advantage of the uniqueness of a specific case and the emergence of new topic to improve the resulting theory"* (Bianchini, 2019, pp. 105). Nonetheless, there is an interview structure, allowing all the interviews to be even.

5.6. Interview questions

Table 5.3 - Interview questions

Objectives	Interview questions	Source
a. Do the organizations consider digital marketing as an essential or needed tool or means in their communication strategies?	How important is digital marketing to your organization?	Own source

b. / c. / d.	What are the communication targets?	Tomé, 2016
b. Is digital marketing used to attract new consumers/ members?	Is digital marketing used to attract new members?	Own source
c. Is digital marketing used to gather new volunteers or maintaining the existing ones?	Is digital marketing used to gather new volunteers or maintaining the existing ones?	Own source
d. Is digital marketing used to attract new funders and raise funds?	Is digital marketing used to attract new funders and raise funds?	Own source
e. What digital marketing tools are used by the organization?	What are the digital marketing tools used by the organization?	Own source
	Do you have an organizational Web Site?	Pope et al., 2009
	Does the organization use SEM?	Own source
	How often do you use online advertising?	Caldas, 2016
	Does the organization use e-mail marketing?	Own source
	Does the organization have/ had a profile or is/ was it connected to social media websites (for example, Facebook, Twitter, Youtube)?	Pais, 2015
	Have you leveraged a collaboration with any influencers or celebrities?	Bianchini, 2019
f. Are the people in charge for the organization's marketing volunteers or	Are the people in charge for your organization's digital marketing employees or volunteers? Why?	Own source

employees? Why?	[If they are volunteers,] Are they digital marketing professionals?	Own source
g. If the organization does not use digital marketing or considers that it could be used with more frequency or intensity, why is it not used more often?	Can you identify any limitations to your current digital marketing efforts?	Own source
	For each digital marketing tool mentioned before, what are the reasons for your organization not to use them?	Own source

6. Findings

6.1. Digital Marketing Importance for the Organizations

Do Portuguese religious organizations consider digital marketing as an essential or needed tool or means in their communication strategies?

The importance of digital marketing for an organization's communications is almost universally recognized. In short, only three organizations consider digital marketing to be essential to the organization. Two consider it an important tool, but not essential. The other two consider it important for a specific objective. One says they would like to develop their digital marketing practices. The last one does not consider digital marketing important. In general, it can be said that digital marketing is seen as a useful tool, but not necessarily essential for the organization's activities.

Every organization considers digital marketing to be at least somewhat relevant, except for one, which affirms that they prefer personal interactions over the use of digital platforms and so, do not insist on developing digital marketing.

Digital marketing is essential for three organizations. From Riverside Coimbra's perspective, digital marketing is fundamental. In their opinion, since the perspective of all organizations, NPOs or FPOs, is increasingly turning to the digital environment, so should religious organizations. It is a complement to communication, which is also carried out personally, but it is a necessary tool to reach other people and have online positioning. CCLX also considers digital marketing to be fundamental for the organization, as people are increasingly paying attention to social media. Many people who visit the organization are reached through social media, and therefore, they say they are intentional in what they do in the digital environment. For ADJ, digital marketing is also an essential tool. They use various channels to get their content to their members and they also have held 100% digital events. They say they are very attentive to the technical issues of digital marketing, to maximize its potential.

For Hillsong Portugal, digital marketing is one of the most important parts of their macro communication strategy, and they try to maximize its potential and benefits. For ADA, it is a relevant tool at an informative level and especially for communicating about events.

For AD Covilhã, digital marketing, especially social media, is important to reach a particular target, which is one of their goals, that is university students. They intend to implement a strategy for this target. For CCLX Aveiro, although they do not see great potential for internal communication, it is important to reach new members.

For ADC, digital marketing has its value, but there are other priorities for them. They have the intention to develop their social media and create a bigger online presence, but they have not yet been put into practice. At the moment, communication done over digital marketing platforms is mostly related to internal communication, to keep members informed. ADM does not give much importance to digital marketing. There is no intention of developing digital marketing, as preference is given to personal communication and relationships.

ADMV's opinion is that digital marketing is an important tool to reach the youngest layers of society but now, for various reasons (later in discussion), it is still not possible to be further developed. However, the development of digital communication is of interest.

In general, all organizations recognize the relevance of digital marketing. Some use a large amount of digital marketing tools and try to maximize their potential, being very intentional in what they do online. Other organizations, while giving relevance to digital marketing, it is not the focus of their communication strategy, as personal communication is valued over digital practices. Although some organizations do not think of digital marketing as a big deal, every organization use some sort of digital marketing tool.

See Appendix 1

6.2. Digital Marketing Targeting

Is digital marketing used to attract new consumers/ members?

There is consensus that digital marketing is used for membership to the detriment of other objectives (volunteers and funding). However, there are different views on the use of digital marketing tools and one of the most important is related to the membership objective: retaining members or attracting new members. Three organizations say they use digital marketing with the main aim of maintaining existing

members. Four organizations say they use digital marketing with the main objective of attracting new members. Two organizations say they use digital marketing for both purposes. One organization did not provide an explicit answer.

ADC considers it difficult to attract new members through digital platforms or means. And, therefore, they use digital marketing tools simply to keep members informed, without sharing content with the purpose of attracting new members. CCLX considers that they share content for those who follow them, without a particular strategy that differentiates targets. For ADJ, the objective of their content is to educate their members. Their content is focused on this direction, making it a strategy focused on the organization's members.

From ADMV's point of view, digital marketing is targeted at potential members. As members meet at least weekly, the organizations think that this tool is not that usable for members. For them, their communication strategy is personal contact. AD Covilhã has a particular target in mind when thinking about digital marketing: gathering new members and university students. To CCLX Aveiro, their objectives are to share their errand and their community. ADA's objective is gathering new members, that may identify themselves with the community, their content and their ideas.

In general, every organization focus digital marketing on their consumers instead of their volunteers or financiers. The difference lies in what approach they have for digital marketing: internal communication for members or external communication for potential members.

The points of view of those who focus digital marketing mainly on internal communication are: digital marketing tools are considered ineffective for attracting new members; their objective is to keep people informed; publications are made for followers and there is no differentiation strategy in this matter; their objective is to educate their members.

The points of view of those who focus digital marketing mainly on member gathering are: members meet at least weekly, which facilitates internal communication, so there is no need to invest in internal communication; the organization's goal is to spread their message and community to new people also through digital channels; they do not want to be behind the times and need a solid positioning online.

In short, organizations consider digital marketing necessary or important because:

- The perspective of every organization, FPO or NPO, and people in general, is increasingly focusing on the digital environment, and religious organizations should follow the trend;
- It is necessary to reach other people;
- It is useful for consolidating an online positioning.

Organizations do not consider digital marketing to be necessary or important because:

- There are other priorities;
- Preference is given to personal communication.

When studying particularly about the digital marketing tools, other motivations for using or not using digital marketing will emerge.

See Appendix 2

Is digital marketing used to gather new volunteers or maintain the existing ones?

Few have spoken about the use of digital marketing for volunteers. Five organizations did not pronounce volunteers as digital marketing targets, leading us to believe that they do not think about using digital marketing to communicate particularly with volunteers or attract new volunteers. Except for ADJ, which has concrete objectives for volunteers, the other 4 organizations do not use digital marketing with the primary objective of communicating with volunteers.

From ADMV's point of view, digital marketing is not at all aimed at volunteers. As described in the previous point, the organization's strategy for digital marketing involves attracting new members. To communicate with volunteers, the channels used are personal contact or closed chat groups. For Hillsong Portugal, the biggest focus is members. Still, occasionally some content is published to communicate with volunteers. For CCLX Aveiro and ADA, the focus is on members. Recruitment of volunteers will appear spontaneously, resulting from their work with members.

See Appendix 3

Is digital marketing used to attract new funders and raise funds?

In this topic, answers were unanimous: financiers/ fundraising are not the targets. Two organizations did not refer at all directly to financiers. CCLX says that they do not do a differentiation to these targets. The remaining highlight that financiers/ fundraising are not their target.

ADMV explains that their objective is not characterized by obtaining financiers. Financing is a collateral necessity. However, in the context of a church, financiers are the members. That way, both are indirectly related. CCLX Aveiro adds that their target is the members. Financiers (as well as volunteers) appear spontaneously and voluntarily. ADJ says that their financing comes from other sources, such as partnerships and merchandising. They are a self-sufficient organization, financially.

See Appendix 4

6.3. Digital Marketing Tools Used by the Organization

What are the digital marketing tools that are used by Portuguese religious organizations?

a) Website and SEM

Most organizations (6) have a website. These websites are mainly used to provide institutional information. Five organizations report that information is aimed at potential members. Two organizations have on their website resources aimed at members.

AMDV's website is a static website, mainly informative. It is not used for sharing photos or news (that content is channelled to social networks). It is mainly aimed at potential members. The website's main objective is that, when someone searches for the organization through search engines, they can find their basic information, such as history, opening hours and prices. This objective is shared by every other organization that has a website. Hillsong Portugal and ADJ add that they also aim to facilitate members' access to the services and tools they provide.

Four organizations do not have a website. ADC gives 2 reasons for not having it: firstly, because they have not thought about doing it yet (demonstrating lack of

planning). Secondly, they consider that nowadays, websites are not relevant since those who search for information about the organization do it through social networks. CCLX Aveiro states that they do not have a website because the head organization manages it. The other organizations did not specify why they do not have a website.

There are 2 perspectives: websites are used mainly for informative purposes to facilitate the acquisition of new members, but also as a repository of resources aimed mainly at community members. However, there is also the perspective that websites are not important, with social networks playing their role (although this perspective was only voiced by one organization).

In short, organizations have websites:

- Because it is a digital spot where all information can be gathered (such as locations, times, values and history) to facilitate access for potential members who want to visit the organization;
- To facilitate access to resources that organizations make available for their members.

In short, organizations do not have websites because:

- They have not thought about it yet (lack of awareness in this matter);
- It is not considered relevant nowadays, since social media replace them when it comes to searching for information about the organization;
- The head church is responsible for the website.

See Appendix 5

It was difficult to obtain any relevant information regarding SEM. For 1 of the organizations with a website, which does not think strategically about SEM, the reason is the lack of time and not prioritizing the tool. Most organizations have their websites outsourced, which makes it difficult to obtain more information about this tool. However, this information helps to better understand the general picture of organizations' websites. However, from the 7 organizations with a website, whether their own or outsourced, 3 claim to have a strategy or are planning it, while the remaining do not have one or cannot say anything about the subject.

In short, organizations do not use SEM because:

- They do not have a website;

- The organization's digital marketing strategy is still under construction;
- Website is the responsibility of the head organization;
- The website is outsourced (a company handles it).

See Appendix 6

b) Online advertising

Three organizations do not use online advertising. ADC says that they still do not intend to use it. However, they do not shut the door on its future use. AD Covilhã says that, since the formation of their marketing department is recent, their digital marketing strategy is not yet well defined. However, they intend to use it. ADMV does not use it because of financial resource prioritization.

ADA only states that they rarely use it. ADM was not clear in its response.

The 4 remaining occasionally use online advertising on social media for special events. Hillsong Portugal occasionally uses this tool throughout the year to promote conferences and events, so members and non-members do not miss them. Riverside Coimbra occasionally uses it to publicize events with people of some influence, which may arouse some interest. CCLX uses the tool occasionally for special events, but also for posts on which they may want to get more views. CCLX Aveiro uses it to promote extraordinary events. Due to resource limitations, it is not used more often. ADJ uses it for some particular kinds of events. For others, word-of-mouth is preferred.

In short, organizations use online advertising to:

- Promoting non-regular events;
- Promotion of events with influential people.

In short, organizations do not use online advertising because:

- Do not yet have the goal of using this tool (however, it has been acknowledged);
- Financial resources are allocated to other priorities;
- Not the most effective communication strategy for certain objectives.

See Appendix 7

c) E-mail marketing

Email marketing is a tool not so explored by organizations. Only 3 organizations using it. Hillsong Portugal and ADJ have a monthly newsletter, used for internal communication. Riverside Coimbra has two different strategies for newsletters: the first

is aimed at internal communication and the second is for people who have already visited but are not considered members.

ADC does not have a newsletter. The reason is that it does not make sense to use it, considering the average age of their members. For ADMV, email marketing is not a good way to achieve their objectives, it is not an area of digital marketing to invest in currently, since countless emails and SPAM are already received. The lack of financial and staff resources is also other reason. AD Covilhã says that their marketing plan is still under development and, therefore, the use of this tool has not yet been considered. CCLX and ADA say that the lack of staff is the biggest problem, while for ADM it is their financial limitations.

In general, the use of this tool is used in the form of a newsletter, for internal communication. No organization uses the tool with email marketing campaigns. However, there is also a specific communication for non-permanent members of the organization, who have voluntarily informed their email addresses.

However, most organizations do not use this tool, essentially for the following reasons: not making sense, considering the demographics of their members; or not being part of their strategy; not a good area to invest in currently, since countless emails and SPAM are already received; lack of human resources; lack of financial resources.

See Appendix 8

d) Social media

Social media are used as a digital marketing tool by every organization. All organizations use Facebook and Instagram, but other organizations use other networks. The biggest difference is in the purpose of its use.

ADC uses social media for internal communication, to advertise upcoming events and to create an album of memories. For ADJ, the content produced is designed to educate its members.

ADMV, Riverside Coimbra and ADA's aim is mainly to reach new members. Hillsong Portugal uses social media with two objectives: spreading their word and mobilizing both members and non-members for regular and extraordinary events. For AD Covilhã, there is also content launched with both perspectives in mind. CCLX and CCLX Aveiro also have this double intention: sharing with people from outside the

community what their events are like and sharing their word, but social media is also used as an agenda and memory album, for communication with their members.

All organizations use social media. However, some are present in more networks than others, showing a greater intensity and intention in using these tools. Facebook and Instagram are the main networks, followed by YouTube.

The main difference lies in the vision that each organization has for the tool. While 3 focus on internal communication, another 3 focus on attracting new members. The remaining use social media both ways.

See Appendix 9

e) Influencer marketing

This is a non-consensual tool. Half of the organizations have already used this tool.

ADMV, Riverside Coimbra and CCLX Aveiro have already used the image and participation of other religious leaders, aiming to promote the organization. AD Covilhã has already used this tool, using the image and participation of musical groups to promote the organization. However, they feel like they did not take advantage of the opportunity in a more strategic way. CCLX has already used the tool, with the participation of both religious leaders and musical groups.

ADC and ADM never used this tool because they never thought about using it. Hillsong Portugal and ADA say that their mission is not compatible with the use of this tool. ADJ has never used it because they must be very cautious when choosing which celebrity they choose, because of the kind of organization they are. They must not associate with someone who may posteriorly not meet the organization's mission.

In general, this tool creates division between organizations. Two organizations assume that the tool is not compatible with their mission, 1 prefers not to use it for fear of compromising their image, and another 2 have never thought about using it (revealing lack of digital marketing strategy thinking).

The remaining have already used this tool, mostly through other religious leaders, but also through musicians. These 2 kinds of influencers are always directly related to the religious vision that the organization has.

See Appendix 10

6.4. Digital Marketing Staff

Are the people in charge of Portuguese religious organizations' marketing volunteers or employees? Why?

For most organizations, digital marketing staff are volunteers. The exception is CCLX. They have 1 employee, who coordinates a team of volunteers. The main reasons given for not having more employees are the lack of financial resources and the small size of organizations. Another reason is general Portuguese organizations' mentality, administrative decisions (not related to the vision or financial problems), non-prioritization of the department and having employees for digital marketing may not be viable, due to their objectives and workload.

See Appendix 11

What are the reasons for organizations to avoid digital marketing or not using it more frequently and intensively?

In general, and in concluding the interviews, organizations were asked again why digital marketing is not used more intensely. The answers are as follows: dogmas, lack of strategy, lack of a department, no importance is given to the job, lack of human resources, lack of financial resources, difficulty in engaging members on social media, lack of time, lack of knowledge, cautions to be taken with published content.

Hillsong Portugal says that there are no limitations to digital marketing development, considering necessities. Their digital presence is optimized. CCLX Aveiro, about the type of tools to be used, adds that, content being adapted, every tool can be used.

See Appendix 12

6.5. Comparison with literature

In literature, several authors (Wenham et al., 2003; Helmig et al., 2004; Pope et al., 2009) identify several targets NPOs may appeal to: consumers, volunteers and financiers. It is argued that each target must be approached individually. Different targets tend to react differently to approaches. However, all interviewed organizations revealed that their digital marketing efforts target consumers, not volunteers and

funders. Some organizations explain that religious organizations have a different approach to their target. While most NPOs have three distinct targets, for religious organizations, those three are condensed into 1, which are members. This means members are also the volunteers and financiers of these organizations. Since their target structure is different, they are forced to work on marketing differently, as well as digital marketing. Therefore, digital marketing is aimed at the members of the organization.

Marketing can be used both increase the number of consumers and to promote the maintenance of existing ones (Angheluţă, 2009; Dobocan, 2015). This is the main difference in digital marketing approaches for religious organizations. While some organizations are focused on internal communication and maintaining members, other organizations are focused on attracting new members.

Wrenn (2011, pp. 45) reports that *"some of the controversy surrounding the use of marketing is grounded in confusion in discussion of the object of marketing: Religion versus religious institutions, which for ease of discussion we will refer to as «the church»"*. Some organizations mentioned that they are not trying to sell a product, but to align people with a lifestyle. However, others state that their objective is to spread what they profess, as well as their community and organization. This seems like a limitation, but it shows that organizations have different opinions on digital marketing, and therefore, they act differently on it.

Some limitations/difficulties of marketing use by religious organizations have been identified in the literature, mainly the fact that organizations cannot change their "product", since their objective is changing «consumers'» behavior. The remaining are related to the operational level. Like other NPOs, they can be summarized as limited budget, limited staff, lack of interest from leaders and lack of knowledge and training. The problems identified by organizations during the interviews fit into these same categories, previously identified in the literature.

The idea that religious organizations take longer to adopt digital marketing for their communication is also present in literature: *"organizations' communication practices do not always evolve as quickly as the technology. This is especially true for religious organizations"* (Waters & Tindall, 2010, pp. 369). This idea is also present in the interviews. Some organizations say that they "have not thought about it yet" or that they are still building their digital marketing strategy and team. Others refer that all FPOs

and NPOs are adopting digital marketing, and religious organizations should not be left behind, demonstrating that they are effectively behind and must catch up.

According to the bibliography, some digital marketing tools have already been previously studied. Webb's study (2012) revealed that websites were categorized as useful for both retaining members and attracting visitors. Interviewees show 2 main objectives for their websites: a digital spot where information about the organization is placed, aiming to facilitate the visit of a potential member, and/or a place where resources for members are stored. Therefore, organizations agree with the results of Webb's study (2012).

According to Webb's study (2012), social media and SEM were considered useful for retaining members. According to interviewees, organizations use social media from two different perspectives: retaining members and attracting new members. Even though the sample is not statistically valid, it is possible to understand that organizations' perspective is two-sided.

The remaining digital marketing tools have not previously been studied in religious organizations, so it was not possible to compare interviews with literature.

CONCLUSION

Digital marketing still does not have a universally accepted definition. Originally, digital marketing was considered to be the use of digital channels as a way of marketing products and services. Over time, broader definitions have emerged. In the simplest form, Bianchini (2019, pp. 19) defines it as *"marketing powered by the possibility of using digital communication technologies"*.

Today, digital marketing is an essential tool for communication between consumers and organizations. As consumers are increasingly connected to the internet, so should FPOs and NPOs, in order to better communicate with their consumers. NPOs are different from FPOs, in the sense that the former do not aim to profit from their activities. Their goal is different, but they also need to communicate with their targets groups, which are mainly their beneficiaries (consumers), their volunteers and their financiers. However, NPOs usually lack financial resources, volunteers and volunteers skills, which makes it more difficult to develop digital marketing.

The bibliography defines that NPOs have 3 audiences that they may need to address: consumers, volunteers and financiers.

Religious marketing can be defined as *"a process by which concrete decisions are taken (regarding what religious organizations can or cannot take in order to fulfill their mission). Marketing is the analysis, planning implementing and control of carefully formulated programs, in order to accomplish the missionary objectives of the organization. In other words, marketing may help a religious organization to fulfill its goals, by interacting with different groups. More, marketing is a process destined to build the response capacity of a religious organization towards the numerous groups whose needs must be satisfied in order to achieve success in its efforts"* (Shawchuck et al., 1992, apud Angheluță et al., 2009, pp. 175). Religious organizations, as NPOs, have similar struggles. Besides the ones above mentioned, they also have a distinct struggle, which is their religious dogmas. Because of them, there is a debate about whether marketing should or should not be used in these organizations. Either way, digital marketing has been used in religious organizations.

Some digital marketing tools have been previously addressed in religious organizations literature, as Webb (2012) examined websites, social media, content (in the form of internet webcast ministries) and internet search engines, but not in a

comprehensive fashion. Websites of religious organizations have been studied previously (Rupp & Smith, 2002; Waters & Tindall, 2010). Social media have also been previously studied, but with less depth (Enweani & Eke, 2019; Waters et al., 2009).

A literature review of digital marketing in religious organizations was made at first. A systematic literature search was carried out to find articles for the literature review. Two searches were used. The results showed that there was a gap in the literature on digital marketing in religious organizations, as the retrieved articles were not directly related to the topic. After studying digital marketing and religious organizations, it was perceived that digital marketing is divided into different digital tools. I It was found that some digital marketing tools had been addressed previously. However, few authors have addressed the issue and few tools have been studied, leading to a small number of conclusions.

Initially, the purpose of this dissertation was to study a sample which would be faithful to the reality of religious organizations in Portugal. However, the number and character of the organizations that answered the contacts made were not the expected. A subtle change of plans took place. Since a large amount of the interviews made were from protestant churches, it was decided to study protestant religious organizations in Portugal in particular, telling the real story of these organizations, and comparing the results with literature.

After analyzing the results, it was possible to create a framework of what is the state of art of digital marketing on Portuguese protestant religious organizations. Firstly, despite the fact that not every organization consider that digital marketing is relevant for the organization, most organizations attribute value to this marketing tool. Some even say that digital marketing is an essential tool, and they try to make the most of it. Every organization uses at least one of the digital marketing tools studied (social media). However, almost every organization has only volunteers working on digital marketing, except for one, which has one employee (who is linked with all multimedia sectors of the organization). Organizations consider that in Portugal, because it is a small country, it is not viable to have employees in this sector. Also, many Portuguese protestant religious organizations believe that they must have volunteers working for them, instead of employees.

It is unanimous that digital marketing focuses primarily on consumers, when it comes to targets. Only one organization has specific objectives when it comes to volunteers. It was also unanimous that financiers were not their target. Therefore, the main difference is that some organizations focus their digital marketing efforts on maintaining members, while others on attracting new members for their community. There is a big difference, compared with other NPOs. Many authors (Wenham et al., 2003; Helmig et al., 2004; Pope et al., 2009) consider consumers, volunteers and financers as three different targets that NPOs need to focus on separately. Religious organizations have those 3 targets in 1, which is the member.

Many of the studied digital marketing tools were not used by some organizations. Websites are not used because of the lack of awareness in this matter, not considering them useful (as social media may be preferred over websites) and the head organization having guardianship of the website. It was hard to collect relevant information about SEM. Mostly because organizations either did not have a strategic act on it, or they did not have guardianship of the website. Online advertising is somewhat used, but only on social media. It is mostly used for promoting extraordinary events or events with the participation of people with influence. The main reasons for the underuse/ non-use of this tool are financial resource limitations, the disregarding of the tool on the organization's objectives, strategy under construction and simply it has not been acknowledged. E-mail marketing is mainly used in shape of newsletters, aiming internal communication. Most organizations do not use this tool for the following reasons: it does not make sense because of their target demographics; it is simply not part of their strategy; it is not very usable, as they consider people would not notice it because of numerous SPAM they may receive in their inbox; the lack of financial resources. Every organization uses social media to some extent. The main difference is that some aim social media marketing efforts at potential new consumers, others at internal communication. Others at both. The main issue about influencer marketing is that some organizations do not believe that this tool is or may be compatible with their values.

The first and main limitation of this paper was the lack of participants willing to cooperate with these interviews. The first objective of this study was to study the Portuguese framework for digital marketing on religious organizations. However, due to the lack of responses to the interviews, this project had to take a turn and tell the story

of protestant religious organizations, as these were the type of organizations that had more responses.

Another limitation is that most organizations were contacted online (social media or e-mail), although some other organizations were contacted in person. This means that organizations without an online presence were less likely to be represented in this study.

Another limitation is that there may be a different point of view when talking about digital marketing in religious organizations. *"Some of the controversy surrounding the use of marketing is grounded in confusion in discussion of the object of marketing: Religion versus religious institutions, which for ease of discussion we will refer to as «the church»"* (Wrenn, 2011, pp. 45).

Other limitations were interviews with some unclear responses and the inexperience of the interviewer, who did not know how to overcome the problem.

It is difficult to generalize qualitative data because of the small sample size. Instead, qualitative research has the ease of defining constructs or variables that can then be measured. A quantitative study should follow a qualitative study (Hair et al., 2017). Therefore, a quantitative study that measures the findings of this project, such as limitations for digital marketing development, is identified as future research.

It is not the aim of this paper to understand whether the full needs-based marketing perspective is being used by Portuguese protestant religious organizations, but only to understand whether the tools are being used. Therefore, the former is identified as future research.

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APPENDIX

Appendix 1 –Digital marketing importance for the organization

Organization	Digital marketing importance for the organization
Assembleia de Deus de Cantanhede	Not an essential tool
Assembleia de Deus de Montemor-o-Velho	Would like to be developed
Hillsong Portugal	Important but not essential
Assembleia de Deus da Covilhã	Important for a certain target
Riverside Coimbra	Essential
CCLX	Essential
CCLX Aveiro	Important for a certain target
ADJ	Essencial
Assembleia de Deus de Mirandela	Not an essential tool
Assembleia de Deus da Azambuja	Important but not essential

Appendix 2 – Digital marketing on each target - members

Organization	Digital marketing on each target - members
Assembleia de Deus de Cantanhede	Yes, member maintenance
Assembleia de Deus de Montemor-o-Velho	Yes, potential members attraction
Hillsong Portugal	Yes, both attraction and maintenance
Assembleia de Deus da Covilhã	Yes, potential members attraction
Riverside Coimbra	Yes, both attraction and maintenance
CCLX	Yes, member maintenance
CCLX Aveiro	Yes, potential members attraction
ADJ	Yes, member maintenance
Assembleia de Deus de Mirandela	Not referred
Assembleia de Deus da Azambuja	Yes, potential members attraction

Appendix 3 – Digital marketing on each target - volunteers

Organization	Digital marketing on each target - volunteers
Assembleia de Deus de Cantanhede	Not referred
Assembleia de Deus de Montemor-o-Velho	Personal contact is preferred; Via online: only through closed groups
Hillsong Portugal	Volunteers are not the focus; Nonetheless, sometimes, things are done specifically for volunteers (maintenance)
Assembleia de Deus da Covilhã	Not referred
Riverside Coimbra	Not referred
CCLX	Not referred
CCLX Aveiro	The target are the members; volunteers may appear spontaneously
ADJ	Marketing is used for volunteer maintenance
Assembleia de Deus de Mirandela	Not referred
Assembleia de Deus da Azambuja	The target are the members; volunteers may appear spontaneously

Appendix 4 – Digital marketing on each target - financiers

Organization	Digital marketing on each target - financiers
Assembleia de Deus de Cantanhede	Not referred
Assembleia de Deus de Montemor-o-Velho	Funders are not the target
Hillsong Portugal	Funders are not the target
Assembleia de Deus da Covilhã	Funders are not the target

Riverside Coimbra	Funders are not the target
CCLX	Funders are not the target
CCLX Aveiro	Funders are not the target
ADJ	Funders are not the target
Assembleia de Deus de Mirandela	Not referred
Assembleia de Deus da Azambuja	Funders are not the target

Appendix 5 – Does the organization have a website?

Organization	Does the organization have a website? Why?
Assembleia de Deus de Cantanhede	No. It may not be relevant today. Have not thought of it.
Assembleia de Deus de Montemor-o-Velho	Yes. Information about the organization, headed to potential members.
Hillsong Portugal	Yes. Information for potential members, resources for members.
Assembleia de Deus da Covilhã	Yes. Information about the organization, headed to potential members.
Riverside Coimbra	Yes (head org). Information about the organization.
CCLX	Yes. Information about the organization, headed to potential members.
CCLX Aveiro	No, only the head organization has a website.
ADJ	Yes. Information for potential members, resources for members.
Assembleia de Deus de Mirandela	No.

Assembleia de Deus da Azambuja	No.

Appendix 6 – Does the organization use SEM?

Organization	Does the organization use SEM?
Assembleia de Deus de Cantanhede	Doesn't have a website.
Assembleia de Deus de Montemor-o-Velho	No. Not a priority. Lack of time.
Hillsong Portugal	Yes, based on the head franchise website.
Assembleia de Deus da Covilhã	Doesn't know, the website is outsourced.
Riverside Coimbra	There will be a strategy once their own website is finished.
CCLX	No.
CCLX Aveiro	Up to the head org.
ADJ	Strategy under analysis.
Assembleia de Deus de Mirandela	Doesn't have a website.
Assembleia de Deus da Azambuja	Doesn't have a website.

Appendix 7 – Does the organization use online advertising?

Organization	Does the organization use online advertising?
Assembleia de Deus de Cantanhede	No. Still do not have the objective of using this tool.
Assembleia de Deus de Montemor-o-Velho	No. Prioritization of financial resources allocation.
Hillsong Portugal	Occasionally, to promote special events. For

	members and potential members.
Assembleia de Deus da Covilhã	Not yet. The marketing team and plan are still in development.
Riverside Coimbra	Occasionally, on social media, to promote special events. For potential members.
CCLX	Occasionally, on social media, to promote special events.
CCLX Aveiro	Occasionally, to promote special events.
ADJ	Occasionally, on social media, to promote special events.
Assembleia de Deus de Mirandela	Not clear.
Assembleia de Deus da Azambuja	Rarely used.

Appendix 8 – Does the organization use email marketing?

Organization	Does the organization use email marketing?
Assembleia de Deus de Cantanhede	No. Doesn't make sense for their targets.
Assembleia de Deus de Montemor-o-Velho	No. Not a good way of reaching their goals. Financial and volunteer's time limitations also.
Hillsong Portugal	Monthly newsletter for member maintenance.
Assembleia de Deus da Covilhã	No. Marketing team and plan are still in development. Have not thought of it.
Riverside Coimbra	Yes. Some emails target member maintenance, others for potential.
CCLX	No. Lack of staff.
CCLX Aveiro	It is up to the head organization.

ADJ	Yes, mostly for member maintenance.
Assembleia de Deus de Mirandela	No. Finantial limitations.
Assembleia de Deus da Azambuja	No. Lack of staff.

Appendix 9 – Does the organization use social media marketing?

Organization	Does the organization use social media marketing?
Assembleia de Deus de Cantanhede	Facebook and Instagram. Focused on internal communication.
Assembleia de Deus de Montemor-o-Velho	Facebook, Instagram and YouTube. Content is focused on potential members.
Hillsong Portugal	Facebook, Instagram, Twitter, Tik Tok and YouTube. Focused on members (effective and potential).
Assembleia de Deus da Covilhã	Instagram and Facebook. Focused on members (effective and potential).
Riverside Coimbra	Instagram, Facebook and YouTube. Focused on potential members.
CCLX	Facebook, Instagram, Youtube. Focused on members (effective and potential).
CCLX Aveiro	Facebook and Instagram. Focused on members (effective and potential).
ADJ	Instagram, Facebook and Youtube. Focused on internal communication.
Assembleia de Deus de Mirandela	Instagram e Facebook. Focused on internal communication.

Assembleia de Deus da Azambuja	Facebook and Instagram, focused on potential members. Whatsapp focused on internal communication.

Appendix 10 – Does the organization use influencer marketing?

Organization	Does the organization use influencer marketing?
Assembleia de Deus de Cantanhede	No. Never thought of that.
Assembleia de Deus de Montemor-o-Velho	Yes. Religious leaders.
Hillsong Portugal	No. Not compatible with their mission.
Assembleia de Deus da Covilhã	Yes. Musical bands.
Riverside Coimbra	Yes. Religious leaders.
CCLX	Yes. Religious leaders and musical bands.
CCLX Aveiro	Yes. Religious leaders.
ADJ	No. Non-association with people who could compromise the organization's image.
Assembleia de Deus de Mirandela	No. Never thought of that.
Assembleia de Deus da Azambuja	No. Not compatible with their mission.

Appendix 11 – Are the people in charge of the organizations' marketing are volunteers or employees?

Organization	Are the people in charge of the organizations' marketing are volunteers or employees?
Assembleia de Deus de Cantanhede	Volunteers. Dimension of the organization is too limiting. Mentality of religious organizations in Portugal.

Assembleia de Deus de Montemor-o-Velho	Volunteers. Lack of financial resources. Not a priority.
Hillsong Portugal	Volunteers. Administration decision, not related with finances or vision.
Assembleia de Deus da Covilhã	Volunteers.
Riverside Coimbra	Volunteers.
CCLX	1 employee, the remaining are volunteers. Lack of financial resources.
CCLX Aveiro	Volunteers. Lack of financial resources.
ADJ	Volunteers. Organization's dimension is limiting. Not viable. Other priorities.
Assembleia de Deus de Mirandela	Volunteers. Lack of financial resources.
Assembleia de Deus da Azambuja	Volunteers. Organization's dimension is limiting. Not viable.

Appendix 12 – What are the reasons for organizations to avoid digital marketing or not using it more frequently and intensively?

Organization	What are the reasons for organizations to avoid digital marketing or not using it more frequently and intensively?
Assembleia de Deus de Cantanhede	Dogmas. Lack of strategy. Lack of department and team.
Assembleia de Deus de Montemor-o-Velho	Lack of human and financial resources.
Hillsong Portugal	At the moment, taking into account the workload, there is no limitations.
Assembleia de Deus da Covilhã	People do not believe in the department importance. Difficulty engaging members on

	social media. Lack of strategy. Lack of department and team.
Riverside Coimbra	Lack of human and financial resources. Lack of time. Lack of know-how.
CCLX	Lack of human resources. Lack of know-how.
CCLX Aveiro	Dogmas. Caution with posted content.
ADJ	Lack of human resources.
Assembleia de Deus de Mirandela	Answer not clear
Assembleia de Deus da Azambuja	Lack of time