

Digital Marketing for NGO's: To Identify the Key Performance Goals, Digital Tools and to Develop High Level Content and Social Strategies for SEWA's Hariyali Project

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The main aim was to identify the key performance goals that are necessary to be achieved in order to run a successful digital campaign and to prepare a sound and effective solution which might help in achieving those goals. Apart from that the focus was also on various online tools that can make the process of creation of various contents and analysing the success of the digital campaigns much easier and simpler.

Introduction

Over the last few years the number of users in various social media sites like Facebook and Twitter have increased exponentially. Such a development opens up new prospects for several companies and agencies that need to be in constant touch with their prospective customers. For a Non-Profit Organization also such engagement is of paramount importance because it not only provides access to potential audience but it can be used to target the intended audience, thereby increasing the impact and effectiveness of the digital campaign. Moreover it also provides the tools for analysing various parameters of the campaign which can be reflected upon while designing the next campaign. But in order to have an effective digital campaign in place it is very important to have:

- a) Proper content that is clearly visible and has the ability to convey the intended message to the audience.
- b) A sound and flexible social marketing strategy which defines and describes the frequency and proper time for posting, the kind of content to be posted and the intended audience of the post.
- c) Tools that can measure the effectiveness and impact of the content. Such analysis will prove beneficial in designing other campaigns in future.

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Introduction to SEWA & SEWA's Hariyali Project

The Self Employed Women's Association (SEWA) was established in the year 1972 as a trade union of self-employed women. Initially it was a part of the Textile Labour Association (TLA) however due to a rift between the organizations SEWA split from TLA and became an independent body. After the separation from TLA SEWA was able to grow much faster and take newer initiatives.

SEWA is basically an organization for poor, self-employed women workers. These women earn their living by engaging as a contractual labourer or by running small businesses on their own. They don't obtain regular salaries and are deprived of welfare benefits enjoyed by the workers in organized sector. More than 94% of the female labour force in India is constituted by the unorganised sector. SEWA's main aim is to provide full time employment and its associated benefits like work security, income security, food security, social security (at least health care, child care, and shelter), and self-reliance to the women workers.

SEWA Hariyali Project

At the heart of any industry is energy. Without it industry and business cannot hope to flourish. Gujarat is suffering from an energy crisis and the biggest sufferers are the small time farmers and Small and Medium enterprises. SEWA realised that the only way to solve the energy related problems of the small time farmers and small and medium enterprises is by looking beyond the conventional sources of energy. SEWA Hariyali project is such an initiative where solar powered lamps and machinery are being provided to the farmers and industries to solve the problems of energy crisis. Currently solar powered lamps and cooking stoves have been launched by SEWA in various villages and a pilot project is running whereby they are going to provide solar powered pumps.

The future of the SEWA's Hariyali project is in scaling it up and reaching to all the sections that are in need of such an aid. There are many villages in India which do not have any access to power. SWA's initiative is like a beacon of hope to those villages as the solar powered machinery is going to drive down the cost in procuring power for their daily needs and at the same time they will now not be hindered by the darkness.

Literature Review

With the proliferation of digital media more and more organizations have realised the tremendous potential of digital marketing and have embraced the fact that in order to increase their brand awareness and engagements they will have to include digital marketing also. Non-profit organizations also see a tremendous opportunity in this domain as it gives them the ability to

expand their reach and message delivery, achieve their critical goals, open the doors to more donor support, engage and support the existing and potential volunteers, and advocate their mission and brand to new constituents, near and far. However according to (Krueger & Haytko, 2015) slashed budgets, non-availability of qualified personnel, hesitation to incorporate new technology and lack of knowledge have ensured that Non-Profits are late in entering the digital space. Unless they embrace the change and adapt to the changing circumstances they will always face lost opportunities as the competition is bound to seize this opportunity and evolve with changing times.

According to (Tiago & Verissimo, 2014) digital marketing is highly important and top priority for a manager. Almost 82% of the manager's rate digital marketing as important in building their brand while 78% of the managers rate it as important in improving consumer knowledge and 70% rate its importance in heightening communication flow. One marketing manager even went on to say that "Digital media is important for 'establishing direct dialogue with the consumer'", (p. 705) while another one stated: "The most important factor for the involvement of companies in digital media is the very low investment required when compared with traditional media."

According to the study carried out in 2013 by (WebDam, 2014) almost 55% of the entire digital marketer worldwide increased their digital marketing budget to US\$135 billion to be spent on new digital marketing collaterals in 2014. The study also found that 52% of all the marketers found their customers via Facebook and that blogs generated 67% additional leads whereas videos in the landing page increased conversion by 86%. This confirms that investing in digital marketing is a profitable proposition for various organizations.

Unfortunately non-profit organisations have been slow to embrace digital marketing. According to:

- (Neff & Moss, 2011), factors such as strict budget allocation, slower growth rate and later adaptation practices have kept the non-profit organisation from leveraging the real potential of the digital space. Some non-profit organisations have not even entered the digital space.
- (McMahon, Seaman, & Buckingham, 2011), only 6% of the non-profit organizations have a website, which indicates that non-profit organisations are not attuned to the needs of their audience.
- (Kang & Norton, 2004), out of 100 non-profit organisations' website that they studied, even though 85% of the website included e-mail addresses as contact information, most of the sites did not utilize interactivity facility to its full potential. Social media sites are other avenues which show greater promise.

- (Luttrell, 2014), social networking sites are basically like online communities where people of similar interests or needs meet to share information.
- (Vertical Response, 2013), reports that for non-profit organisations social media is the best option to engage audiences across all digital platforms and in doing so can be least expensive. The study indicates that 61% of the non-profit organisations are currently spending more time on social media than a year ago and four times the number of non-profit organisations have increased their social media budget than decreasing their budget allocations.
- (Auger, 2013), study on social media and non-profit organisations have shown that the former's sites can be very effectively used by the latter to persuade people to their point of view, express thanks and recognition, solicit feedback and provide opportunities to interact with the people.

Currently 70% of internet population users uses social media. Unfortunately, non-profit organisations are not capitalizing on this opportunity. They fail to realise that perhaps social media sites are capable of providing two-way symmetrical communication intended for interaction with the public and they are only sharing information in one-way dimension.

In Indian context Non-government organizations (NGOs) such as Greenpeace, CRY, Akshaya Patra and Samarthanam Trust for the Disabled have discovered that social media is crucial for spreading their work to the people. The turning point was when the organization realized that on social media it could engage with retail donors who account for 45% of the donor base and also belong to Gen X (who were born between 1964 and 1978), or Gen Y (who were born between 1978 and 1990). At Greenpeace, a digital team was formed in 2009 with one person monitoring the medium. By 2014, they expanded it to five members. At non-profit Akshaya Patra that provides mid-day meals to schoolchildren, there are five members to monitor the social media and 15 more to manage its digital marketing strategies Social media can thus become a very powerful tool for reaching more prospective audiences and achieve their organisational goals.

Objectives

Thus from all the works cited in the above section it is certain that non-profit organisations should embrace digital marketing and have proper strategies put in place to embrace social media sites. However, all the above mentioned works fail to touch upon a very important question, that is: What should be the Key Performance Goals a non-profit organisation should target in order to launch a successful digital campaign? The reports also fail to identify the tools that can be utilised by the non-profit organisations to create the proper content and undertake a proper analysis of the digital campaign post-launch. This paper intends to answer these questions, and, therefore, the main objectives are as follows:

1. To identify the Key Performance Goals that a non-profit organisation must set prior to launching the digital campaign.
2. To identify the tools that can help prepare the content for posting on social media and the tools that are capable of analysing the overall success of the digital campaign.
3. To understand the important aspects of a successful campaign strategy via social media and the various factors that influences / contribute to it.

Identifying the Key Performance Goals

Key performance goals serve as a foundation on which the entire structure of the digital campaign of an organisation is built. It gives the organisations a proper direction and is helpful in designing a proper strategy for the digital social campaign. The several goals that were identified for SEWA's Hariyali project are as follows:

1. Primary Goals:
 - To share news and information about the cause, mission and objectives of the organization.
 - To create brand awareness and recognition.
 - To establish and lead the connection by participating in active engagements like discussions with the audience.
 - To recruit volunteers and employees (the social media sites can be used to attract potential interns or employees who want to work on exciting projects).
 - Fundraising (the social media channels can be used for crowd funding if required).
2. To identify and target the intended audience.
3. To choose the right channels to target the audience. This involves finding the appropriate channel that the target audience most frequently visit (hit) and to pinpoint the right time for posting the message.
4. To create a proper content strategy. This will involve setting the norms to identify the kind of posts to be posted, the language to be used, the quality and orientation of the videos/graphics that are to be posted and to find an all-in-one solution for preparing the engaging content.
5. Engagement Goals:
 - Identify the trigger points.
 - Try to engage the audience in an informal conversation that will increase the interest in and continued connectivity with the organization.

- Measure the results and repeat the message with or without improvements.
6. Track and measure the results by using various tools like Klout, social mention etc.

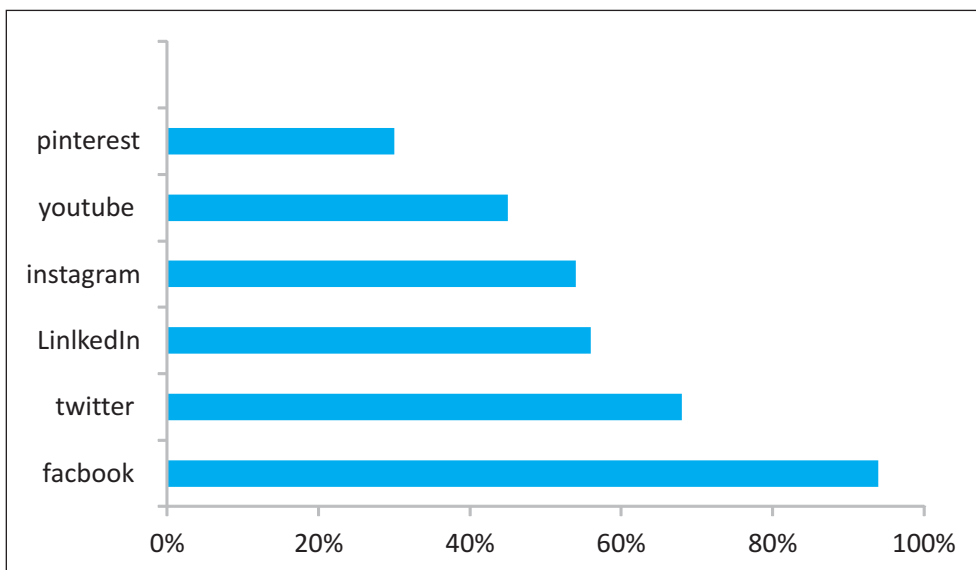
Choosing the Right Social Media Channel

The number of social media channels is now beyond telling, but one needs to understand that every social media channel is unique in its own way and has certain advantages over the others. Some are good for increasing brand awareness while some others are good for lead generation. So it is imperative for an organization to identify the proper social media channels that can help it to attain its goals. In order to do that the organization needs to be very clear regarding what its own goals are, i.e. whether it is aiming to increase the brand awareness or targeting to have increase its connect with its customers, or increase sales.

The goals of SEWA Hariyali are:

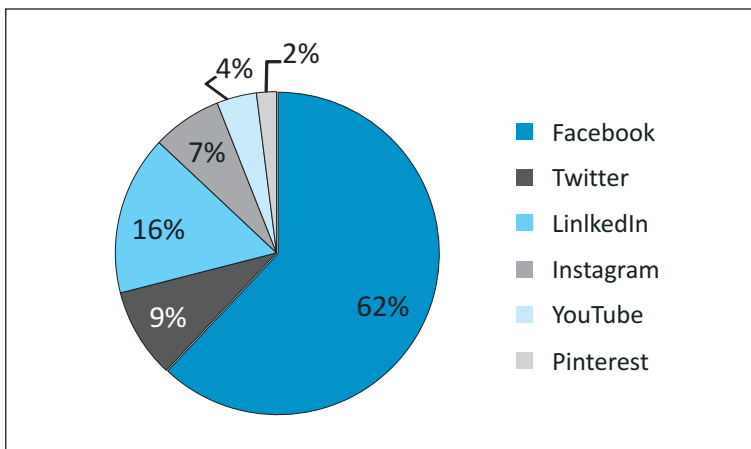
- To increase the brand awareness and recognition.
- To increase the connectivity with the audience by increasing active engagements.

Figure 1
Commonly used Social Media Platforms



Source: Industry Report 2017 published BY Social Media Examiner

Figure 2
The most important Social Platform for Marketer



Source: Industry Report 2017 published BY Social Media Examiner

According to Industry Report 2017 published by social media examiner, Facebook, Twitter, LinkedIn, and Instagram were identified as the top four platforms used by marketers, with Facebook leading the pack by a huge margin. As per their study they have found that nearly two-thirds of the marketers (62%) chose Facebook as their most important platform, followed by LinkedIn (16%), Twitter (9%) and then Instagram (7%).

A digital campaign for SEWA Hariyali was started to boost a post which was able to reach almost 5,000 people with about 917 active engagements (i.e. likes), it ran for about seven days and the overall cost of the campaign was INR 330. Such short campaigns are very effective in increasing brand awareness as it allows targeting of the right audience. Following Facebook the next best channel is LinkedIn followed by Twitter. YouTube which is the world's second largest search engine with about 3 billion searches per month comes next. It can definitely become one of the most important channels for SEWA Hariyali as it has got a number of amazing videos which if shown to the right audience can help to get a large number of active engagements..

Thus, we can say that Facebook is the best channel in terms of increasing brand awareness and recognition. This is because Facebook currently has 1.94 billion monthly active users and thus gives access to a huge audience base. Moreover in context of SEWA Hariyali a paid Facebook campaign will be more effective than relying on Facebook's free of cost campaign as it is designed to give maximum engagements in short amount of time.

Choosing the Right Social Media Channel (Tools)

Organizational goals are the most important parameters that needs to be considered while choosing the appropriate social media channel for the organization. However it is also very important to identify a particular social media channel over which the audience is spending majority of his/her time. Tools like Buzzsumo, Brandwatch Analytics etc., allow the client to find the rating desired, though at a steep price. In the context of SEWA Hariyali project, by using the Buzzsumo, on a trial basis, it was found that the users spent majority of their time on Facebook, followed by Twitter and LinkedIn.

Designing Content Strategy

It is very important to understand that a proper content is very important to convey to its audience the message of the organization. The message should also have the ability to capture the minds (intellectually) and hearts (emotionally) of the audience, hence it should be simple so that the message it tries to convey can be easily understood, interpreted and responded to by the audience.

The content can be classified into the following:

- Written post: language can be English or any other regional language.
- Posts that include pictures / graphics.
- Posts with video content.
- Other types: like questions, fill in the gaps, are generally used in Twitter to increase the engagements, or employ a tool in the Facebook that allows the creation of amazing posts so that the organization is enabled to convey the message to their audience effectively.

Tips for Developing Content Strategy

- Encourage the organization to start telling stories about itself.
- Put the audience first; and convey the message about the organisation that will help in emotionally connecting with their audience.

Strategies for Different Types of Posts

1. Written Post: The choice of a particular language depends on the kind of audience to be targeted. If the intent is to target a global audience then the language should definitely be English. However, if the intent is to target an audience of a particular geographical area (like a specific Indian State) then the regional language of the state would be a much better choice.
2. Posts with Pictures: "A picture is worth a thousand words", similarly, a post with picture is able to convey a lot to the audience and is able to emotionally stir a person. However a

picture needs to have the following attributes to be able to convey a powerful message and extract a positive response to the message:

- Clarity of the message picture: The words used for the message should be precise, concise and perfect so that the reader 'bites the bait' instantly. The picture too should contain an artistic angle so as to convey an accurate message to the viewer. In order to achieve this, it is better if the picture is taken by a professional photographer with a DSLR camera so that the image is of high resolution. This is important because most social media sites automatically re-size an image for posting.
 - Use proper image manipulation software: Adobe photo-shop, GIMP are highly suitable for this purpose.
3. Post with Video Content: Video presentation has become the latest tool in the arsenal of a digital marketer to attract a larger viewership both for entertainment and marketing of products. Many companies are investing heavily in graphics technology as it has the capability of reaching and influencing a large number of people. In the context of SEWA Hariyali also posts videos which have become a potent tool. SEWA already has quite a number of videos which they can put online in order to increase their presence via social-media outreach.
 4. Other Types: Digital marketers have realised that they need to be constantly inventive in order to attract a greater audience and sustain their interest. For instance, the Greenpeace organization started a digital campaign where they only posted a question. The objective was to create a discussion on a topic wherein the audience participated on their own and took the discussion forward. This helped in increasing the interest and also helped the organization to connect with their audience. Similarly, Facebook's Canvas feature has proved to be a great platform for storytelling.

Tools for Creating Captivating Content

Content is not only restricted to whatever is posted in the social media sites but it also contains the headers, logos, all of which make the presentation very attractive. Moreover, currently, digital marketers also use info-graphics to convey messages or information to the audience very attractively. However, creating a content that is both credibly informative and visually attractive takes talent, especially because the dimensions and parameters of all these contents are different. In order to meet the specifications and adhere to the regulations, many reputed organizations hire a professionals / agencies specialized in 'copywriting' and 'designing' to take care of the total content. But for an NGO it is an expensive proposition. An easier and cost effective alternative is to use a dedicated software called CANVA. It is basically an online software tool that allows the

designer to create all types of content on a single platform, and post the desired “ad” on Twitter, Facebook, Instagram etc. It is a one place solution for creating all kinds of graphics and text contents. This software has an inbuilt feature that allows the user to share the design with his/her teammates, thus an entire teams can work on the same project simultaneously, automatically saves the content design and then post the end-product on cloud servers.

Designing Social Media Strategies

Creating an attractive and informative content is the first step towards a successful digital campaign. However, without a proper social media strategy, the digital campaign is bound to have a lukewarm response. Hence, the social media strategy should incorporate the following decisions:

- The type of audience to be targeted.
- The appropriate time for posting on social media.
- The frequency of posting.

Strategy for Choosing the Right Audience

- Every social media site has a filtering tool that can be used to select desired parameters that are appropriate for the intended audience. These are considered to be great help in targeted marketing.
- SEWA decided on the following parameters:
 - A fixed level of education (at least graduate).
 - Affiliation to any non-profit organization.
 - Interest in charitable work, women's welfare activities and public affairs.
 - Age to be limited to between 18-50 years.

It was the considered opinion that the above parameters would be conducive to obtaining maximum engagements. (These parameters were fixed after the evaluation of a digital campaign that was conducted and monitored.)

Appropriate Time for Posting on Social Media

The best way to fix the appropriate time for posting in social media sites can be ascertained by using various tools like Klout. By integrating the SEWA Hariyali's Facebook and Twitter pages with Klout, it was found that the best time for posting is: 10:45 am, 3:45pm, 4:00 pm as the users were found to be more active during these periods of times.

Frequency of Posting

In order to figure out the proper frequency of posts on social media it is very important to understand that there are certain important factors which have a direct bearing on the overall presence of the audience on social media. Certain keywords or hashtags are bound to draw more engagements than others. So before figuring out the desired frequency of posts, it is important to identify the trending keywords in the digital space. By using a tool called 'SocialMentions' and by setting the attributes matching SEWA's profile, two important keywords were identified that had a direct relationship with the Hariyali project. These keywords were:

- Renewable energy
- Solar energy

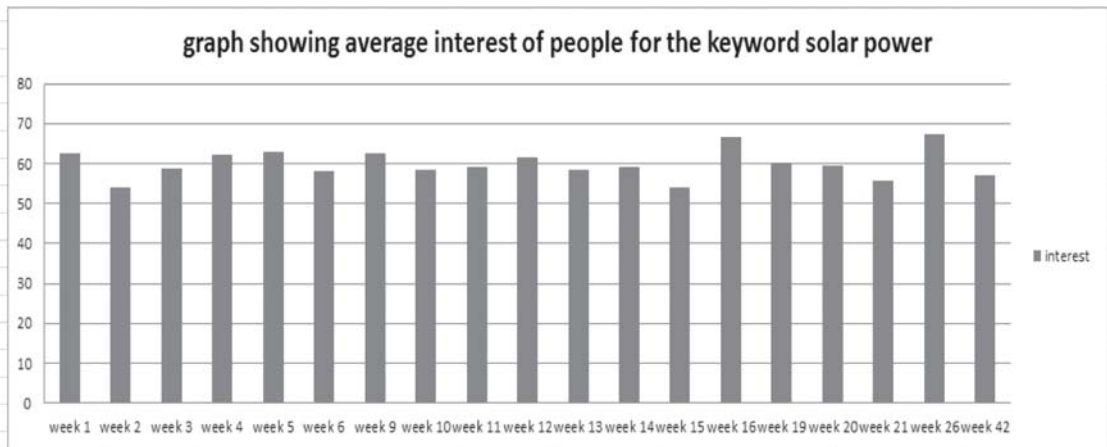
After the keywords were identified it was important to analyse the overall interest of the people and to find the appropriate moments to use the identified keywords. Using Google trends, people's interest over a span of three years was found and the data was transferred to an excel sheet. In the following figures (3-6), snapshots of the data on excel sheet, followed by bar graphs are attached:

Figure 3

keyword: SOLAR POWER INDIA							
	interest_2016	interest_2015	interest_2014	avg	diff		
week 1	80	64	44	62.66666667	17.33333333		
week 2	58	54	50	54	4		
week 3	74	56	46	58.66666667	15.33333333		
week 4	78	66	43	62.33333333	15.66666667		
week 5	66	74	49	63	3		
week 6	62	57	55	58	4		
week 9	69	66	53	62.66666667	6.33333333		
week 10	66	66	43	58.33333333	7.66666667		
week 11	63	61	53	59	4		
week 12	65	70	50	61.66666667	3.33333333		
week 13	69	61	45	58.33333333	10.66666667		
week 14	63	66	48	59	4		
week 15	58	57	47	54	3		
week 16	78	70	52	66.66666667	11.33333333		
week 19	62	78	41	60.33333333	1.66666667		
week 20	61	60	57	59.33333333	1.66666667		
week 21	58	55	54	55.66666667	2.33333333		
week 26	69	60	73	67.33333333	1.66666667		
week 42	58	58	55	57	1		

Source: Data extracted using Google trends

Figure 4



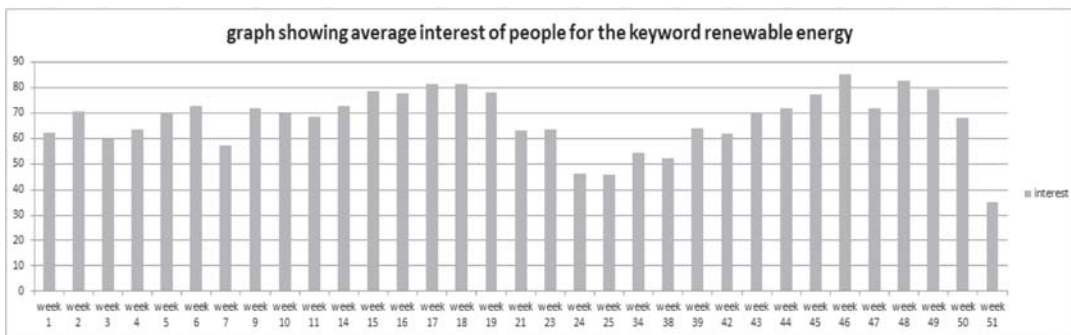
Source: Data extracted using Google trends

Figure 5

	KEYWORD: RENEWABLE ENERGY					
	interest_2016	interest_2015	interest_2014	avg	difference	T
week 1	70	52	64	62	8	
week 2	78	58	76	70.666667	7.3333333	
week 3	64	60	55	59.666667	4.3333333	
week 4	69	53	68	63.333333	5.6666667	
week 5	78	73	60	70.333333	7.6666667	
week 6	77	75	66	72.666667	4.3333333	
week 7	60	69	42	57	3	
week 9	76	67	73	72	4	
week 10	85	61	63	69.666667	15.333333	
week 11	74	72	59	68.333333	5.6666667	
week 14	74	74	70	72.666667	1.3333333	
week 15	82	84	69	78.333333	3.6666667	
week 16	82	73	78	77.666667	4.3333333	
week 17	92	89	63	81.333333	10.666667	
week 18	89	81	74	81.333333	7.6666667	
week 19	84	81	69	78	6	
week 21	73	64	52	63	10	
week 23	74	55	61	63.333333	10.666667	
week 24	50	48	41	46.333333	3.6666667	
week 25	48	41	49	46	2	
week 34	64	47	52	54.333333	9.6666667	
week 38	56	48	52	52	4	
week 39	65	64	62	63.666667	1.3333333	
week 42	70	53	62	61.666667	8.3333333	
week 43	72	69	70	70.333333	1.6666667	
week 44	82	82	52	72	10	
week 45	78	70	84	77.333333	0.6666667	
week 46	100	87	68	85	15	
week 47	83	66	67	72	11	
week 48	85	97	66	82.666667	2.3333333	
week 49	88	81	69	79.333333	8.6666667	
week 50	78	73	53	68	10	
week 51	40	39	26	35	5	

Source: Data extracted using Google trends

Figure 6



Source: Data extracted using Google trends

The data obtained from Google Trends showed the interest of the people on a weekly basis over a span of three years. The objective was to identify those weeks during which the viewers showed much higher interests for the keywords. The procedure involved in identifying those weeks and taking the average of all the hits for a particular week over a span of three years and then subtracting it from the maximum interest value in three years. If the difference was found to be more than zero then that particular week can be considered the prime time for posting the content having the selected keywords. Such data analysis is crucial for creating a schedule for posting wherein the posts contain the identified keywords. This scrutiny certainly improves the engagements and will also help in running a digital campaign that is time-bound and cost effective.

After the keywords were selected and the weeks where maximum potential was identified, the next task was to identify the total number of posts to be posted in a week. By using data from “Social Media Benchmarks Report”, the average number of posts was identified to be 8, out of which the number of posts with images was to be at least 3.

Tool to Measure the Effectiveness of the Campaign

Klout is one of the most effective tools that can be used to measure the effectiveness of a digital campaign. Klout is a website and mobile app that uses social media analytics to rate its users according to online social influence via the "Klout Score", which is a numerical value between 1 and 100. In determining the user score, Klout measures the size of a user's social media network and correlates the content created to measure how other users interact with that content.

It had already been integrated with the SEWA Hariyali's Facebook and twitter pages. The tool automatically rates the performance of the various social media sites of the organization in terms of active engagements and gives a score that varies on a daily basis. The score can be analysed and

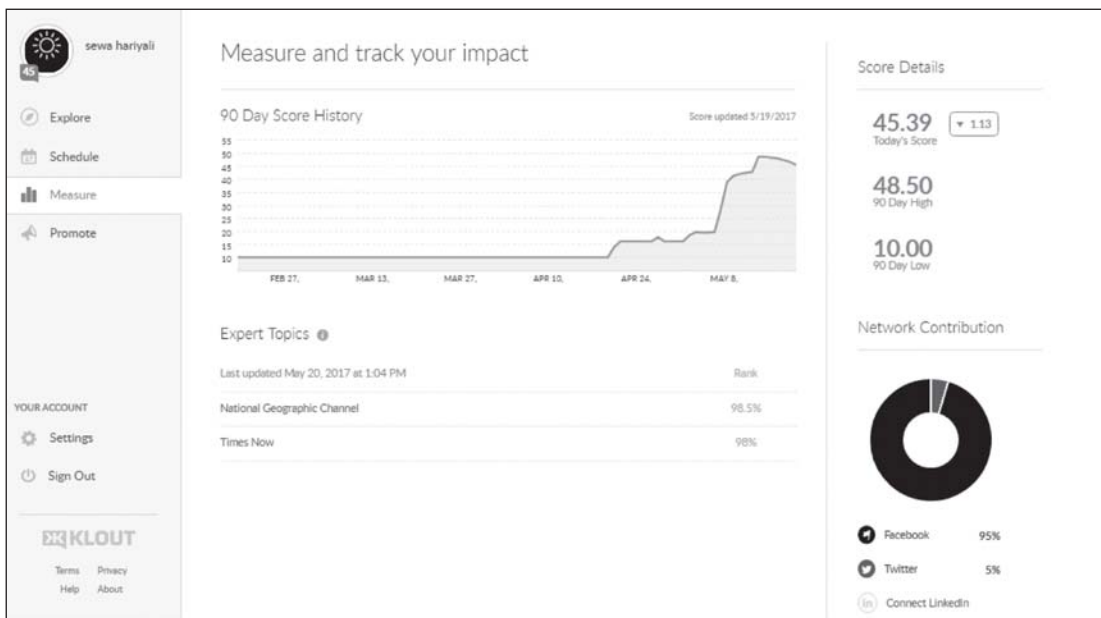
based upon it, a conclusion can be reached to ascertain whether the campaign has been successful or not.

Klout uses Bing, Facebook, Foursquare, Google+, Instagram, LinkedIn, Twitter, YouTube, and Wikipedia data to create Klout user profiles that are assigned a unique "Klout Score". Klout scores range from 1 to 100, with higher scores corresponding to a higher ranking of the breadth and strength of one's online social influence. While all Twitter users are assigned a score, users who register at Klout can link multiple social networks, of which network data is then aggregated to influence the user's Klout Score.

(Source: Wikipedia)

The following figure shows the snap of the Klout page and the score of SEWA Hariyali.

Figure 7
Klout Layout



As is evident from the figure 7, the score increased from 10 to 48.50. This increase was noticed during the phase when the SEWA Hariyali ad campaign was launched in the Facebook. The tool had a dashboard where the performance of the campaign was displayed as line-graphs. It also showed the contribution of various social channels that has been integrated with it. The results obtained by using the tool can be studied for planning better strategies for future digital campaigns. The Klout page also had built into it (i) a search feature which can be used for searching relevant contents, and (ii) an option to schedule a post for later posting.

Tips to Avoid a Digital Campaign Failure

For any organization a failed digital campaign means a disappointment more than just loss in profits. It also means loss of credibility which is very hard to rebuild and re-establish. Thus for an NGO, such as SEWA, which basically thrives on the trust of its audience, cannot afford to have a failed campaign. And failure can be disastrous. Therefore, to avoid a disappointment, the following steps can be taken:

- **Collect and Analyse data:** Collecting and analysing data might be considered an unimportant task when it comes to digital marketing. However, make no mistake, it is perhaps the most important task in the campaign. Data analysis can help establish trends, gauge the mind of its audience, and identify what else needs to be done to make the future campaigns more successful. Tools like Klout and social mentions can help in analysing those trends and take appropriate measures.
- **Constant Vigilance:** It is possible that initially the audience showed positive interest and gave encouraging response to the campaign. However, if one becomes complacent and fails to keep track of the campaign's progress, the effort might end up in jeopardy. Viewer interest change very rapidly in the digital domain, hence it is important to diligently keep track regularly.
- **Posting content after due diligence and scrutiny:** It is worth remembering that once a content is posted on a site, it will be viewed by anyone-anywhere-anytime. Therefore, before posting the content it is very important to ensure that the proposed post is neither controversial, nor unethical, nor vilifying, nor libellous, not hurting any social, cultural, religious and moral sentiments.
- **Engagements are very important:** If a viewer has responded to the message on the Facebook page or has commented on the post, it is very important to reply suitably and responsibility. It does not matter whether the response has been positive or negative. What matters is that a 'conversation' is established and maintained, and if necessary, followed up. It shows that the organization is listening to the audience.

Conclusions

- Having a fully functional website is very essential for any NGO. In the context of the SEWA, it may be noted that, even though they are executing an amazing work in their respective fields, by not subscribing to a fully functional website, they are missing out on important engagements with their audience.

- A dedicated team should be constituted to explore the digital marketing potential of the SEWA Hariyali.
- The NGO's should consider approaching experts and interested individuals / agencies to design their websites and launch them on social sites. This will boost the number of engagements in the digital space thus creating awareness and support.
- It is very important for an NGO to allot a reasonable budgetary amount for digital marketing. In fact, the paid digital campaign that was launched for SEWA Hariyali project was able to reach a considerable number of people in a short span of time. Hence, we can see that paid campaigns have a great potential in getting maximum engagements for an organization.

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