ISCTE Business School
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SOCIAL NETWORKING IN NONPROFIT ORGANIZATIONS: THE CASE OF AMNESTY INTERNATIONAL PORTUGAL

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Abstract

In a world in which the information is spread faster than ever, natural disasters, atrocities on fundamental human rights or even on the sustainability of our planet occupy a big part of our daily lives whether they occur next to us or not. NGOs thus have an overriding role, following their ideals and motivating people to joining them on their campaigns.

That is however the same world in which the term “crisis” has come to stay, in which the competition became global, and in which the credibility towards business has reached historical lows. Is then urgent for NGOs to understand this framework, using all new tools available in order to remain relevant, reliable, and efficient.

Marketing and its new trends can (and must) intercede here. Nonprofit business requires specific marketing strategies with their unique characteristics, making social business a distinct science that is often misinterpreted.

This research aims to sensitize to the use of appropriate marketing practices in NGOs, providing guiding lines through social marketing practices and embracing new trends in marketing, concretizing in practical notes with the collaboration of the Portuguese section of Amnesty International.

Keywords: Social marketing, Relationship marketing, Social Media marketing, Co-creation

JEL Classification System:

M30 General
M31 Marketing

Resumo

Num mundo em que a propagação da informação se dá mais rápido que nunca, desastres decorrentes de fenómenos naturais ou atrocidades cometidas sobre os direitos fundamentais do Homem (ou mesmo sobre a sustentabilidade do nosso planeta) pertencem cada vez mais ao nosso quotidiano, ocorram ou não perto de nós. As organizações não governamentais têm assim um papel preponderante, seguindo os seus ideais e procurando motivar as pessoas a ajudá-las nas suas campanhas.

No entanto, é nesse mesmo mundo que o termo "crise" se instalou de vez, que a competitividade é global, e a descrença no meio empresarial ganha proporções cada vez maiores. É por isso urgente para as organizações não governamentais compreender a conjuntura de modo a usar todas as ferramentas hoje disponíveis de modo a permanecerem relevantes, credíveis e eficientes.

É aqui que o marketing, e nomeadamente as novas tendências que vão surgindo, podem (e devem) intervir. O marketing para fins não lucrativos, com todas as suas especificidades, tem propriedades únicas que fazem dele uma ciência distinta, mas que nem sempre é devidamente reconhecida, compreendida e utilizada de modo correto.

A missão deste trabalho é sensibilizar para a importância de práticas de marketing corretas no seio de ONGs, dando linhas de orientação pelos caminhos do marketing social e englobando novas tendências, concretizando no exemplo da secção portuguesa da Amnistia Internacional.

Palavras-Chave: Marketing social, Marketing relacional, Social Media marketing, Co-criação

Sistema de Classificação JEL:

M30 General

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1. Introduction

In some areas of the globe, politicians are controlling the media and setting up plain totalitarian dictatorships. In other areas, women are not allowed to vote, drive a car, or even showing their faces in public. There are a lot of children in this planet that can't have access to education. And the planet itself is being deregulated by savage oil extraction, leading to massive oil spills and an increasing number of endangered species. As much as the world spins, these situations and many others will go on.

Luckily, there are many people who strive for a better world. Often these people unify in nongovernmental organizations that aim to suppress inequalities, injustices and other harmful situations that ravage our planet and its population. And new developments in the business environment, strongly driven by new technological achievements, are also succeeding at a very fast pace.

This is where marketing and nongovernmental organizations must meet. Until recent times, marketing was restrained to for-profit businesses and nongovernmental organizations (NGOs) were not seen as business structures – without characteristics that would normally be present in for-profit organizations: need for market analysis, targeting, product placement, marketing, and so on. But, again, times are changing. And even in a nonprofit setting there is competition. Not only money is a scarce resource: public's attention and interest is also being disputed by many players. And marketing comes up to be an important ally that can improve an NGO operation and results.

Even more important than attracting wealthy sources or encouraging the expansion of the donors' base, the development of a nonprofit can't occur, today, without an extensive investment in specialists in fundraising, database feeding and analysis, and an assertive marketing strategy – which includes creating new ways to raise awareness and attract people's attention.

This case study has the main purpose of understanding current practices of a nongovernmental organization, analyze its impacts, and mapping the "state of the art" of this variable of marketing sciences, to create a path and improve the results through specific policies and strategies.

The organization chosen was the Amnesty International. It is an organization that I identify with and that I deeply admire. The staff from Amnesty International section in Portugal was very receptive to the idea, which perfectly testifies their position of openness to new approaches and ideas.

Concerning this report, after this short introduction a contextualization of the NGO environment will be presented with brief history remarks that will help to understand the current situation of this area of business and the whole purpose of this work.

Then, the identification of the theme of this report comes with the three main topics that constitute the research of existing knowledge through a systematic literature review. This research will provide the theoretical pillars to a full comprehension of marketing application in nongovernmental organizations and therefore to foresee how marketing management should be directed.

In this vein, the research problem comes with the growing necessity of nonprofit organizations to invest wisely in marketing activities in order to face the rising tumultuous environment that they operate in.

Following this research problem, the following objectives emerge:

- Have a better understanding of the current marketing practices in nonprofit organizations;
- Understand how new technologies and new trends in marketing can influence the strategies undertook by the organizations;
- Define guidelines that help organizations in this area of business having an appropriate strategy

To a full comprehension of the case study it is necessary to know the organization in question. The next chapter tells the history of Amnesty International, while stating their mission and main values.

The subsequent chapter describes the data collection (qualitative and quantitative) and all the steps that composed the practical part of this case study. Therefore, it comprises an empirical share that can be split in two distinct parts: the first one, based on current practices and overviews of the Portuguese sector of Amnesty International when it comes to marketing, with added data from a netnography analysis of their presence in the main social networks platforms, and the second one, an online survey to investigate how those same practices are perceived by the audience. Altogether, the findings will shed light on the theme and allow to align the path to follow in order to do more and better, not only for the nonprofit organization but also for the society as a whole. The organization of this research can then be found structured in the Figure 1.

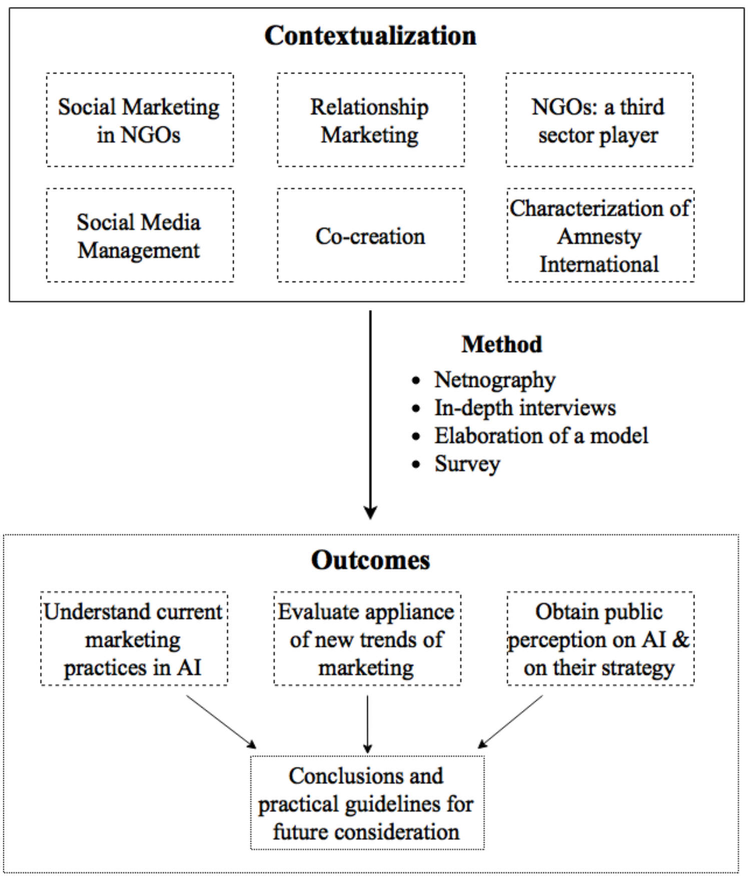


Figure 1 - Structure of the research (source: author elaboration)

2. Contextualization of nongovernmental organizations: a third sector player

The policies followed by developed countries that were supposed to be conducive to the end of the current crisis turned out to aggravate the situation, accentuating the disparities and proving to be incapable of dealing with issues of major importance as unemployment or poverty. This deep and structural crisis lies, in a way, in a deficiency of civic and economic values that have been guiding and fueling the development model in our society (Julià & Chaves, 2011). Therefore, it is required a new ideal in which new forms of organization acquire more significant roles, adequately contextualized to the society, its ways of intervention and ultimate desires; favoring a focus on people rather than profit. These were the bases for the appearance of the third economic sector, also called social economy, situated among the private and the public sectors, guaranteeing a primacy of the individual while contributing to a sustainable, fair, and prosperous society.

Nongovernmental organizations are nowadays one of the third economic sector's main player. These are private nonprofit organizations that address issues in support of public good, enrolling on a variety of services and humanitarian purposes, encouraging political and social participation (United Nations Rule of Law, n.d.). The concept of NGO has varied with time and the authors' consideration, with some definitions blurring the differences between NGO and NPO. *Ngos.org* (n.d.) consider that the difference between both depend on the "scope of work" that those organizations assume. Some other authors even distinguish based in military or religious factors (*Investopedia*, n.d.). Lekorwe *et al.* (2007) say "all NGO's can be regarded as civil society organizations though not all civil society organizations are NGOs". Willetts (n. d.) defines three characteristics that are generally accepted for the consideration of NGOs: it must not be constituted as a political party nor intending to attain political power or dependent of political control, it must be nonprofit, sufficiently autonomous; and also non-violent – rules that match the conditions recognized by United Nations. Lovelock and Weinberg (1978) identified some main characteristics of nonprofits that differentiate them from for-profit organizations:

1. Multiple publics. In a nonprofit environment, the same action can be seen from two different perspectives: the resource attraction side and the resource allocation side. Having this exchange in mind is particularly important when it comes to balance the "cost" of funding, avoiding losing credibility and maintaining the focus in the mission. The main difference to for-profit organizations lies in the fact that nonprofits rarely have financial institutions or similar organizations as one side of the aforementioned exchange.
2. Nonprofit objective. The setting of marketing programs is burdened by the complexity of the objectives settled. All marketing decisions should be taken in order to contribute to the organization's goals, and these often don't involve the making of profit.
3. Public scrutiny. The operation and nature of nonprofits leads them to a higher degree of scrutiny.

Strongly steered by principles of altruism and voluntarism, nongovernmental organizations act in the pursuit of several economic, social and political goals, such as defense of human rights, environmental causes or humanitarian action in non-developed countries. The World Bank (1998) regards NGOs in two types: operational NGOs (which main purpose is to design and implement development-related projects) and advocacy NGOs (which promote specific causes, raising awareness with lobbying and press works). Doh and Teegen (2003) also established a third type, a "hybrid" that sums both previous types. The classification of NGOs might also be based on their level of cooperation (ranging from community-based organizations to international-sized ones, not disregarding organizations that operate at a national level) (*ngo.in*, 2010) or on their purpose and/or objectives.

The development of NGOs has been following the development of the world history in general. Around the 19th century, labor rights and free trade led to the development of peace societies (Lewis & Kanji, 2009), which were already antecedents of NGOs as we know today. It has been an important area for the United Nations since its creation in 1945, opening the door for such organizations to consultative role and consequently bigger participation and usefulness (Zettler, 2009). This was followed by a huge boom in the subsequent decades also due to the ascendency of neo-liberalism (particularly in the last decades of the twentieth century), that put in evidence poor performance of the public sector in underdeveloped nations and led to a call for more effective and efficient organizational structures (Salamon, 1993).

Naturally, such developments and connections between NGOs and governments led to new grounds with new questions – specifically, law and tax regulation, which ended up being some of the main topics of the 23rd IFA (International Fiscal Association) held in Rotterdam in 1969. It has been since then a commonly debated topic in several seminars and congresses, searching for constant improvements on the tax treatment of such organizations. The different concepts of "charity" and "public benefit", together with the fact that a growing number of NGOs are international, bring serious difficulties in their growth - in number, size and influence. Taxation and law making compete to each countries own sovereignty. Consequently, the internationalization of an NGO or its activity performed abroad is subject to some alignments that are usually *ad hoc* or result from bilateral agreements. Evolutions being held on this field depict a strong preoccupation with the harmonization of the legal and fiscal regimes of different countries in order to avoid an acceptance level that provides the lowest privileges common to all states (Bater *et al*., 2004). Over time, the states have been more involved in the activities of NGOs often conceding them tax privileges, recognizing the causes they have in common and even benefiting from the operation that often relieves the government's pipeline.

Those issues are exceptionally important because the existence and success of an NGO is determined by its fundraising efforts. These organizations depend, in whole or partially, on voluntary service and charitable donations, relying on money from individual donors, other organizations and also governments. Nevertheless, the operation of an NGO can be influenced by the source of their funding: government or corporate funding might affect the effectiveness and neutrality of the organization (Global Policy Forum, n.d.). Might also occur that both the government and an NGO "collide" in the same local objectives, blurring the political accountability as the governments "transfer" these responsibilities to theoretically less accountable NGOs (Wood, 1997). Bano (2008) found, through a research in Pakistan, that existing NGOs started to lose credibility and legitimacy once they started being funded by government or donors.

The different sources of funding interact, influence and compensate each other, and the pursuit for funding sources must be done carefully to avoid a "mission creep" situation, in which the organization starts dispelling from its core set of objectives, seeking a "resourceful" opportunity, and getting to a point in which the main values and mission of the organization are distorted, hampering the whole company's personality and a possible structured, long-term planned branding and marketing strategy (Andreasen & Kotler, 2007). The resource management must be done in a transparent and accountable manner, supporting the integrity of the whole organization.

Andreasen and Kotler (2007) divided and described the four main sources of funds for a nonprofit organization:

1. *Individual and private donations*. These are still the major source of charitable donations, despite the drop that has been happening in the past years, partly due to a decline in household assets. The main motives to donate will vary with the type of organization and donation itself, and amongst the main reasons we may find, for example, altruism, self-esteem, status, fear, or empathy.
2. *Corporate and organizations' donations*. Strategic philanthropy may contribute to change the image of an organization, create awareness and interest in the organization for future customers, employees and other stakeholders, develop teambuilding over the sense of working on a cause – more than a regular "job", and produce increased sales (ie. through cause-related marketing, in which a part of the revenues of a specific product or company are directed to an NGO).
3. *Self-generated revenues*, as sale of related products and services, investment income, etc.
4. *Partnerships*, like cause-related marketing shares, licensing and advertising fees, etc.

Businesses have indeed been increasingly cooperative with NGOs, taking advantage of the huge impact it has in Corporate Social Responsibility (Knox & Maklan, 2004), but the majority of the funding has its origin in private donors – even considering the global increase in funding (both institutional and private) that NGOs have been nursing for the last years (Global Humanitarian Assistance, 2012). In 2013, NGOs directly received 18% of the total funds for humanitarian assistance reported, the third largest channel right after government funding and multilateral organizations (ie. United Nations) actions, canalized to a variety of services and activities in a mix that is determined by the nature of the current crisis. Syria, South Sudan and Iraq were some of the main drivers for the leanings in humanitarian assistance, with a varied assistance for refugees in the spotlight, driving for a record value of US $28 billion in international humanitarian assistance after 3 years of consecutive and significant growth (Global Humanitarian Assistance, 2016).

It is impossible to track the exact number of existing NGOs in the whole planet, also because of the indecision about what actually constitutes an NGO. Anyhow, whether they are public or private-oriented, dedicated to environmental causes or human rights defense, international or local, the concept of NGO has undoubtedly become essential for a great part of the citizens of our planet in the twenty first century, regardless of their country, profession or social status.

3. Social Marketing in nongovernmental organizations

The basic proposition of marketing is that an organization's success will depend on its capacity to understand its customers' requirements and satisfy them properly, giving the organization an advantage over its competitors (Dibb *et al.*, 2012). A study about the general impression of marketing would probably indicate a clear tendency of associating this science to the private sector, with a more significant appliance in fast-moving consumer goods but also in services.

Schwartz (2004) affirmed that an average American is exposed to three thousand stimuli per day, and marketing stimuli have a relevant impact in brand equity creation (Yoo *et al.*, 2000) being a huge subject of study for scholars and applied with practical implications. It is impossible to absorb and evaluate all the information, so marketers must understand the customer and therefore know how to place their strategies to attain the desired outcomes. Still, the pursuit of relevance seems to be more important than ever: the majority of people worldwide would not notice if 73% of the brands disappeared tomorrow (Havas Media, 2013). Companies must ensure that their advertisements are truthful and reliable because that kind of customer deception will undermine the credibility on advertisement as a whole but also produce hardly damaging effects on the company who first produced such damage (Twomey *et al.*, 2011). Another relevant factor to consider is the current lack of trust in business, being in historical low levels (Edelman, 2015). Together with the current economic crisis and with the development and diffusion of new technologies, this brings a very different and challenging context to companies in which consumers' behavior is swayed by new trends in marketing. In fact, marketing research has become an on-going discipline with a pro-active nature replacing the responsive character it once had (Malhotra and Peterson, 2001) and being the first signal of a reconfiguration of an organizations' marketing communication plan, looking to attain a strong and reliable image and always aiming at a marketing approach that englobes all operational efforts, replacing isolated marketing tasks (Nagyová, 2004).

Marketing has however a much broader array of utilization than the obvious for-profit area. Social marketing is a concept initially developed in the late 60s in which the marketing tools and techniques could be used to disseminate solutions to social problems. However, several points of discord generated a huge confusion upon the theme and the concept itself became somehow hazy. Differences in the approach of target groups, or even the indecision about its declared objective (to be a change of behavior instead of merely promoting ideas), lead to a delay in implementing social marketing as a differentiated discipline with practical implications (Wood, 2012).

The specificity inherent to the nature of NGOs in general and each NGO in particular can lead them to benefit from a more segmented and diversified attention from the public and from specific communication channels. Nowadays, NGOs might address either problems with worldwide impact or extremely specific issues, in very particular contexts that will not be of interest, theoretically speaking, for a big slice of the population. Even though the ten largest international NGO organizations in the planet accounted for around half of all the international NGO-funding in 2015, international NGOs saw their share of the global funding decrease from 2014 to 2015 (Global Humanitarian Assistance, 2016), which might indicate a trend for the future (see Figure 2).

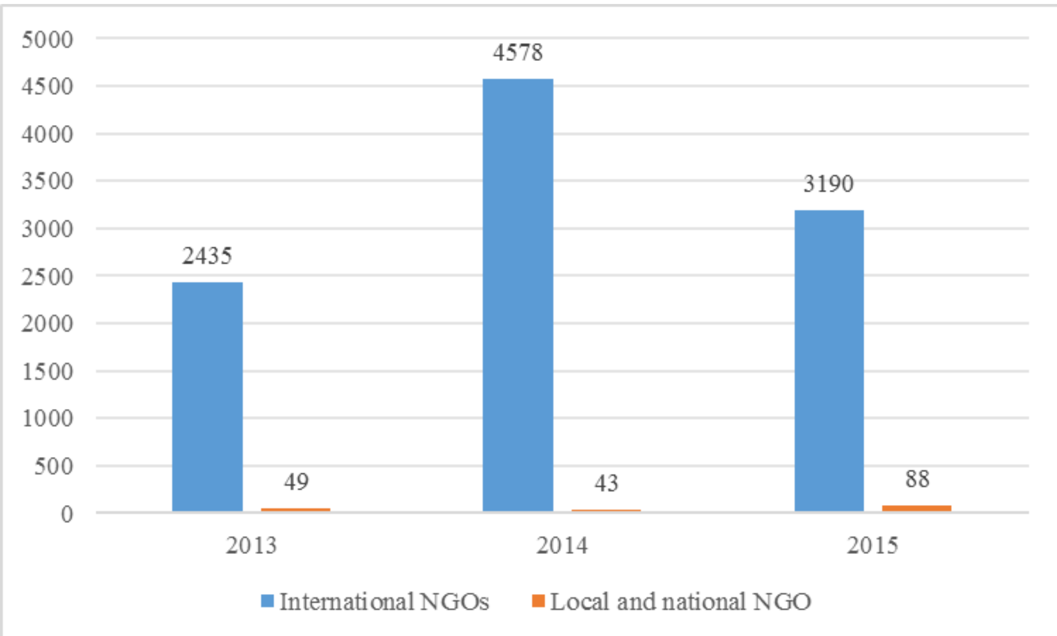


Figure 2 - International humanitarian assistance channeled to NGOs (source: adapted from Global Humanitarian Report, 2016)

Bearing in mind that marketing is very important for the success of a nonprofit organization, it is equally important to be aware that it has to work differently compared to a for-profit organization in order to achieve good results. The lack of knowledge in marketing within nonprofit organizations – largely related with the few marketing professionals in the decision-making positions of such organizations – leads to "defective" marketing policies, performing isolated marketing functions instead of implementing a structured marketing strategy (Blery *et al.*, 2010). Here again, the confusion around the concept of Social Marketing might lead to inefficiencies of the marketing guidelines adopted. A lack of market-oriented analysis when performing a marketing plan can ultimately lead to undesirable outcomes. To some extent, "social marketing is social activism" (Brenkert, 2002), so the ethical issues raised must be considered. Some specific causes can be addressed by different points of view, generating opposite feelings and reactions towards the campaigns and consequently towards the organization.

An image gap exists every time the image of an organization (its identity as perceived by the public) differs from the impression that the organization originally wanted to transmit. It is subjective, multidimensional, and can be easily mutable. On its side, organizational reputation is an individual impression based whether in personal experience or interpretation of the communication and behavior of the organization, and therefore more solid. Reputation implies some other attributes, such as credibility and trustworthiness, which are not easily replicable or changeable (Nagyová, 2004). Companies are aware of the value of these attributes, so as they also know that the environment in which they operate is in constant mutation. In a personal search for self-definition and belonging, clients are looking for individualized experiences. New habits of consumption are enhanced by the access to information and capacity of value creation by the now-active consumers. New technologies have changed the whole game, including the consumers' expectations - they now want to see their own self's reflection in what they consume, with the intention of having a participant role in the value creation process.

A study conducted by Dolnicar and Lazarevski (2009), in which were interviewed more than 130 nonprofit managers either from the UK, USA or Australia, indicated that the significance of market research and strategic marketing was recognized only by a few organizations – characteristic noticed throughout the different countries considered -, clearly indicating still an organization-centered philosophy instead of a market-oriented viewpoint. One of the main reasons for this might be the previously mentioned lack of marketing professionals in managerial roles, blurring the acknowledgement of some marketing tools that should be applied: even if the product of these organizations – their missions – has no relation with the market needs, other strategies could (and should) be implemented, such as performing a market research and therefore using a right market segmentation and product positioning, with the respective communication methods and channels. Another reason for this, if analyzed from a broader point of view, might be the inexistence of social marketing as a defined subject.

On the other hand, new web is based on collaboration. Social Media Marketers and users/customers share knowledge and allow the leverage of the marketing tools and techniques used by the organization. Embedding this into the culture of the organization, adding to the inherent relationship and emotional exchange of the business, will result in a mix of factors that might have a huge role in the success of an NGO. This study will then be based in three components of marketing that intimately relate to Social Marketing ideals and are particularly coherent considering the current social and technological conjuncture: relationship marketing, social network management and co-creation (see Figure 3).

Figure 3 - Some of Social Marketing components (source: author elaboration)

4. Relationship Marketing

Chernatony and Riley (1998) collected different definitions of brand, researched upon the theme and came up with a comprehensive theory of all the constructs that the terminology holds. Twelve main themes were identified, and if some of them were tangible and factual (such as the conception of brand as a legal instrument, or as a name/image/logo), some others portray the functional, emotional characteristics, like themes such as brands as an identity system, as an image in consumers' minds, or as a personality itself. Therefore, consumers will face brands with a personal point of view, valuing them beyond their practical convenience. Just like in a relationship between two individuals, it is a continuous process with several stages and the development of the relationship highly depends on the actions undertook by the company. Still concerning the same link, Fournier (1998) developed six aspects for relationship quality between brand and consumers:

- Love/passion (concept somehow reminiscent of the love felt in the interpersonal realm; when brands are seen as irreplaceable and perceived as something almost impossible to live without),
- Self-connection (when the brand expresses similar aspects of the person),
- Interdependence (when activities with the brand happen frequently and go beyond the consumption of the product),
- Commitment (with the intention of maintaining the same behavior: supportive of the brand and of the existing relationship),
- Intimacy (when a brand relates to personal experiences),
- Brand partner quality (overall satisfaction with the brand as a "partner": satisfaction with the product/service and with the brand's position towards the customer).

Emotions are no longer apart from business, as competition gets fierce and organizations need to go further to strive and succeed. Differentiation is no longer based solely in the product but also in the service provided and in the feelings that derive from that.

Relationship Marketing has then become a proper topic for marketing scholars around the world and its defined by the American Marketing Association as *"marketing with the conscious aim to develop and manage long-term and/or trusting relationships with customers, distributors, suppliers, or other parties in the marketing environment"* (American Marketing Association, n.d.). It is based on the theory that mutual cooperation leads to higher value creation, and the process of relationship engagement is as important – or even more – as the process of exchange, since today's reality requires the organization to be an "effective cooperator" in a given network of organizations in order to become or remain an effective player (Sheth & Parvatiyar, 1995). Commitment and trust highly impact relationship quality (Morgan and Hunt, 1994) and consequently the consumer behavior, leading to brand loyalty, but also to the manifestation of brand love. Consumers can experience a feeling of love for a brand when exists a desired level of assimilation between the same brand the consumer's sense of identity. Albert and Merunka (2013) analyzed the antecedents and consequents of brand love, concluding that trust and identification are two main drivers for the flourishing of brand love and listed brand commitment and positive word-of-mouth as two of the primary outcomes. Another point noted by the authors is that the identification with other customers also influences the brand love, so there must be a fit between the brand's personality and values and the customers', but also an identification with typical brand consumers, opinion leaders and brand communities. This detail is particularly significant for this specific topic, considering the prominence of social media marketing in NGO as we will develop later, in the next chapter, and as can be perceived in the examples of common practices in Amnesty International, in Chapter 9.

All these consumer-brand relationship concepts are deeply entwined, with the antecedent and consequent links forming an elaborate network. Certain is the very dynamic pace of the changes in consumer behavior and branding, with the emotional factor getting a more prominent role. The idea of *"lovemarks"* is about the creation of an emotional relationship between the consumer and the brand, beyond the rational level. The concept represents the products, services and individuals that inspire *deeper* than loyalty, looking for conquering customer's love through an authentic and emotional communication (Grybś, 2014).

The social benefits of giving to charity, from personal satisfaction to humanitarianism, are emphasized in the nonprofit setting. The impact of those benefits highly surpasses the possible economic benefits of charity (such as tax breaks) so the communication of that "social exchange" by the organization determines the relationship establishment of the company with their stakeholders and consequently its success (Venable *et al.*, 2005). Social exchange is characterized by any behavior that is determined by an expected return or reaction from another (Heath, 1976) and is conditioned by *"bonds based on personal trust"* (Zafirovski, 2005). Lawler (2001) proposed an affective component of the social exchange theory, predicting that as the degree of the shared responsibilities increases, the depth of the emotions also increases and is directed at the service relationship. Instead of functioning according to future rewards and punishments, actors respond emotionally, feeling involuntary internal responses. The actors will therefore be motivated to engage in a cognitive work scrutinizing the emotional outcomes of a given act, moving from a non-rational point to a rational conclusion in order to replicate positive emotions in the future. Sierra and McQuitty (2005) tested Lawler's theory and focused on service loyalty resulting from emotional attachment, evidencing the relationship between inseparability (between customer and service provider – in other words, the degree of involvement) and shared responsibilities, shared responsibilities and emotions and, consequently, emotions and service loyalty.

Operating in a very competitive environment, NGOs must intensify their relationships with their most important funders, engaging in strategies that accentuate the shared values between the organization and the donor, and that develop significant nonmaterial benefits. A study conducted by MacMillan *et al* (2003) demonstrated that funders value a greater participation in the organizations' activities (having an active role will favor the trust they put in the organization) and transparency in their operation. Brennan and Brady (1999) considered relationship marketing to be an ideal tool for charity organizations: it requires a long-term focus, just as the changes they claim and work for - the benefits and results from their work might take a long period of time to *pop up*. The nature of the process of establishing a relationship requires a careful approach in every phase, with the quality of the relationship being under constant evaluation during every interaction: the reception of an email, a contact with a volunteer, a donation recollection, and so on. Sharing the same values and receiving the information concerning the organization's missions the right way might be the trigger for initiating the relationship, and having following positive interactions (as keeping close to the organization and its activities, getting a better understanding of one's role in the organization's actions, acquiring a sense of belonging to the cause and a personal fulfillment) will nurture it (Bennett & Barkensjo, 2004). The emotional element in this interaction contributes to fortify the positive results from the cooperation, which lead to the repetition of the process – loyalty to the organization –, verifying a "snowball effect".

The development of the relationship between the donor and the nonprofit was also studied by Merchant *et al.* (2011), who concluded that the contributors' life factors alongside with the past experiences with a given nonprofit will influence the personal nostalgia – and in its turn, influence the future intentions to donate. Adding to this, Baghi and Gabrielli (2012) considered that nonprofit brand awareness exerts a main effect on consumers' trust having an importance similar as the impact of the social problem itself: the history and reputation of the organization will convey a sense of honesty that balances against a possible sense of skepticism.

5. Social Media Management

As affirmed before, Internet (and social media in particular) is performing a main role in the development of marketing strategies by nonprofits – but not exclusively. In this sector, we have been witnessing an increase in popularity of giving online donations. Online giving represents now a considerable slice of the total of donations received by large NGOs – especially those involved in highly broadcasted disasters and similar occurrences (Andreasen & Kotler, 2007).

But more than the money circulation involved, the technological development brought a direct interface between the different stakeholders and the establishment of communication. Web 3.0 represents the developed network technologies that support finer human interaction with integrative and adaptable platforms (Garrigos-Simon *et al.*, 2012), and the importance of social networks (and virtual communities) is accentuated in this modern environment.

Baldus *et al.* (2015) conducted a study about the willingness to participate in online communities and the study pointed out social status enhancement, social interaction, seeking for information, and self-expression as some of the main reasons for the participation in online communities. Rullani (2001) said that we are now living in a new era that can be called new/net/knowledge economy: the web provides the ideal space needed for the development and sharing of information and knowledge.

This technological and behavioral development carries a new level of user engagement which emphasizes the "consumer-centered" philosophy of the companies, since the customer is at the center of the whole exchange and has an active role creating content, providing feedback and sharing the information (Bernhardt *et al.*, 2012). This is starting to be considered in the communication policies, updating the classic promotional mix (as advertising, personal selling, sales promotion…) and integrating it with social media, delivering more appropriate communication tools and exploring its own interactive nature. Its impact led to the application, by scholars, of an extension of the Customer Relationship Management concept in order to include strategies and of developing collaborative and social connections with stakeholders: Social CRM (Moretti & Tuan, 2013).

Brands need to understand what kind of people interact and how they do it in order to calibrate a marketing strategy that leads to deeper engagement and loyalty. At the same time, consumers are getting less tangible-driven, focusing on the benefit and service provided rather than in the product itself, promoting the collaboration between other consumers with similar interests and needs. This justifies a new mindset in which the focus is in developing social links and promoting new forms of solidarity while establishing more collectivistic behaviors. In order to cope with the rising customer demand, the increasingly fierce competition, the technology development and the changing habits in the society, communication marketing tools must go with the flow and modernize, becoming integrated and multidimensional. Internet development, and particularly the social media boom of the last years, comes up as the main channel for nonprofits to invest in marketing, according to their objective of acquiring fast and wide brand/organization/mission recognition at a relatively low cost (Díaz *et al*., 2013). Social media marketing allows a better personalization of communication and also the possibility to reach customers in a very important context, favoring two-way communication and easing the decision making process.

All of this is being noted already in business environment, as many companies (mainly for-profit) have human resources allocated to social media management positions – and often in relatively high positions of the organizations' marketing department hierarchy. Social Media Management represents the process of using existent Web platforms to accomplish organizational purposes. Although it is based in data analytics – that allow a better understanding of current trends and, most importantly, helps on anticipating future ones – it requires specific competencies in strategy development, a sense of responsibility and coherence, plus a considerably high level of creativity that will permit a human touch in the communication flow which is valued and appreciated by customers nowadays – especially when humanitarian causes are involved.

The high propagation of these networks is due to the easiness of use and the increase of mobile solutions, amongst other new trends. Different social networks will have different audiences with different behaviors: as Facebook is focused in content exchange with a bold push for interaction, Twitter appeals for a faster sharing experience with a stronger informative character. Geography has a say in this matter, as some social media websites are particularly big in some countries depending on the economic, cultural or political context (see Figure 4 – QQ, QZone and Badu Tieba are Chinese social media networks). All this must be taken into consideration for a social media marketing scheme, being aware that knowing the audience and the objectives will help to determine the path to follow on Social Media.

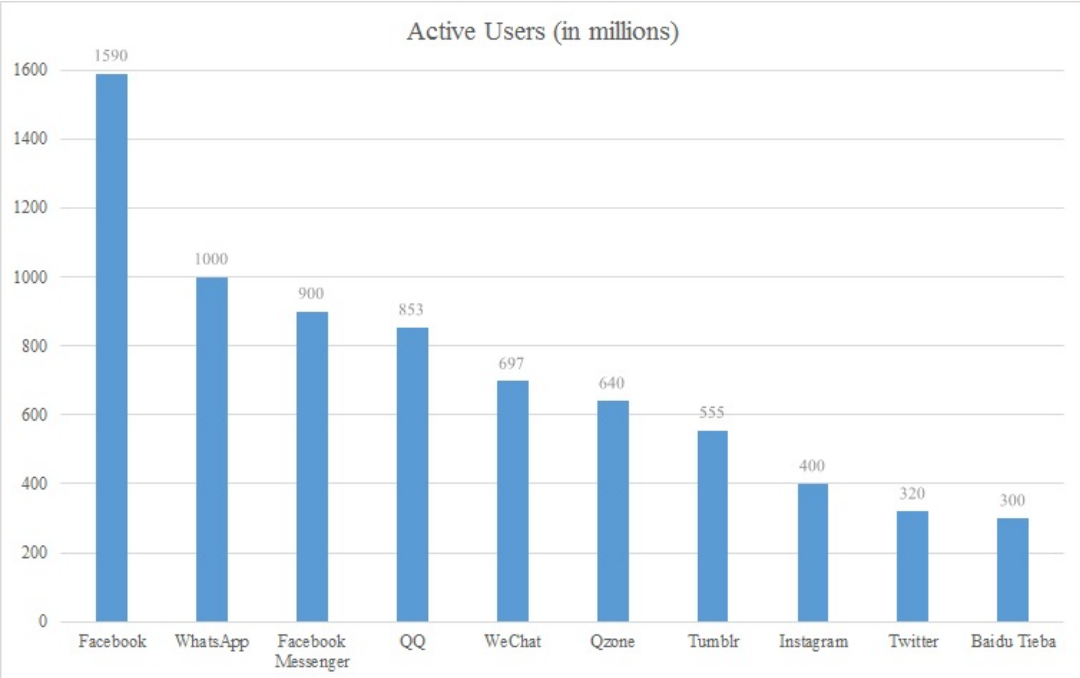


Figure 4 - Leading Social Networks, April 2016 (source: http://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/)

A study by VerticalResponse (2013) based on a survey conducted to 123 nonprofits and 339 small businesses concluded that comparing to the previous year, 61% of the companies invested more time (and budget) in social media, particularly in Facebook and Twitter. Customers are now spread through different demographic groups and are reachable in different contexts where decision-making and personal communication occur more fluently. These different social networks have different characteristics that will differently match different organizations. As we've seen before, the variety of NGOs available fit the different audiences in a unique way, so the communication plan must be coherent and adapted to the target. The multiplicity of social networks together with the whole complexity of the NGO width of themes, causes and dimensions, intensifies the need for a calculated social media management.

6. Co-creation: Organization and Consumer

Nevertheless, the actual paradigm makes more difficult for new brands to succeed - in fact, most of new brands end up failing: there are no guaranteed reasons for the success or failure of a brand. Despite this, research upon the theme suggests that strong brands result from the involvement of different players, including brand consumers, rather than having a merely passive or reactive stance (Boyle, 2007). So the company-centered perspective from the market changed and the value creation perspective substituted the value exchange and extraction that market used to perform, as we can see in Figure 5.

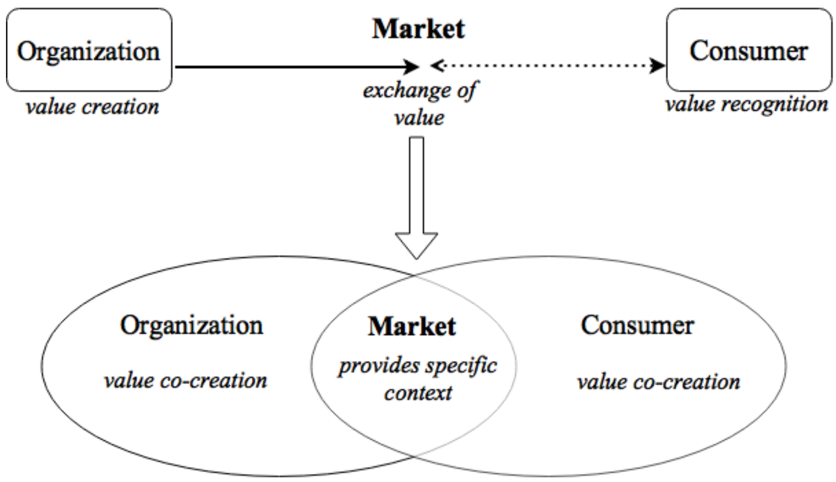


Figure 5 - "Old" Market vs "New" Market (source: adapted from Prahalad and Ramaswamy, 2004)

Co-creation enhances the organizational knowledge processes transforming the customer into an active partner, shaping the way the contact is established through creative and collaborative interactions. It is partly a result of the shift to a customer-centered course of action by organizations. An obvious demonstration of this shift is the approach to social media by organizations – and in social media, content is created and shared among communities of consumers. These communities will share specific characteristics and nurse a determined sense of belonging between them. The feedback provided by equivalent peers is particularly trustworthy for other consumers (since others' opinions will be, by principle, unbiased and credible) and must be earnestly considered by the organization. The leverage created by the consumers' role in this technological and social context can leverage an organization's marketing effort if correctly managed. This development of content is also co-creation, in a way that helps to define the brand's personality.

Co-creation helps companies to generate value and reduce risk in several areas and/or stages of development. In terms of innovation management, it has a strong input in the beginning of the value chain, determining the development of new products and adapting them to better respond to the customer needs, due to their accurate insights. Is also considered co-creation the customer involvement in the construction of brand awareness and perceived value, particularly easy to apply nowadays due to the proliferation of social media.

The value creation process is rapidly turning to an individualized perspective, providing a useful interaction between the firm and the informed and active consumers. The shifting from value exchange to value creation in the framework of firms goes parallel with the evolution of marketing, from a transactional to a relational approach. The different levels of interaction between the customer and the firm will generate both mutual value and an on-going relationship that will positively influence future collaborations (Gummesson & Mele, 2010). Co-creation is defined by the business practices that involve collaboration between firms and other members of the value chain throughout the different stages of the product or service development, creating value together and emerging as an instrument to gain competitive advantage by developing distinctive competences (Allen, 2009). Co-creation networks require an effective technological structure that allows business oriented online services, providing the communication and information tools needed. Allen (2009) analyzed practical examples of co-creation and delineated four components that distinguish based practices of this new concept:

• Community driven open dialog: company's initiative to engage customers in an open dialog including networking, information sharing and other activities with the remaining stakeholders of the value chain;

• Partnerships for resource sharing: promoting trust between partners, transparency and risk management through empowerment to users, providing them access to the firm's know-how and resources;

• Personalization through options and modularity: enabling multiple options through partnerships in the value network;

• Co-production: represents the user involvement in the production process, requiring disclosure and sharing of intellectual property.

Considering these four components, the author defines then two emerging approaches while using co-creation:

• Full-scale co-creation (involving all four components): this approach may imply a combination of company-centric and customer-centric perspectives;

• Ecosystem-driven co-production (involving the first, second, and last component): this approach may imply a company-centric perspective of value creation.

Value co-creation represents a shift in marketing perspective and can be highly compatible with social marketing. Participation in co-creation initiatives will derive from various factors. First of all, from the possibility of empowerment provided, developing the sense of attachment for the actions assumed by the organization and as a way of self-promotion and individuality defense. Also here the positive and altruistic character of the organization will influence the consumers' will to participate and be an active voice, tackling the social disparities evidenced and contributing for a cause that people feel related to – in general, it creates a sense of belonging, generates a bigger motivation to participate and all of these will influence the loyalty towards the organization. Of course, the curiosity and interest in the possibilities brought by the technology improvements and social media innovations are having a growing impact in co-creation policies.

We may nevertheless find some challenges for a correct practical appliance of co-creation in that context. Domegan *et al.* (2013) evaluated the ambitions and use of co-creation approach in social marketing, stating that there are conceptual and practical drawbacks on the transfer of this marketing philosophy from commercial to social contexts. According to the authors, the conceptualization of “value” must be an inclusive and purposeful social process of structuring new shared values with target audience, rather than deterministically communicating the values to them. Moreover, the empowerment factor that fuels the will to perform co-creation must be constrained and partial, mainly due to the different levels of knowledge and expertise among the community members. It is also importance to note that the audience who creates, shares and spreads content might work as an active promoter and advertiser for the organization, but can also generate depreciative word-of-mouth and consequently negative brand image (Moretti & Tuan, 2013).

7. Characterization of Amnesty International

In 1961, right under Salazar's dictatorship, two Portuguese students were jailed for raising a toast for freedom in the downtown of Lisbon. That incident outraged the British lawyer Peter Benenson (Figure 6) who launched and conducted a massive campaign, sparking the power of union in the whole world and calling for the birth of an important social change. Amnesty International was founded that year in London.

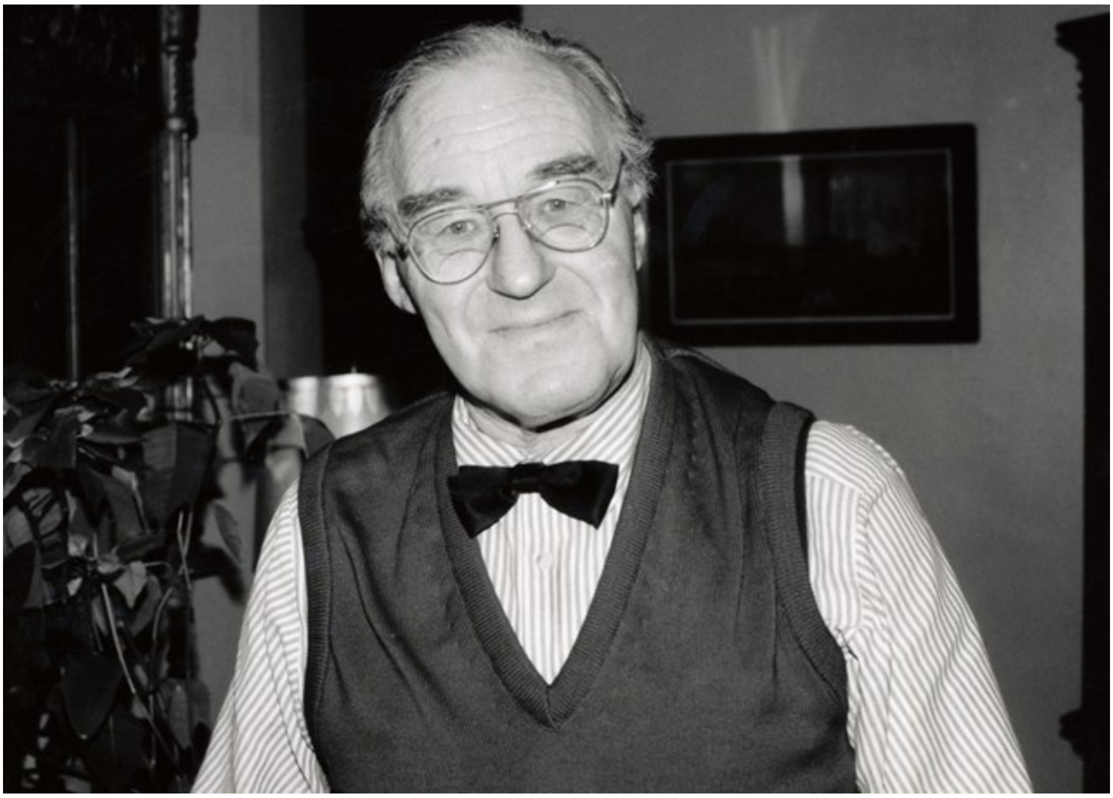


Figure 6 - Peter Benenson, founder of Amnesty International (source: https://www.amnesty.org/en/latest/campaigns/2015/10/inspiring-human-rights-quotes

With the mission of drawing public attention to human rights abuses, they soon enlarged their spectrum from the releasing of political prisoners to other current and urgent issues, such as the abolition of death penalty, protection of sexual and reproductive rights, combatting discrimination, defending refugees and migrants, among others, according to their vision of a world in which the Universal Declaration of Human Rights (and other international human right standards) are a reality for every single person. Today, more than 50 years after the foundation, the organizations grew to several bases throughout the whole planet aiming to achieve a better response to all the cases that, unfortunately, appear every day. Numerous exceptional achievements and important awards (such as the Nobel Peace Prize in 1977, or the United Nations Prize in the Field of Human Rights in 1978) are the recognition of the excellent work developed.

Amnesty International influence and surge governments and other organizations towards their goals through petitions letters and protests. Volunteering and donations are vital for the success of the campaigns, depending on the effort of members, supporters and activists - AI defines members as *"individuals who pay a membership fee"*, supporters as "*individuals who make a donation"*, and activists as *"individuals who take part in actions such as letter writing, signing petitions, demonstrating"* (Amnesty International - Structure and People, n.d.). Therefore, Amnesty International needs to appeal to the maximum of people possible, carrying the message in the right way so that the public understands their potential role in working on a solution for a given humanitarian issue (see Figure 7).

Figure 7 - Amnesty International logo (source: http://coceindhoven.nl/wp-content/uploads/2015/01/Amnesty-International.jpg)

They now operate a global movement of more than 2 million supporters and more than 5 million activists through a highly complex structure with numerous international and regional level organizations. Based in London, the International Secretariat is the "heart" of the organization, being responsible for Amnesty's quotidian operations and for setting the global orientations, producing the majority of the organization's research. Its CEO and operational leader is the Secretary General Salil Shetty, elected in July 2010 (NGO Monitor, 2014). The Secretary General's Global Council, launched in 2013, brings together leaders in areas of arts, business and philanthropy, using their public profile and professional expertise to raise Amnesty International's visibility and raise funds to support the expansion of Amnesty International's presence in the planet (Amnesty International - The Secretary General's Global Council, n.d.). The International Secretariat is overseen by the International Board, which is the source of guidance and leadership for Amnesty worldwide (NGO Monitor, 2014) and have, as main functions, to ensure the different actions' compliance with Amnesty International's statute, the appliance of Amnesty's Integrated Strategic Plan, and assure the financial management and decision-making of the organization at an international level (Amnesty International – International Board, n.d.).

On a "lower" level, Amnesty International has over 70 sections on a national/regional basis, responsible for the lobbying in the local governments and local operational functions (e.g. fundraising, campaigning, local research) (Amnesty International – Who we are, n.d.). According to NGO Monitor (2014), by 2012, Amnesty International had 2155 staff members (from which 76% are working full-time) and 6811 volunteers, with 70% of their staff located in Europe. Many of those volunteers are allocated to the Face to Face project: teams of AI volunteers go to public places and directly approach people to get to present them the organization, its causes, and how can these be supported.

Amnesty International tends to decline and avoid any financial support from any political organizations or interest, in order to maintain their freedom of activity and expression. However, for specific purposes (particularly related to Human Rights Education), government funding has happened before (NGO Monitor, 2012). Table 1 demonstrates the importance of private donation in the organization's funding efforts:

	2013		2012	
	€m	%	€m	%
Membership fees and donations from the public	179.1	73%	180.6	76%
Legacies and bequests	20.6	8%	16.5	7%
Other unrestricted income:				
Trusts and foundations	7.0	3%	7.3	3%
Major donors	7.1	3%	8.6	4%
Government non-grant income	1.8	1%	1.9	1%
Corporations	1.3	1%	1.4	0%
Restricted income from all sources	12.3	5%	6.9	3%
Other income:				
Events and merchandise	6.8	3%	7.7	3%
Gifts in kind	0.2	0%	0.9	0%
Investment income	1.2	0%	1.6	1%
Other	7.1	3%	5.3	2%
Total	**244.5**	**100%**	**238.6**	**100%**

Table 1 - Amnesty International's distribution of funding sources (source: Amnesty International - Accountability report to the INGO Accountability charter, 2014)

The awards and public recognition do not represent the finish line, as the organization's mission is more relevant today than ever (Amnesty International – Who we are, n.d.), as the numbers for the past year demonstrate (Amnesty International - Human rights facts and figures, 2016). As an example, in 2015 alone:

- At least 113 countries indiscriminately constrained freedom of expression;
- More than 30 countries illegally forced refugees to return to their countries;
- More than 60 million people were displaced from their own homes;
- At least 61 countries made prisoners for their race, sexual orientation, or for a non-violent expression of their religious or political views;
- Unfair trials were held in more than 85 countries.

As the globalization and technological development brings the world closer, these are contemporary issues that deserve preoccupation and action.

8. Method: quantitative and qualitative approaches

In order to achieve the proposed objectives was elaborated a thorough literature review that has been and will continue to be referred to throughout this work, as well as the utilization of secondary data extracted from other organizations. In sum, we employed qualitative (netnography and interviews) and quantitative (survey to online users) approach.

Assumed the objectives for this research, some research questions are prepared.

> **RQ1:** Does a trustful environment favor co-creation activities and the willingness to actively participate in the organizations' activities in general?

The first question analyzes the aforementioned relation between trust and commitment, here with a practical input from the interviews and the surveys.

> **RQ2:** Does the fulfillment of the objectives proposed by the organization influence the co-creation policies it promotes?

Here, the fact that NGOs work with causes that move strong emotional bounds will be taken into consideration while analyzing the dimensions of the impact of a successful campaign.

> **RQ3:** Is the online exposure of the organization's mission a main driver for a relationship establishment?

This last question aims to draw conclusions from the social presence of the organization scrutinized to beacon future social marketing strategies.

8.1. *Qualitative procedure*

On a qualitative approach, and in order to understand the organization's social media marketing practices and corresponding outcomes, the objective was to schedule in-depth interviews with collaborators of Amnesty International Portugal. The contact with the Portuguese cell of the organization was established by email and the prompt responses demonstrated their will to implement new marketing practices that, aligned to Amnesty International's philosophy, can effectively and efficiently get to more people and achieve better results.

Was then scheduled and conducted a dialog with Irene Rodrigues and Cátia Silva, respectively Director of Communication and Campaigns and Coordinator of Digital Content in Amnesty International Portugal, in February 2016. The interview took place in the HQ of the Portuguese section and lasted for around 60 minutes. It was recorded, with due permission, to complete a subsequent content analysis. The transcription of the interview can be found in Annex 1.

It was also delivered some data about their Facebook page. Those statistics allowed the elaboration of a netnography analysis, providing some interesting insights of marketing research adapted to online communities and identifying relevant symbols and patterns of the participants' behavior (Kozinets, 2002). The use of netnography for this work is justified by the context of utilization of social networks in Portugal: 94% of the social networks' users have a Facebook account (which makes it the most popular social network of the country) and 69% of the Facebook users are following brands (Grupo Marktest, 2015). Besides the collection of statistics, a non-participatory approach on seeking for more content was taken on their Facebook page, since it is a very active interaction platform, substantial (in terms of number of users, posts and comments) and rich in data (Kozinets, 2002).

8.2. *Quantitative procedure and hypothesis*

Using information extracted from the interviews and "mixing" elements of appropriate literature - namely Morgan and Hunt's "Commitment-Trust Theory of Relationship Marketing" (Morgan & Hunt, 1994), Schoenbachler and Gordon's relationship marketing model (Schoenbachler & Gordon, 2002) and also some Palmatier's insights on the importance of communication (Palmatier, 2008) -, it was developed a conceptual model that proposes a set of relationship between the antecedents of trust, commitment, and the public/organization grid of interactions that will be exposed in Figure 22.

From a broader point of view, the model will represent the connection that cuts both ways between organization and public, with social marketing under the focus. It will also provide the information to attest the hypothesis (further presented) and also answer the research questions. Figure 8 represents the idea for the model to be developed and explored, with each hypothesis setting.

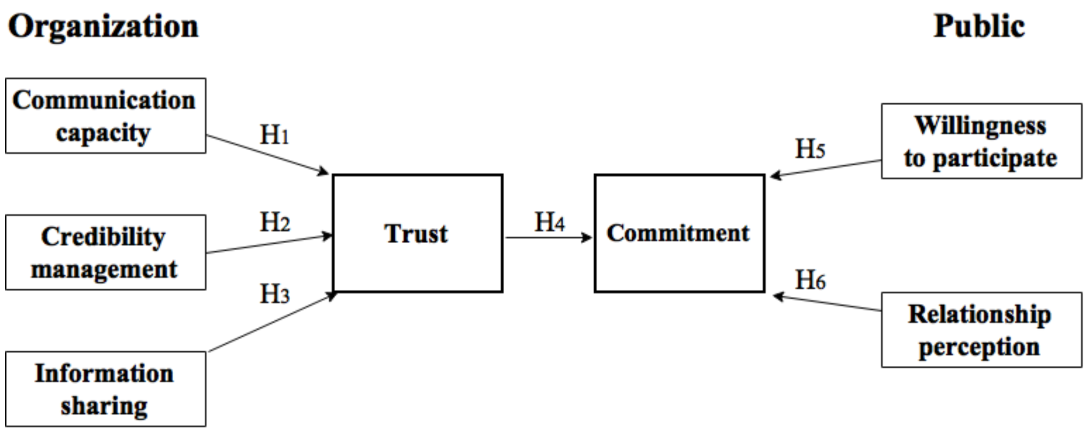


Figure 8 - Model concept (source: author elaboration)

The hypotheses are as follows:

H1	Communication capacity is positively related with trust in the context of an online assessment of Amnesty International
H2	Credibility management is positively related with trust in the context of an online assessment of Amnesty International
H3	Information sharing is positively related with trust in the context of an online assessment of Amnesty International
H4	Trust is positively related with commitment in the context of an online assessment of Amnesty International
H5	Willingness to participate is positively related with commitment in the context of an online assessment of Amnesty International
H6	Relationship perception is positively related with commitment in the context of an online assessment of Amnesty International

Table 2 - Set of hypotheses (source: author elaboration)

8.3. *Data collection*

To assess that conceptual model, data was gathered via a web-based questionnaire carried out in Portugal in March and April 2016. Respondents were asked about their degree of involvement with Amnesty International Portugal, including the possibility of unknowing the organization. The sampling procedure used nonprobability snowball sampling with the various stages taking place via Facebook, which is the most popular social network in Portugal as previously explained. In total there were 11 shares on personal profiles and 2 in student groups in Facebook. The algorithm used by the platform makes impossible to account a correct number concerning the reach capacity of the post. The sample structure portrays a disproportionately large number of younger and educated respondents comparing to the general population of Portugal.

The questionnaire was divided in 3 different and sequential parts, unrolling according to the situation between the enquired and the organization, mostly composed by closed questions and rating scales. In total 37 closed questions can be answered, with 5 of those questions being directed at profiling purposes. One extra profiling question can be triggered depending on previous answers. The estimated time for filling up the whole questionnaire (going through the 3 sequential phases of the survey) is 7 minutes.

The first question of the survey – and we can consider it to be the first part – is about how the enquired had first known about Amnesty International. There is, of course, the possibility that the enquired had never heard of the organization before, and in that case the survey is complete. That was the situation for 11 of the 176 participants of the survey.

Choosing any other option will trigger the second part of the survey, composed by 10 rating scale questions (1 – *Totally disagree*, to 7 – *Totally agree*) about each individual's perception of the organization (not necessarily knowledgeable or participative), and a dichotomous question about if there is any kind of interaction established between the individual and Amnesty International. If the answer is negative (ie. "*There is no relationship of any kind established with the organization"*), the survey is complete.

The third part of the questionnaire assumes a given relationship between the individual and the organization. Some different kinds of interaction are proposed so that different profiles of users can be scrutinized. Are then enlisted 19 rating scale questions concerning habitual interactions and the user's perception of the existent relationship. The survey ends with a socio-demographic representation of the respondents with characteristics such as age, gender, area of residence, schooling, and current occupation

The items were firstly written in English (mostly because are based on previous studies, as can be seen in the table with all the constructs) and only then translated to Portuguese. Back-translation was used with success, with the original and the back-translated wordings being equivalent. A pilot test with 6 users was also used to verify if the sentences in the items were understood by those who answered the questionnaire. Also the disposition of the questions in the questionnaire and the choice of words on them were thought in order to avoid common-method bias.

8.4. *Variables and measurements*

In order to test the conceptual model, 7 constructs were employed and adapted from previous studies (see Table 3).

Construct	Adapted from	Adapted questions (# in survey)
Communication capacity	Anderson *et al.* (1987)	A.1. In the relationship we have, the organization keeps me well informed of new developments (5.14.) A.2. In the relationship we have, the organization gives me positive feedback frequently (5.16.) A.3. In the relationship we have, the organization mostly communicates in an informal way (5.7.)
Credibility management	Erdem *et al.* (2006)	B.1. This organization delivers what it promises (2.9) B.2. This organization's claims are believable (2.7.) B.3. Over time, my experiences with this organization have led me to expect it to keep its promises, no more and no less (5.1.) B.4. This organization is committed to delivering on its claims, no more and no less (2.3) B.5. This organization has a name you can trust (2.8.) B.6. This organization has the ability to deliver what it promises (2.5.)
Information sharing	Heide and John (1992)	C.1. In this relationship, it is expected that I provide any information that might help the organization (5.9.) C.2. Exchange of information in this relationship takes place frequently and informally (5.18.) C.3. It is expected that we keep each other informed about events or changes that may affect the other party (5.10.)
Trust	Morgan and Hunt (1994); Moorman *et al.* (1993)	D.1. I trust on service provided by the organization (2.6.) D.2. I feel confidence in the quality of the service provided (2.2.) D.3. The promises are fulfilled (2.10.) D.4. In our relationship, it hasn't always been possible to trust in the organization *[reverse]* (5.5.) D.5. In our relationship, the organization can be counted on to do what is right (5.2.) D.6. In our relationship, the organization has high integrity (5.12.)
Commitment	MacMillan *et al.* (2003); Morgan and Hunt (1994)	B.7. The relationship I have with the organization is something I intend to maintain in the long term (5.13) B.8. The relationship I have with the organization is something that I will put a lot of effort into maintaining in the future (5.6.) B.9. The relationship I have with the organization is something I am very committed to (5.15.) B.10. The relationship I have with the organization is very important to me (5.3.)
Perception of relationship	Schoenbachler and Gordon (2002)	F.1. I plan to get more involved with this organization in the future (2.1.) F.2. I feel that I have a good relationship with this organization (5.8.)
Willingness to participate	Johnson *et al*. (2006)	G.1. I want to continue my relationship with this organization (5.17) G.2. The organization is interested in making me feel useful (5.19.) G.3. If the organization were a person, I would like to have him/her as a friend (2.4.) G.4. I give feedback about my considerations about the causes of the organization regularly (5.11) G.5. Occasionally the organization informs me about causes I might be interested about (5.4)

Table 3 - Survey constructs (source: author elaboration)

8.5. *Data treatment*

All the analysis and data treatment for the surveys was performed through IBM's SPSS.

Various analysis for descriptive statistics were performed, starting with a general demographic overview of the sample and proceeding with an observation of the variables composing each construct of the model and their consequent reliability.

Also a multiple linear regression analysis was performed for each of the associations established in the model, testing the dependence relationships between the constructs.

9. **Findings: netnography and in-depth interviews**

In recent history, Amnesty International flourished its own image and brand equity associating to several situations around the world that have had a considerable airplay in the media. But, then again, *"social marketing is social activism"*, so there is a highly emotional and personal evaluation on the company's actions. One practical example of this is the recent campaign by Amnesty International for the decriminalization of prostitution. The proposition aimed to guarantee that sex workers have protection from exploitation, trafficking and violence**,** but several personalities such as Meryl Streep, Emma Thompson or Kate Winslet strongly opposed the idea (BBC, 2015). The intervention of celebrities as opinion leaders might influence the attitudes of customers and other stakeholders and also has a considerable impact in the generation of word of mouth. The complicated nature of some Amnesty International missions urge the need of a proper reaction in Social Networks, where lots of content is generated and diffused. Firms must adapt and invest adequately, in business intelligence systems or Social Media managers, for instance, to manage the complexity of information in the right time and manner.

The interviews generated relevant data that will be grouped as follows: (i) social media overview, (ii) tendencies and practices, and (iii) set up of co-creation. All the following figures are relative to early January 2016, and the practical examples explained here are drawn from Facebook posts dated from August to December 2015.

i. **Social media overview:** Amnesty International Portugal is present in several social networks, but Facebook and Twitter occupy the main slots and therefore will be the spotlights of this analysis. Their Twitter account has more than 4000 followers, which is still very far from the almost 100 000 likes in Facebook. Facebook is then their main communication channel, sharing their causes, news, petitions, videos and pictures, all of these carefully chosen. Content shared on Twitter differs a little, focusing more in the informative component, sharing links for press releases and reports. *"Facebook lives from faces and* (particular) *cases"*, said Irene Rodrigues.

The majority of the page *likes* are, naturally, from Portugal - and Lisbon is place to almost three times more *likes* than Porto. Also interesting to note is the gender and age distribution: 62% of the people who like the page are women, and almost half of the whole *likes* are by people between 25 and 44 years old (see Figure 9).

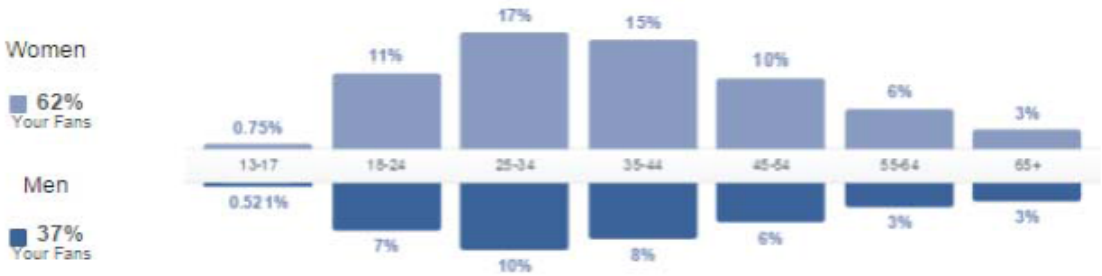


Figure 9 - Age and gender "likes" distribution in Amnesty International Facebook page (source: Amnesty International Portugal)

Portugal is, naturally, the origin country of most of the page *likes* (see Table 4). Curiously, Luanda takes the second place in the table of cities, consigning Angola a considerable number of *likes*. The main reason for this was the controversy around José Eduardo dos Santos' repressive authority, which will be explained further on. Other countries represented in the table have significant Portuguese communities and/or geographical proximity to the country.

Country	Your Fans	City	Your Fans	Language	Your Fans
Portugal	80,576	Lisbon, Lisbon District...	19,470	Portuguese (Portugal)	79,209
Angola	6,683	Luanda, Luanda Provi...	6,311	Portuguese (Brazil)	6,667
Brazil	3,970	Porto, Porto District, ...	5,677	English (US)	6,364
United Kingdom	1,434	Sintra, Lisbon District,...	3,670	English (UK)	4,176
France	733	Coimbra, Coimbra Dist...	2,523	French (France)	875
Spain	644	Braga, Braga District, ...	2,076	Spanish	777
Mozambique	608	Vila Nova de Gaia, Po...	2,066	Spanish (Spain)	474
Switzerland	489	Matosinhos, Porto Dis...	1,639	Italian	233
Germany	401	Oeiras, Lisbon District...	1,483	German	226
United States of Amer...	391	Aveiro, Aveiro District...	1,385	English (Pirate)	59
Italy	247	Leiria, Leiria District, ...	1,266	Arabic	55
Netherlands	224	Almada, Setúbal Distri...	1,238	Dutch	52

Table 4 - Geographical distribution for "Likes" in AI's Facebook page (Amnesty International Portugal)

Despite the noble causes communicated, AI's page occupies only the 20th place of NGO Facebook pages in Portugal in terms of number of "Likes" (SocialBakers, 2016). The purpose of each NGO is naturally the main driver for the willingness to participate. However, given the wide array of causes, this can represent a huge margin for growth, and urges the need of a comparison analysis to map the good practices.

Amnesty International Portugal's Instagram page does not evoke a considerable engagement with their followers nor is very active. In terms of content, they share some of the contents that are also shared in the Facebook page, and occasionally post different pictures, always complying with their own internal policy of avoiding the usage of violent images or children pictures. This is common to every other section of Amnesty International in Instagram, with even local teams presenting pages which authenticity is hard to figure out: even the official account for the Amnesty International group does not have an official "Verify Badge" of the platform[1] (Instagram, 2016).

ii. **Tendencies and practices:** Cátia Silva explained that most people *"feel that liking or sharing a post is already action enough"*, and that the number of interactions with a post in Facebook doesn't always reflect in the number of signatures and/or

[1] https://www.instagram.com/amnesty/

donations collected. The video sharing has been a tendency and they recently tried to implement a crowdfunding campaign with a moving video, directed by a professional director, but the results were insignificant (*"crowdfunding, in that setting, is more popular and successful when directed to art projects. And this is a world tendency, it doesn't happen exclusively in Portugal"*). Most posts are specific to a particular cause, and when associated with an image (AI do not use images with violent or shocking content) and in a particular context (as an event or a specific time of the year), it may get better results.

A good example of this was the case of Yecenia Armenta, which post reached more than 200 000 people. It was shared in Christmas time and the text accompanying the picture mentions that that was *"the only Christmas picture Yecenia had to share"* (see Figure 10).

Figure 10 - Post about Yecenia Armenta during Christmas season (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1092921327393883/?type=3&theater)

Happily, Yecenia was released this June and Amnesty International communicated the good news to their followers (see Figure 11).

Figure 11 - Information about the release of Yecenia Armenta (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1198943896791625/?type=3

The polemic case concerning the 15 activists illegally detained by Angolan Authorities generated a very big buzz in the media and led to the creation of several Facebook posts about the topic, fostered by the historical relationships between Angola and Portugal and all the feelings associated to that. The activist José Marcos Mavungo was arrested in March 2015 due to "incitement to rebellion" and, 3 months later, 15 young activists were also arrested due to a supposed *coup d'etat*. The situation escalated in the following months alongside with several other occurrences such as the hunger strike by Luaty Beirão or the detention of Rafael Marques, the journalist who wrote a book exposing the corruption amongst the Angolan government – Amnesty International organized an open talk with Rafael Marques in September 2015, in the Law School of Lisbon, in which the historical (and emotional) ties established between the two countries were running high – there were some proudly supporters of the Angolan government accusing Portuguese media of deteriorating the image of Angola while still invoking episodes of the colonial war.

Anyhow, the buzz generated in the Portuguese media was growing every day. As in the Facebook post here analyzed, there were several posts throughout the months, which eventually led to a dispersion of reactions, creating a viral thread instead of a viral post. The success of the posts went along with the buzz generated in other sources, but also depended of the content shared: one of the most fruitful posts was the one in which Amnesty International first pointed out Luaty Beirão's dual nationality (see Figure 12).

Figure 12 - Post about Luaty Beirão and reference to his portuguese nationality (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1054633157889367/)

Another one of the most successful Facebook posts about this situation was the one pictured below (see Figure 13), in which is highlighted Luaty Beirão's anniversary.

Figure 13 – Reference to Luaty's birthday (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1092921327393883/?type=3)

He became the face of a campaign that moved hundreds of people to mobilize in several squares in the city of Lisbon to call for justice, calling for help from governmental intervention in this matter.

Presently, in October 2016, Luaty Beirão is in parole (just like the other young activists arrested) but continues to be harassed by the Angolan authorities. Amnesty International is still following this case and keeps sharing the news with their followers, hoping for a final and deserved resolution.

The picture of Aylan Kurdi, the Syrian kid whose body was washed up on a beach in Turkey, was widely spread in Facebook. Amnesty International Portugal didn't use the same image – due to the previously referred politics related to images –, but posted all the information on how people could help on the refugees' situation at the same time that the Syrian refugees' crisis had its media peak and everyone was moved and urging to do something to help (see Figure 14). Was created a phone line to which people could call and make a small contribution – around 60 cents. This had a considerable success due to the emotional impact of the theme and also the small commitment delivered by the phone call donations' system.

Figure 14 - Post alluding to the refugee crisis after Aylan's tragic death (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1036245766394773/)

Unfortunately, the refugee crisis' is far from being resolved. This issue is one of the main concerns of NGOs for the past years and one of the most reported issues, almost on a daily basis.

The collaboration with celebrities is another strategy commonly used by Amnesty International. In December 29th was shared a picture of the Portuguese TV host Catarina Furtado that reached more than half million people. In this case, there is a ratio of around 50/50 between organic reach and paid reach (through Facebook *post boost*) (see Figure 15, below). People recognize the face in the picture and therefore interact, liking, commenting or sharing.

Figure 15 - Catarina Furtado: celebrities endorsing Amnesty International (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1093965607289455/?type=3&theater)

However, this campaign generated only around 1000 signatures. People will easily connect to a public figure by *liking* the picture, and also the fact that it wasn't connected to any particular case (in this case, was a general appeal for *"human rights"*) helps to explain this phenomenon. Nevertheless, and even considering the low rate of follow-up success (in terms of signatures and/or donations), the use of this strategy is important *"to bring people to get to know the page and to Like it on Facebook"*, as Cátia Silva explained.

All in all, connecting emotionally with the stories leads people to interact and possibly contribute for the cause. However, the important information about *how to contribute* might be lost in the middle of the whole message. While some people *feel* that liking or sharing a post is their way of contributing, some others will not be familiar with the mechanics of the organization (like the Facebook user in Figure 16, who thought that a *like* in the post counted as a signature for their petition).

Figure 16 - Facebook user comments on the procedures to subscribe the petitions (source: https://www.facebook.com/aiportugal/posts)

Managing commentaries in social media is not always easy. People use social media to feel more comfortable with themselves, as a tool of enhancement for their self-esteem and belonging, but is also a place where people are less cautious with self-control (Wilcox and Stephen, 2012) and feel that their actions are, to a certain extent, inconsequent. There is some sense of protection while commenting on Facebook or other social media, since the user has always a considerable distance from the receiver of the message, avoiding to face the reaction and being more assertive on the defense of his own ideas. This can be seen in Amnesty International Portugal's page, in which the users express their ideas and opinions (often uninformed), whether these contribute or not to the problematic there represented (Figures 17 and 18).

Figure 17 - Amnesty International's post regarding the terrorist attack in Nice and first comments (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1222894367729911/?type=3&theater)

Figure 18 - Amnesty International's post regarding the repression on the women's rights in Iran and first comment (source: https://www.facebook.com/aiportugal/photos/a.123065757712783.16563.122344957784863/1241819352504079/?type=3&theater)

In these two examples, every comment counteracts the problem with another problematic situation as if those were mutually exclusive. None of the users showed direct or explicit interest in debating or contributing to the cause exposed. The organization deals with the situation maintaining a conversation, rationally and serenely presenting their arguments. It is important to stay coherent and open, avoiding any kind of confrontations throughout the interactions.

iii. **Set up of co-creation:** All these previous insights demonstrate the influence of relationship marketing. We have already seen the affinity between relationship marketing and co-creation, as companies are investing in giving new roles to the now-active consumers. However, previous experience has shown that people who interact with Amnesty International are not very proactive and co-creation, in this case, is not a reality. At the peak of the refugee crisis' buzz, Amnesty International Portugal asked for people to send them *"pictures of white flowers"* - and they got less than 20 participations. To understand this, might be essential to analyze again the netnography of their Facebook page and the kind of reactions their posts generate. Cátia numbered some reasons for this phenomenon: first of all, and as mentioned before, since people feel useful for liking or commenting, it is hard to motivate them to participate further – even when it requires no money. And secondly, the main age group of the "likes" distribution might not contribute for a co-creation environment. There is a common perception that younger people are the ones who participate the most, favoring the interaction experience and the possible rewards that they can take from it.

The organization has however the conscience that co-creation is a growing tendency, especially in other areas of business. And even considering that it does not generate a considerable interaction, they confirmed that they will continue to occasionally promote activities that creatively involve the "customers". Also, one cannot expect to have an immediate strong response from the public from such an incitement since this concept of empowerment and involvement is still very "fresh".

10. Results from Online Survey

This chapter will enclose the data and conclusions drawn from the online survey, which details were previously described in Chapter 8.

A copy of the survey is presented in Annex 2.

10.3. Sample profile

Regarding the sample profile, there are some introductory notes that will contextualize the subsequent statistics. The fixed-response questions might clip important and interesting inputs from the respondents, but it was the strategy chosen to facilitate the elaboration of some conclusions.

Given the structure and the purpose of the questionnaire, these demographic details are only relative to the participants who know and have interactions with Amnesty International: 82 of the 176 total participants (47%) took the full questionnaire.

The gender distribution is relatively balanced, with no significant difference between male and female respondents. Concerning age distribution, respondents of the survey were mainly in the age group of 15-25 with older respondents having progressively less representation in the sample. Figure 19 shows us the distribution by age and gender of the surveyed that completed the questionnaire.

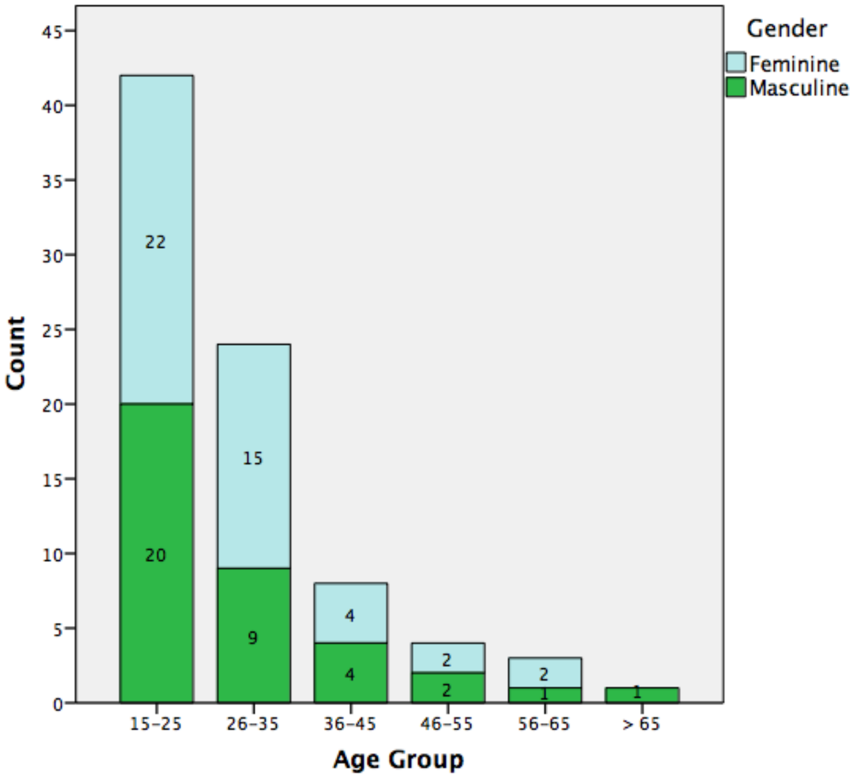


Figure 19 - Gender and Age group distribution (source: survey data from SPSS)

Figure 20 shows that the people instructed with bachelors and Master degrees occupy, respectively, the first and second biggest slices of the cake. This is largely correlated with the age structure of the sample and also with the occupations of the surveyed - see Figure 21.

The high number of employed respondents is explained by the large amount of educated people amongst the ones who took the survey. These simple demographic factors depict the already referred distance to reality caused by the surveying method used.

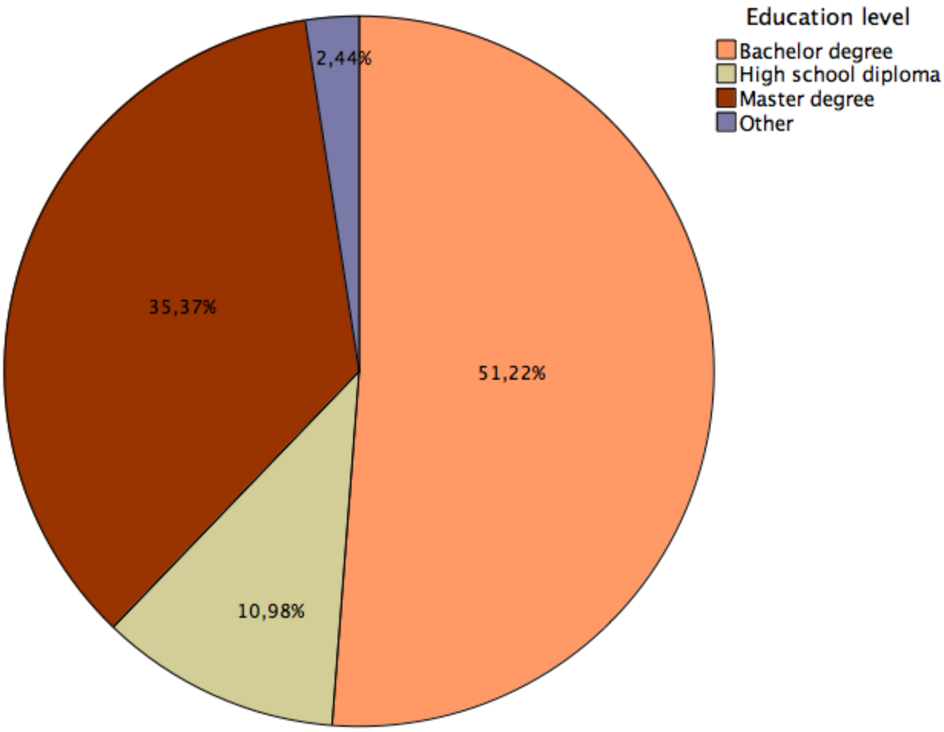


Figure 20 – Education level (source: survey data from SPSS)

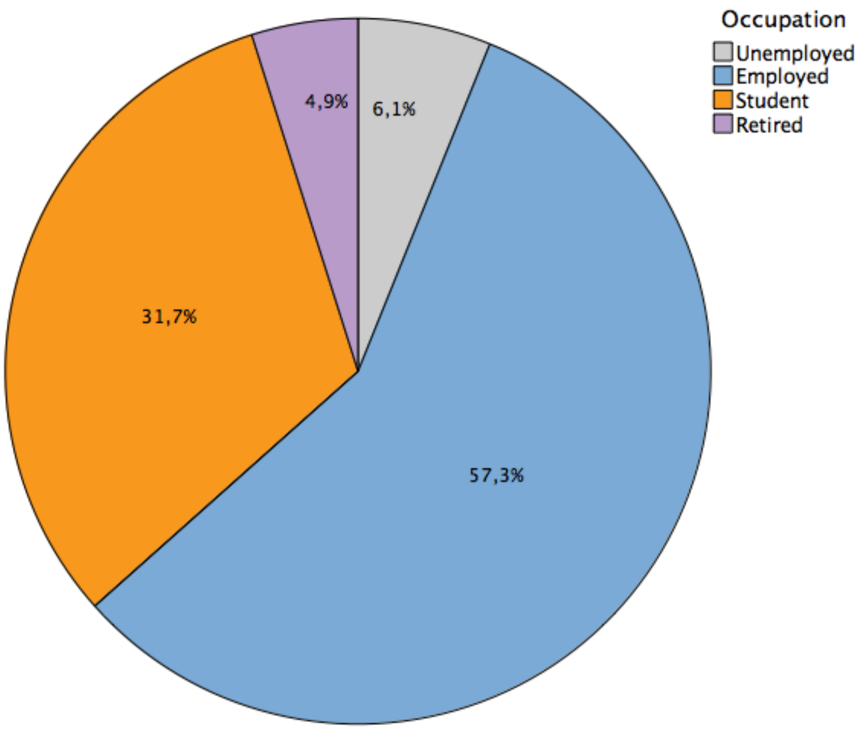


Figure 21 - Occupation (source: survey data from SPSS)

10.4. Descriptive statistics

Frequency and reliability analysis

Communication capacity	Mean	Median	Std. Deviation	Cronbach's Alpha
A.1.	5.366	5.5	1.1387	.755
A.2.	5.049	5	1.3417	
A.3.	5.793	6	1.0743	

Table 5 - Construct: communication capacity (source: SPSS output)

An informal communication will create deeper personal attachments between the organization and the customers. But in this specific case, more than referring the highest mean of this construct, it is important to determine why the two other items have close values. Every time there are developments about a specific case, the organization contacts the people who contributed (ie. sending an email to everyone who signed that petition), informing them on the impact of their actions.

The organization often establishes contact to users who subscribe the petitions trying to convert them into donators. This interaction however might bring different outcomes and differently influence trust and commitment towards the organization, due to the type and goal of the interaction, and also the time gap between the stimulus that led the user to sign the petition and the call.

The Cronbach's Alpha value (.755) allows us to infer that the internal dimensions of these items have statistical consistency.

Credibility management	Mean	Median	Std. Deviation	Cronbach's Alpha
B.1.	5.230	6	1.3687	.895
B.2.	4.485	6	1.3908	
B.3.	5.415	5.5	1.0881	
B.4.	5.097	5	1.2456	
B.5.	5.552	6	1.5077	
B.6.	4.879	5	1.2187	

Table 6 - Construct: credibility management (source: SPSS output)

Amnesty International has representation around the world and has been in the spotlight almost since its foundation. The long history of the brand endures its credibility. The construct B.5 has therefore the highest mean value. On the other hand, the premise stated in B.6 holds the lowest mean value. Contributing for this might be the inherent nature of the missions of the organization and their communication. The issues worked are of hard solution and are never solved overnight. Keeping the interest of the users on the issues is an important task for the organization.

Also, a growing utilization of social media to spread awareness and ask for support might lead to these impressions by the people: more cases of human rights' violations are popping up than before and this can also suggest the notion that the organization's actions are effortless. People may therefore fallaciously conclude that the promises are not being delivered because the communication highlights the problems rather than the achievements made.

The Cronbach's Alpha value (.895) indicates a high level of internal consistency for this scale.

Information sharing	Mean	Median	Std. Deviation	Cronbach's Alpha
C.1.	4.463	4	1.3626	.860
C.2.	3.951	4	1.4732	
C.3.	4.537	4.5	1.4072	

Table 7 - Construct: information sharing (source: SPSS output)

This construct's items have lower means compared to the other constructs. This reflects the importance that people give to co-creation and the level of involvement that the people want to get in the missions. The communication flow is hard to manage (it is important to avoid "spamming" or overexposing their followers) and the communication flow is still not in a state that fully satisfies and engages customers.

The Cronbach's Alpha value (.860) indicates a high level of internal consistency for the surveyed items above.

Trust	Mean	Median	Std. Deviation	Cronbach's Alpha
D.1.	5.139	5	1.4521	.707
D.2.	4.8	5	1.2406	
D.3.	4.909	5	1.2288	
D.4. ***(reverse)***	2.244	2	1.5361	
D.5.	5.793	6	1.0627	
D.6.	5.756	6	1.2916	

Table 8 - Construct: trust (source: SPSS output)

The high mean values of items D.5 and D.6 show the integrity that people recognize in the organization. The low values from D.2 and D.3 (apart from D.4, which is scaled in reverse), can be partially explained by the same factors that affected the Credibility constraint: is hard to measure the success of the organization and the buzz generated regarding the issues might create a somehow negative – or, at least, pessimistic – impact in the perception by customers. In fact, it is very rare for any organization to be more acclaimed than criticized, disregarding the sector (Sigwatch, 2016).

The Cronbach's Alpha value (.707) justifies the reliability of this test.

Commitment	Mean	Median	Std. Deviation	Cronbach's Alpha
E.1.	5.463	6	1.2881	.905
E.2.	4.671	5	1.4147	
E.3.	4.366	5	1.5754	
E.4.	4.415	4.5	1.4255	

Table 9 - Construct: commitment (source: SPSS output)

According to mean values of this constraint, Amnesty International's customers intend to maintain the relationship in the long term, even though they do not feel very committed to it. Nevertheless, the low engagement represented here can also be a reason for the low attrition: people feel that they help even if they don't interact or do much at all, and in case of deeper engagement, they could feel overwhelmed and give up.

The Cronbach's Alpha value (.905) shows a high level of internal consistency for the group of items.

Perception of relationship	Mean	Median	Std. Deviation
F.1.	5.482	5	1.486
F.2.	5.220	5	1.1866

Table 10 - Construct: perception of relationship (source: SPSS output)

Mean values for these items are very close and reach results close to other constructs, portraying once again the sympathy for the mission of the organization and the will to contribute.

It is not possible to conclude the consistency in a group of 2 items with the Cronbach's Alpha.

Propensity to participation	Mean	Median	Std. Deviation	Cronbach's Alpha
G.1.	5.695	6	1.2928	.724
G.2.	4.988	5	1.4358	
G.3.	5.521	6	1.4716	
G.4.	3.317	3	1.6092	
G.5.	5.415	5	1.1216	

Table 11 - Construct: propensity to participation (source: SPSS output)

The high mean value of item G.1 meets the observed in previous constructs, the same way the low value of G.4 exposes the communication flow – it could be considered a flawed strategy for a co-creation setting in any other industry, but given these specificities it is impossible to draw such conclusions.

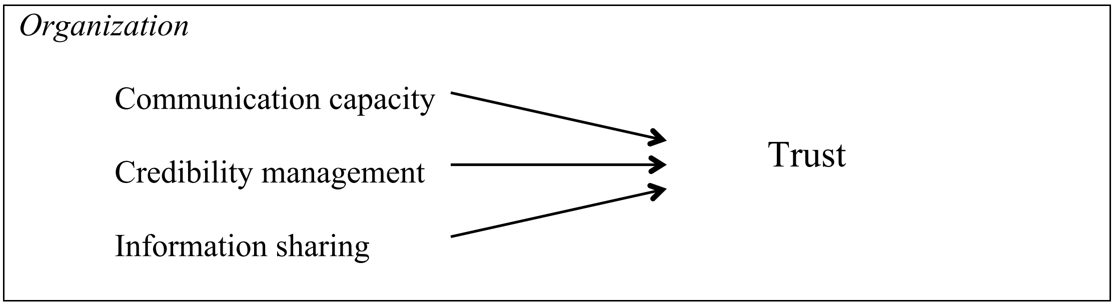
The Cronbach's Alpha value (.724) demonstrates the high level of internal consistency.

10.5. Multiple linear regression analysis

Those constructs, when analyzed separately, are not carrying enough information to draw conclusions about the importance of each factor in developing trust or commitment towards an organization.

An analysis of the answers collected through linear regression allows then a test of the model proposed. Each relationship suggested was subject of a separate linear regression examination and all independent variables were entered simultaneously for each regression test, investigating to what extent they explain the dependent variable at hand. Therefore, three main tests were conducted according to the constructs exposed in Table 3.

Prior to a throughout analysis of the linear regression, all permissions about linear regression were analyzed and verified. Moreover, was verified the inexistence of autocorrelation and multicollinearity (to a certain extent) in the regression and in the variables, which corroborated the validity of the analysis (Hair *et al.*, 2010).



Item	Unstandardized Coefficients		Standardized Coefficients	t (sig.)	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
constant	.474	.284	-	1.670 (.099)	-	-
Comm. capacity	.207	.060	.264	3.470 (.001)	.484	2.067
Cred. Mgmt.	.576	.066	.648	8.704 (.000)	.504	1.984
Info. sharing	.035	.042	.058	.844 (.401)	.601	1.665

Durbin-Watson	ANOVA F (sig.)	Adjusted R^2
1.679	93.470 (.000)	.774

Table 12 - Multiple linear regression: organization's input to Trust (source: SPSS output)

The tolerance above 0,1 for all constructs and the low values for VIF corroborate the non-collinearity of the test. Besides that, the Durbin-Watson value is close to 2, indicating that the errors are independent and that we can proceed with the study.

Examining the first linear regression we can conclude that credibility, more than being a significant construct (sig < 5%), is a main driver for creating a sense of trust towards the organization. Also a good communication capacity is significant and has a positive outcome in trust. On the other hand, information sharing is not statistically significant (sig = 40%) in impacting the trust. All in all, trust is 77,4% explained by these three predictors.

The ANOVA sig proves that the model in general has a fairly good predictive capacity.

Trust → Commitment

Item	Unstandardized Coefficients		Standardized Coefficients	t (sig.)
	B	Std. Error	Beta	
constant	-1.003	.690	-	-1.454 (.150)
Trust	1.126	.134	.685	8.398 (.000)

Durbin-Watson	ANOVA F (sig.)	Adjusted R^2
1.996	70.534 (.000)	.462

Table 13 - Multiple linear regression: from Trust to Commitment (source: SPSS output)

This test encompasses only one item so the collinearity tests are redundant.

The test showed a meaningful (sig < 5%) positive relationship between trust and commitment, which goes in line with the literature reviewed for this research.

Public

Relationship perception → Commitment
Willingness to participate → Commitment

Item	Unstandardized Coefficients		Standardized Coefficients	t (sig.)	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
constant	-1.290	.420	-	-3.070 (.003)	-	-
Rel. P.	.513	.104	.436	4.942 (.000)	.434	2.305
Will.	.658	.122	.478	5.411 (.000)	.434	2.305

Durbin-Watson	ANOVA F (sig.)	Adjusted R^2
1.545	108.276 (.000)	.726

Table 14 - Multiple linear regression: public's input to commitment (source: SPSS output)

Both the tolerance above 0,1 for all constructs and the low values for VIF corroborate the non-collinearity of the test. The Durbin-Watson value, close to 2, indicates that the errors are independent and that we can proceed with the study.

Both constructs are significant and have positive coefficients, proving that they are positively connected to the dependent variable. Commitment is then explained by these two predictors by 72,6%.

The ANOVA sig proves that the model in general has a good predictive capacity.

- **Conclusions on the hypotheses**

The hypotheses described in Table 2 were all supported by the significance and reliability tests performed, except for H3:

H3	Information sharing is positively related with trust in the context of an online assessment of Amnesty International

We reject the null hypothesis - information sharing is positively related with trust in this specific context - since the tests showed that there is no significant relationship (sig > 5%).

The highest value of significance is verified in H4, which goes in line with the verified literature review (namely from Morgan and Hunt (1994)) and the remarks done concerning this business of nongovernmental organizations in which the emotional factors acquire a bigger significance in establishing a relationship and the customer is somehow personified in the organizations' personality. A sense of trust is therefore fundamental. That is also the explanation for the high value verified in H2: credibility is a cornerstone of success for an NGO, as the previous research has suggested.

11. Final analysis

11.3. The conceptual model

Figure 22 represents an overview of the development of a relationship between a given organization and the public.

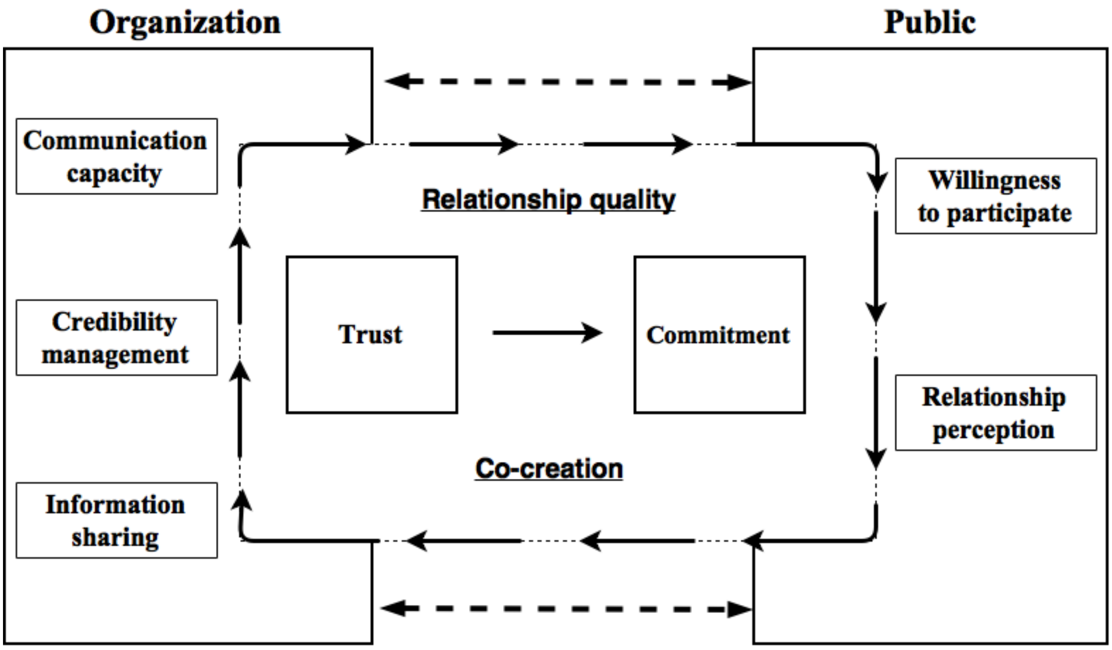


Figure 24 - Establishment of Relationship framework (source: own model, adapted from Morgan and Hunt (1994); Schoenbachler and Gordon (2002); Palmatier (2008))

Commitment and trust lie in the center of the model, functioning in a loop in-between the organization and the public and represent the *"exchange of value"* the market provides nowadays (Prahalad and Ramaswamy, 2004), because the effects emerging from commitment and trust, when together, flow out with efficiency and effectiveness, leading to *"cooperative behaviors that are conducive to relationship marketing success"* (Morgan and Hunt, 1994). Relationship marketing and co-creation are closely tied: the second flourishes when people feel a certain passion for a brand or business and is the company's task to create and maintain that passion, while co-creation also reinforces the sense of loyalty towards the organization.

Palmatier (2008) considered communication capacity and orientation as one of the main antecedents to trust. The organization must be dynamic, responding quickly to eventual changes in the environment and learning with their own audience.

Credibility management and information sharing will provide the transparency much needed for an organization that appeals to humanitarian causes. Such organizations must prevent from any damage caused to their credibility due to the tremendous impact that it might generate. Once lost, credibility is hard to retrieve. This positive influence of reputation in trust formation was corroborated by Schoenbachler and Gordon (2002) in a for-profit environment.

In the right side of Figure 22, where the “Public” part stands, we can observe the willingness to participate and the relationship perception. Both are dynamic variables, depending not only from the innate characteristics of the public and their life style (individually speaking), but also on how interaction with organization is assumed in a first stage and continuously.

The willingness to get involved with Amnesty’s activities tends to increase with the degree of relationship established. Also, *millennials* who are now fond to participate in such activities for other organizations and in other industries (often with rewards associated) will be more familiar to the concept when compared to the users’ age group that represent the mode of Amnesty International Portugal’s Facebook page. And this is another reason for Amnesty International to keep doing such activities, notwithstanding the low performances.

The relationship perception will be influenced by the sense of identification and connection between each individual and the organization as a whole, by how the organization reflects the self’s personality in terms of operation and communication.

All these notes are aligned with the conclusions extracted from the literature review, with the in-depth interviews, and with the online survey prepared for this research.

11.4. Research answers for research questions

The data from different sources presented a high level of consistency, with valuable outputs that can now answer the research questions previously proposed in this work.

RQ1: Does a trustful environment favor co-creation activities and the willingness to actively participate in the organizations' activities in general?

A1: The conclusions from the two first multiple regression analysis of this research coincide with the existent literature regarding this point. Credibility, particularly in a nongovernmental environment, is one of the main factors, along with the identification with the specific mission itself, for incurring in activities with the organization. As the interactions develop, it is expected that the relationship acquire new levels of trust that will trigger also a sense of commitment. This association was evidenced in the multiple linear regressions presented in the previous chapter (see Figure 23).

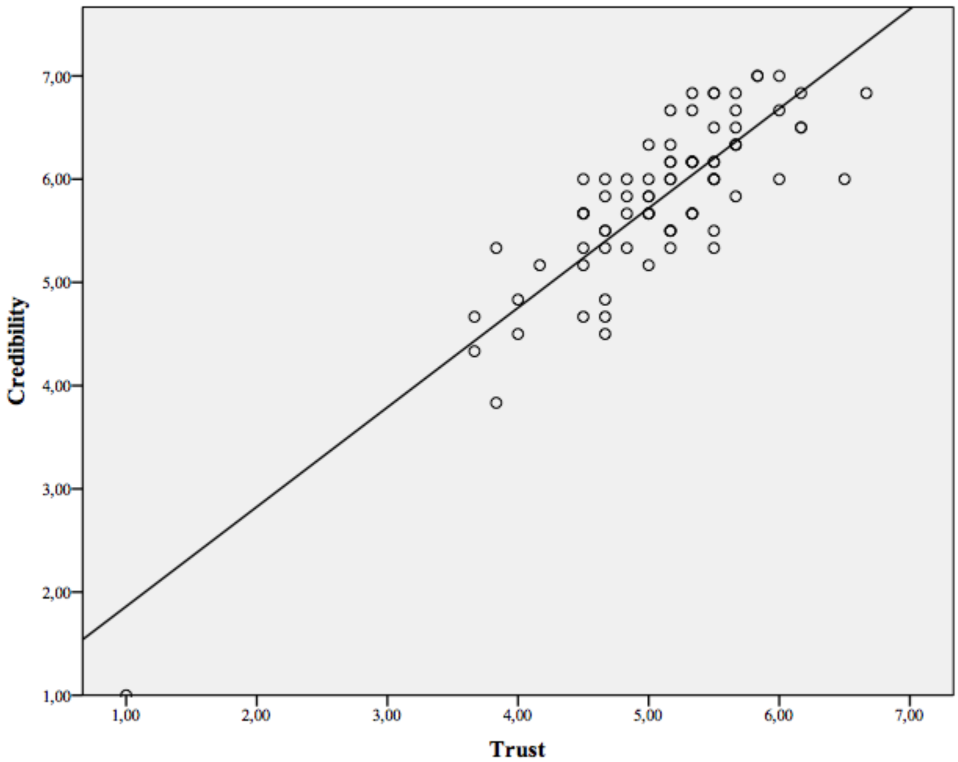


Figure 23 – Linear regression: 'Credibility' and 'Trust' (source: SPSS output)

Adding on that, we can also see in the literature review that a trustful environment is propitious to co-creation activities. Since these activities usually require a deeper commitment – in fact, the user becomes somehow a stakeholder -, it is assumed that people will not participate without a considerable sense of trust in the organization. However, co-creation activities require a specific context that goes beyond the reputation and credibility of the company, as we can conclude from the in-depth interviews. And that context includes the social media presence strategy (a big platform for co-creation activities), the age of the users, or the organizations recent history, among others.

RQ2: Does the fulfillment of the objectives proposed by the organization influence the co-creation policies it promotes?

A2: The descriptive statistics showed that the accomplishment and success of organizations positively imply on trust. Therefore, indirectly, the fulfillment of those same objectives can have an influence in the participation in co-creation activities.

However, and as we've seen in the previous answer, co-creation depends in many other factors besides the trust or commitment towards the organization. In this particular case, and observing Amnesty International's Facebook page while interpreting the results of the survey, it is possible to notice that the communication is directed towards the problematic rather than the achievements or even the appeal for participation - which is very often girded to online signatures. While this might be an internal policy regulated even at an international level, it is undeniable that it has repercussion in the users' behavior.

RQ3: Is the online exposure of the organization's mission a main driver for a relationship establishment?

A3: The answer for this question will depend, first of all, on what kind of exposure. The in-depth interviews and the examples given for specific cases showed that the different strategies had different outputs. Therefore, it will also depend on what kind of relationship and interaction the organization wants to trigger – for example, the use of public figures is usually a great tool to acquire new followers for the page, but not necessarily for signing the petitions.

Demonstrating particular cases and particular missions will have a different output as it impacts each person's interests, beliefs and personal causes differently. This usually generates "deeper" interactions and strengthens the sense of empathy and relationship towards the organization.

12. **Conclusions and implications**

Nonprofit organizations are a business too. Therefore segmentation, targeting and positioning are applicable as a planned strategic approach. Being aware of the huge multiplicity of nongovernmental organizations and having presented the variety of characteristics and consequent variety of strategy paths, there are some factors that can still be associated to the whole sector.

If is undeniable that these organizations favor participatory methods, this research also demonstrated important weaknesses that often arise in nongovernmental organizations, such as a lack of management expertise due to a certain disinterest of the broader importance of marketing in nowadays' context. More than that, the literature review, the netnography, the in-depth interviews and the survey enabled to accomplish the objectives proposed in the beginning.

It is easy to conclude that current marketing practices in nonprofit organizations do not include new trends in marketing as for-profit organizations do. Social Media, as we've seen, is a great tool to spread awareness over the issues and is also the right showroom for the respective accomplishments. In fact, the in-depth interviews proved that the Portuguese cell of Amnesty International is perfectly aware of the importance of social marketing (and marketing in general) for their success. And Amnesty International, as any other nonprofit, can give something back to the donors who contribute for its mission. The sense of belonging, altruism, feeling satisfied with the self, contributing to something bigger, are legitimate exchange proposals for donations – and that exchange has in social media one of its main channels. The hedonic values associated to this very specific area are naturally of major importance.

All in all, what should an organization in such position do? Some guidelines can be arranged:

- Being aware of the organizational identity at all times. Not only in the nature of the mission the organization identity can be found. Ideally, the organization must be identified in every single piece of promotional content. Any image, slogan, communication, interaction, or video must be in line with the organization, preserving all the coherence that is highly required in this sector.

- Put marketing in *its right place*. This requires marketing personnel and, most important, coordination between the different sections of the organization. A correct marketing approach needs of course recognition of the "state of the art", inside and outside this sector.
- "Task forces" for particular causes. Each mission is a separate mission. And since users feel urged to contribute to causes they feel connected to, they must also feel that the specific cause is being dealt with particular attention from the organization. Different causes might require different marketing approaches.
- STP. Adapting the communication towards the right target is fundamental. Practically speaking, incur in actions that appeal into emotions and also put the customer in the "center" of the interaction: each person has the real power of making a real difference. This promotes customer retention and ultimately leads to positive word-of-mouth. All this will also vary with each different mission.
- Improve the "content marketers" role. Celebrities can contribute to more than raising awareness for the organization as a brand. Improving these strategies, pushing opinion leaders and opinion makers (carefully chosen), can raise the confidence and trust towards the company and aim efforts to specific causes.
- Create a bigger involvement. Improve the communication between the organization and the already interested user, pushing for more and deeper interactions and promoting loyalty towards the causes. This can be done improving the follow up emails that are sent after the signing of the petition and the closing of the case.
- Being actual. Internet is a powerful platform with its own language. Being aware of actual language and Internet trends demonstrates responsiveness and modernity.
- No fear of being creative. Creativity has to be a driver for marketing in an unsteady environment, working as a main differentiator.

It is about time nonprofits interiorize the best that other organizations have to offer in order to thrive and succeed. The survey established some direct parallelisms between nonprofit and the for-profit sectors insofar, as the importance of credibility in forming trust, or as recognizing trust as an important antecedent of commitment towards a brand, as was studied by Schoenbachler and Gordon (2002) and Morgan and Hunt (1994) in a for-profit setting.

I had the chance to present part of this research in a workshop organized by SOCIUS on the February 2nd 2016[2]. My presentation was based on the co-creation characteristics of social marketing and generated a session of debating and brainstorming. These events corroborate the idea that the society is aware of these matters and that NGOs are recognizing the importance of a social marketing plan performed in the right way.

[2] http://pascal.iseg.utl.pt/~socius/novidades/Programa_Workshop_2_Fevereiro_final.UV.pdf

13. Limitations and further research

This research showed that, despite the growing number of studies around this topic, there is still much to be done by nonprofit organizations regarding marketing and communication. This must be faced as an opportunity and each study must be done open-mindedly.

NGOs are of undeniable interest for our society, so new developments in this field can bring numerous benefits to everyone. Future research should be directed to practical implications that would improve marketing functions in NGOs to ultimately helping them in their missions, but also changing the image of marketing sciences among nonprofit organizations and, to a certain extent, the image of marketing for the general public.

To better understand the relationship establishment and, most of all, its development, a study should comprise the first interaction of the organizations with the individual to find patterns and design better ways to nurture the connection. And in Amnesty International's example, the first interaction can come from the volunteers in public places (Face to Face program), news on the television, Facebook posts, amid many other options, that definitely create a different first impact and directly impact important inputs such as donations, volunteering or web interactions. Having said that, a more thorough survey could be used to collect supplementary data and arrange specific suggestions to be followed by the organization.

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ANNEX 1

Entrevistas de profundidade

13 de Janeiro de 2016
Amnesty International Portugal HQ – Rua dos Remolares, Cais do Sodré

Entrevista nº1:
Irene Rodrigues, Diretora de Comunicação e Campanhas

João – "Qual a impressão geral que as pessoas têm da presença online da Amnistia Internacional?"
Irene R. - "Toda a gente conta que a Amnistia esteja nas redes sociais. Isso é logo a primeira ideia. Portanto as pessoas perguntam pela página..."
J. - "Continuam a focar-se é mais no Facebook, certo?"
I. - "Sim, o Twitter tem uma abordagem e linguagem diferentes. O Twitter é mais usado para a parte da informação"
J. - "Partilham exactamente as mesmas coisas, de modo geral?"
I. - "Sim, mas partilha-se por outro aspecto. Os comunicados de imprens, assim como as novidades e relatórios que vão chegando, são lá postados. No Facebook não se usa o texto, a essência; mas sim uma parte da história que é partilhada nesse *press release*. O Facebook vive de casos e de caras e não tanto do relatório. Então usamos o Twitter para divulgar a parte mais informativa: divulgação de resultados, de estudos, etc..."
J. - "Têm tido algum feedback do Twitter"?
I. - "O Twitter é também gerido pela Cátia. Eventualmente, de futuro, até pela filosofia do nosso uso do Twitter, não tem tanta lógica de ser gerido por quem também gere o Facebook... Talvez deva feito pela pessoa da imprensa (...) (*Vai ser sempre um contacto mais formal e mais directo*). Temos muito menos seguidores lá".
J. - "Então que tipo de casos têm tido mais sucesso, menos sucesso...? E a Maratona de Cartas[3] tem um grande impacto? Como costuma ser mais publicitada na revista...
I. - "Apesar de nos últimos anos termos decidido fazer uma página de Internet com a Maratona, não tem grande participação. Onde temos conseguido mais assinaturas para a Maratona tem sido na parte física: através da participação de escolas, da revista..."
J. - "E é igual para os donativos, certo? Físico é mais fácil"
I. - "Nem tanto! No nosso site vamos tendo mais donativos e mais inscrições. Tem funcionado com o online. Tem vindo a aumentar... Nota-se uma cadência, é regular. E o nosso sistema de pagamentos online foi melhorado..."
J. - "O que terá contribuído para mudar? A acção no Facebook, talvez?"
I. - "Está relacionado com isso e também com o Voice to Voice – o que chamamos de *telemarketing* – onde as pessoas são contactadas na sequência de terem assinado as petições, algumas querem ser membros, outras não... então aconselhamos as pessoas a visitar o site, para assinar as petições, darem donativos sempre que quiserem... e tem

[3] Maratona de Cartas é o maior projeto de direitos humanos organizado pela Amnistia Internacional. Ocorre anualmente e tem como objectivo chamar a atenção para um determinado número de casos escolhidos pela secção nacional e consiste na assinatura de cartas apelando à resolução dos mesmos.

sido muito na sequência desses contactos. Porque isto é um ciclo. Usamos as redes para trazer pessoas até à Amnistia. E depois queremos que se tornem nossas ativistas. À medida que deixam os seus contactos, fazemos testes com um determinado número de pessoas que assinaram uma petição, telefonando, informando... (...) Como fazemos também pela internet, por mail... (...) *(Ainda na parte dos donativos)* temos experiência que são as pessoas mais velhas – 50 para cima – que dão os donativos maiores. Têm outra estabilidade, etc...”

Entrevista nº2:
Cátia Silva, Coordenadora de Conteúdos Digitais

João – “Qual o impacto da Maratona de Cartas nas plataformas digitais da Amnistia Internacional?”
Cátia S. - “Descobrimos que, no geral, a Maratona de cartas não vende muito nas redes sociais, que as pessoas se ligam principalmente a casos de pessoas e, principalmente, o que dá mais é precisamente isso *(o contexto)* – e vê-se neste caso da Yecenia, o segundo com maior *reach* em dezembro. Era natal. As pessoas andavam a partilhar fotografias de Natal, em casa. E o que nós fizemos foi isto: esta é a foto que ela tem para partilhar. E ela estava na prisão. Notámos que isto faz a diferença. Hoje, por exemplo, andam a partilhar tudo do David Bowie *(11 de Janeiro foi a data do falecimento do artista).* Até o inesperado pode funcionar. Por exemplo, se andarem a partilhar coisas do dia das bruxas, podemos tentar também fazer um *post* do dia das bruxas mas que tenha algo relacionado com os direitos humanos. No fundo, são as pessoas que mostram o que querem partilhar, escolhem o tema, e nós escolhemos o conteúdo a partir disso. Depois é claro que uma boa foto, ou uma boa composição gráfica, também é fundamental (...)
(*Analisando os posts do Facebook com mais interações desde Setembro 2015)* O mais partilhado foi este da Catarina (Furtado)[4] (...) depois o da Yecenia[5], e o terceiro que teve maior *reach* foi um vídeo[6] que fizemos para *crowdfunding*. Estivemos ao longo deste ano a tentar experimentar fazer angariação de fundos através das redes sociais, especialmente no Facebook. Mas ainda é um meio relativamente fraco para angariação de fundos.”
J. – “Como fazem? Como se desenrola esse processo?”
C. - “Depende. Fizemos várias coisas este ano. Este *(vídeo)* foi uma delas. Foi no site do PPL. Tivemos um realizador a fazer-nos o vídeo e está muito giro. É um pouco grande mas está muito giro e inspirador, e por isso teve muito bom *reach* (...) O vídeo foi muito partilhado.”
J. - “Tem ideia de quantas pessoas aderiram?”
C. - “Muito pouco. Estamos a pedir 3000€ e temos lá apenas 400€. Temos vindo a perceber, e também há estudos relativos a isso, que uma vez que o Facebook tem as funcionalidades do *like* e do *share*, as pessoas acham que já fizeram o suficiente e não fazem muito mais. Para dar dinheiro, o que funcionou melhor este ano e de todas as experiências que já fizemos (...) foi na questão dos refugiados, e logo quando apareceu o

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[4] https://www.facebook.com/aiportugal/posts/1093965607289455:0
[5] https://www.facebook.com/aiportugal/posts/1092921327393883:0
[6] http://ppl.com.pt/pt/causas/aiportugal

corpo da criança na costa da Turquia... (...) Pusemos logo aí os números de telefone *(IVR com doação direta para a organização)*, e nessa altura todas as pessoas estavam a perguntar "O que é que eu posso fazer pelos refugiados?" (...) e nós respondemos: o que podem fazer é telefonar e dar dinheiro, porque precisamos disso para mandar equipas para o terreno. É claro que esse número de telefone não dava nada de especial, os telefones dão muito pouco...
J. – "Se calhar por ser tão pouco também as pessoas davam mais facilmente".
C. – "Mas eu já pus o telefone activo de novo e não aconteceu isso. Foi mesmo uma questão emotiva, foi *timing*. Tens de encontrar o momento certo, perceber o que estão as pessoas a partilhar naquele momento..."
J. – "Então acham que foi isso o que aconteceu com este vídeo?"
C. – "A diretora de angariação de fundos da AI Portugal disse-nos logo que este *(caso)* seria muito difícil para *crowdfunding*. *(Direciona-se a um)* campo de trabalho de educação para direitos humanos, um campo para jovens... não há nenhuma emergência aqui".
J. – "Mas ainda em relação ao Facebook: acha que as pessoas podem ir ao site através do Facebook, e depois sim fazer a doação? Não serão "passos" a mais?"
C. – "O PPL (site de *crowdfunding*) enviou-nos o relatório do ano passado e a área com mais donativo foram as artes, que é uma área em que as pessoas já estão mais familiarizadas com o conceito. Cinema, gravar discos... Nesse núcleo funciona bem. Mas noutras áreas, mesmo como a educação, não funciona bem. E este caso em particular não é um tema urgente, por isso..."
J. – "Há alguma experiência com outros núcleos da Amnistia Internacional e *crowdfunding*, nestes moldes?"
C. – "A Amnistia está a fazer experiência com angariação de fundos nas redes, mas não funciona muito bem nestes moldes. Fazemos ainda mais através das petições: as pessoas assinam e há um contacto posterior. E há secções que só vivem disso, praticamente."
J. – "Ligam às pessoas e estas fazem donativos?"
C. – "Sim, e não só. Também se enviam mails, etc... Outras estratégias. No fundo, é para as pessoas serem envolvidas na organização e virem fazer parte".
J. – "Geralmente há vários contactos antes de pedir dinheiro?"
C. – "Depende. Às vezes na primeira interação consegue-se logo."
J. – "Não há nenhum método concreto, então?"
C. – "Já foi testado o método de enviar vários emails para pedir no fim, mas sem grande efeito. Depende muito do caso. Por exemplo, este caso de Angola teve um grande impacto mas não teve tanta gente a doar. Isto porque muita gente que assinou a petição é angolana, e nós só temos pessoas com conta em Portugal. E ainda neste caso (Luaty Beirão), olhando para os meses de dezembro ou novembro, facilmente se percebe que o que funciona no nosso Facebook são casos de pessoas, são caras de pessoas; pessoas que precisam de ajuda: pomos outro tipos de *posts*, pomos notícias – que nunca chegam a estes *reaches* tão altos".
J. – "Mas também é dos únicos tipos de imagem que usam, certo? Têm uma política de não usar imagens de crianças..."
C. – "Sim, e não chocantes. Ainda há pouco tempo ocorreram as decapitações na Arábia Saudita. Nunca poderíamos usar essas imagens. Usamos imagens mais "gerais"... Não tem de ser necessariamente caras de pessoas... mas é do que funciona melhor, juntamente com a urgência do caso.

Analisando outros casos: O Al Nimr,[7] ainda continua em risco de execução e aliás, o tio dele foi agora executado no início do ano (...) e por isso voltaram a falar dele agora.
Este aqui, o "Quebra o Silêncio"[8], foi um vídeo feito para a marcha das mulheres *(para o 25 de Novembro – dia internacional pela eliminação da violência contra as mulheres)* e houve um movimento que foi criado por parceiros nossos, fazendo um vídeo. É um vídeo muito simples, com cada interveniente feminino a dizer "Quebra o silêncio!". Assuntos relacionados com mulheres costumam funcionar muito bem...
Ainda mais um sobre o Luaty Beirão, que é ainda um caso muito popular. Este teve menos comentários, mas houve muitos *posts* sobre isto - e os *posts* foram diluídos ao longo dos *posts*. Além disso, muitos dos comentários que aparecem na página são apenas de "Comentei" ou "partilhei", e este não tinha nenhum conteúdo que não a situação para partilhar *(o link para assinar já havia sido partilhado noutro post anterior)*. Em outubro nota-se bem a questão da emergência. Estava em greve de fome e isto foi o grande *boom*. Teve um *reach* inacreditável, e é possível que o grande impacto tenha acontecido pelo facto de termos dito pela primeira vez que ele é português. Foi também na altura em que ele apareceu nas notícias. Outubro foi o mês de Angola. Aparecemos muito na comunicação social, e esse tipo de ligação é muito importante. E como podes ver, este *post* (sobre o Luaty Beirão com link para a petição) teve um *reach* brutal (...) quase todo ele orgânico. Pagamos às vezes (para *sponsoring* no Facebook) mas há *posts* que valem por si.
Neste *post*, de quando Varoufakis foi a Coimbra[9], também podemos ver que teve muitas interações, mas não tinha absolutamente nenhum "conteúdo" *(ex. Link ou petição em particular)*, mas como tinha a cara dele e é uma celebridade, funcionou.
Novamente um *post* sobre Luaty, este com o "Urgente" em destaque. Este caso já era mediático em Setembro, os 15 ativistas já estavam detidos, mas teve um grande crescimento em Outubro, quando ele fez a greve de fome e que coincidiu com a altura em que teve mais notícias relacionadas. A do donativo - da situação do Aylan Kurdi - teve um grande *reach* orgânico. As pessoas queriam saber "como posso fazer a diferença", "como posso ajudar"... Rendeu mais em relação ao que é normal. A ligação por linha telefónica é simples, mas nunca dá muito..."
J. - "Como é simples, não é um grande compromisso e funciona melhor..."
C. - "Sim, e não dás muito! São 60 cêntimos..."
J. - "E em relação às transferências online. Espera-se que as pessoas mais velhas – que constituem grande parte dos doadores da organização – não confiem muito nesse método. Têm alguma noção relativo a esse ponto?"
C. - "Não temos ainda bem a certeza disso. A verdade é que temos visto que as pessoas que mexem mais com o tal vídeo do *crowdfunding* são de facto pessoas mais velhas. E sim, eu ainda tenho essa ideia que essas pessoas ainda preferem a transferência bancária, que ainda é o que funciona melhor. O que tem funcionado bem é também o cupão que distribuímos na revista, e as pessoas que dão em dinheiro ou em cheque. Por exemplo, para a Maratona de Cartas pediu-se dinheiro e isto funcionou bem – e lá está, no online, não tem grande impacto. Quem recebe a revista da Amnistia já sabe o que é a Maratona de Cartas, no online não sabem e provavelmente também não querem saber, querem algo mais imediato. Em relação à Maratona, investimos no online para recolher as assinaturas de caso a caso. A nível de impulsionamento, o que funciona bem com a Maratona de Cartas são as escolas. Mas este ano estamos a investir mais no online. Não

[7] https://www.facebook.com/aiportugal/posts/1078237662195583:0
[8] https://www.facebook.com/aiportugal/videos/1074627559223260/
[9] https://www.facebook.com/aiportugal/posts/1059697667382916:0

é fácil, porque os casos da Maratona não são estas urgências que funcionam bem no online."
J. - "Quantos casos há por ano?"
C. - "Depende. O Secretariado Internacional liberta para o mundo cerca de 10 ou 15. Depois cada secção escolhe. Este ano temos 4.
(Prosseguindo os casos com maior reach por mês) Em Agosto, temos aqui a situação dos imigrantes. Agora é um caso muito menos popular. Mas Agosto também não é um mês muito bom, geralmente... Nos últimos meses tem corrido bem por causa da tal ligação com o que aparece nas notícias. Neste caso (Luaty) conseguimos cerca e 20 mil assinaturas em 2 dias. O site *crashou*."
J. - "E por falar no caso do Luaty, como são as reações em termos de manifestações, ajuntamentos...?"
C. - "Não tem muita partilha. Tudo o que é local não tem grande efeito. Juntou-se muita gente porque o caso de Angola mexia... Mas a partilha e organização de eventos não é uma coisa que funcione muito. Esse em particular foi criado pela LAPA *(organização responsável pela libertação dos activistas angolanos)* e estava lá muita gente por eles, dum núcleo de pessoas ligadas a Angola, não necessariamente por nós. É verdade que foi muito mediático porque houve muitas vedetas a ir, mas sair do online para o offline é difícil. A partilha de fotos, e uma vez que havia muita gente conhecida, acabou por correr bem. Depois estes eventos começaram a esfriar, até porque aconteceram muitos, quase um por semana..."
J. - "E há interesse em passar as pessoas do online para o offline?"
C. - "Há, há interesse. Mas não é num *post*. Eu diria que passarem para o offline têm de se fazer ações mais pensadas, como por exemplo dar a conhecer a sede a quem mais comenta. Também já fizemos sessões de Direitos Humanos, convidando nas redes sociais, mas não tem grande adesão."
J. - "Não há maneira das pessoas criarem conteúdo para o vosso Facebook? Como por exemplo, uma pessoa criar um slogan?"
C. - "Da nossa experiência, as pessoas não têm muita proactividade, não têm muita vontade. Já pedimos várias vezes: tirar fotografias com cartazes, etc. Já oferecemos bilhetes para o cinema, em que bastava escreverem para cá, e não havia muitos participantes. Acho honestamente que as pessoas querem emocionar-se com o caso, conhecer mais casos, conhecer histórias diferentes, histórias do que se passa no mundo, mas não querem muita ação".
J. - "Geralmente, quando as pessoas se sentem mais envolvidas tendem a participar mais. Depois é uma bola de neve, não?"
C. - "Depende do público. O nosso não é muito ativo. Onde funcionou melhor foi nessa questão do Aylan. Saímos à rua e pedimos para enviarem fotografias de flores brancas... E houve cerca de 15. É pouco. E ainda implica algum trabalho de organização. Fazemos um bocado, mas não é o foco do Facebook. É importante manter, há pessoas que gostam de participar. E quem gosta de participar acaba por vir fazer parte. Até porque às vezes, quando publicamos assim um evento, mesmo que não apareça muita gente podemos receber mensagens de novas pessoas a dizer que querem ser voluntárias. As pessoas escrevem-nos. É muito diferente do que as outras empresas fazem."
J. - "Hoje em dia muitos académicos e muitas organizações apostam muito na cocriação..."
C. - "A minha ideia é que as pessoas cá não se querem mexer muito. Querem fazer o *like*... Sentem-se úteis às vezes só por fazer o *like*. Tenho até ideia que não funcionará assim tão, tão bem noutras empresas... Talvez um pouco melhor com jovens, abaixo dos 18 anos, mas isso não é de todo o nosso *target*. O nosso público é mais velho, a partir

dos 35 anos... (...) *(Ainda em termos de demografia)* a maior parte dos nossos *likes* do Facebook são provenientes de Lisboa. Mas mesmo assim, acções em Lisboa não têm grande saída. Provavelmente porque em Lisboa já há muita coisa a acontecer. Organizámos no final do ano passado um concerto, como fizemos em anos anteriores, e era muito difícil vender aquilo. Ainda sobre a LAPA: organizaram um concerto numa das datas das mobilizações, com cantores óptimos, gratuito, com grande mobilização online... e apareceu muito pouca gente.
(Sobre o post da Catarina Furtado) Teve um *reach* repartido a meio entre orgânico e pago. Chegou a muita gente. O nosso objectivo era recolher assinaturas para a Maratona. Não correu muito bem, mas as pessoas vêem a vedeta e entram logo. Isto deu mais de 14 mil *likes*, mas assinaturas deu menos de 1000. As celebridades trazem gente mas talvez não para o propósito que queremos. As pessoas fazem só *like* à foto. E até certo ponto, trazer gente de "fora da área" pode não ser benéfico também. Além disso, e uma vez mais, o que funciona é a pessoa prender-se com o caso e este era geral: "Assine para salvar vidas". Tem que haver urgência. Para fazer crescer a página, interessa sim usar a vedeta. Mas para recolher assinaturas, os casos específicos e a urgência dos mesmos trazem resultados melhores."

ANNEX 2

Online survey

Marketing em organizações não governamentais: Amnistia Internacional

João Galelo – Instituto Universitário de Lisboa (ISCTE-IUL), MSc in Marketing

Este questionário é parte integrante duma dissertação de mestrado em Marketing. Assim, pretendemos que nos dê a sua percepção sobre a Amnistia Internacional e as suas causas. O questionário não demora mais de 5 minutos a ser respondido e a sua colaboração é fundamental. Não existem respostas corretas ou erradas, apenas pretendemos conhecer o seu entendimento. Os dados recolhidos serão tratados (estatisticamente) em conjunto pelo que cada questionário é anónimo. Por favor responda a todas as questões. Muito obrigado pela sua colaboração!

*Obrigatório

1. Como teve conhecimento da Amnistia Internacional? *

- ◯ Programas noticiários da TV
- ◯ Através de amigos
- ◯ Através de voluntários de rua (Face to Face)
- ◯ Pela Internet
- ◯ Não conheço a Amnistia Internacional

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2. Classifique de 1 (= Discordo totalmente) a 7 (= Concordo totalmente) as seguintes afirmações, relativas à Amnistia Internacional Portugal:

2.1. Pretendo ficar mais envolvido com esta organização no futuro *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.2. Esta organização tem a capacidade de fazer o que promete *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.3. Esta organização está empenhada em cumprir as suas reivindicações e declarações, nem mais nem menos *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.4. Se a organização fosse uma pessoa, eu gostaria de a ter como amigo/a *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.5. Esta organização cumpre o que promete *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.6. Eu confio no serviço (trabalho pelas causas) realizado pela organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.7. As reivindicações e declarações desta organização são credíveis *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.8. Esta organização tem um nome no qual se pode confiar *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.9. Eu sinto confiança na qualidade do serviço (trabalho pelas causas) realizado *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

2.10. Nesta organização as promessas são cumpridas *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

3. Estabelece algum tipo de interação (i.e. like na página do Facebook, leitura de notícias, pagamento de quotas, assinatura de petições...) com a Amnistia Internacional? *

○ Sim

○ Não

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*Obrigatório

4. Que tipo(s) de interação tem com a Amnistia Internacional? Selecione as corretas: *

- [ ] Tenho like na página do Facebook
- [ ] Costumo assinar as petições e causas da organização
- [ ] Pago uma quota anual
- [ ] Outra(s)

5. Classifique, de novo, de 1 (= Discordo totalmente) a 7 (= Concordo totalmente) as seguintes afirmações:

5.1. Com o tempo, as minhas experiências com a organização levaram-me a esperar que esta mantenha as suas promessas, nem mais nem menos *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.2. Na nossa relação, conto com a organização para fazer o que é certo *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.3. A relação que tenho com a organização é muito importante para mim *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.4. Ocasionalmente, a organização informa-me sobre causas sobre as quais eu possa estar interessado/a *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.5. Na nossa relação, nem sempre foi possível confiar na organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.6. A relação que tenho com a organização é algo em que vou colocar todo o esforço para manter no futuro *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.7. Na relação que temos, a organização comunica essencialmente de modo informal – numa linguagem que facilmente se percebe *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.8. Eu sinto que tenho uma boa relação com a organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.9. Nesta relação, espera-se que eu faça comentários e contributos que possam ajudar a organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.10. Espera-se que entre mim e a organização exista troca de informação que ajude as causas e o trabalho da organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.11. Eu transmito regularmente à organização as minhas considerações sobre as causas que apoia e o trabalho que desenvolve *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.12. Na nossa relação, pelo que conheço da organização, considero que esta tem uma elevada integridade *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.13. A relação que tenho com a organização é algo que pretendo manter a longo prazo *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.14. Na nossa relação, a organização mantém-me bem informado/a sobre as causas que apoia e o modo como esse apoio se desenvolve *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.15. A relação que tenho com a organização é algo em que estou muito empenhado/a *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.16. No relacionamento que temos, a organização dá-me informação com frequência sobre o modo como o apoio às causas se desenvolve *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.17. Eu quero continuar a minha relação com a organização *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.18. A troca de comentários (informação) nesta relação ocorre frequente e informalmente *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

5.19. A organização está interessada em fazer-me sentir útil *

	1	2	3	4	5	6	7	
Discordo totalmente	○	○	○	○	○	○	○	Concordo totalmente

6. Idade: *

- ○ Menos de 15
- ○ 15-25
- ○ 26-35
- ○ 36-45
- ○ 46-55
- ○ 56-65
- ○ Mais de 65

7. Género *

- ○ Masculino
- ○ Feminino

8. Local de residência: *

- Aveiro
- Beja
- Braga
- Bragança
- Castelo Branco
- Coimbra
- Évora
- Faro
- Guarda
- Leiria
- Lisboa
- Portalegre
- Porto
- Santarém
- Setúbal
- Viana do Castelo
- Vila Real
- Viseu
- Açores
- Madeira
- Resido no estrangeiro

9. Grau de escolaridade: *

- Ensino Secundário (12º ano)
- Bacharelato/Licenciatura
- Mestrado
- Doutoramento
- Outro

10. Ocupação: *

- Estudante
- Reformado
- Desempregado
- Empregado

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Secção sem título

11. Profissão: *

Sua resposta

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