

**ASSESSING THE SOCIAL MEDIA PERFORMANCE OF A NON-  
GOVERNMENTAL ORGANIZATION AND PROVIDING  
SUGGESTIONS FOR IMPROVING THEIR ENGAGEMENT WITH  
SUPPORTERS: A CASE STUDY OF THE JESUIT REFUGEE  
SERVICE EUROPE**

**CONFIDENTIAL**

**Bachelor's Thesis** submitted by  
**Kabakaki Mariapia**  
for the degree of  
Bachelor of Business Management

University College Supervisor: Iris Weber  
Company Mentor: Sara Garcia

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## BBM BACHELOR THESIS: ABSTRACT

	<b>Name</b>	<b>Last name</b>
<b>Student</b>	Mariapia	Kabakaki
Odisee supervisor	Iris	Weber
Company mentor	Sara	Garcia de Blas
Company	Jesuit Refugee Service Europe	
<b>Title bachelor thesis</b>	<i>Assessing the social media performance of a non-governmental organization and providing suggestions for improving their engagement with supporters: A case study of the Jesuit Refugee Service Europe (JRS Europe)</i>	
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### Key words

(Non-governmental organization, Engagement, Social media marketing)

### Abstract

The purpose of this study was to investigate how can the Jesuit Refugee Service Europe (JRS Europe) increase engagement with supporters on social media. The study was conducted for 4 months at the regional office i.e. the Jesuit Refugee Service Europe in Brussels. The study specifically examines JRS Europe as a non-governmental organization and factors that limit JRS Europe to increase engagement with supporters on their social media platforms and recommend practical ways to increase JRS Europe's level of engagement on social media with supporters.

The study employed both primary and secondary data. The primary data involved structured questionnaires and in-depth interviews. Secondary sources used publications, (internal) records from JRS Europe, and benchmarking. This study consists of a total sample size of 30 respondents including 7 JRS Europe employees and 23 others from other JRS country offices across Europe. Using Qualtrics XM, Version 2020, data were analyzed where different descriptive statistics were tested.

The findings identified workforce shortages, so the study recommends that JRS Europe consider training all staff members on best practices in social media to engage effectively with supporters. JRS Europe could also explicitly look for interns or volunteers with communication or marketing-related expertise (which is cheaper than hiring specific staff for that case) who will help JRS Europe stay up-to - date and become active on all social media platforms. This will help to reduce delays, failure to respond on time, maintain up-to- date social media pages, and actively appeal to more supporters.

In addition, the findings also revealed that JRS Europe incorporates few activities and practices few ways of engaging with supporters via social media, so the study recommends that JRS Europe develop a social media guide (based on a social media strategy) to enable and motivate its staff, including volunteers and interns, to support the performance of JRS Europe on social media. This would also be a form of engagement with supporters and would help JRS' self-understanding as a grassroots organization with a broad supporter's network.

Finally, the study recommended that JRS Europe consider the use of cost-free social media platforms tools and paid social media tools which are effective in boosting social media presence and helping to speed up the rate of engagement supporters. With cost-free social media tools like ScheduGram and Buffer, JRS Europe will be able to schedule posts, edit and design photos, get detailed reports per week, get notified if there is any activity going on around a post and manage all its major social media platforms at once. With the paid version, JRS Europe will be able to access all the analytics tools that will help them track their supporter's activities and determine out when is the best time for them to posts and engage with supporters.

**E-mail:** mariageofrey98@gmail.com

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# CHAPTER 1: INTRODUCTION

The purpose of this paper is to determine factors that limit JRS Europe to increase their engagement with supporters via social media and providing practical ways that will increase JRS Europe's level of engagement with their supporters via social media. This study is relevant because it provides new ways and approaches to help JRS Europe interact and better engage with supporters, resulting in many benefits such as brand awareness for JRS Europe. This chapter will talk about the organization and the issue currently facing the organization.

The study was undertaken at the JRS Europe Regional Office in Brussels- Belgium. JRS Europe is recognized as a refugee-assisting non-governmental organization by the EU institutions and by several states within Europe and beyond. JRS Europe is a regional office recognized by all the JRS offices in Europe as JRS Europe coordinates all the projects going on in JRS country offices in Europe. The structure of JRS Europe constitutes Permanent Staff, Volunteers, Temporary Staff and Advisory Council (Jesuit Refugee Service (JRS) Europe, 2017).

## 1.1: SOCIAL MEDIA OVERVIEW

There are several types of social media and each uses its own mechanism for engagement but the most popular are Twitter, You Tube (content communities), Facebook (social networking sites), Instagram, Second Life (virtual social worlds), and Technologies include email, instant messaging and music-sharing.

Similarly, non- profits organizations including JRS Europe have been using social media to serve as a vehicle to help them achieve their goal. This has been done through the use social media as a tool to nurture their communities to create a viral marketing effect with little or no effort which enables individuals with specific interest to share with others (Lake, 2018) .

Reasonably, NGOs prefer to engage in social media because the number of users is well known and global, people spend more time on social media for an average of 20-40 minutes on site every day, and what's more, engagement is exponentially increasing, since it is included people of all ages (Bassuk, 2014). How it goes, number of shares, and likes helps to say about a given post 's popularity, followers indicate a higher investment level, indicating that users want to see more of their content on a regular basis. It has been confirmed that "*Twitter has grown from 0 to*

*140 million users and 340 million tweets per day in only four years"* (Bassuk, 2014, p. 10). In Fact, NGOs use social media opportunities to communicate with their audiences, raise awareness, and campaign for change on what they believe (Danyi & Chaudhri , 2018).

## 1.2: BACKGROUND INFORMATION

### 1.2.1: About the Organization

The Jesuit Refugee Service (JRS) is an international non-governmental Catholic organization that was founded in 1980. According to the website, *"JRS was established with the mission to accompany, serve, and advocate for the rights of the refugees and others who are forcibly displaced"* ( (Jesuit Refugee Service (JRS) Europe, 2020), About Us) with a vision of *"working towards a Europe where human rights, protection, hospitality, integration, and reconciliation can all flourish within a broader vision for inclusive and welcoming societies"* (Jesuit Refugee Service (JRS) Europe, 2019, p. 10). The Jesuit Refugee Service Europe (JRS Europe) is a regional office that operates here in Belgium to oversee and facilitate the work of other JRS offices in other Europe countries. Its main work is to make to work with the EU institutions to raise awareness on migrant and detention issues at the European level to make sure that the voices of the refugees are heard by the policy makers. Raising the voice of refugees and forcibly displaced persons is one of their main strengths as they have worked in this field for more than 40 years now (see SWOT analysis in the appendix). Also, JRS Europe campaigns and supports the *"fair treatment and of all migrants affected by the European policy"* ( (Jesuit Refugee Service (JRS) Europe, 2020), About Us).

According to the communication officer Sara Garcia de Blas, there are 7 employees at JRS Europe who work in the office and among these employees, only 3 are permanent workers, the rest are part-time workers. Also, only person at JRS Europe works in the communication department. This is also one of JRS Europe's weaknesses as they lack sufficient reliable workforce (see SWOT analysis in Appendix).

The mission of JRS Europe is *"to accompany, serve and advocate for the right of refugees and others forcibly displaced person"* and the vision of JRS Europe is *"to works towards a Europe where human rights, protection, hospitality, integration, and reconciliation can all flourish within a*

*broader vision for inclusive and welcoming societies”* (Jesuit Refugee Service (JRS) Europe, 2019, p. 10).

## **Implementation Progress**

JRS Europe has been implementing different projects within the European Union with the aim of making sure that the people are aware of the refugee crisis in Europe. In 2017, they launched #Ponteland’s campaign that was about putting an end to the containment of the asylum seekers and call out on other European leaders to support Greece on doing so. Ever Since the start of the campaign, 7000 asylum seekers were released and transferred to mainland Greece. (Jesuit Refugee Service (JRS) Europe, 2020). This was achieved from the implementation of the recommendation from the undertaken research titled ‘Becoming Vulnerable in Detention’ (Jesuit Refugee Service (JRS) Europe, 2010).

Moreover, for many years, JRS Europe has been developing ways to provide hospitality to refugees through cultural centres, family hosting projects or simply coffee mornings. In 2016, they worked on three projects of which their goals were to:

- Set up new communities of hospitality, where citizens will have the opportunity to develop close friendly relations with forced migrants through different social societies.
- Establish a network where individuals and communities share their experience, identify best practices and advocate for the rights of forced migrants
- Organise national hospitality campaign to raise awareness and promote hospitality while discourage hostility (Jesuit Refugee Service (JRS) Europe, 2016).

Also, JRS Europe work with the European Union on different projects with the aim of making sure that the people are aware of the refugee crisis in Europe. For instance, in 2017 they worked with the EU on the #Opentheislands campaign that was about putting an end to the containment of the asylum seekers and call out on other European leaders to support Greece on doing so (Jesuit Refugee Service (JRS) Europe, 2020).

## Target Group

According to Sara Garcia, the communication officer at JRS Europe, on the advocacy level, the target group of JRS Europe include European institutions and more specifically the European Commission and the European parliament while on the communication level the target group depends on the type of project is promoting for instance they are currently promoting a project called CHANGE where the main target group is student, teacher and refugees. Also, their channels include their office in Brussels and via their website. Moreover, they interact with their audience and keep them informed through their press releases, newsletter, and social media accounts (i.e. Facebook, Twitter, Instagram, LinkedIn, and YouTube). Their audience include reaching the general public, refugees, migrants and asylum seekers, journalists, film makers, EU decision makers and stakeholders. Their partners include other country offices around Europe and other NGOs who share the same ideology such as Caritas and the European Council on Refugees and Exiles (ECRE).

### 1.3: THE ISSUE

The rise of social media sites has provided a cost-effective way for NGOs to connect and communicate with their supporters. JRS Europe is a non-governmental organization that is currently facing difficulties in its social media channels regarding their engagement with supporters. Engagement of supporters is critical for JRS Europe to be able to spread awareness on the issues they are fighting for (such as migration / refugees and forcibly displaced people). In addition, JRS Europe focuses on promoting migration and detention issues, and social media is an important platform for them to connect and interact openly with their followers and share their stories to a much broader audience and help bring about change in communities. However, due to weak branding and low social media presence, JRS Europe is faced with the lack of engagement on their social media accounts. Failure to engage can mean that they do not have enough likes, comments, shares, followers, no retweets, tags, few social media page visits and clicks, etc.



Figure 1: A snapshot of JRS Europe Twitter engagement activities

For instance, in the Figure 1 above, it is shown that in the last 28 days, JRS Europe managed to earn 195 profile visits, 26 mentions, 25,800 tweet impressions and 5549 followers (with an increase of 27 followers). Thus, it can be deduced from this information itself that the level of engagement JRS Europe is currently attaining is not sufficient to sustain their advocacy goals i.e. raise awareness.

This issue could be due to a lack of resources such as money to fund apps and social media marketing management tools that can help to create a social media strategy that aims to increase engagement with supporters. Also, JRS Europe faces some challenges on their social media platforms such as monitoring their social media pages and being consistent and keeping track of their posts. These challenges are one of JRS Europe's problems because as an NGO that promotes and focuses on raising awareness (about social issues such as refugees and migration), low level of engagement and participation from the supporters can serve as a roadblock for JRS Europe as they result in low social media exposure, meaning that their message does not get across to their supporters and spread as much awareness as they can. Migration crises and problems also continue to arise every day, which is why JRS Europe needs to increase its level of engagement with its supporters to maximize its reach and raise awareness of the issues they advocate for.

Therefore, all this brings me to my research question which says, ***"How can the Jesuit Refugee Service Europe increase their engagement with supporters via social media?"***.

#### **1.4: SPECIFIC OBJECTIVES OF THE RESEARCH**

Specifically, the objective of the study is.

1. To identify the factors that limit JRS Europe to increase their engagement with their supporters via social media
2. To recommend practical ways that will increase JRS Europe's level of engagement with their supporters via social

This paper is structured as follows: the second chapter after the introductory chapter examines the theoretical framework and the literature review, followed by chapter three which presents the methodology used for investigation. The findings and discussions are contained in chapter four. Finally, chapter five draws the conclusions and recommendations.

## **CHAPTER 2: THEORETICAL FRAMEWORK**

This chapter covers relevant theoretical marketing concepts, such as customer/supporter engagement, which will assist in examining the social media performance of JRS Europe and how they can improve their engagement with supporters. This chapter includes conceptualization of the terms such as, social media marketing, social media platforms, social media platforms for NGOs, the concept of customer engagement to NGOs, engagement with their supporters and activities and ways for NGOs to effectively engage with their supporters.

### **2.1: NON-GOVERNMENTAL ORGANIZATION**

A non-governmental organization can be referred "as citizen based group that function independent of the government that serve specific social or political purposes and are collaborative rather than commercial" (Folger, 2020), Small Business Regulations). They are also known as nonprofits organization, service providers etc. Founders and directors in non-governmental organizations do not receive *"any share of profit"* which separates them from profit-making corporations, but they are required to *"adapt themselves to all the market conditions that commercial enterprises"* are subjected to (Mataruna, Milla, & Ristic, 2018).

## 2.2: SOCIAL MEDIA MARKETING

Before the rise of social media, there used to be traditional media that existed for decades and was the major marketing tool for non-governmental organizations and individuals at the time. This is because traditional media used to get people the news that was needed. (Newsable, 2020). Still many questions have been raised in the marketing world as whether traditional media is still as effective to bring about non-governmental organization growth. Before, traditional media could reach the targeted customers but not at an efficient time while social media could enables non-governmental organizations to connect with their audience in minutes (Aravindaraj & Chinna, 2019). Ways of traditional marketing via media includes newspaper, news magazines, TV channels, phone books, billboards and radio stations (Steinþórsson & Alfreðsdóttir, 2018).

However, with the help of internet, all this has now been transferred and integrated with social media, making it more accessible to users and easier for NGOs to interact with their supporters. According to Joshi, *"social media is a catch all term for sites that may provide radically different social actions"* (Joshi, 2016), Featured Articles). Nowadays, are various social media platforms that have been developed and have made the progress of sharing information and content to the users very easy as long as they have access to the internet. Because of the increasing communications everyday around the world, social media helps to fosters brand awareness for organization (Aravindaraj & Chinna, 2019).

## 2.3: SOCIAL MEDIA

The purpose and function of social media can be defined in many ways. Meanwhile, according Tech Target, *"social media is the collective of online communication channels dedicated to community based input, interaction, content sharing and collaboration"* (Steinþórsson & Alfreðsdóttir, 2018, p. 7). It is a type of internet marketing that involves creating and sharing content on social media platforms in order to reach targeted marketing and branding goals which is a powerful way for non-governmental organizations of all sizes to reach their prospects and supporters.

Social media provides the much-needed bridge between the nonprofits and their supporters to connect and form a relationship that is on a much more personal level. This connection between the non-governmental organization and its supporters is much more special and strengthened because "*transparency and credibility is monitored and reinforced*" which might result in supporter trust (Warden & Evans, 2020, p. 6).

On the other hand, digital marketing is referred to as an umbrella term used for "search engine marketing, email marketing, blog marketing, viral marketing, content marketing and social media marketing" (Steinþórsson & Alfreðsdóttir, 2018, p. 7). Even though both E-marketing and digital marketing currently play an important role in marketing, social media marketing is increasingly becoming more popular among researcher, users and providers (Aravindaraj & Chinna, 2019).

### **2.3.1: Social media platforms**

Social media platforms are web pages where individuals create a profile account describing themselves and post information about themselves (interest hobbies, likes etc.) and their everyday life (Steinþórsson & Alfreðsdóttir, 2018). Social media platforms have provided a place for NGOs to establish themselves and communicate with their supporters. According to the literature review, tons of platforms are available and some new platforms are emerging hence it is important for an NGO like JRS Europe to identify the key social media platforms that can be used to effectively engage with their targeted supporters.

Moreover, the webpages enable the users to share content that might belong to an individual or copied from the owner. Social Media has become extremely popular because of the amount of users that are found to be using the popular social media websites like Facebook, LinkedIn, and Twitter (Warden & Evans, 2020). As of January 2020, there are approximately 2 billion internet users that are using social media and the number is expected to grow rapidly in the future years (Clement, 2020). Most of the top social networks are usually offered in several languages which makes it easier for the users to connect with their family, friends, organizations, and audience in general. Facebook the market leader, was the first social network to surpass 1 billion register account users and currently sits at almost 2.45 billion monthly active users (Clement, 2020).



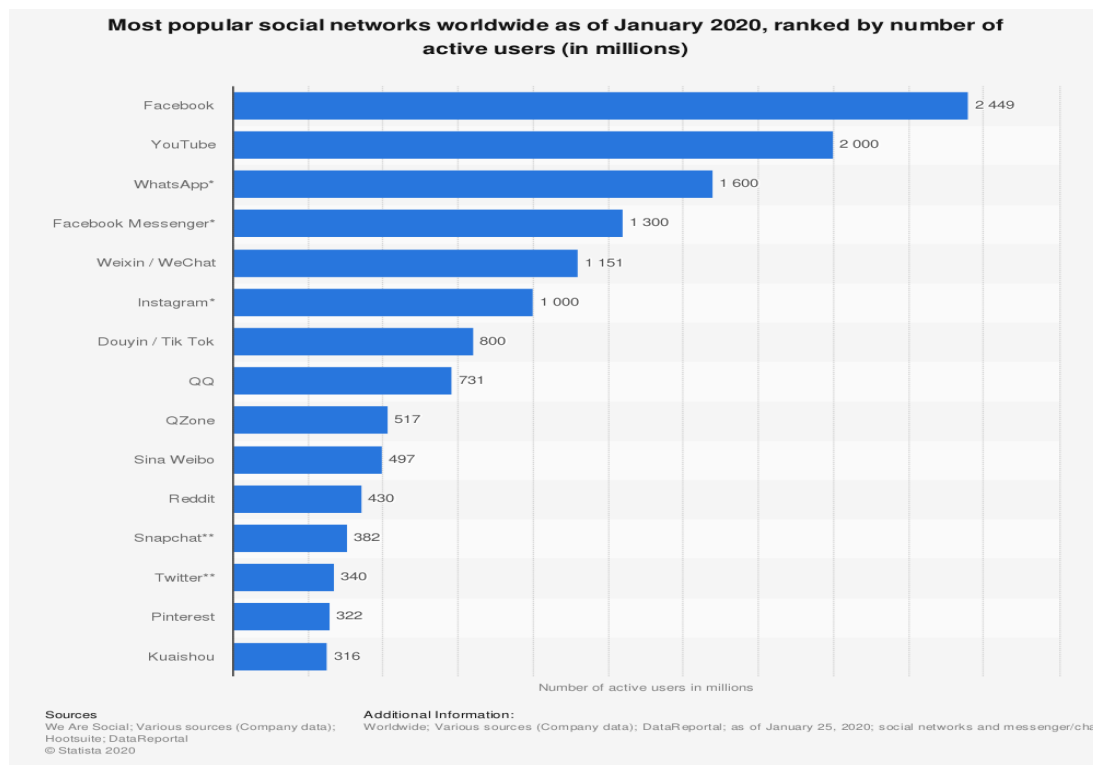


Figure 2: The Global Ranks of Social Media Platforms (Clement, 2020).

The Figure 2 above, revealed that currently Facebook is the leading social media platform with over 2.449 billion users, followed by YouTube with over 2 billion active users, WhatsApp 1.600 billion active users, Facebook Messenger 1.300 active users, Instagram 1 billion active users and Twitter with 340 million active users. Social media usage is very diverse: *"platforms such as Facebook, Instagram or Google+ are highly focused on exchanges between friends and family and are constantly pushing interaction through features like photo, stories or status sharing and social games"* (Clement, 2020), Social Media & User Generated Content).

As stated in the 2018 Annual Report, JRS Europe's communication networks continued to grow across social media platforms, reaching 1,384 new subscribers collectively (all social media platforms), 839 newsletter recipients, 2,043 Facebook followers, 4,862 Twitter followers and 1,945 asylum seekers welcomed home (Jesuit Refugee Service (JRS) Europe, 2019). However, the current situation has shown that JRS Europe has put the much-needed effort into expanding its platform which is essential for engaging with its supporters.

### 2.3.2: Social media platforms for NGOs

According to the report by Global Technology, *"74% of non-governmental organizations in Europe agree that social media is effective for creating social change and 95% agree that social media is effective for online brand awareness"* ( Global NGO Technology Report, 2019, p. 18). Studies elaborated that if people do not know your business, they cannot become your customers, similarly, for NGOs, if people do not know about what they are advocating for, they cannot become their supporters, therefore social media boost your visibility among potential customers/supporters, letting you reach a wide audience by dedicating a certain amount of time and effort (Antonelli, Tursunbayeva , & Di Lauro, 2019). Therefore, it is important for JRS Europe to know all the benefits of social media and how exactly each of them can be used to their advantage in order to engage with their supporters.

The following part will look at the major social media platforms i.e. Facebook, Twitter, and Instagram, and how they can be used by JRS Europe to engage with its supporters. These platforms have been selected because JRS Europe is mostly active on these platforms and has a much larger audience compared to the rest of the platforms.

#### FACEBOOK

Studies have described that Facebook notes is a native app that was launched back in 2007 but it has recently emerged with improved capabilities that can increase an NGOs reach and engagement as the *"Facebook page notes is receiving three times the reach, engagement and exposure compared to photos and links"* ( (Nonprofit Tech for good, 2016), Facebook). Furthermore, through Facebook, non-governmental organizations can be able to calculate reach and engagement rate which is defined as *"the number of people who liked, reacted, commented, clicked or shared the post"* ( (Nonprofit Tech for Good, 2016), Facebook). This will help JRS Europe to strategize and come up with solution if the end target reach goal was not achieved. On top of that, Facebook has developed the Facebook Ads with a section specifically for non-governmental organizations. According to O'Brien, non-governmental organization need to develop and run truly strategic campaigns in order to develop a winning strategy i.e. *"achieve the best results and the lowest cost per result"* ( (O'brien, 2020), Facebook).

## TWITTER

According to Nonprofit Tech for Good, tweeting your content only once limits an organization's exposure and ability to generate engagement and generate referral traffic (Nonprofit Tech for Good, 2018). Most non-governmental organizations only tweet their content once out of fear of "appearing spammy" on Twitter which in turn reduces the rate of exposure. However, it is advised to tweet 2 to 8 times throughout the day as the science of twitter gives a tweet a lifespan of only 15 minutes i.e. your tweet is going to get all the engagement and exposure the first 15 minutes after tweeting hence the huge majority of your followers will never see your tweet (Nonprofit Tech for Good, 2018). Furthermore, a photo is key when attracting engagement on Twitter. According to Media blog, who did a research on engagement by analyzing over 2 million tweet for over a month, the results showed that accompanying a tweet with a photo can increase the chance of retweets by 35% ( (Maranga, 2014), Articles). Although it is proven that tweets with a photo generate more engagement, the level of engagement itself depends on the quality of the images and therefore if a non-governmental organization (like JRS Europe) is committed to "*maximize reach*" on Twitter, then they need to recognize that it is important to "*create visually compelling call-to-action images*" to facilitate and build awareness ( (Nonprofit Tech for Good, 2015), Twitter).

## INSTAGRAM

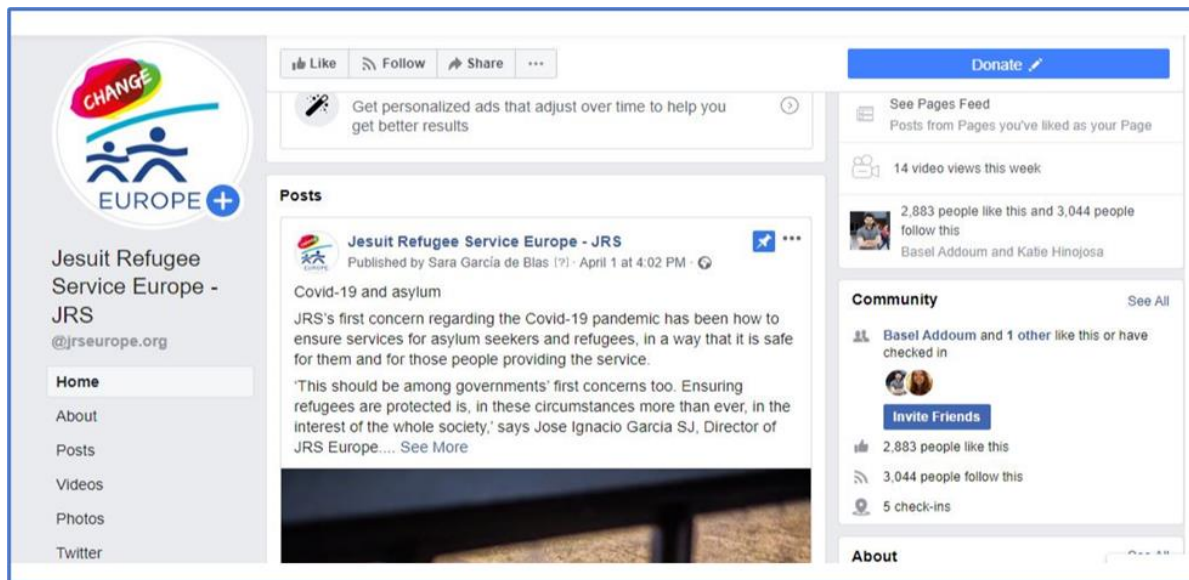
Instagram is one of the social media sensational apps where users are able to share a picture or a video. In 2018, Instagram reached 1 billion monthly active users which proves that the platform has a promising potential to raise awareness like Facebook. The difference between Instagram and other social media platforms like Facebook and Twitter is that, the users on Instagram visit and view the page frequently and often several times on a daily basis and also the users engage at a much higher rate is higher (Campbell J. , 2019). With features like tagging and hashtags, organizations can collectively engage with their supporters which shows that the platform has expanded its ways in order to give non-governmental organizations and non-governmental organizations way to promote and market themselves to the world (Jenkins, 2019). According to the Global NGO Technology Report, "*51% of all NGOs in Europe use Instagram*" with an average number of "*4032 followers of Instagram*", which shows that NGOs still have a long way

to go in terms of marketing and promotion on Instagram (Global NGO Technology Report, 2019, p. 18). However, for non-governmental organizations to succeed with Instagram, they need a *"clearly defined strategy, eye-catching visual style, a staff committed to consistent posting and an in depth knowledge of your target audience"* say Campbell (Campbell J. , 2019), Social Media).

Importantly, Instagram has the special *"promote features"* that can help NGOs to facilitate engagement and eventually raise awareness. This feature allows non-profit organization to reach a wider audience and get more likes and followers on their posts. Additionally, Organizations get to choose the audience, budget, and duration of the promotion as well as customize their own audience rather than letting Instagram chose for them (Jenkins, 2019). It is also advisable to put a caption and hashtags on each of your post as they provide more chances of your audience to engage with your posts (Campbell J. , 2019). Instagram stories are also as a good way to get the supporters engaged through polls where it helps to provide important information about your audience and can directly ask the audience question to your Instagram Highlight's feature where stories can be permanently saved to their profile which gives users more way to engage with the (Jenkins, 2019).

In the following section, this paper will analyze the social media performance of JRS Europe on the major social media platforms by identifying shortcomings and potential areas for improvement.

## FACEBOOK



*Figure 3: A Snapshot of JRS Europe's Facebook Page*

Figure 3 above confirms that only 2,883 liked JRS Europe's Facebook page and is followed by 3,044 people. In table 6 (see appendix), it is shown that JRS Europe has an average number of 366 clicks per post, an average of 7 comments, an average of 273 likes and an average of 31 shares for the four months in 2020. On top of that, the participation per post (which includes shares, likes, comments, clicks) for the month of April is 508 which is higher compared to the month of January where participation per post is 994. From this, it can be deduced that despite the slow growth, JRS Europe needs to explore new ways in order to increase the level of engagement with supporters.

## TWITTER



*Figure 4: A Snapshot of JRS Europe's Twitter Page*

Similarly, Figure 4 above reveals that JRS Europe has the total of 5,506 followers despite joining Twitter in 2011. Table 5 (see appendix) displays that the total engagement per tweet for the month of April is 612 which is higher than the total engagement for the month of January which is 256. This certifies that JRS Europe has worked hard to engage effectively with supporters but the numbers show that it is not high enough. Twitter is one of the most engaging social media platforms therefore it is surprising that JRS Europe is getting such low engagements.

## INSTAGRAM

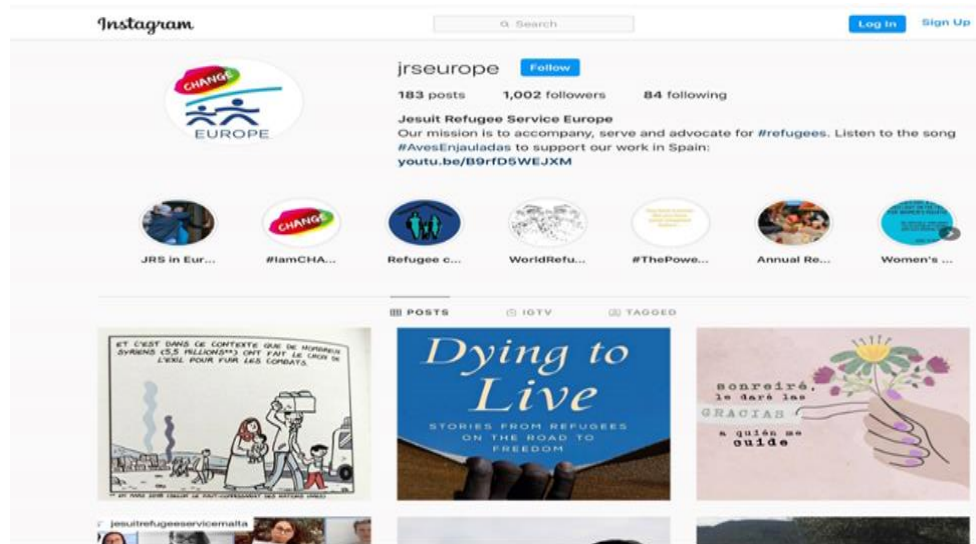


Figure 5: A Snapshot of JRS Europe's Instagram Page

According to Sara Garcia the makreting officer at JRS Europe, JRS Europe joined instagram in 2018 and so far it has obtained 1002 followers as seen in Figure 5, implicating that the speed of gaining supporters through instgram is slow.

Table 1: Metrics of social media engagement

Metrics	Characteristics of the features
Like	Shows positive feelings of the supporters towards the content
Comment	Allow supporters tp express their opinions about a content. The opinions can be ngative or positive.
Share	Disseminate content to their peers/family/friends on their social media pages.
Dislike	Shows negative feelings of the supporters towards the content
View	Number of times the content has been viewed by the supporters

<b>Click</b>	Number of clicks on a hyperlink content by the supporters
<b>Visit</b>	Number of visits on a social media page by the supporters
<b>Tag</b>	Attach a content onto another person
<b>Hover</b>	Exploring or navigating over a content on social media
<b>Pin</b>	Showing interest on a content by saving it at the top of the page
<b>Upload - download</b>	Add content on a social media platform

Table 1 above shows metrics that can be used to measure engagement on social media platforms. There are three objectives of these metrics i.e. engagement, awareness and word of mouth therefore these metrics can be seen as “predictors of supporters responsiveness” to the brand (Mosconi & Perreault, 2018). These metrics are present on the main social media platforms shown above) and therefore it can be useful to JRS Europe as they can use these metrics to measure their performance in social media and identify areas of improvement where they should be focusing on.

### **2.3.3: Risks of using social media for NGOs**

While social media has many benefits for non-governmental organizations, it also has its downsides and weaknesses. With over 2 billion users on main social platforms, it is very easy for NGOs to fall victims of social media abuse. These downsides can cause a lot of problems for NGOs, which is why it is better for JRS Europe to be aware of such risk, just in case, to come up with a contingency plan.

Gaining negative awareness is very easy for JRS Europe, rather than a positive awareness. Negative awareness can include hate speeches, negative comments that are all forms of engagement but can lead to defamation or bad reputation and therefore most organizations react by blocking commentators or deleting comments to avoid the spread of such information. JRS Europe therefore needs to be very careful with what they say, and at the same time keep an eye on what social media people are saying about them. Furthermore, freedom of speech is a



right that many of us abuse and social media happens to be the tool that also provides people with a free platform for writing and spreading hate speeches about organizations. Despite the apparent effort to spread positivity and good initiatives, not everyone will be satisfied and therefore it is impossible to please everyone so it is advisable not to respond to such comments as it can be quite controversial and they will increase it further (Nicole, 2020).

Cyber risk – Like any other social media accounts, JRS Europe Social Media accounts are also subject to cyber risk. The account of an organization could be hacked, leading to the leakage of sensitive private information that could result in a bad image and loss of credibility (Nicole, 2020). On the other hand, hackers can even hold JRS Europe's ransom accounts which could lead to a loss of their accounts, which is a loss of effort and resources put by the organization. As a non-governmental organization, credibility is very important because it ensures the quality of service and information provided to the public.

Following the literature, it has been reported that most NGOs have been in danger of getting the impostor account. Most of the time, impostor accounts pretend to share the same goals/interests as NGOs to commit fraud. Since most NGOs seek donations from their supporters, impostor accounts might trick people into donating money to their accounts (ultimately scamming the funders) which eventually disrupts the image of the NGO or cause them to lose their potential funders (Milde & Yawson, 2017).

Thus, it is important for JRS Europe to know these risks because they mainly happen online. JRS Europe should therefore be preparing a contingency plan that could help protect themselves when they find themselves in such situations, for example, ensuring their account is secure and not giving away information that could lead to hacking. Blocking or deleting abusive comments that might lead to awareness of negatives, too.

#### **2.4: CUSTOMER - SUPPORTER ENGAGEMENT**

One of the major uses of NGO's social media platforms is facilitating engagement with their supporters and potential supporters. Therefore, there are essential approaches that organizations need to be aware of to foster meaningful interactions with their supporters are required.

Who is a customer of a non-governmental? There are a lot of key players that can fill a customer's circle for NGOs e.g. donors, volunteers, and people they serve in general. At the time, the term customer was very controversial for non-governmental organizations as it is a very commercial term. Having said that, this paper will focus mostly on supporters rather than customers to make it more for non-profit organizations. It is therefore important for non-governmental organizations such as JRS Europe to start "treating their supporters" like customers, because it is crucial to adopt successful business models such as customer engagement from large corporations, as there is much to be gained from (Piletic, 2018).

Despite the fact that JRS Europe is an NGO, they still need to maintain their competitive advantage to develop deep meaningful relationships with their supporters, as there are hundreds of other NGOs out there (Carvalho, 2016). Subsequently, the connections and interactions that organizations can "manifest" between supporters and their organizations are important emphasis in marketing. Researchers have argued that it is important to consider how supporters build meaningful relationships with the organization as it is similar to how they build relationships and communities in their personal lives because can help JRS Europe in increasing awareness as they sometimes are able to reach a much large audience than you would have (Carvalho, 2016). Therefore, JRS Europe need to put a lot of effort in order to establish proximity with their supporters by allowing them to "interact and explore" with the organization.

In non-profit social media marketing, the relationship management context, in particular "the concept of engagement," may be about either current or new supporters or may refer to the offer or activity of an organization (Gutiérrez-Cillán, Camarero-Izquierdo, & San José-Cabezudo, 2017)

Customer engagement refers to *"a communication link between a customer and an organization or a brand through various channels of communications and it can be a response, interaction or overall customer experience which can take place both online and offline"* (Shahid, 2019, p. 6). A simple interpretation of customer engagement is that it is an interaction between an organization and a customer (in this case JRS Europe supporters). There are various forms of interactions such as interactions based on purchase action to active collaborations. Researchers have argued that, organizations create a platform for customer engagement whereas the

audience are the ones to choose whether to engage or not (Hussain, 2017). This standpoint highlights a key feature of customer engagement i.e. positive relationships between an organization and its audience/customers thus fostering an emotional bond (McEachern, 2019). According to McEachern, customer engagement is not limited to interactions between an organization and supporters only, but it also includes interactions and conversations about the organization among the supporters themselves (McEachern, 2019).

Today, customer engagement is regarded as a value addition from a customer (a supporter) to non-governmental organization and its value goes beyond the monetary aspect as it gives rise to brand awareness, strengthens customer loyalty, improves brand value and customer satisfaction. With the rise of the internet and social media, supporters and the audience have more power therefore it is important for JRS Europe to understand to what extent is the supporter engaged and how engagement will help the organization to achieve its goals. (Steinþórsson & Alfreðsdóttir, 2018). On the other hand, JRS Europe needs to be very careful when building their relationships with their supporters as social media allows organizations to share information with their audience i.e. supporters and supporters sharing the information and opinions in a matter amongst each other which might potentially result in either destroying the organization or making it a success (Steinþórsson & Alfreðsdóttir, 2018).

The nature of online supporter engagement can be different as online support engagement is a social sensation that became mainstream with wide internet implementation in the late 1990s, extending the technical developments in broadband speed i.e. connectivity and social media. (Shahid, 2019). Since JRS Europe is an NGO, online engagement is more appropriate as they have the opportunity to interact with a much broader audience, as their work on social media is more of advocacy, i.e. advocating for social issues that need world attention. Online engagement can take many forms such as subscriptions, blog or blog posts, purchases, likes, shares, comments, follows, retweets, clicks, visits etc. and therefore organizations like JRS Europe need to focus on “driving traffic to the webpages and social sites” and keeping supporters for a longer time on their pages (Steinþórsson & Alfreðsdóttir, 2018).

On the other side, supporter engagement can be defined as a way of working that aims to move from *"categorizing people by how they support (i.e. regular giver, community fundraiser, event*

*participant, campaigner, content sharer, etc. to a more holistic approach*" (Darnell, 2019), Institute of Fundraising Blog). The purpose of this approach is to acknowledge that anyone can engage with and support the charity in a variety of different ways and this view is not exactly new, as it has seen a renewed emphasis on post-GDPPR with a desire to create deeper and long-lasting relationships with supporters to maintain and optimize the value of their support (Darnell, 2019). Researchers have argued that if NGOs are to thrive on social media, they need to be good at social media technology, which demands a thorough understanding of "*how, when and why individuals engage*" with NGOs on social media and demands a dedicated "*content strategy*" and "*budget allocation*" for social media (Verma & Tripathi, 2017, p. 3).

There are many advantages that NGOs will benefit from supporter's engagement. Increased loyalty is one of the benefits of a supporter's engagement, as a supporter's engagement framework is all about creating experience for supporters to feel valued and ultimately lead to long-lasting relationships (Darnell, 2019). Through supporter engagement, NGOs can attract more potential supporters as supporter engagement can "*amplify messages*" among supporters and broaden the reach of an organization which will bring in more people towards the organization (Darnell, 2019).

## 2.5: ONLINE ENGAGEMENT

On top of that, online communities have attracted considerable attention from both academics and marketers, because of their capability of creating, maintaining and encouraging engagement on social media (Carvalho, 2016). When an online brand community adopts a "*para-social approach*" to the understanding, connection, interaction, sensing, and cocreation of value, the online community can incorporate the brand as the core of value (Carvalho, 2016). Therefore, non-governmental organizations are increasingly using online brand communities to co-create value for themselves and engage more closely with their supporters.

Online communities can be defines "*as a collective of people with a shared interest in a specific brand, creating a sub-culture around the brand with its own values, myths, hierarchy, rituals and vocabulary*" (Carvalho, 2016, p. 20). They are one of the most important people when it comes to supporter's engagement on social media platforms and they are part of social media

marketing strategies in building relationships with the audience. They share a strong and solid connection with the organization and serve as advocates of the organization as they feel the sense of duty and responsibility to support new and old members and to integrate the new members into the community. (Carvalho, 2016). Consequently, the online communities contribute through reposting, sharing, liking, commenting of the posts. This form of engagement brings about awareness and Electronic Word of Mouth (EWOM). Electronic Word of Mouth is more beneficial compared to the traditional Word of Mouth because organizations can track the conversations about their organization and respond to any negative awareness or information about the brand (Steinþórsson & Alfreðsdóttir, 2018)

Online communities are therefore important for JRS Europe as they will have a large online community almost like a tribe that can help to advocate for the cause of JRS Europe and help facilitate engagement with their supporters. In addition, online communities are vital to JRS Europe, as it will be easy for them to integrate their online communities and the image created by the online communities into an identity that will help to recognize JRS Europe. (Carvalho, 2016).

## 2.6: NON-GOVERNMENTAL ORGANIZATIONS' ENGAGEMENT WITH SUPPORTERS

On the other hand, it has been emphasized that it is important for JRS Europe to develop appropriate strategies to engage with their supporters in an effort to improve their organization as lack of engagement with supporters could lead to lack of involvement by participants (supporters) which might affect the organization's sustainability (Bradley-Swanson, 2019). Non-governmental organizations work with a group of various supporters via social media and they include, the members of the organization, the general public, volunteers, donors, reporters/journalists, and other organizations.

The members of the non-governmental organizations *"are citizens who show an interest in the non-governmental organizations cause and sign up for membership which usually includes sharing their contact information with the non-governmental organizations"* (Hou & Lampe, 2015, p. 4). These members are the most loyal and reliable resources of financial support and event participation and thus social media can be used to expand these memberships for JRS Europe.

However, JRS Europe do not have the system for registering for memberships therefore anyone who is interested or moved with the cause and supports them is one of their supporters too.

Volunteers are one of the important stakeholders for NGOs as they support organizational activities through participation and contribution in events etc. Social media platforms help non-governmental organization like JRS Europe to engage with volunteers through posting about volunteer recruitment information and give recognition and thanks to volunteers who supported with previous activities and events (Hou & Lampe, 2015).

The raising of funds is undoubtedly one of the main objectives of any non-governmental organization. And even though social media is still a very new channel when it comes to raising non-profit funds, it has helped organizations reach new donors and thus increase their fundraising. (Convio, 2012). In the past, there were steps of engagement that donors had to follow through in order to reach the higher levels in the organization, for instance tools such as phone calls and direct mails were used by individuals to engage with the organizations. However, the rise of social media platforms has provided non-governmental organizations like JRS Europe with tools (such as video/online campaigns, online competitions, photos etc.) that have it easy for them to engage with their supporters. (Cole, 2014). With this new form of engagement, individual can join organizations at any stage and be able to navigate easily between these stages. Therefore, for JRS Europe to engage and effectively make their donors willing to donate, they should focus more on asking their donors “to share, forwards messages and advocate” for JRS Europe’s cause which will outspread the support past donations to actions that will further help build JRS Europe’s network leading to stronger support and a great number of supporters (Cole, 2014).

Furthermore, most of the time NGOs use social media to promote other fellow organizations that fight for the same cause through liking each other’s post, retweeting post, sharing news, sharing each other’s content, and recognizing and praising on each other’s work which help strengthen existing relationship (Hou & Lampe, 2015). Through this, JRS Europe is able to “support and build relationship” with fellow organizations and “double the poll of viewers” which will expand the follower on influence on their social media sites (Hou & Lampe, 2015).

Also despite the fact that some of NGOs like JRS Europe has little exposure via the media, journalist and reporters are still one of important supporters for JRS Europe as “building a positive relationship” with journalist and the media is an important outreach and communications goal as they help attract the attention of the press and disseminate information (Hou & Lampe, 2015). Twitter is known as the primary source for NGOs to reach out to journalists as journalist frequently use twitter features such as favorite, retweet and @ to interact with NGOs, ask questions or pick up their tweets as news sources which greatly influence NGOs online presence (Hou & Lampe, 2015).

## **2.7: ACTIVITIES FOR NGOs TO ENGAGE WITH THEIR SUPPORTERS ON SOCIAL MEDIA**

In order to facilitate engagement with supporters via different social media platforms, NGOs needs to create an opportunity for its supporters to interact with the brand and among each other. To do so, there are different activities that non-governmental organizations like JRS Europe can do in order to engage with their supporters on social media platforms. These activities include gamification, livestreams, engaging videos or photos, creative contests, sharing inspiring content run Twitter or Facebook posts, host a Q&A via Instagram stories and post a Facebook survey. These activities help non-governmental organizations like JRS Europe to get the exposure they need on social media to raise awareness about the organization.

### **1. Gamification**

Gamification refers to *“the process of taking tactics often used in games and applying them to serious activities”* ( (Pugh, 2015), What is Gamification). The concept of gamification is to catch that appeal and apply it to make non-game activities more interesting and fun for the audience and supporters (Pugh, 2015). Gamification is known as a powerful driver of brand engagement as it helps accelerate more people to get involved and stay committed to your cause through the help of incentives such as prizes. This concept always works for non-governmental organization because of the element of competition and the concept of winning with an expected prize in return. Prizes or rewards are essential to the sun aspect of gamification as it serves as a big motivator (both intrinsic and extrinsic) for audience to participate (Siu, 2020).

Prizes can include cinema tickets, stickers, pen/pencils, gift cards etc. A popular example of gamification are giveaways.

On the other hand, gamification can also be done through the creation of game in collaboration with an app or without in order to engage with supporters and raise awareness. For example an NGO known as United Way, have created their own web app that aims on depicting poverty whereby in the game, the users/supporters are challenged to survive the poverty conditions which allows the users to empathize with people living in poverty hence the users will stay loyal and support the cause (Siu, 2020). On such games, NGOs normally reward the supporters with points in the game, through ranking or badges which they provide a sense of achievement and mastery. Therefore, this method will help JRS Europe to attract loyal and supportive fans by depicting the refugee's conditions via the game.

## **2. Livestreams**

On Facebook and Instagram, the most involved way of marketing is through video broadcasting. It has been suggested that Live streams are a good way for to attract followers, build excitement and deliver information which ensures engagement with supporters (Jenkins, 2019). . In order for live-streams to perform effectively, it has been proposed to conduct a two-person live video i.e. an NGO has to invite a guest to go on live with which will boost engagement because JRS Europe will appeal to the followers of the guest and will make the broadcast seem more dynamic which will attract more people (Jenkins, 2019). At the end of the live, it is recommended to save the live so that people (supporters) who missed it can still view it. On Facebook, JRS Europe can host Facebook watch party or Facebook live with their supporters to interact with their supporters and engage with them.

## **3. Engaging videos or photos**

It is important for JRS Europe to post content that requires their supporters to something else apart from passively reading or watching in order to boost engagement rates (Dopson, 2018). Furthermore, videos are also a good way for JRS Europe to keep their supporters engaged and involved. Videos are prone to capture the attention of the audience easily hence gaining maximum reach, exposure and engagement (Campbell J. C., 2020).



#### **4. Creative contests**

Contests are good way to increase engagement because JRS Europe will benefit from the attracted new supporters as well as keeping their existing supporters entertained and engaged. For instance on Facebook, JRS Europe can do contests such as *"like to win, comment to win- where participants are required to leave a comment or answer a question, caption contest – requires participants to come up with the best caption, fill in the blank contest- participants are required to ask a trivia question, photo contest – participant with the best photo or the photo with the most like wins and multiple choice contest"* ((Campbell J. , 2019), Social Media). All these contests can help drive massive engagement. In order to conduct an effective contest, it is important for organizations like JRS Europe to promote the contest as much as possible i.e. website, email and in all of their social platforms to gain as much awareness as possible. Also, for the prizes, JRS Europe is required to only give prizes that are related to the organization in order to generate lifelong supporters. Example of ideas for the contest can be tickets to a charity event, annual membership etc. it is also recommended to do a follow to the participant who did not win as an investment for future purposes.

#### **5. Sharing inspiring content**

Emotions play a major role when it comes to engagement on social media. Posting of positive refugee stories might result in retweets and the post being shared by your audience which shows that a great inspiring story can be as impactful as other means of engagement. Some organizations have gone viral and are famous for some of their inspiring stories they have shared about an individual which resulted in a massive engagement and brand awareness.

#### **6. Run Twitter or Facebook polls**

Twitter or Facebook polls are a good way for JRS Europe to engage their supporters without boring them. Twitter and Facebook are also a good way for JRS Europe to get to know their supporters and ask questions that can help them serve their supporters better in the future.

#### **7. Host a Q&A sessions via Instagram stories**

Instagram stories help organization like JRS Europe to benefit from increased brand awareness and keeping supporters engaged daily on how the organization operates and its activities. This can be through adding links to their Instagram story and creation of Instagram highlights which allows JRS Europe to keep the content on their profile permanent (Jenkins, 2019).

## 8. Post a Facebook survey

Like twitter polls, Facebook surveys is also a good way for JRS Europe to get their existing audience engaged and get to know their audience.

This section below will examine JRS Europe and compare it to 2 other non-governmental organizations i.e. Amnesty International and International Committee on Catholic Migration (ICMC) on the various activities they use to effectively engage with their supporters via social media. This comparison is done to identify areas that JRS Europe could improve to better engage with their supporters via their social media platforms. These two organizations have also been selected because they have a much larger platform compared to JRS Europe so it would be nice to evaluate and see what JRS Europe can learn from them. Since Amnesty International is such a large organization and works on different sectors, this section will only use its Welcome Refugees campaign to benchmark.

Activities to engage	JRS Europe	Amnesty International (Welcome Refugees)	International Catholic Migration Commission (ICMC)
Gamification (giveaways)	No	Yes	No
Livestreams	No	Yes	No
Engaging videos or photos	Sometimes	Yes	Yes
Creative contests	No	Yes	No
Sharing inspiring content	Sometimes	Yes	Yes

Run Twitter or Facebook polls	No	Yes	No
Host a Q&A sessions via Instagram stories	No	Yes	No
Post a Facebook survey	No	Yes	Yes

*Table 2: Comparison of JRS Europe to Amnesty International and International Catholic Migration Commission on activities to engage with supporters on social media*

Overall, Amnesty International is performing well in all categories, as shown above, as one of the world's most popular non-profit organizations with more than 2 million social media followers. Turning to JRS Europe, they appear to have many areas to improve compared to Amnesty and the ICMC. In order to step up their game on their platforms, JRS Europe needs to implement all the activities they did not do and emphasize more on the activities they did to engage more with their supporters via their social media platforms. ICMC is also behind the Amnesty, but with just a few points too, as they still have a long way to go before they reach their social media goals.

## **2.8: WAYS FOR NGOS TO EFFECTIVELY FACILITATE ENGAGEMENT ON SOCIAL MEDIA**

Additionally, there are ways that can help to facilitate engagement for JRS Europe and help raise awareness. These ways include, use of hashtags, tagging, paid social media advertising, being responsive to your audience, and including a visual with every post. These ways are very important to JRS Europe because it can help them strategize on how to effectively and actively communicate and interact with their supporters.

### **1. Use of hashtags**

Use of hashtags is very crucial for non-governmental organizations because it gives them exposure. Hashtags can help JRS Europe to brand themselves by increasing their organic reach as it allows posts to be found in “native” search (Dopson, 2018). Moreover, almost all social media platforms have got their search engines that enables billions of visitors to visit every day. They are also great way for JRS Europe to encourage their “loyal community of supporters” to

help spread the word about JRS Europe's cause and help raise awareness (Dopson, 2018). Example of popular hashtags for non-governmental organizations include #philanthropy #charity, #fundraising, #donate, #dogood, #nonprofit, #activists and #activism.

Furthermore, there are two ways that can increase JRS Europe's social media engagement through use of hashtags i.e. use of trendy hashtags and use of popular hashtags. For instance, JRS Europe can use trendy hashtags such as #Mondaymotivation to share a quote related to its audience and content that might interest people who are searching for that particular hashtag.

## **2. Tagging**

JRS Europe can use this method to engage its supporters and audience as much as possible in order to ensure maximum reach. An effective tagging needs to encourage their supporters to tag their friends/families or any other people that might benefit from watching or reading the post. For example, JRS can post video or an inspiring content and write "tag a friend who needs this today" encouraging their followers to share JRS Europe's message with their close friends hoping that they will be lured to JRS Europe and join and support their online community (Campbell J. C., 2020).

## **3. Paid social media management tool**

Exploring with paid social media management tools is also important for JRS Europe as they are one of the effective measures they can enforce to facilitate engagement with supporters via social media. Though this method normally depends on the budget of an organization's, investing in paid social media management tools is good for JRS Europe. This is because paid social management tools will help promote the content of JRS Europe, increase conversions and help them reach and attract new people. JRS Europe will receive detailed weekly reports to help analyze all social media platforms, analyze supporters' activities and provide suggestions that can help JRS Europe retain supporters and interact better with supporters and how to attract potential supporters.

## **4. Being responsive to your audience**

Organizations are advised to check in their private messages and respond to their supporters immediately in order to impress these people before they lose interest and discourage other from doing so. According to Dopson, *"83% of Facebook users and 71% of Twitter users expect a response to their messages the same day"* (Dopson, 2018), Social Media Marketing). These factors play a big role when it comes to retaining supporters to your organization but at the same times it is important to be responsive to your supporters and audience as much as possible to create positive awareness and uphold the reputation of the organization.

### **5. Including a visual with every post**

According to researchers, a post that is accompanied by a photo is three times more likely to be engaging among your audience (Dopson, 2018).

Therefore, it can be concluded that most people on social media prefers a post with a visual hence JRS Europe should take notes and make sure to include a picture onto their posts as it can help raise awareness as well as increase more traffic on their website.

In Table 4 below, JRS Europe will be compared to 2 other non-governmental organizations, i.e. Amnesty International and International Catholic Migration Commission (ICMC) on the various ways in which they use to facilitate engagement with their supporters via social media. This comparison is done to identify areas that JRS Europe could improve to better engage with their supporters via their social media platforms. These two organizations have also been selected because they have a much larger social media platforms compared to JRS Europe so it would be good to evaluate and see what JRS Europe can learn from them. Since Amnesty International is such a large organization and works on different sectors, this section will only use its "Welcome Refugees" campaign to benchmark.

<b>Ways to facilitate engagement</b>	<b>JRS Europe</b>	<b>Amnesty International</b>	<b>International Catholic Migration Commission (ICMC)</b>
Use of hashtags	Yes	Yes	Yes

Encourage tagging	No	Yes	Yes
Paid social media advertising	Sometimes	Yes	No
Being responsive to your audience	Yes	Yes	Yes
Including a visual with every post	Yes	Yes	Not always
Sharing quality photos and videos	Yes	Yes	Not always

*Table 3: Comparison of JRS Europe to Amnesty International and International Catholic Migration Commission on ways to facilitate engagement with supporters on social media*

So, we can see from the comparison in the Table 4 above that Amnesty International is doing good in all the categories which resonates with why they are one of the most engaged organizations out there. On the other hand, in most categories, JRS Europe is doing well but they need to improve that two categories, i.e. encourage tagging and paid advertising on social media. On top of that, in most categories, JRS Europe also does better ICMC but has fewer followers and likes on their good social media.

## CHAPTER 3: METHODOLOGY

### 3.1: METHODOLOGY PART 1

This chapter presents research methodologies that were used in this study. It includes sample size and research instruments used for data collection. The data collection instruments involved desk research for the SWOT analysis (based on JRS Europe internal reports and observation at JRS Europe), interviews, oral, phone call, observation, and structured questionnaire. Furthermore, it covers data analysis, scope, limitation, and significance of the study.

### **3.1.1: The Respondents**

Population refers to the entire group of people or objects over a certain area. Sample population is a population selected to represent the entire population under study. The respondents were JRS workers including both permanent, temporary and volunteers.

### **3.1.2: Target Population**

The purpose for selecting these sample units as target population was because they were able to provide the information that concerned the research objective. The information required were about how JRS Europe gets connected to their audiences, what strategies are there to increase social media engagement, how those who need their assistance know about them, and any suggestion for JRS Europe to improve their services and awareness raising.

### **3.1.3: Sample Size**

This study involved 30 sample sizes, of which 24 were staff at other JRS country offices and 7 were from JRS Europe office. Initially the research expected to make use of 50 respondents but only 30 were able to respond (with the return rate of 75%) which might be due to the fact that most of the staff are busier and work from home during this time of Covid-19 pandemic. Despite that, secondary data was used to supplement information obtained from the primary source.

### **3.1.4: Sampling Technique**

There was not any sampling procedure used for choosing JRS staff. Therefore, the selected sample was done using the snowball sampling technique (non-probability sampling) which depends on the willingness of the respondents to respond.

### **3.1.5: Data types and collection**

Both qualitative and quantitative data were used. The data were collected from primary and secondary sources. In depth interview was used to collect qualitative data, and the structured questionnaire was used to obtain quantitative data. The information obtained by using structured questionnaire, were that used for data analysis.

#### **3.1.5.1: Primary and Secondary Data**

Primary data was collected by using structured questionnaire and in-depth interview (oral and telephonic) interviews and by observation method. Secondary data was collected from JRS reports, publications, and website.

#### **3.1.5.2: Data collection**

Data collection was carried out for two weeks in April 2020. Before the data collection, questions were sent to the interviewee.

### **3.1.6: Questionnaires and Interviews**

Oral in-depth interview was 2 JRS staff, the tool of in-depth interview was chosen since the researcher got the chance to obtain detailed information and more clarification in case of any doubt. Initially, the researcher planned to interview 5 people but due to Coronavirus, it was not possible to get in touch with all 5 of them hence 2 staff were available for the interview. The interview was done via a phone call on Microsoft Teams. The interview was conducted along with the structured interview guide in the enumeration areas. The interviews were conducted with two JRS Europe staff members working in the communications and advocacy field in order to identify underlying challenges and whether there is a room for improvement and potential social media goals.

The approach used for questionnaire method was the online distribution (of the link to the survey) to the respondents. The survey was conducted with JRS Europe staff at the JRS Europe office as well as in several JRS country offices to evaluate and learn more about how people working within the organization view and assess the social media activities of JRS Europe, as well as to check out some ideas on how to improve the performance of JRS Europe in this area.

Importantly, interview guide questions were also used as a crosscheck to the consistency of the answers given in the main question questionnaire. The interview was accompanied by systematic recording and jotting down in notebook by pencil for accuracy insurance.

### **3.1.7: Data analysis**

After data collection, several operations were performed including data cleaning, editing, sorting, and coding of the questions with the purpose of summarizing and organizing so that



they can be easily interpreted in the data analysis. Then the analysis was done by using Qualtrics. Descriptive statistic including relative frequency and presented in pie chart, tables, and graphs.

### **3.2: METHODOLOGY PART 2**

This section made a comparison by examining JRS Europe with other two (2) non-governmental organizations, the Amnesty International and the International Catholic Migration Commission (ICMC). The benchmarking was done to compare different activities and ways done on their social media platforms to engage with their supporters. The comparisons were about to pinpoint areas that JRS Europe could improve on their platforms. As well as, these organizations were chosen because they have a much larger platform compared to JRS Europe therefore, it could have wise to assess and see what JRS Europe can learn. Since Amnesty international is such a large organization and work on various sectors. This section used their Welcome Refugees campaign to benchmark. The benchmarking was done through evaluation and examination of their social platforms to see what they do to engage with their supporters.

## **CHAPTER 4: FINDINGS AND DISCUSSION**

This chapter provides the results and a discussion of the data collected from benchmarking and 30 sample units from JRS staff members working in the Regional office in Brussels and other JRS offices in Europe. The main goal of the research was to examine the JRS Europe's strategies on social media engagement to increase supporters/audiences.

The chapter is divided into two sections, the first section provides information about the diagrammatical presentation of the findings including tables, pie chart and graphs, and the second section is the discussion of the findings.

### **4.1: FINDINGS**

#### **4.1.1: Respondent Particulars**

The purpose of demographic statistics is to guide the reader of whose data stands for. The respondent's particulars were sex, and experience. Among of 30 respondents, males were 13 (43 percent) and females were 17 (56 percent). Table 3 presents the gender and work experiences of the respondents.

Table 4: Gender and Work Experience of the Respondents

Demographic characteristics		Frequency	Percent
Sex	Male	13	43
	Female	17	56
Work experience	<6 Months	9	30
	1≤3 Years	13	43
	3≤5 Years	7	23
	5≤	1	3

#### 4.1.2: Type of worker (Q3)

What type of worker are you?

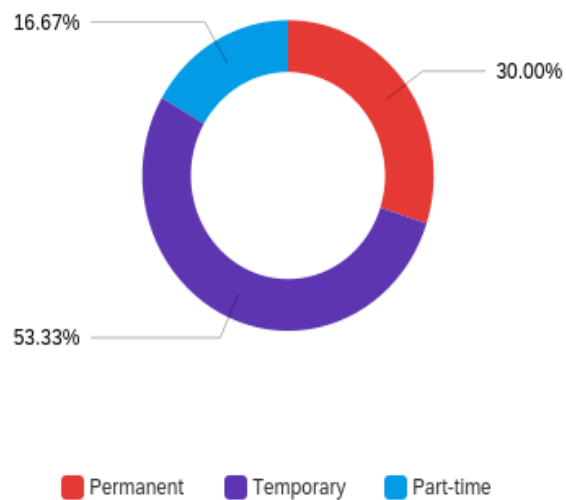


Figure 6: Type of worker

Figure 6 above shows that 30% of respondents were permanent employees, 17% part-time staffs and 53% were temporary staffs.

#### 4.1.3: Means of social media engagement (Q4)

Which means of social media engagement works best for JRS?

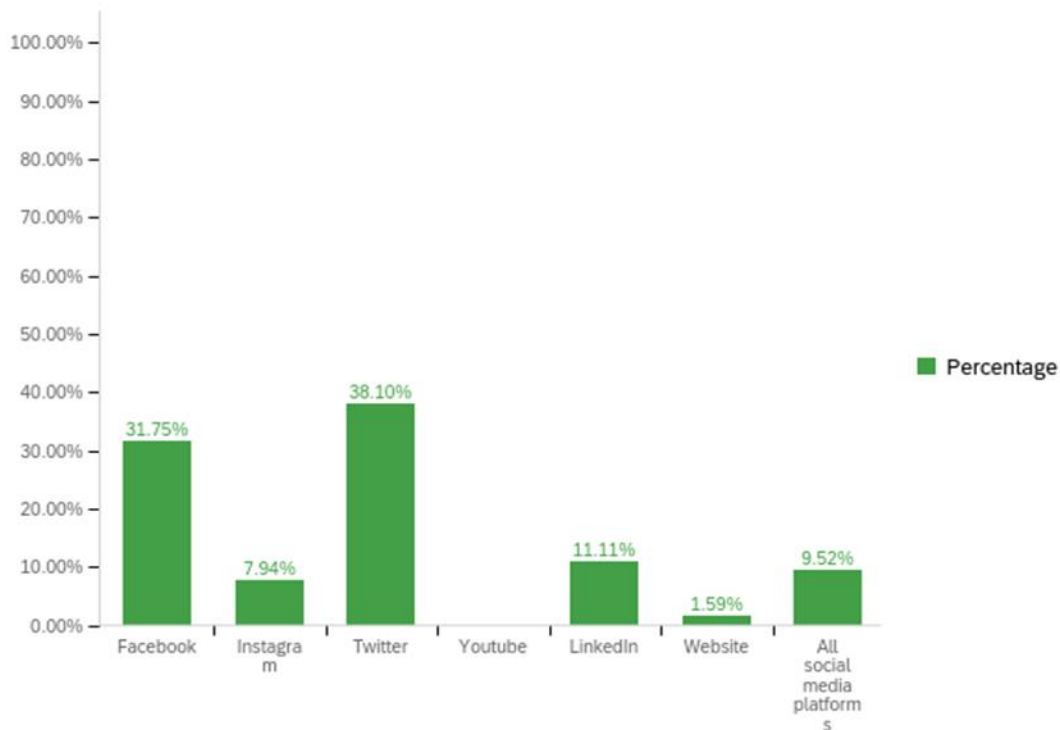


Figure 7: Means of Social Media Engagement

One of the questions from the survey asked the respondents to choose which social media channels they preferred as the means of engagement. As shown in Figure 7, 38% of the respondents chose Twitter, 32% Facebook, 11% LinkedIn, 8% Instagram, 10% all social media platforms and 2% Website.

#### 4.1.4: Effective activities to engage JRS Europe's supporters on social media (Q5)

In order to identify the different activities that would help JRS Europe to effectively interact with their supporters, the respondents were asked to select activities they considered effective (Figure 8) and whether JRS Europe applied any of them (Figure 9).

What type of activities (below) do you think would be effective in engaging the audience?

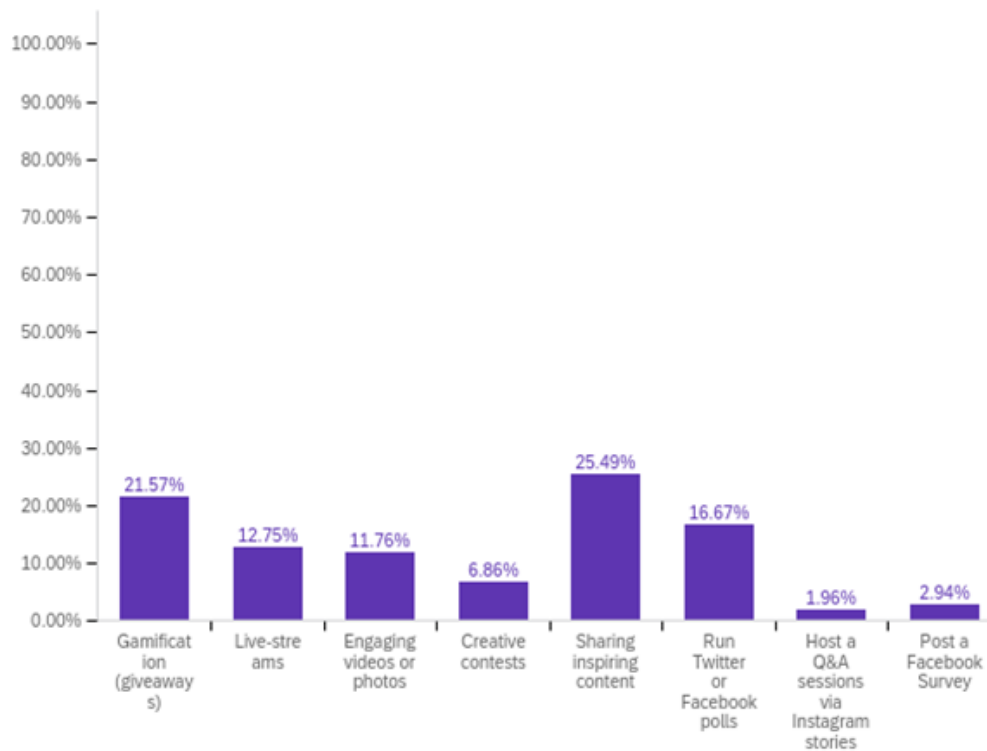


Figure 8: Effective activities to engage JRS Europe's supporters via social media

Figure 8 above revealed, most engaging ways chosen by respondents on social media were sharing inspiring content (25%), gamification (22%) and run twitter or Facebook polls (17%), live-streams (13%) and engaging videos or photos (12%). The least engaging ways chosen by the respondent were post a Facebook survey (3%), host a Q&A session on Instagram stories (1.96%) and creative contests (7%).

Are any of the activities (in Q5 above) done at JRS?

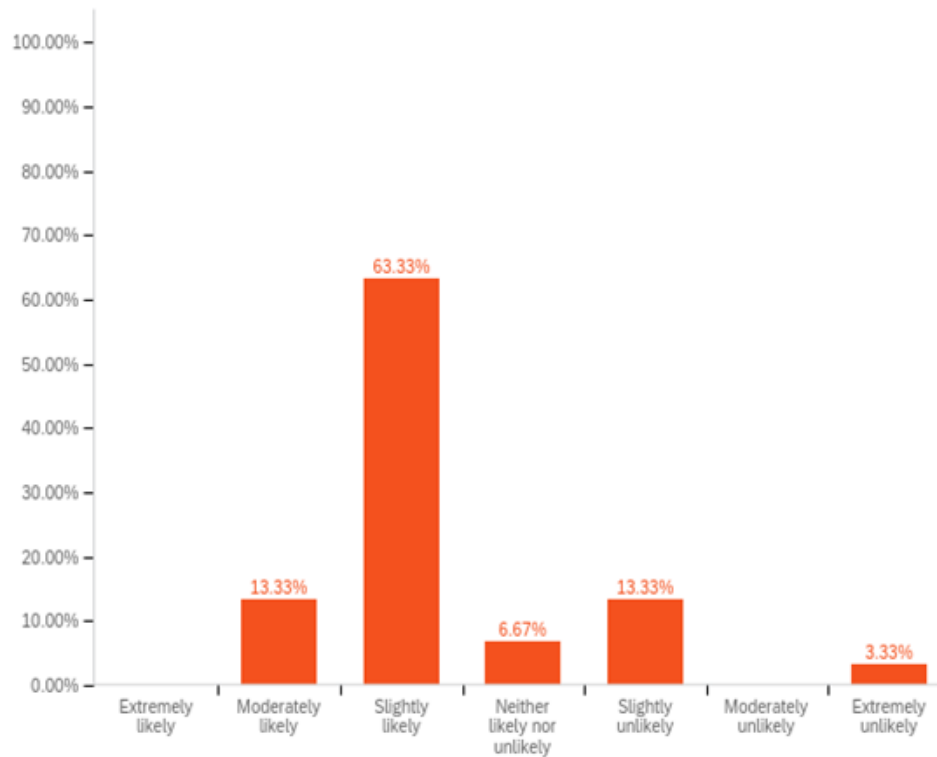


Figure 9: Are any of the activities carried out by JRS Europe?

In Figure 9 above, most of the respondents acknowledged that the engaging activities in (Figure 8) were slightly likely (63%) applied by JRS Europe, 13% moderately likely, 7% neither likely nor unlikely, 13% slightly unlikely and 3% extremely unlikely.

#### 4.1.5: Ways to effectively engage JRS supporters (Q6)

To determine effective ways to build, grow and engage with your supporters on social media, the respondents were asked to select the effective ways that can help to grow an audience.

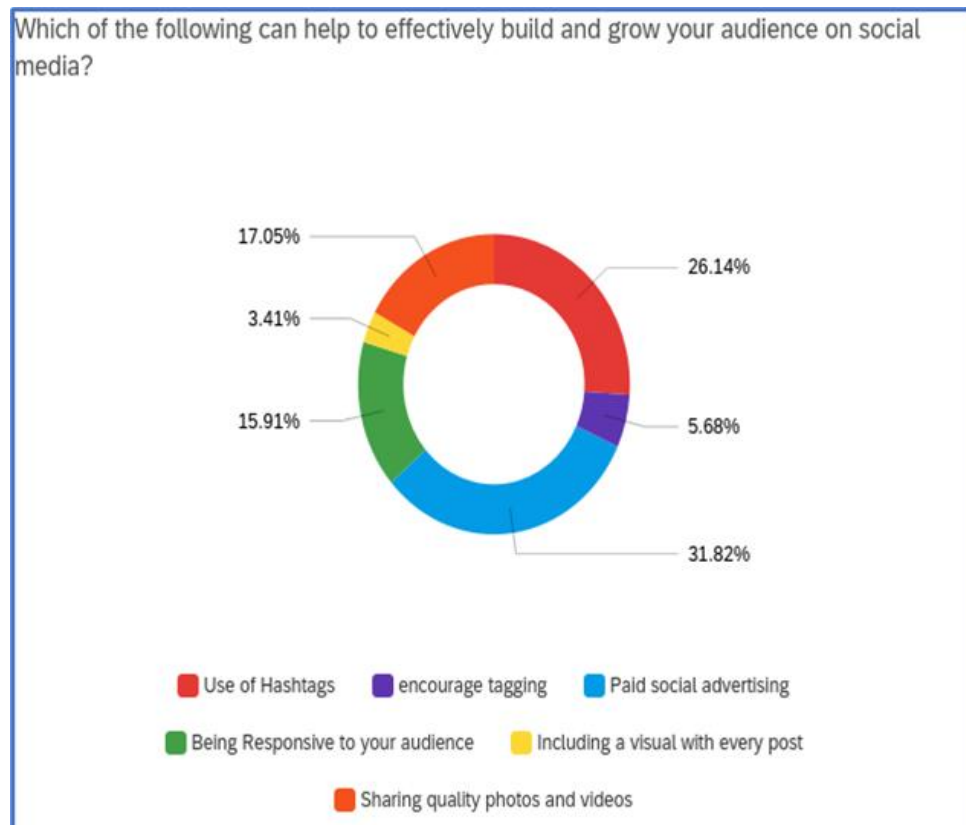
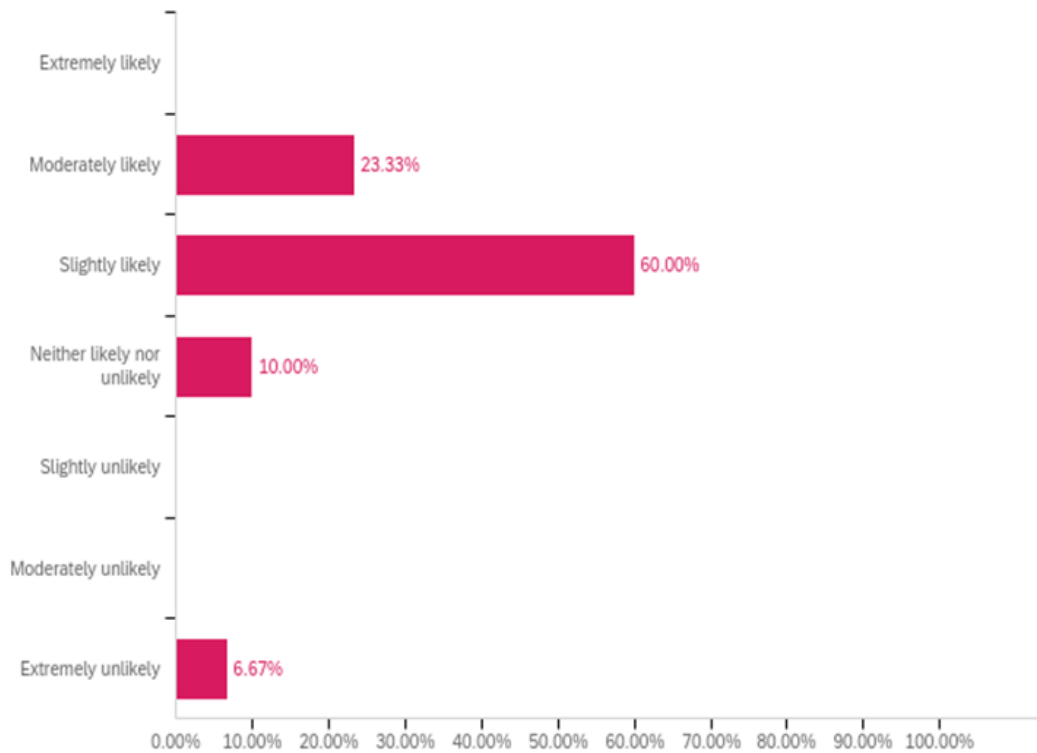


Figure 10: Effective ways to engage JRS Supporters via social media

Figure 10 indicates that 32% of the respondents chose paid social advertising (paid social media management tools), 26% of the respondents chose the use of hashtags, 17% of the respondents chose sharing quality photos or videos, 16 % of the respondents chose being responsive to your audience, 6% of the respondents chose encourage tagging and 3% of respondents chose including a visual with every post.

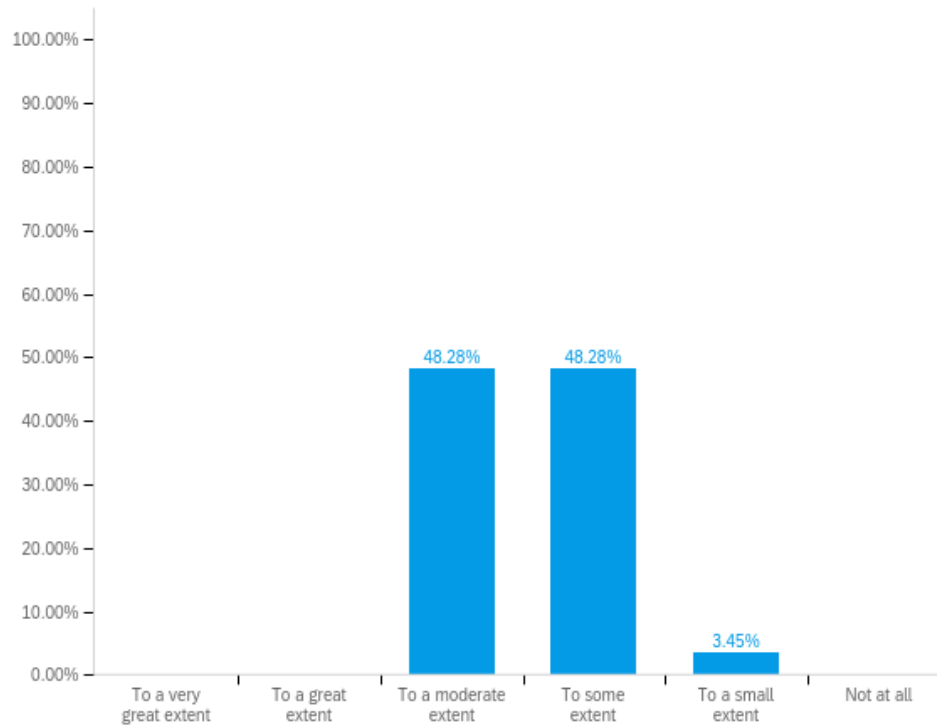
### Are any of the methods in Q6 used by JRS Europe



*Figure 11: Are any of the methods in Figure 10 applied by JRS Europe*

Furthermore, Figure 11 reveals that 23% of the respondents admitted that the methods in Figure 10 were moderately likely applied by JRS Europe, 60% slightly likely, 10% neither likely or nor unlikely and 7% extremely unlikely.

To what extent do you think the world knows about JRS Europe?



*Figure 12: The extent to which the general public knows about JRS Europe*

Figure 13 above reveals that 48% of the respondents acknowledged that JRS Europe is known to a moderate and some extent while 3% of the respondents chose to a small extent.



#### 4.1.6: JRS Europe performance on social media (Q11)

How would you rate JRS Europe work on social media?

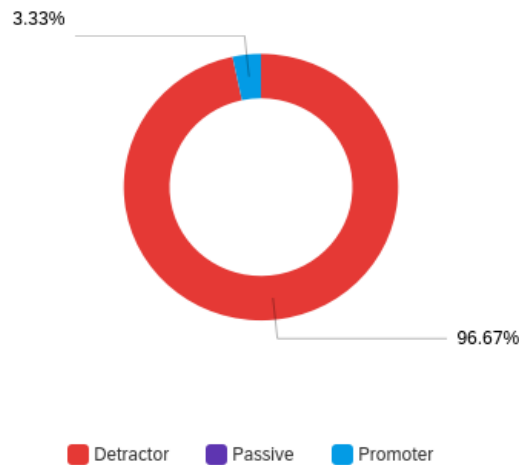


Figure 13: JRS Europe's performance on social media

To check if most respondent are satisfied with the work of JRS Europe on social media, respondents were asked to rate the performance of JRS Europe on social media. As seen from the pie chart in Figure 14, 97% of the respondents are and 3% are promoters.

#### 4.2: ANALYSIS

So, since temporary workers were more than permanent workers, this has implication. Lack of enough long-term employees might be the reason that there are no specific employees to focus on ongoing communication issues at JRS Europe. This is also one of the factors that limit JRS Europe to increase the level of engagement with their supporters via social media as there are inadequate staff to accommodate the needs of the supporters on social platforms. For example, there are many activities that need attention and cannot be done by just one person, such as responding to social media questions, monitoring, and ensuring all social media pages are up to date etc. As it was elaborated in the literature review that one of the challenges for JRS Europe

on social media is monitoring. It has been revealed from the literature that not all users understand understanding (Nicole Yu, 2020) and if not handled well, this might also result in JRS Europe's loss of followers (supporters) on their social media platforms as some of the users get bored if the social media pages are not updated for a long period of time or get a delayed response.

From the results in Q4 in findings, it is not surprising to see Twitter as the leading platform since (from the literature review) Twitter is the platform where JRS Europe can be able to engage, advocate and reach all the important figures such as the policy makers, the EU, newspapers, journalists, activists and fellow nonprofits organizations that can contribute to raising awareness by either reaching them directly or calling them out to support them. the findings also revealed that Facebook came in second place with 32% which is expected as it is one of JRS Europe's main communication channel. Furthermore, it is not surprising to see Instagram (with 7.94%) as a low-media channel for JRS Europe because they have no experience with the platform yet, as Sara Garcia de Blas says JRS Europe joined Instagram in 2018. LinkedIn garnered 11% from the respondents which is higher than Instagram (a major platform), which might be due to the fact that it is a platform with a potential as JRS Europe could make a lot of important connections that would be important to their cause. 10% of the respondents chose all social media platforms which downplays the major social media platforms like Twitter and Facebook.

On the other hand, the study expected engaging activities such as livestreams (13%), Twitter/Facebook polls (17%) and gamification (22%) to be among the leading activities chosen by the respondents because they have not been explored before, they are the easiest ways to engage with the supporters and also because JRS Europe is mostly active on Twitter and Facebook. This could also indicate that JRS Europe must have thought that it is time for a change and a shift a bit and is ready to explore new ways of engaging with their supporters. But seeing gamification (22%) and sharing inspiring content (25%) as the leading figures, as they can be done on all social media platforms. 2% of the respondents chose Instagram stories as an engaging activity which explains the fact that Instagram is still a new social media platform for JRS Europe as they are yet to adopt. 12% of the respondents also chose engaging videos or photos which might due to the fact that JRS Europe has been performing this activity for years

and are yet to get impressionable results. Additionally, the respondents chose that it is “slightly likely” (63%) that these engaging activities are carried out by JRS Europe on their social platforms as JRS Europe only post photos and videos (rarely) that only inform their supporters about issues that have happened (refer to Table 3). On the other side, other results were moderately likely to engage on those activities were 13%, neither likely nor unlikely were (7%), slightly unlikely were 13%) and extremely unlikely (3%) which might indicate that JRS Europe has yet to explore and incorporate other (new) engaging activities such as weekly livestreams and Facebook/Twitter polls that could help JRS Europe interact with their supporters. The result of the benchmarking also suggests that JRS Europe to practice all engaging activities on their social media platforms (like Amnesty International) in order to efficiently engage with supporters.

From the findings in Figure 10 revealed paid social media advertising (32%) as the most effective way followed by use of hashtags (26%), then sharing quality photos (17%) to their supporters, being responsive to their audience (16%), encourage tagging (5%) and including a visual with every post (3%). Almost every non-governmental organization around the world has put some investment on paid social media marketing (Antonelli, Tursunbayeva , & Di Lauro, 2019) therefore it is no surprise that most respondents have chosen through paid social media tools. Also, according to Sara Garcia de Blas, the communication officer, there is lack of funding for marketing department as it is considered rather less important than other tasks as JRS Europe is a mission-driven organization hence the organization will maintain other priorities in the light of limited resources.



Figure 14: JRS Expenditure 2018 (Jesuit Refugee Service (JRS) Europe, 2019, p. 31)

Figure 11 above explains the budget expenditure of JRS in 2018. This can be shown in their 2018 annual report where the budget allocated for communication activities was only 3%. Moreover, respondents were asked if any of the engaging ways (in Figure 10) to interact with supporters were applied by JRS Europe. As shown in the Figure 12, most respondents responded by picking it is "slightly likely" the engaging ways are done by JRS Europe as JRS Europe indeed use hashtags (from time to time), include a visual with every post and share quality photos and videos. The 23% of respondents who chose "moderately likely" are probably the ones who only considered the use of hashtags, encourage tagging and sharing quality photos on some social platforms without considering all JRS Europe's social media platforms.

Since it was acknowledged by the respondents that JRS Europe slightly incorporate the engaging ways and activities on the social media, It was also important to investigate the extent to which JRS staff thinks JRS Europe is known to the world, as this also indicate the level of engagement on social media. Figure 13 shows almost 48% of the respondents considered JRS Europe is known to the world to some extent and to a moderate extent. 48.% of the respondents who chose d to a "moderate extent" must believe so since JRS Europe has been around for over 40 years now and they have been working on together with the EU and other non- profits. On the other hand, the other 48% of the respondents who chose to some extent might be the one who believe that JRS Europe is only known to people who work in their sector or field i.e. migration as according to Claudia Bonamini, the advocacy and policy officer, the JRS logo is only known to some few countries where they are well established while in some countries they are not known.

To check if most respondent are satisfied with the work of JRS Europe on social media, respondents were asked to rate the performance of JRS Europe on social media. As seen from the pie chart in Figure 14, 96.67% of the respondents are detractors which means that overall, they are not satisfied with the work of JRS Europe and only 3.33% are promoters i.e. are satisfied by the work of JRS Europe on social media. Therefore, in order to be able to engage with their supporters on a much larger scale, on social media, JRS Europe needs to put much more effort than what they have been doing. Also, in reference to Facebook and Twitter analytics in Tables

5 and 6 (see appendix), JRS Europe's performance in social media seems to be increasing gradually, although not at a higher rate.

## **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents the conclusion by summarizing everything about JRS Europe, the issue, the research objective, methodology undertaken and the findings from the analysis. Moreover, this chapter also presents the suggestions and possible solutions for improvement JRS Europe's way to engage with their supporters on social media.

### **5.1: CONCLUSION**

The outcomes of the study show that one of the issues that causes NGOs to lose its supporters is the late or delayed response (Nicole, 2020). Therefore it is important to have enough and experienced workforce to be able to fully engage with supporters on social media ( i.e. answering questions and conversation, keep updating).The findings revealed workforce shortages at JRS where by 30% of the staff were permanent, 17%-part timer and 53% temporary. Also, according to Sara Garcia de Blas, the communications officer, there are currently 7 workers at JRS Europe, with only one staff working on communication related issues. There is only one marketing officer in the Regional office of JRS Europe i.e. Sara Garcia de Blas, who is mostly busy with other tasks and therefore depends on interns (or part-time employees) whose experience is sometimes insufficient. Therefore, in order to be able to fully engage with supporters on social media, JRS Europe needs enough workforce to work and focus on communication issues.

On top of that, JRS Europe's aim was to increase the level of engagement with supporter but in order to do so, the findings indicated that the respondents suggested that JRS Europe should employ different ways. Paid social media management tools emerged as the most effective way to engage the audience (32%), followed by use of hashtags (26%), then sharing quality photos to your audience (17%), being responsive to your audience (15%), encourage tagging (6%) and including a visual with every post (3%). However, it has been observed that JRS Europe has been

allocating inadequate budget on advocacy and communications activities (as shown in Figure 11) which leads to poor budget execution under the communication department. Disappointingly, the budget allocated on advocacy and communications, in 2018 was only 3%, while the total income received was 1,134,022Euro.

Also, the respondents acknowledged that in order engage with their supporters, there are several activities that JRS Europe can adapt to. These activities include sharing inspiring content (25%), gamification (22%), run twitter or Facebook polls (17%), live-streams (13%) and engaging videos or photos (12%). The least engaging ways chosen by the respondents were post a Facebook survey (3%), host a Q&A session on Instagram stories (2%) and creative contests (7%). However, the information obtained from JRS staff, emphasized that it is not yet considered as a very important part of the organization and also the organization is not yet ready to start investing on such tools. Furthermore, the findings identified that those effective ways which help JRS Europe to engage with supporters were seldom used by JRS Europe.

The respondents were asked to check if were satisfied with the work of JRS Europe on social media, the findings revealed 97% of the respondents were not satisfied with the JRS Europe performance on social media, just 3% were satisfied.

## 5.2: RECOMMENDATIONS

Based on the conclusions, the recommendations are being forward to JRS Europe and other NGOs with related environments. In order to increase social media engagement with their supporters/audiences, effective measures need to be taken in order to raise awareness. Firstly, the study recommends JRS Europe, consider training all staff members on best practices in social media to engage effectively with supporters. Best social media practices include incorporating activities and ways of engaging with supporters such as using hashtags, encouraging tagging, conducting weekly livestreams with their supporters where they can exchange ideas and discuss different topics, and organize regular giveaways where supporters would be asked to share, comment, follow and tag their friends in order to win certain prizes and attract more supporters. JRS Europe could also explicitly look for interns or volunteers with marketing-related expertise (which is cheaper than hiring specific staff for that case) who will

help JRS Europe stay up-to - date and become active on all social media platforms. This will help to reduce delays, failure to respond on time, maintain up-to - date social media pages, and actively appeal to more supporters.

In addition , the findings also revealed that JRS Europe incorporates few activities and practices few ways of engaging with supporters via social media, so the study recommends that JRS Europe develop a social media guide (based on a social media strategy) to enable and motivate its staff, including volunteers and interns, to support the performance of JRS Europe on social media. The social media guide would include all the effective activities and ways of engaging the supporters as discussed in this paper, which would provide JRS Europe with a new approach. For example, they can outline their specific hashtags in the social media guide to be used on all their social media platforms (depending on the campaign or the post's topic) which would create a consistent image. They could also set a standard or formalize how to respond to their supporters in the social media guide which avoids having two different responses. This would also be a form of engagement with supporters and would help JRS' self-understanding as a grassroots organization with a broad supporter's network.

Finally, the study recommends that JRS Europe consider the use of cost-free social media platforms tools and paid social media tools that are less time consuming, effective in boosting social media presence and helping to accelerate the rate of engagement with supporters. With cost-free social media tools like ScheduGram and Buffer, JRS Europe will be able to schedule posts, edit and design photos, get detailed reports per week, get notified if there is any activity going on around a post and manage all its major social media platforms at once. With the paid version, JRS Europe will be able to access all the analytics tools that will help them, identify social media trends, track their supporter's activities and determine out when is the best time for them to posts and engage with supporters.

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## APPENDIX

### Appendix A: Swot Analysis

The information in the Swot Analysis below was based on secondary and primary research. This includes information from JRS Europe Website, other internal documents, and observation during work placement at JRS Europe.

Strength	Weakness
<ul style="list-style-type: none"><li>• Experience in the industry – JRS Europe have been fighting for asylum seekers and migrant issues for 40 years now</li><li>• They work on ground and experience the conditions</li><li>• Credibility - provision of credible information</li><li>• Global network</li><li>• Work on the ground i.e. visiting detention centers, refugee camps and provide help to asylum seekers internationally</li><li>• First-hand testimonies</li><li>• Strong network of supportive colleagues across Europe</li></ul>	<ul style="list-style-type: none"><li>• Low social media presence – they have accounts on several social media platforms, but they barely have awareness</li><li>• Funding problems (donation source)</li><li>• Poor branding</li><li>• Not enough and reliable workforce</li></ul>

<ul style="list-style-type: none"> <li>• Skills and expertise in theory of migration, raising the voice of refugees and forcibly displaced people</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Migration is forever a hot and controversial topic</li> <li>• Political will and encouragement</li> <li>• Wide range of the audience – migration is a global topic that cut across Europe</li> <li>• Availability of free communication tools – e.g. social media as a platform that is easy to engage with the audience and raise awareness on the subject</li> <li>• Sustainable funding from the government and the European Union (EU).</li> </ul>	<ul style="list-style-type: none"> <li>• Negative awareness – refugees and migration have become a number one topic in the political propagandas.</li> <li>• They do not have a strong voice that could help change the narrative surrounding migration and refugees</li> <li>• High level of competition from other NGOs that are against refugees and migration</li> <li>• Lack of media support</li> </ul>

## Appendix B: Questionnaire

Q1. What is your gender?

- ☐ Male
- ☐ Female

Q2. How long have you worked at Jesuit Refugee Service (JRS)?

- ☐ less than 6 months
- ☐ 1 year to less than 3 years
- ☐ 3 years to less than 5 years
- ☐ 5 years or more

Q3. What type of worker are you?

- ☐ Permanent
- ☐ Temporary
- ☐ Part-time

Q4. Which means of social media engagement works best for JRS? (multiple answers possible)

- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ YouTube
- ☐ LinkedIn
- ☐ Website
- ☐ All social media platforms

Q5. What type of activities (below) do you think would be effective in engaging the audience and help raise awareness? (multiple answers possible)

- ☐ Gamification (giveaways)
- ☐ Live streams

- Engaging videos or photos
- Creative contests
- Sharing inspiring content
- Run Twitter or Facebook polls
- Host a Q&A sessions via Instagram stories
- Post a Facebook Survey

Q6. Are any of the activities (in Q5 above) done at JRS?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely
- Moderately unlikely
- Extremely unlikely

Q7. Which of the following can help to effectively build and grow your audience on social media?  
(multiple answers possible)

- Use of Hashtags
- Encourage tagging
- Paid social advertising
- Being Responsive to your audience
- Including a visual with every post
- Sharing quality photos and videos

Q8. Are any of the methods (in Q6 above) used by JRS?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely



- Moderately unlikely
- Extremely unlikely

Q9. Do you think the use of influencers is important to reaching your audiences?

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree

Q10. To what extent do you think the world know about Jesuit Refugee Service?

- To a very great extent
- To a great extent
- To a moderate extent
- To some extent
- To a small extent
- Not at all

Q11. How would you rate JRS's work on social media? From 1 to 10

Q12. What do you think can be done in the future to improve social media pages and raise awareness?

## **Appendix C: Interview questions and transcripts of answers**

- 1. How many numbers of staffs work at JRS Europe? How many at the marketing department? Do JRS Europe depend on interns or volunteers to work at their marketing department?**

According to Sara Garcia de Blas the communication officer, there are 7 number of workers and not everyone full time i.e. 4 full time and 3 part time. also, only one person works at communications department which is Sara Garcia herself.

- 2. How does JRS Europe work or coordinate with country offices? Is there a strong connection?**

According to Sara Garcia de Blas the communication officer, JRS Europe is present in around 22 countries around the European region (some of them in the EU some of them not in the EU) and not all of them have a communication officer. Normally they share content and consult JRS Europe for advice and from time to time they organize seminars that focus teaches about social media marketing.

- 3. What is the target group of JRS Europe?**

According to Sara Garcia de Blas the communication officer, JRS Europe has different target groups depending on the projects for example they currently have a project called CHANGE that focuses on raise awareness about migration and asylum seekers in schools. This project has three different targets i.e. teachers because they actually implement the project in the schools but also students (the main target of the project). Also, in their communication and social media, JRS Europe is also trying to the reach to refugees and asylum seekers because there is also the potential that they will go to schools to encounter students. But for other kind of communications we have specialized

audience on migration regarding migration or organizations following us. For example, we are Jesuit organization so of course we have people that follow us and close to us.

**4. How long has JRS Europe been on social media?**

According to Sara Garcia de Blas the communication officer, JRS Europe joined Facebook and Twitter in 2011, Instagram in December 2018 and LinkedIn in 2018.

**5. What kind of challenges does JRS Europe face on social media?**

According to Claudia Bonamini the advocacy and policy officer, there are many challenges but one of the main challenges is knowing what to say and framing the right narrative. This is because most of the time they use stories of refugees to illustrate why they say a certain situation is problematic and therefore they need to be careful not make a symbolic action. They are currently reflecting on it at JRS Europe especially on determining what to say. On the other hand, Claudia Bonamini the advocacy and policy officer considers the nationalistic groups as the main cause of fear among local populations and therefore causes a challenge for JRS Europe in finding ways to show the facts and also understand the fears and explain why people should not be afraid. She says, "it is really a big challenge because these same people that spread the negative narrative of xenophobic and have much more reach, more money and have access not just to social media but can also be easily seen on tv, newspaper". Also, they usually have easy messages while for organizations like us it is difficult to translate messages to reach the wider audience.

**6. Do you think there could be a room for improvement on JRS Europe social media sites?**

Claudia Bonamini the advocacy and policy officer thinks that JRS Europe has reached its limits in terms of the normal way of marketing in social media e.g. posting etc. therefore she thinks it is time to explore other ways in order to go a bit beyond.

While Sara Garcia de Blas the communication officer is convinced that monitoring better might improve their social media activities in terms of planning, responding to the

questions, updating social media pages, analytics, designing, editing etc. She says, “we have tried some of the tools for instance google analytics, Canva, Hootsuite but we couldn’t really get the best of these tools because use the free version”.

**7. What kind of narrative/awareness do JRS Europe want to promote?**

Claudia Bonamini the advocacy and policy officer stresses that the narrative they want to promote as JRS Europe is the narrative that brings together things and says the right things about forced migration without romanticizing like making refugees seem like heroes. But it’s about bringing the facts and stories in the correct way and also highlighting the positive aspects related to migration and also the presence of refugees in our societies, to underline the positive contributions and also the nice encounters between the local communities and refugees. Furthermore, to reassure the local population that migration is a challenge but a challenge that we can handle and overcome.

According to Sara Garcia de Blas the communication officer, they have realized in the last years that in Europe for example the narrative against migrants changing i.e. turning negative so for them it is important to counteract this narrative of migrants. Also, they have realized that the negative narrative is mainly on social media and in the news. However, in reality, there are a lot of people who are open and welcome to refugees in our societies. Hence, they have realized that there is a lot of work to be done i.e. increase their voices and speak up on such issues for example they had a project a couple of years ago called “I get you” and it was focused on integration and inclusion of migrants into our communities.

**8. How does JRS Europe deal with hate speech and negative awareness?**

Claudia Bonamini the advocacy and policy officer believes that if something is completely racist and offensive, they just do not react. In some cases, they block the user or delete the comment. However, if they see a nasty comment that is kind of raising a bit

of a legitimate concern, or asking a question in a very offensive way, then they would reply to it with a normal tone and explain to them their point of view.

Sara Garcia de Blas the communication officer says that on Facebook, “they hide the comments most of the time. sometimes someone might someone have a concept question in that case they give them opportunity to send us a message on inbox question or a concern or reply them directly in the inbox. Twitter is a bit trickier because they cannot hide so it is either we leave the comment there or block the person.

**9. What are your goals/what do you want to achieve on your social media platform?**

According to Sara Garcia de Blas the communication officer, the main goals JRS Europe want to achieve on social media are to increase the visibility of JRS Europe so that people can know more about JRS Europe (i.e. what they do, what they work for and their mission), to raise awareness, and to increase engagement with their supporters and get tangible results such as increase in number of followers, likes, comments and shares.

**10. Are there any financial resources available for social media?**

Sara Garcia de Blas the communication officer stresses that currently nothing is certain yet but in general the budget allocation for the marketing department is not enough especially that social media marketing is still something that new for the marketing department.

**11. Do JRS Europe use social media tools for marketing such as Sprout Social, Facebook analytics, Buffer or Social bakers?**

Sara Garcia de Blas the communication officer, say that they have yet to try good social media tools such as Hootsuite, but they have tried using analytics provided on social media platforms such as Facebook and Twitter Analytics. They also use Canva for designing and scheduling. Furthermore, she believes that they have not been able to fully

utilize the potential of such tools because they always use the free version which limits them.

**12. What about paid social media ads like Facebook ads?**

According to Sara Garcia de Blas the communication officer, JRS Europe has tried to work with Facebook ads for some of their previous campaigns like Change and got great feedback but it's still something they are trying to work with and convince the organization to do more of it.

**13. Is there any chance that JRS Europe could invest in paid social media tools that help with brand reach and engagement?**

Sara Garcia de Blas the communication officer stresses that she sees no reason why JRS Europe would not invest in such tools as they are key into good management of social media platforms.

**14. Do you think JRS has a brand? Is the work done by JRS Europe recognized?**

Claudia Bonamini the advocacy and policy officer believes that JRS Europe has a brand but not a strong brand i.e. in some parts of the world and certain refugee camps, the JRS logo is recognized. But if it comes more to communication, there is still a long way to go. Also, there is a certain resistance in the organization which has a lot to do with the culture of the organization. She says, "JRS Europe is proud to be a grassroots organization and therefore they believe they need to stay grassroots and that professionalizing, and branding is not really necessary. JRS Europe does not believe in spotlight and rather do the work behind the scenes however the spotlight is not for something personal but rather for social issues that we work on and need awareness".

Sara Garcia de Blas the communication officer highlights that yes, JRS Europe has a brand as they have a logo. They changed the logo that was the face of JRS for over 30 years last year on 23 April 2019. She says, "It was a bit of a challenge because JRS is an international organization so the process of creating a new brand is a lot because you have to involve everyone. E.g. in Africa felt attached to the logo and very identified." This

helped them in providing a more unified image as before every JRS country office had their own logo in their own native languages.

## Appendix C: Twitter Analytics

Table 5: Shows quarterly calculations of the Twitter analytics 2020

2020	January	February	March	April	Annual average
<b>Activity</b>					
Number of tweets	18	25	14	39	24
<b>Vitality</b>					
Clicks	60	54	63	191	92
Likes	114	167	75	250	151,5
Replies	11	5	0	7	5,75
Total engagement (interactions) per tweet	256	317	177	612	340,5
Direct messages					
Participation media post	14,22222	12,68	12,64286	15,69231	13,80934676
<b>Influence</b>					
Mentions (except replies)					
Impressions					
Retweets	71	91	39	164	91,25

## Appendix D: Facebook Analytics

Table 6: Shows quarterly calculations of the Facebook analytics 2020

2020	Dec/19	January	February	March	April	Average
<b>Size</b>						
Number of followers (at the end of the month)	2849	2886	2916	2945	2975	
Growth	60	843	30	29	30	
Growth (%)	3,03%	1,30%	1,04%	0,99%	1,02%	
<b>Activity</b>						
Number of posts		14	13	25	32	21
<b>Vitality</b>						
Clicks per post (total)		256	264	431	514	366,25
Likes		219	175	271	425	272,5
Comments		7	4	6	11	7

Total participation in post		508	466	737	994	676,25
Publications in the wall						
Inbox						
Average participation per post		36,29	35,85	29,48	31,06	33,16859203
<b>Influence</b>						
Daily Organic Reach		7968	8254	9769	12187	9544,5
Lifetime Post Paid Impression		0	0	0	0	0
Shares		26	23	29	44	30,5