



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 22 (Part 2) • 2017

Adopting Social Media for Nonprofits as a Main Marketing Tool: Analysis of a Youth Non-Profit Organization

Asli Cazorla Milla¹, Leonardo Jose Mataruna-Dos-Santos² and Marija Runic Ristic³

^{1,2}American University in the Emirates Dubai, UAE. Email: ¹asli.milla@aeu.ae, ²leonardo.mataruna@aeu.ae

³Union University Novi Sad, Serbia. Email: runic@jamms.edu.rs

ABSTRACT

The aim of this paper is to propose a model to increase the usage of social media platforms for nonprofit organizations to gain more followers and eventually to make the social media as the main marketing tool. In this paper, a multi- methodology approach has been used. A qualitative, exploratory and ethnography method has been applied to the case. Based on the analysis of the social networks of the chosen organization several barriers have been identified both in organizational and personal level. The outcome of this analysis can help marketing managers to utilize the social media in more effective manner. The article type can be classified as research and general literature review.

Keywords: Social media marketing, nonprofit organizations, social media adoption.

1. INTRODUCTION

New communication technologies provide people an environment where participation and discussion is the basis and where people can share their thoughts, ideas and creations. This virtual environment that is called social media is a user based environment and seems to be important in terms of bringing crowds and people together and increasing the interaction among them. Most studies in the field indicate that people spend more and more time in this environment, try to meet their real-life necessities in this virtual reality. The power of social media allowed people to have real time information and instant communication. Besides its pros, there came its cons such as the loose of control over branding and the monitored message, negative word of mouth, perception of wasted time and resources. Especially in nonprofit organizations, where the message has to be delivered correctly, social media plays a huge role. With the advanced technology and ability to be able to online almost in any circumstances, people started to spend most of their time

checking their social Networks. Hence, nowadays there are no boundaries between countries, cultures and thoughts. The rapid increase in the internet usage, especially in 1990's, let people to use web pages and portals more and more. With the starting of social networking reality in 2000's, almost every single person in the world became interested and got engaged with each other. In the early 90's the communication through the internet was one sided. We could reach the information but would not be able to supply it or comment on it. As consumers of a product, we would not able to express our feedback just in time. If we would want to help to spread a word about a cause, we would be insufficient to do so. The power of social media allowed people to have real time information and instant communication. Besides its pros, there came its cons as well such as the loose of control over branding and the monitored message, negative word of mouth, perception of wasted time and resources. In this paper, a multi-methodology approach has been used. A qualitative , exploratory and ethnography method has been applied to the case.

2. LITERATURE REVIEW

A. Non-Profits Organization: Market Characteristics

The nonprofit organizations are an important part of our society. The primary objective of nonprofit organizations, is to be active on the market together with other organizations, is not profit. Their objective is to provide services by increasing awareness and gains of the society as well as to spend the profits, obtained through their activities, for the benefit of the society. In nonprofit organizations, the founders and shareholders do not receive any share of profit. This character separates them from a commercial organization; however, they have to adapt themselves to all other market conditions which commercial enterprises are subjected to.[2]

Nonprofit organizations, also known as voluntary, independent third sector or nongovernmental societal sector, also accommodate various enterprises within itself. These are hospitals, universities, social clubs, professional organizations, day care centers, human rights organizations and others. Despite this versatility, these enterprises have certain common properties. Common properties of nonprofit organizations are:

- Because they are separate from the state, they are private organizations.
- Because they do not give any profit of share to their managers or owners, they are nonprofit organizations.
- They are independent organizations because they control their own problems.

They are voluntary organizations because membership is not compulsory, and they attract voluntary contributions in term of time and money. According to the survey conducted in various countries within the scope of Hopkins Comparative Non-profit Sector Project, the activity fields of Non-profit organizations are culture, education, health, social services, environment, development, protection, international problems, religious formations, commercial and professional unions. While the operational capital of most nonprofit organizations is related to millions of people, it is necessary to admit that their managements are not active enough. For instance, activities like employment services, health services, efforts to protect the environment, services for safety of the community, scientific studies etc., are the elements that cannot be given up if the goal is to provide prosperity of the society and maintain its sustainability in the long run.

These services are not provided by profit organizations because they cost a lot, have high investment expenses; moreover, the income they provide is very low. Every kind of organization or enterprise has a main goal and secondary goals of shorter term and changing nature which facilitate the obtaining of this fundamental/main goal. The secondary goals can be changed partly or totally because it is easier and more likely to reach these goals. Any secondary goal which is realized shows that we are one more step nearer towards the realization of the primary goal. However, the main goal is an ideal and a limit. It is not possible to realize it till the end.[4]

The problems of profit and Non-profit organizations have similarities. Both organizations are face to face with issues like to have a suitable assortment of goods/products, to produce goods and services in an effective way and excellent quality, to form an organization structure for suitable and effective operation, financing the activities, and adopting suitable marketing strategies. Governments have started to expect Non-profit organizations to use their funds more effectively and be able to make certain amount of profit from their activities. The strategic goals of an enterprise are profitability, efficiency, effectiveness, managing the financial and human resources appropriately, innovativeness, capacity development and increase in market share. Among these goals, only the profitability cannot be accepted directly for Non-profit organizations.[15]

B. Social Media in Non-Profit Marketing

The earliest definition of nonprofit marketing was done by Kotler. Kotler modified the existing 4P's model to formulate a marketing approach. The result was the like the following:

“The design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research.[13] Eduard Novorotov made a revision on his paper and defined nonprofit marketing as the analysis, planning, implementation and evaluation of non-profit services, designed to facilitate reciprocate arrangements within a community or target publics that were established by a grant-givers, and expedited by qualified personnel who are committed to pursuing them in the mission interest.[17] Each of the definitions above merges on one thing: Having a marketing plan according to the organization's mission. The nonprofit manager has to accept the mission and objectives of the organization and act within the priorities of the cause.

In marketing it is crucial to define target groups. Firstly, Gwin identified three main groups: regulators, resource generators and service users.[7] In contrast, Alvaroz Gonzales mentioned only 2 groups: the beneficiaries of the nonprofit action and the resource donors.[23] However, it should be emphasized that the target groups are essential to the cause. Social media is propelling nonprofit goals to build a movement around a core advocacy issue, improve customer service or programs, reach new donors, and spread awareness of a nonprofit brand around the world. The risk plays a harsh game of catch-up or even worse. Nonprofit leaders need to ask: “What can our organization do to make our Internet communications strategies and fundraising more effective in these rapidly changing times?”.[8,1] At this stage a new concept needs to be introduced. It is the return on investment (ROI) of social media. This investment certainly requires a different approach. It is about replacing the word “investment” with new “I” words, such as “insight” and “impact”. There have been some misguided attempts to rename ROI social media in nonprofit marketing as return on influence and return on engagement. These attempts seem to be the result of an inability to

realize how ROI creates value through customer engagement and community building. However, ROI can only be measured by their ultimate impact on downstream metrics like sales, employee retention and customer loyalty/repeat purchase.[26] To measure social media success in the early stages, organizations need to measure intangibles such conversations and relationships. Social media requires not only a different approach to strategy but also a different mind- set from that of implementing e-mail, direct-mail, and other traditional communications and fundraising campaigns.[8,3]

While measuring your social media ROI, it's important to take all your net outcomes and results into account. Many of these outcomes come because of your contributing to and connecting with the community. There are both linear and nonlinear paths to ROI in social media. Building a foundation of trust, community, and credibility with your customers and prospects ultimately leads to better response rates and repeat business. You can track how many clicks a link gets and how many of those lead to a sale. You can't always track the smile a blog entry puts on someone's face or the increase in trust that your latest video created. [10] Besides ROI, there are other approaches to create an efficiently networking nonprofit. Context is an essential element in understanding social networking. In the last half of the twentieth century, the nature of networks began to change. As examined before in the paper, the world became a mobile society and began moving towards to a more digitalized era than ever. In their book "Networked Nonprofit", Kanter and Pine suggested the usage of social networking mapping tools to ease the complexity of social networks. These maps are done by software, if your organization can afford it. If not, it is still possible to map the network. In the map it is important to determine key elements like volunteers, staff and donors. The main idea of drawing such a map is to understand who is missing from the ecosystem of the organization.[11]

Based on the information seeking behavior model proposed by Wilson, while one is searching for information there are three types of barriers: personal, social and environment related. The same situation implies for social media adoption. The reason that barriers exist is simply lies behind the idea of "resistance to change". As human beings when we are faced with a new concept we tend to resist it first. It can be because we do not understand it enough or we are afraid of what may come out of it. Hence, we put some barriers for resist to that. In the model we propose the person is affected by 4 main factors:

- *Age related:* As the statistics shown the age is significant determinant for social media usage. Young people tend to engage more than elderly people and thus this creates the target market for marketers.
- *Occupational:* When it comes to donate some donation for nonprofits, occupation matters since it is the source of income. When we talk about social media adoption, it can be concluded that people who work in service and IT sector adopt to the social media easier than manufacturing.
- *Psychological:* Underneath of many factors lie the psychological factors. A person inner state, perceptions, values and beliefs affect his or her choice for adopting a new concept.
- *Technology Acceptance:* Acceptance factors are the factors that affect our interaction with technology. The studies on technology acceptance theories try to explain when complex cognitive and social properties are reciprocally connected and essential for a given problem.
- *Technological:* Since social media requires a usage of internet and technology, the technology becomes a barrier for adopting it. People may choose just to have mass media as a source of

finding a cause or supporting an organization. Moreover, trust and confidentiality of social networks can work negatively for accepting the social media.

- *Social:* The social barriers are the ones that are related with roles. As it was mentioned before moral, values, beliefs, demographical elements may cause a barrier to make an action through social media.
- *Environmental:* Lastly the environmental barriers are external and physical factors which influence behavior, such as incentive motivation and facilitation. The external environment may cause barriers by having other media sources around, by people’s word of mouth activities towards a particular social network and more.

If a person manages to overcome all the barriers that are mentioned above the results are the following:

- *Searching:* A person looks for a nonprofit organization through a social media tool.
- *Evaluating:* A person evaluates the findings from the searching processes. In this phase, person is in the awareness of up-to-date information about the organization.
- *Deciding:* A person decides whether to support the nonprofit organization by social media.
- *Supporting/ Donating:* In this phase, a person has made a decision and he or she is taking an action by supporting or donating to the organization.
- *Accepting:* A person accepts the social media and started to spread the word around his or her surroundings.
- *Feedback:* The model is useful when the supporter/ donor continues to be a part of the organization.

The barriers and the factors which may prevent the results are named and described in order to make sure the outcome of this search would yield a positive result.

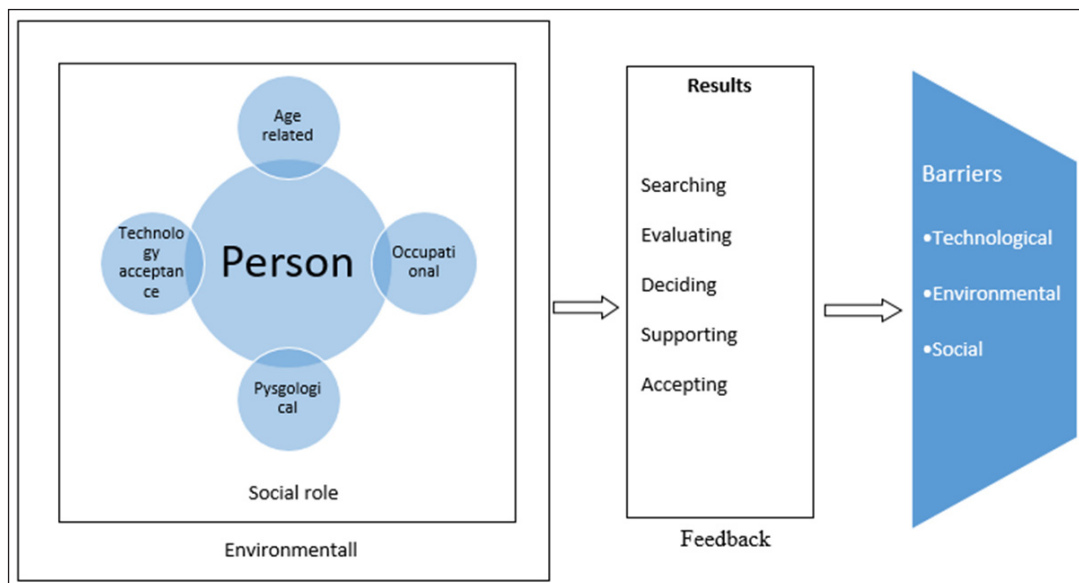


Figure 1: Social Media Adoption Model for Non-Profit Organizations

C. Social Media Characteristics

In 2008 Jason Fallas, the founder of “Social Media Club” company, asked people following this club in Twitter to define social media in two or fewer words. The incoming answers defined social media generally as; getting connected, interaction, and social media based on societies/communities, bringing out mass participation and mass connection.[20]

The characteristics of social media can be listed as follows:

- *Participation:* Social media eliminates the distance between followers-listeners and the media by encouraging participation and feedback of the people interested in the media.
- *Openness:* Most social media services are open to participation and feedback. These services encourage participants to vote, write comments, and share information.

There are few obstacles to use the contents of social media needing a password, are not welcomed in social media.

- *Speaking:* While the content of traditional media is given one-way to listeners, viewers or readers, social media is known as two-way since it contains feedbacks and comments from participants
- *Groups:* Individuals forming groups in social media environment communicate effectively with one another. They share photographs, political topics and favorite TV shows that are interesting for them among themselves.
- *Being connected and forming an online culture:* The reason for most social media forms to develop/thrive is that they are connected with other web sites, sources and people. Social media is related to sociology rather than technology. Sociology explains how social powers form individual behaviors and manners of people. Whereas, in social media this control consists of social networks and societal groups within them. Individuals establish their cooperation and commitments within the framework of contents, topics, products, services and thoughts/ideas. The ways they establish relations depend on means and Networks they utilize, and the culture they are in.[20] Social media users form new contents and share them. These users create social cultures on social Networks and they use social instruments/means in order to stay connected with social Networks. In social media every aspect of the media, beginning with the formation of contents to their reading and sharing is a social situation, and as in every social situation, it is necessary to be respectful towards the rules in order to join the groups and take part in their activities.[9] According to Breakinridge, when the base formed by social media is applied to communication programs, it increases awareness, correct responsibility, efforts and humane communication without any difficulty and thus paves the way for humanely communication.[20,25] This is a media which has been designed to spread through social interaction.

One of the greatest and remarkable properties of social media is that it makes humans and communication humane.[19] Social media enables people producers of contents rather than consumers of content and it supports democratization of information.

- *Formation of Content in Media:* Forming content in media is not limited to only journalists, reporters and organizations small or big and public or private. Anybody with an average computer

knowledge, can share his ideas, experience, picture, video and everything he creates with others. In recent years, the contents created by social media users can fill even traditional media contents. To sum up, the users of social media produce programs even for traditional media today and this process indicates democratization of the media.

- *Formation of New Action Groups:* With the democratization of the media, the users of social media are known as New Action Groups. This new group, completes the existence of professionals and traditional journalists. These users of social media are considered equally important as journalists and sometimes even more reliable and important than journalists. Social media places media in a public medium and invites public relations not to market but to talk and participate. Social media, by halting the broadcast of public relation experts and by pushing them to get connected with their customers changes monologue to dialogue and thus attributing new and very important roles to public relations. Indeed, social media is attributing new and very important roles to public relations. It stops them from broadcasting public relations through only radio, TV or newspapers and it presents technologic devices for them. Social media is interpreted as a means to change monologue into dialogue. It is important to know the interrelation between social media characteristics. Yet they are somehow connected to each other. The following circle has been proposed:

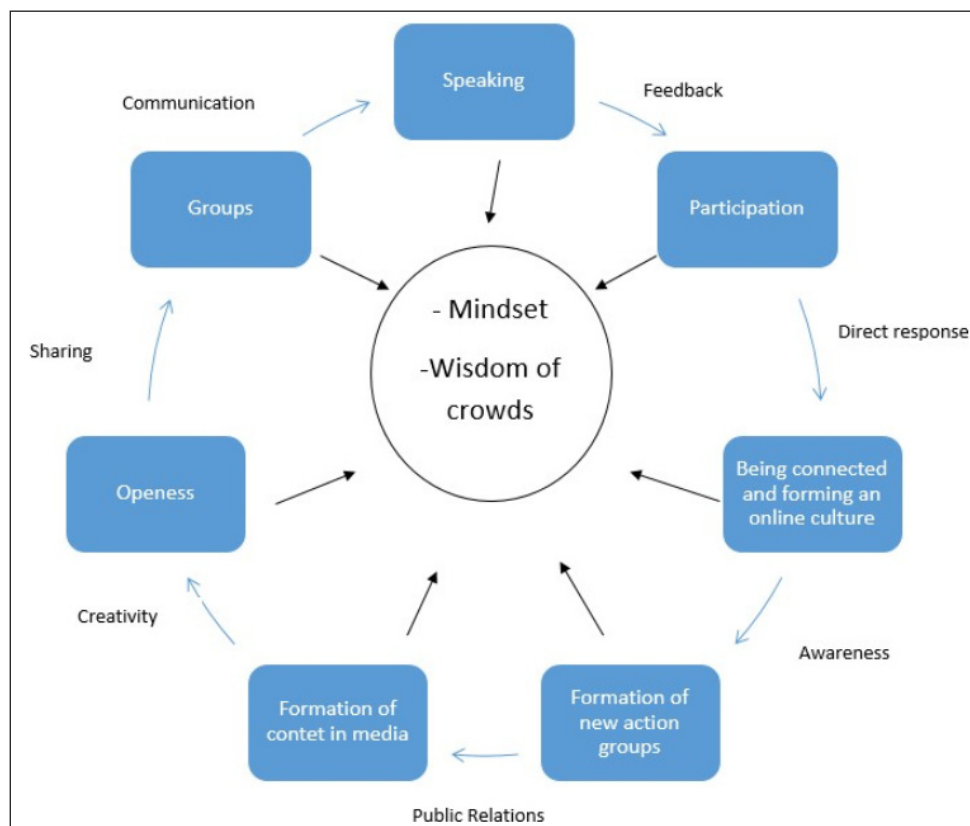


Figure 2: Interrelation between Social Media Characteristics

The circle suggests that, the speaking between groups can only be via communication. This communication is virtual, via social media networks. Participation of people in social networks is not useful

for a marketer unless they give feedback. When the people express their idea, what is wrong or right with the social media tool, the organization can use this feedback to develop better sites. Groups that are gathered in social media are free to express any idea thanks to the feature of sharing. In web portals there are no limitation for people to speak up especially when it is for a nonprofit organization. In order to create a online culture, there is a necessity of direct response from both nonprofit organization and the supporters. If people want to form a new action group for a cause they need to be aware of the culture. To create the content public relations should handle the necessary info and infrastructure. Lastly, all the creation process require creativity. Moreover, all the characteristics are connected to each other with wisdom of crowd and mindset. The wisdom of crowds is a term coined by James Surowiecki to refer to the situations where tapping the knowledge and judgment of many people can produce more accurate results than asking a small group of experts. Surowiecki argues that in some situations, the many can be smarter than the few - a position traditionally at odds with perceptions of crowd behavior.[21] Many of these ideas are being tested in practice by large-scale collaboration projects such as Wikipedia, and they underpin much of the theory of web 2.0. In nonprofit causes, the main idea behind the success is based on wisdom of crowd. In addition, mindset means the general understanding or view of an individual, group, or population of people, especially as it applies to technology adoption. It is the way we see the world, and the way we approach problems - and solutions. Before creating a networked organization NPOs need to understand the relation between social media and its characteristics. Together with the social media adoption model, these features are crucial while creating a nonprofit marketing plan.

3. FACTORS AFFECTING THE ONLINE CONSUMER BEHAVIOR IN NONPROFITS

It is important to know the factors affecting the consumer behavior. Traditional marketers have been trying since decades to analyze these factors to have an efficient marketing plan. Various factors like, price, place, promotion and product have effect on the buyer's decision. However, when the purchasing switches from offline to online the weight of factors slightly changes. Friedman argued that consumers that engage in online business to consumer transactions can find another provider to meet their expectations just by the click of a mouse. As a result, they face minimal barriers to switching to another brand or if they do not trust the online provider. 6 It is even easier to switch in the case of nonprofits since the people may not fully commit to the cause and may change their opinion towards organization easily. Hence, the organizations that engage in social media need to prioritize the factors that affect their supporters. By focusing on the strength points, they should try to eliminate their vulnerable sides. The external threats like the protest from other organization or economic drivers shall try to turn to opportunities to have an effective nonprofit marketing strategy. Some factors affecting e-consumer buyer behavior in nonprofit marketing are as following:

- *Trust and Security:* Both researchers and practitioners point out that trust and security are the two important elements associated with the success or failure of online endeavors. The safety of their personal information, transaction security and misuse of private consumer data are the main concerns of the web users. Hacking, fraud, spam and online scams are among the main causes of skepticism, mistrust and security concerns. There are also additional factors increasing the consumers' anxiety and risk perceptions which are physical distance, lack of personal contact and the anonymity of the internet. In the case of nonprofit marketing, the organizations

who desire to use internet as a marketing tool should never underestimate the importance of trust.

- *Convenience:* Studies on e-customers motivation to buy products on line indicate that convenience is a primary factor affecting e-customers decision to buy. Other studies also indicate that e-customers are convenience oriented.[9] Among various definitions in the literature for convenience linked to customers purchasing behavior, e-satisfaction and ease of use are the two elements we would like to focus on. Research suggests that site design and convenience have an important effect on e-satisfaction levels.[22]Ease of use includes saving time, site design, site navigation, information architecture, site speed, ordering and payment process, accessibility and search facilities.[5] E-customers want to get where they want to quickly and 73% of them will leave an internet page and/or site if it takes more than two to three clicks to get to their destination. E-customers satisfaction criteria influence their purchasing attitude and their attitude.[1] Therefore, satisfaction in this context is the customer's satisfaction based on ease of use criteria.[24] Site designers should apply a consistent search engine strategy to enable online customers to find their site easily. Moreover, Web sites must be accessible by users making use of different types of Web browsers. Online customers expect fast loading Web pages. Therefore, Web designers should keep in mind that average time spent to view per page by customers is low and steadily getting lower in time.[14]
- *Experience:* In depth experience with the internet site is likely to reduce the perceived security risk of customers having high risk concerns. Consumer's experience with the site and brand is an important element in reducing these concerns. Moreover, Kent suggest that as the e-buyers get more experienced, they feel more confident about doing transactions online and less concerned about site's credibility.[12] O'Cass also states that e-customers satisfied with their previous purchasing experience are more likely to express brand loyal behavior.[18]
- *Aesthetics:* For majority of Web users aesthetics is a significant element affecting their decision to buy a particular product from a particular Web site. Aesthetic elements give e-customers a positive impression on online vendor quality and Web site credibility. Aesthetics embrace the artistic and creative elements of the online presentation, aiming at a pleasing appearance and effect.[16]These elements create a very positive and attracting impression on the online customers and motivate them to visit , explore and possibly to interact with the site.

4. ANALYSIS OF NON-PROFIT ORGANIZATION AIESEC IN LATVIA

For the purpose of this paper, the youth NPO called AIESEC in Latvia has been analyzed. The main author of the article joined AIESEC Riga, a local committee of AIESEC in Latvia in September 2016, taking some small-scale responsibilities, continuing in a leadership role for organizing a nationwide conference. Moreover, the author was involved in promotional events for representing AIESEC in Latvia. The ethnography experienced give the opportunity to explore and determine the lack of a consistent social media adoption. Those promotional campaigns showed one thing: People were not aware of the organization itself. They neither heard nor knew anything about AIESEC. After looking at social media statistics in Latvia, see Figure 3, it has been realized that there is a big amount of users but these users are not even aware of such a big organization as AIESEC.

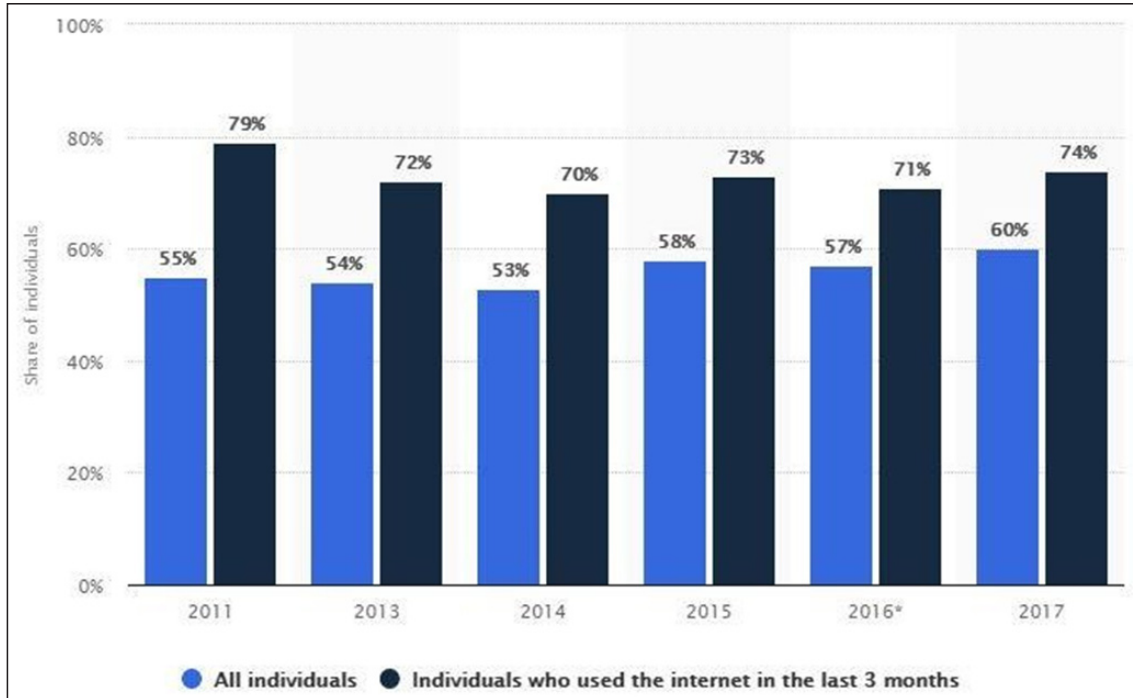


Figure 3: Share of individuals in Latvia participating in social networks from 2011 to 2017.
 Source: Statista (2018)

The following mass media tools are used as marketing tools: press releases, radio, posters. The social media and the online presence of AIESEC in Latvia are shown below:

Table 1
AIESEC in Latvia Online Presence (2017 Data)

<i>Social media</i>	<i>Number of followers</i>
Facebook	5.492
Twitter	869
Instagram	456
Linkedin	235
Draugiem	378
aiesec.lv	
http://aiesec.lv/blog/	

As it can be seen in the Table 1, AIESEC in Latvia is only using few social media tools. Turning now to the experimental evidence on social media users in Latvia these numbers indicates that AIESEC Latvia is lack of an effective social media strategy. These findings are rather disappointing. One of the issues that emerges from these numbers is AIESEC in Latvia are not effective on using social networks. If we analyze these results through our model, we can conclude that AIESEC, as a nonprofit organization, is facing with the issue of overcoming following barriers. As a psychological factor trust for using social media arises. For accepting technology, the ideal supporter has no obstacles and already engaged with technology. Technological and social barriers have disappeared for AIESEC in Latvia. Only environmental factors which cause website and social media tools to be less effective are exist.

5. CONCLUSIONS AND RECOMMENDATIONS

Due to nature of the change in online consumer behavior the social media audit must be done more frequently in order to adjust their value propositions. Effect of culture must be also taken into consideration while setting up the social media channels and campaigns. Government, religion, values and attitudes also effect the usage and adoption of the social media. In order to have a digital chain between the social media channels, they ought to be connected to each other providing one voice and one look to the audience. AIESEC in Latvia need to maintain the updates of their social media channels. The ones that are not in use anymore must be removed from the web. NPOs must re-evaluate the importance of marketing, and place it higher on their hierarchy of organizational priorities.

NPOs should include marketing as a desired skill set for their board of directors, place marketing as a line-item on their annual budget, and take advantage of these sources available to them through local academic institutions and NPO service organizations. This will allow NPOs to address brand development and recognition, and any shortfalls they might have in all three NPO market areas: obtaining funding, reaching out to a diverse clientele, and effectively utilizing good volunteer, donor and supporter. By studying the data about online supporters for nonprofits, it could be concluded that technology, the internet and social media are the new tools of new media and they are to be incorporated into the marketing plans of nonprofits by their marketing experts. The high rate of social media use cannot be underestimated. These high figures of internet use prove that the new media, also called as digital or social media, are being implemented by many companies and/or organizations for marketing purposes. For all that, the market for nonprofits requires improvement. Supporters are demanding more content, more information and marketers have a significant challenge to overcome the resistance to accept new technologies. The reason why not all nonprofit marketing campaigns are a huge success can be lying on people's perceptions and acceptance. The needs of information, social roles and characteristics, outer environment effect the consumer's decisions. There are barriers social, environmental and personal related that prevent or make difficult to pass through the information that has to be received. In nonprofit marketing, complexity of information and the enrichment of channels like mass and social media make harder for a person to decide whether to support the cause.

The social media adoption model, that we have suggested in this paper, can be used nonprofit marketing to have an effective approach. As it is recommend all the information gathered can be implemented properly in finding a practical result and solution for the problem stated at the beginning. While this paper examined the marketing practices of non profit organizations specifically in AIESEC, to properly develop a new strategy of non-profit marketing future studies will need to include other practices by non profit organizations and perhaps other countries. While it is anticipated that the results will be similar, non profits in different areas of the country or with different cultural settings may provide additional insights into the motivations of contributors, clients and volunteers. All of this information will provide the underpinnings for the development of a new model non profit marketing strategy.

References

- Alba, J., Lynch, J., Weitz, B., Janiszewski, L., Interactive home shopping: consumer retailer, and manufacturer incentives to participate in electronic marketplaces.// *Journal of Marketing*.-61.-1997, pp. 38-53.
- Atıg, G., Kar Amacı Gütmeyen Kuruluşlarda Pazarlama ve Halkla İlişkiler Yayınlanmamış Yüksek Lisans Tezi.- Marmara Üniversitesi SBE.- 1993.- 40p.

- Breakenridge, D., PR2.0 New Media, New Tools, New audiences.-New Jersey: FT Press.- 2008.-67p.
- Cengiz E, Kar Amacı Gütmeyen Kurumlar Olarak Müzelerde Pazarlama Faaliyetleri: Pazarlama Karması Unsurlarının Müzelerde Müşteri Sadakatine Etkisine İlişkin Yapısal Bir Model Önerisi, Doktora Tezi , - 2007. Pages 31-32.
- Constantinides, E., Influencing The Online Consumer's Behavior: the Web Experience. // Internet Research. Vol. 14, No. 2, pp. 111-126.
- Friedman, M., Consumer Boycott.//Journal of Marketing.- 58.-1999.-1- 19p.
- Gwin, J.M., Constituent Analysis: A paradigm for marketing effectiveness in the not for profit organization//European Journal Marketing.-1970.- 24 (7).-Pages 43-48.
- Internet for NonProfits Management: Strategis, Tools & Trade Secrets/T. Hart, J. Greenfield, S.MacLaughlin etc.-Canada: John Wiley.-3-5p.
- Jalali, Ali Akbar; Halkla ilişkiler 2.0, Tahran: Kargozare Ravabet Omumi Yayın Evi, 2009.
- Jay Conrad Levinson and Shane Gibson, Guerrilla Social Media Marketing, 2010, by Entrepreneur Media.
- Kanter, B., Fine, A., The Networked Nonprofit Connecting with Social Media to Drive Change.-San Fransisco: John Wiley.-2010. -29-30p
- Kent, J.R., Lynch, D.P., The Global Shopper: Evidence From Shopping Tasks In Twelve Countries.// Journal of Advertising research.-2001.
- Kotler, P., Zaltman, G., Social Marketing: An Approach to Planned Social Change//Journal of Marketing.-1971.-No:35.-7.- Pages 3-12.
- McKinsey and Co, In, Koufaris, M, (ed.) "Applying the Technology Acceptance Model and Flow Theory To Online Consumer Behavior", Information Systems Research, Forthcoming.
- Megginson, C. Management: Concept and Application- New York: Harper and Raw Publication, 1990.- 542p.
- Merriam-Webster's Online Dictionary.
- Novatorov: A Critical Appraisal of the Concept of Non-profit Services// Marketing Service Science.-2010.- No: 2(3).- Pages 146-153.
- O'Cass, A. (2001), Exploring the consumer – Internet relationship: A consumer behavior.
- Solis, B., the Essential Guide to Social media [Electronic resource]- <http://www.onecaribbean.org/content/files/essentialGuidetoSocialMedia.pdf>, 21p.
- Solis, Braian ve Breakenridge, Deirdre; Putting the Public Back in Public relations, New Jersey: FT Press.-2009.5-76p
- Surowiecki, J., The Wisdom of Crowds, USA: Doubleday.-2004.-12- 33p.
- Szymanski and Hise, and Special Edition on Customer Satisfaction –Global Perspective.-2000.-81p
- Taylor, R., Third Sector Research, New York: Springer, 2010, 154p.
- Wolfenbarger, M. and Gilly, M., Shopping online for freedom, control and fun.// California Management Review. Vol. 43.- No. 2.-2001.-, pp. 34-55.
- Wu, J.H, Chen., Y.C., Lin, L.M, Empirical Evolution of the Revised End User Computing Acceptance Model.//Computers in Human Behavior.- 23.-2007.-162-174p.
- The Difference Between Value and ROI, [Electronic resource]- (<https://metricsman.wordpress.com/2009/06/12/the-difference-between-value-and-roi/>)