

**The Use of Social Media for Non-Profit Organisations to Meet Social Goals; An
international comparison between Saudi Arabia and the United Kingdom**

**Thesis submitted for the degree of Doctor of Philosophy
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Declaration

I certify that this thesis has never been presented for a degree and that all information from other sources has been appropriately cited and acknowledged.

Abdullah Basnawi

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Abstract

This thesis explores and examines the impact of using social media for non-profit organizations (NPOs) to meet the social goals of their communities in relation to Saudi Arabia and the United Kingdom. The current study aims to identify the best practices for using social media as a tool to attract clients and donors, who are the main resources for NPOs in both Saudi Arabia and the UK. Additionally, it seeks to indirectly measure the level of competence of Saudi NPOs in social media marketing.

This study, which employs an interpretivist inductive approach and a qualitative method, aims to gain a deeper understanding of the use of social media by non-profit organizations. The study conducted 52 interviews with ten non-profit organizations in both Saudi Arabia and the UK, using a case study approach to understand their use of social media for marketing purposes.

The study found that the use of social media differs from one association to another in terms of activity, management, material capacity, and the human element controlling the content published on social media. In addition, each association has its own problems that hinder the optimal use of these auxiliary tools. As part of their strategic plans, social media has become a modern and important way to attract the attention of donors and customers. Collaborating with influential individuals is a key strategy for reaching the largest possible audience. The study also found that social media can help people connect, learn, and help each other, especially during crisis times like COVID-19.

Key words: non-profit organisations, social media, Saudi Arabia, the UK, marketing

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1. Introduction

The 21st-century world is facing considerable advancements in technology, especially in e-commerce and online marketing. This has increased competition in the business sector as each organisation fights harder to maintain their potential consumers and secure demand for their products and services (Akman and Mishra, 2017). The internet has created a broad platform for business competition, especially with the widespread adoption of social media (Landry, 2015). There is also an increased number of consumers using social media, estimated by different researchers to be over 3.2 billion, and this has encouraged businesses to use social media as a marketing tool in an attempt to capture this new audience and strengthen the ties they have with the existing consumers.

Although the focus of research has been on the business advantages to using social media (Guo and Saxton, 2013), charities and other not for profits are also embracing online communication tools (Lovejoy and Saxton, 2012), and not just in the developed West. In this thesis, I want to explore the use of social media by not for profits in Saudi Arabia, a specific cultural context that might challenge Westerns assumptions about both the use of online media, and how it may be deployed to engage people in social causes.

Social media is considered to be a cost-effective marketing option, and due to the billions of social media users globally, the non-profit sector is playing catch-up to also exploit the potential online marketing techniques (Berthon et al., 2012). Most of the not-for-profit organisations are focussed on furthering their social causes, or are advocating for a shared point of view, and so have a robust communicative remit that makes social media especially attractive as a way to meet their goals (Sharma, 2019). However, for many smaller organisations, the full and successful adoption of social media remains a challenge (Meske and

Stieglitz, 2013; Jones, Borgman and Ulusoy, 2015). This is especially true of developing economies such as Saudi Arabia. The specific structure of NGOs in Saudi Arabia, the adoption and use of the internet, and cultural attitudes to donations all provide a unique context in which new forms of social media use may be understood and implemented.

Social media has proven to be the ultimate form of building relationships and fastening interactions (Kapoor et al., 2018). It has revolutionized society in several ways. From daily interactions to business relationships, communications patterns have changed drastically with the advent of large platforms (Berthon et al., 2012). By revolutionising interaction with various stakeholders, cost reduction is achieved relatively. Non-profit organisations (NPOs) now have unique technology at their disposal which enables them to relay their message to a broader audience thanks to these developments. The previously locally constrained and hard to spread messages NPOs faced consequently adapted to these changes. Today, through social media, NPOs engage in various activities including spreading value and representing identity of the organisation through social media, informing and engaging audience, recruiting new members and searching for new sources of donation, reaching out to beneficiaries, establishing permanency without being bound by financial burdens of having a physical existence (Lovejoy and Saxton, 2012).

Organisations that have successfully found ways of utilising and implementing strategic social media marketing campaigns have experienced remarkable growth in their organisational capacity and power. According to *2018 GLOBAL NGO Technology Report*, NPOs started experimenting with social media as early as 2003, using Bloggers primarily to reach new audiences. The rise in the social networks had even more impact, though. For instance, MySpace in 2003, Facebook in 2004, and Twitter in 2006, all introduced new ways to share content and engage audiences. Human Society and Greenpeace are two early adopters of such platforms.

The case of Saudi Arabia reflects the progressive adoption of social media by NPOs in a controlled manner. The literature review below considers the specific methods and strategies that are significant to maximising the benefits of investing in social media marketing campaigns. It also gives an outline of how social media is used for charity work and how fundraisers use it as tool to raise funds, but it also reveals several innovative instruments used to measure non-profit activity (Guo and Saxton, 2013). It, therefore, identifies the promising models and the strategic tools emerging from the use of social media platforms, such as *the social staircase* (Ronnestam, 2019), *the social tool matrix* (Ronnestam, 2019), and *the viral social spiral* (Ronnestam, 2019). Additionally, the review gives a summary of the results of the organisational investments, such as increased business opportunity and competitive advantage, and the meaningful ways employed by non-profit organisations to attract, connect and engage with the media users. By engaging with digital platforms, users can participate in and partially influence the organisation's agenda through active feedback.

According to Salamon (2015), technological innovation suggests a unique direction of the non-profit organisations' future. When considering the use of social media, the Salamon (2015) argues that there are critical challenges as well as opportunities for non-profit organisations in incorporating technological creativity and innovations into their sources, structural functions and methods. Such challenges include navigation and implementation of the social media campaigns, especially maximizing returns on investment, and increased pressure to incorporate new technology into organisational operations. On the other hand, the opportunities include creating a web presence and becoming '*networked*' in ways that enhance the success of the organisation (i.e., consolidating brands, raising awareness with regards to societal issues, or attracting new users including donors).

In another study, Kaplan and Haenlein (2010) argue that social media is a system of internet applications that helps in building technological and ideological foundations of the web 2.0 inviting the creation or generation of users' content (i.e., this is particularly prominent on platforms such as Twitter, Facebook or YouTube). The social media channels are broadly used by the corporate and non-profit sectors to successfully create networked websites that contain the information page, groups, or sites for public participation and social networking reach. The adoption of social media by non-profit organisations has therefore made a significant contribution to both financial and nonfinancial goals (Mangold and Faulds, 2009). The financial benefits include utilization costs, timesaving, visibility of support, and fundraising opportunities (Michaelidou, Siamagka and Christodoulides, 2011; Thackeray et al., 2008). The nonfinancial benefits include access to the global audience, provision of continuous feedback channels, increased productivity of managers and professionals, and increased web presence (Jussila, Kärkkäinen and Leino, 2013; Hong, 2013).

In this study then, the primary aim is to explore the best practices of using social media in both countries Saudi Arabia and the United Kingdom. Also, the NPOs benefit from the use of social media, and to investigate how and why such NPOs use social media to promote their activities. By asking the question of how to use social media at a tactical and strategic level, these insights will also contribute to achieving the Saudi National Strategic Goals highlighted in the 2030 Vision (see Saudi Vision 2030). In examining this unique context, the study will also further expand knowledge on the use of social media by NPOs and will enable practitioners to attract more funds or donors, and academics to access a theorisation of the importance of social media for NPOs. The design for the thesis is a case study, and the data will be collected through interviews with people

working in 10 non-profit organisations in both countries. and the observation of the post of the social media made by non-profit organisations.

The Thesis structure:

Chapter1: Introduction.

Chapter 2: Literature Review

Chapter3: Context of study

Chapter 4: Methodology

Chapter 5 : Finding

Chapter 6: Discussion

Chapter 7: Conclusion

2. Literature Review

The literature review is organised in three parts. Firstly, the review starts by looking at the roles of NPOs in society. The second part reveals why people donate to charity, and in particular considers the factors that motivate people to give. The third part explores the value of social media in NPO marketing activities, with a focus on specific organisational benefits of using social media and how such use may contribute to achieving strategic goals and objectives.

2.1 The Role of Non-Profit Organisations in the Society

Balabanis, Stables and Phillips (1997) have defined the charitable organisation as a non-profit entity whose principal aims and objectives are social well-being and philanthropy. They often depend on donations from people and business organisations. Donations are important because they exist to support and gather funds for a particular group of people in the society who need attention or intervention. NPOs are established for the benefit of society, and transparency and accountability are two key principles that underlie their activity.

A charity is a specific type of NPO with the primary aim of providing aid to those in need, promoting social welfare, or advancing a particular cause such as health, education, or the environment. Charities often rely on donations, grants, and volunteers to carry out their activities and must adhere to specific legal and tax requirements to maintain their charitable status. As noted by the Charity Commission for England and Wales (2017), charities are subject to regulations that ensure transparency and accountability in how they manage their resources and deliver their services (Charity Commission for England and Wales, 2017).

Prior studies have discussed the critical role that non-profit organisations are playing in the society from many perspectives such as economic well-being, society welfare, and social aspects. In general, these broad aims might be applied to charities in all societies, however, there are significant differences in the regulation between them. In addition, the following paragraphs will illustrate the functions of non-profit organisations in the society.

The public sector attracts interventions from various stakeholders intending to add value to the overall social and political system made up of the government, the society, companies, Non-Government Organisations, and Non-Profit Organisations (Brooks, 2005). NGOs may attempt

to guide policy creation and management in order to help the public sector. The impact may be significant in the successful creation of civil society (Chang et al., 2014; Duque-Zuluaga et al., 2008). Non-profit organisations, in particular, have helped in creating a democratic environment for the citizens by handling the underlying problems affecting their welfare. The non-profit organisations among other organisations have taken part in reinventing the government as well as new public management movements following the overreliance on the market approaches and values in the public sector (Kara et al., 2004). The non-profit organisation aims to create fairness and justice through their capacity to develop and sustain a robust civil society. According to Eikenberry et al. (2004), civil society refers to a sphere of the community concerned with moral formation along with ends beyond administration or maximization of the means.

The non-profit organisation therefore plays a vital role in service delivery when other agencies fail to meet the needs of society (Chang et al., 2014; Duque-Zuluaga et al., 2008). Notably, some organisations including the government may cut down the services it offers to the general public such as education, healthcare services as well as religious services and as a result, the non-profit organisations intervene to provide similar services at a fee (Kara et al., 2004). The organisations venture in revenue generation through the services and products they offer by charging a fee upon delivering the services (Eikenberry et al., 2004; Kara et al., 2004). The income generated from such services is often not used for the benefits of the persons in the organisation, but to expand the capacity of the organisation to serve the community in other areas.

On the other hand, the non-profit organisations also play an essential role in contract competition by providing opportunities for innovation and experimentation in serving society (Duque-Zuluaga et al., 2008). The organisations have influenced changes in the way services are rendered to the public, especially on a contract basis through its interventions to promote competition among the participants. In addition, non-profit organisations ensure that the contracts geared to benefit the society are conducted in the high-performance profile by delivering quality services to the community through measuring individual's performance of the firms involved (Duque-Zuluaga et al., 2008; Van Til, 1994). The non-profit organisations in the contract approach often use mechanisms of the market by shifting risks to providers through paying off the services

after successful completion of the services. As a result, the organisations foster quality services delivery to benefit the community. Additionally, the non-profit organisations encourage the replacement of benevolent spirit in serving the society to competitive approaches that would help the community (Eikenberry et al., 2004; Kara et al., 2004). The non-profit organisation improves personal responsibility as well as work opportunity reconciliation by ensuring the social services delivery under their interventions are awarded to the individuals who are liable and responsible to complete the projects effectively.

Non-profit organisations often encourage social entrepreneurship in an intervention to promote market values and methods (Eikenberry et al., 2004; Salamon, 2005). The leaders of the non-profit organisations may emphasise market forces while taking into consideration of their mission and purpose to provide quality services to their clients. In an attempt to achieve social entrepreneurship, the non-profit organisations are driven by two forces mainly the nature of the desired social change that accrues the benefits from an enterprise-based solution (Saidel, 1991). In addition, the sustainability of the organisation and the services of the non-profit organisations are a factor of diversification of its funding stream and hence its intervention towards social entrepreneurship (Lipsky et al., 1989). As a result, the organisations are essential in the provision of services to the society while serving as a critical steward to encourage the community in venturing into entrepreneurial activities to cater to their needs (Salamon, 2005). Consequently, the non-profit organisation serves as a reflection of innovation and entrepreneurship in society.

Non-profit organisations play an essential role in influencing and encouraging new and emerging donors to invest in expanding service delivery in social amenities such as education, religion, and health care sectors (Steinberg, 1986). For example, in Saudi Arabia there are many NPOs are teaching religion “Quraan”, and others try to build a good society by preventing illiteracy among people. Also, some of the organisations have projects, and revenues of these projects go to beneficiaries. In the process, the non-profit organisations invite the donors to scrutinize their charitable causes and shift into investments are non-profit but on the social purpose through the creation of critical social issues based on the experience (Hall, 2006, 2016). As a result, the non-profit organisations have helped in improving the quality of public amenities such as the education, religious, and healthcare systems. Additionally, from

the intervention, non-profit organisations are able to build the community by fostering civic engagement (Eikenberry et al., 2004; Kara et al., 2004).

The non-profit organisations also take part in social advocacy by addressing social as well as economic problems affecting the public (Hall, 2016). They have a significant role in mobilizing public attention to shift to social issues and needs, thus promoting free expression as well as social change. As a result, the non-profit organisation helps in assisting other organisations in driving economic development, creating cultural awareness, promoting arts as well as other social amenities such as education, religion, and health (Kara et al., 2004). The organisation's advocates for change in the society by giving support to the donors and governments to formulate adequate development strategy by strengthening their institutions (Chang et al., 2014; Duque-Zuluaga et al., 2008). As a result, the non-profit organisation helps to improve the level of professional qualification of the personnel through training (DiMaggio et al., 1990). In addition, the non-profit organisation advocates for the shift and adjustment of the government programs to conform to the needs of the society through the expression of the public opinion as well as taking into consideration of specific circumstances in the regions (Chang et al., 2014; Duque-Zuluaga et al., 2008). As a result, the organisations are able to advance missions, strengthen communities as well as improving lives.

On the other hand, the non-profit organisations as an individual entity provides healthcare, counselling, and shelter to the community as well as addressing the needs of the homeless, the hungry, and the unemployed (Gronbjerg et al., 2002) such as Cancer charities and orphan care. In addition, the organisations strengthen religion activities by extending collaborative efforts in charitable services. The non-profit organisation also focuses on strengthening trade organisations as well as specific professional groups by providing training and increasing their opportunities for networking. In addition, the non-profit organisations conduct research to develop and improve the public good by ensuring the problems affecting the communities are addressed (Eikenberry et al., 2004; Kara et al., 2004). The organisations also train and recruit teachers in areas that have needs for education to provide education to the marginalized children in society.

Prior studies also show that charity positively affects the life and wellbeing of givers. For example, people can experience a boost in mood, feelings of elevation, or a deeper feeling of fulfilment, happiness and connection with others (Dolinski et al., 2005; Michaelidou and

Christodoulides, 2011). Small donations are common as they are affordable, and it is also shown that when people feel that they are part of a larger community and contribute to a greater purpose, there are more likely to make donations (Wojciechowski, 2009).

Overall, then, we can note the varied important functions of NPOs and how these are enacted in Saudi Arabia. The NPOs help in service delivery and meet the need of society. Also, NPOs try to fulfil the achieve the social entrepreneurship, and NPOs help the society to become one society by providing many services such as reducing the illiteracy and providing healthcare for those in need. Yet, they rely on donations in order to undertake this work and so in addition to their social and political roles, much of their effort must go on encouraging donations. If social media is strategically used to target these reasons for giving, a charity organisation will benefit more from donations, but there is an incomplete understanding of which are best addressed by social media, or how this may be done, including in specific cultural contexts that may themselves influence which motives are most potent in a particular population.

In the next section, I consider why it is that people support NPOs.

2.2 Reasons for Donating Money

The factors that motivate people to donate money include: 1) *intrinsic reasons* brought about by emotions or affective feelings (i.e., guilt, shame, empathy); 2) *instrumental reasons* such as looking good to others (i.e., narcissistic drives); 3) *altruistic concerns* for other people; 4) *egoism*, and lastly; 5) *situational reasons* that include being asked to donate (Bekkers and Wiepking, 2010).

Affective feelings such as compassion, sympathy, sadness, or empathy, are often seen as powerful motivations for helping others. Neuroscience research gives evidence that supports the notion that affective feelings are integral to charitable giving. Affect is defined here as the feeling that may not necessarily be conscious, that something is good or bad (Västfjäll et al., 2014). Emotions create an intense mental spotlight that urges an individual to act in specific ways depending on potential environmental triggers. For example, when an individual is exposed to the misery of others, they often feel bad in response (Haidt, 2003). The critical emotional experience associated with helping others is the empathetic concern for someone else, which is expressed as compassion or sympathy. The second cluster of emotions that can also lead to helping responses is related to the perceiver. These include the feeling of guilt, shame, or regret, which can motivate people to engage in prosocial activities to reduce experienced empathetic distress. Of these two sets of emotions, the self focused emotions such as anticipated regret or

guilt are often better predictors for charity responses than sympathy and compassion (Wilhelms and Reyna, 2014: 185).

Another reason for giving to charity is to gain trust in existing relationships, or to establish new relations with others. For example, people can donate to non-profits in a bid to boost confidence and improve opportunities for collaboration in specific areas of personal interest; this is especially true if trusted leaders run the organisations (MacMillan et al., 2005; Hsu et al., 2007). Bekkers and Wiepking (2010) also show that people have more potential to trust and donate money when they know some of their relatives work for specific non-profit organisations. For a non-profit organisation that is not related or known to people, the philanthropic monetary donations are indirectly influenced by the perceived ability and integrity that is displayed through the attitude of the public towards the organisation (Hassan et al., 2018).

Altruism – concern for other people – is another reason why people want to give their money and time to charity (Bekkers and Wiepking, 2010; Clary et al., 1998). Here the benefit will not only be for the organisations but is directly based on a genuine desire to help people due to intrinsic feeling of care for community or society at large (Ribar and Wilhelm, 2002).

Egoism is another factor that might motivate people to give to charity, which recognises that what seems like care for others, may in fact be self-centered. In this case, people donate to gain personal benefits, which include looking feeling good about themselves. People may feel pressured by society to construct positive self-images and to involve themselves in costly activities which need much effort to reinforce an aspirational personal image or status (Wallace, Buil, and de Chernatony, 2017). They do so in a bid to gain recognition, in what can be described as *conspicuous donation behaviour*, which is guided by social pressures.

Other reasons for giving donations to charity may also include *social purposes*, where many people believe that their giving is a way of establishing and maintaining social relations or that their giving would be of great help to other people (Varadarajan and Menon, 1988). People's willingness to donate is dictated by different factors, including the urge to cement social relationships. Most people make donations many times, and their urge to participate in any charity is dictated by their past experiences (Leliveld and Risselada, 2017). In this case, if they obtain different social benefits like improved interactions, the chances of donating will be high. Therefore, the decisions adopted by a large number of people reflect the need to maintain

moral consistency in different social platforms. This idea means that most people use donations as a means of improving how they relate with others in society.

While significant progress has been made in understanding the motivations for charitable giving, several challenges and limitations persist in the research. One major challenge is the variability in motivations across different contexts and cultures. What motivates giving in one cultural or social setting may not be as influential in another, highlighting the need for cross-cultural studies (Wiepking and Bekkers, 2012).

Another limitation is the difficulty in measuring and quantifying intrinsic motivations, such as empathy and moral obligation. These motivations are inherently subjective and can be influenced by various factors, making them challenging to study empirically (Bekkers and Wiepking, 2011).

Additionally, the reliance on self-reported data in many studies can introduce biases, as individuals may not accurately report their motivations or behaviors. Social desirability bias, where respondents provide answers they believe are socially acceptable rather than truthful, is a common issue in this field (Haddad et al., 2008).

2.3 Value of Social Media in Marketing the Non-Profit Organisations

There are many reasons for charity organisations to consider using social media in their activities. These range from benefits of having a broad audience from all over the world, to providing a means of real time communication, opportunities for public engagement and a great platform to raise money (Appleby, 2016). The social media benefits of non-profit organisations can also be described in terms of financial and non-financial benefits.

2.3.1 The communicative and Financial Benefits of Social Media

Social media can help charity drive traffic to their website. The charity's website is a vital platform where donors can access information about the organisations' operations and help in raising funds (Fleck and Agozino, 2016). Social media, with its power to drive traffic to a website, gives more people a chance to find out how the charity works and informs them about current projects or societal causes they support (Saxton and Wang, 2013).

There is also a general consensus that social media boosts the activity of forming close relations between people from different backgrounds (Lee and Ma, 2012). This development leads to the establishment of a stable structure of social relations. Through the sharing of user-generated content via these platforms, social media boosts decision-making and inquiry-making for the people interested in the operations of a given organisation (Power and Wren, 2011). Therefore,

in the case of charitable organisations, it becomes a crucial tool of seeking help by engaging interested help givers (Kapoor et al., 2018).

Despite their obvious opportunities and benefits that they afford, there are also several pressures or challenges around the implementation of different campaigns through social media. For instance, one severe challenge is estimating the return on investments (Appleby, 2016). On one hand, the social media platform is a powerful tool to attract new followers and potential donors that might support the charity's activity, and it also allows for mobilising the grassroots support of the charitable bodies, as well as enabling charity followers to spread the word about the societal or environmental cause (Guo and Saxton, 2013). But, on the other hand, the use of social media requires specialised knowledge, expertise and skills, which may include volunteers who donate their time for the charity and who might be managing such platforms.

Another issue mentioned by Kapoor et al. (2018) is the behavioural use of social media which may be detrimental and has come to embody a negative public perception. By drawing on the cognitive theory, Kapoor argues that feelings of guilt associated with excessive use of different websites can prompt discontinuance of intentions. For example, a failure to get the expected amount of funds can discourage content creators on the side of the charity, such that they will stop using it for fundraising. Indeed, evidence suggests that most charitable organisations fail to realise social benefits because they lack the experts of integrating them effectively to their systems (Ramanathan, Subramanian and Parrott, 2017; Culnan, McHugh and Zubillaga, 2010).

Nevertheless, despite these challenges, social media affords many benefits including an opportunity to engage with global audiences. By using platforms such as Facebook, Twitter, and Snapchat, charities learn about their audiences and can establish methods to improve communication towards and engagement with potential donors (Appleby, 2016). Social media therefore increases trust and the loyalty in the charity's supporters by allowing them to share their ideas and converse directly (Lovejoy and Saxton, 2012). This means that the nature of communication with audiences is different, and arguably allows for open and transparent interactions. These communication tools are unlike the official corporate websites, which are officially managed (Lovejoy and Saxton, 2016). In a sense, these new media platforms have helped in phasing out the traditional channels of communication. By information sharing via

social media also fosters transparency and boosts public trust (Picazo-Vela, Gutiérrez-Martínez and Luna-Reyes, 2012). It acts as an honest and open way of giving information about the NPOs activities and encouraging the audience to think better about the importance of charity activity.

The social media platform also helps a charity to raise more money. The most critical aim of the charity activity is to raise funds to execute its primary goal of service donation to vulnerable groups in society (Cheung and Chan, 2000). The strategic use of social media channels helps a non-profit organisation to acquire financial profits, it allows for fundraising opportunities, visibility of support and it can also save time when it comes to designing of communication tools (Appleby, 2016). The utilisation of these media channels is cheaper when compared to the traditional media (i.e., use of billboards, televisions, radio, and the print media). Given that traditional media requires financial budgets, social media relies on the internet connection to keep people engaged, and in this case, to reduce the expenses involved. Additionally, it is not limited by location, and it is easy to reach people on a global scale. This strategy helps the non-profit organisation to consider the budgeting for the marketing activities to reach a broader audience and potential clients and donors (Michaelidou and Christodoulides, 2011).

Secondly, the use of a social media marketing strategy may save staff costs as it uses less staff (albeit a more specialised staff). A considerable amount of content is created by the network members who may share the organisation's, or their own message related to a campaign to large audiences and with relatively little effort (Appleby, 2016). Therefore, the use of social media fund development helps the organisation to capitalise on peer pressure, impulse donation, social proof, and effects of the social network (Curtis et al., 2010). In this case, instead of relying on one major donor, organisations can customize on micro-donors and significantly boost their financial pool. Social media is influential, and people can easily convince others to donate through these platforms (Smith, 2010; Saxton and Wang, 2013), which is an advantage for an NPO.

2.3.2 The Non-Financial Benefits of Social Media

There are also various nonfinancial assets that NGOs gain from social media. The strategic and tactical use of social media platforms by non-profit organisations results in benefits such as

increased productivity of the management of the organisation, increased web availability, provision of continuous feedback channels, and the increase of organisation's professionals (Mangold and Faulds, 2009). The nonfinancial benefits are centrally placed on social media global communication. The capability to pass information has diverse implications for inter and intra-organisational communications, and it is meant to be a tool for enhancing collaboration, sharing of knowledge, and communicating to the broad audience. This provision allows an organisation to benefit from the increase in productivity of professionals and managers. The impact benefit comes up with the collaboration the forms essential function within the organisation and the broader community (Ashley and Tuten, 2015).

The second nonfinancial factor where there is a benefit in using social media is the provision of continuous feedback channels (Ngai et al., 2015). It offers a multidirectional flow of information and the monitoring of the conversations which are of importance to the non-profit organisation; hence, the NPO can generate details of creating a buzz and in the spreading of awareness of the issues and the missions of the organisation in question. The users of social media can participate fully and can respond directly and spread the organisational, critical information to other individuals through their networks. The active feedback channels help the public influence the organisations and are also crucial in creating new members in the market and deepen the existing relationship with all stakeholders such as the volunteers, clients, donors, or even the advocates involved. This helps the organisation reach out the untapped groups and individuals to enhance consideration in their causes (Andreasen and Parker, 2008).

2.4 Negative aspects of using social media by NPOs

The advent of social media has brought about a significant transformation in the realm of communication, presenting charity organizations with unparalleled prospects for outreach, engagement, and funding. Nevertheless, this paradigm shift entails a distinct set of adverse consequences that can exert a substantial influence on charity organizations. This literature study examines the negative aspects of social media utilization inside nonprofit organizations, with a specific emphasis on problems related to disinformation, privacy, reliance, and resource allocation. The analysis is conducted by drawing upon previous literature.

2.4.1 Misinformation and Reputation Risk

The quick dissemination of misinformation is a notably substantial risk that is closely linked to social media platforms. For NPOs, where the utmost importance is placed on integrity

and trustworthiness, this can have a particularly detrimental impact. The reputation of an institution can be negatively impacted by the dissemination of a solitary erroneous piece of information, resulting in a decline in confidence and support from donors (Chen, 2020).

In the event that a nonprofit organization disseminates inaccurate information on a crisis or distorts the perceived effectiveness of their efforts, it may result in adverse public reactions and a sense of doubt. Accurately rectifying such inaccuracies can be a laborious process and may not consistently reinstate the organization's standing (Kaplan, 2015). Moreover, the dissemination of disinformation can also originate from external sources, wherein malevolent entities may propagate inaccurate information pertaining to the organization, its leaders, or its endeavors. Nonprofit organizations frequently encounter resource constraints that hinder their ability to properly address these challenges, hence rendering them susceptible to reputational damage (Lovari & Parisi, 2021).

2.4.2 Privacy and Data Security Concerns

A common practice among nonprofit organizations is the collection and retention of sensitive data pertaining to its donors, volunteers, and recipients. The utilization of social media platforms presents notable concerns about privacy and data security. Data policies of social media businesses are subject to frequent changes, rendering these platforms vulnerable to potential data breaches (Boyd and Ellison, 2007). The presence of this vulnerability presents a potential threat to the security of the sensitive data managed by nonprofit organizations.

In the event of a breach in a nonprofit organization's social media account, there is a potential risk of compromising confidential data pertaining to donors and beneficiaries (Hoffman et al., 2013). The aforementioned action not only poses a threat to the confidentiality of people but also has the potential to lead to legal disputes and a decline in public confidence. Furthermore, it is worth noting that social media platforms' terms of service may confer certain rights upon these platforms with regards to the content disseminated by nonprofit organizations. This raises apprehensions regarding the principles of data ownership and control (Duggan et al., 2015).

2.4.3 Dependency and Platform Control

The growing dependence on social media platforms for communication and fundraising has the potential to become charitable organizations too reliant on these channels. The aforementioned interdependence grants social media corporations significant authority in

regulating the online operations of charitable organizations. The algorithms responsible for determining the content that is displayed can undergo unpredictable changes, which can have a substantial impact on a charity organization's capacity to effectively reach its target audience (Fuchs, 2014).

For example, alterations in Facebook's News Feed algorithm have consistently influenced the organic visibility of charitable sites. The implementation of such modifications has the potential to significantly diminish the prominence of a nonprofit organization's postings, hence necessitating the expenditure of advertising funds in order to sustain their levels of audience engagement (Milan, 2013). These circumstances give rise to a situation in which nonprofit organizations are subject to the influence of platform regulations and modifications, potentially causing disruptions to their communication strategy and funding allocations (Vaast and Kaganer, 2013).

2.4.4 Resource Allocation and Financial Strain

In order to achieve effective social media management, it is imperative to allocate substantial resources, encompassing time, financial capital, and proficient individuals. For numerous charity organizations, particularly those of smaller scale, the available resources are already exceedingly limited. The allocation of significant resources and focus towards social media platforms has the potential to redirect funding and attention from other essential domains, such as program implementation and direct service provision (Guo and Saxton, 2014).

Furthermore, the expenses associated with producing material of superior quality, sustaining user involvement, and evaluating performance indicators might be significant. Nonprofit organizations may experience a sense of obligation to consistently generate fresh content in order to sustain their relevance and competitiveness, which can result in potential exhaustion among its personnel and volunteers (Waters and Feneley, 2013). Moreover, the necessity to allocate funds towards sponsored marketing in order to mitigate the impact of algorithmic modifications can impose a financial burden that could otherwise be allocated towards directly advancing the objective of the nonprofit organization (Lovejoy and Saxton, 2012).

2.4.5 Impact on Authentic Engagement

Social media platforms are intentionally built to facilitate active participation, although the level of engagement frequently lacks depth for meaningful interaction. The acquisition of

likes, shares, and comments does not guarantee the manifestation of substantial support or action (Bortree and Seltzer, 2009). In certain instances, nonprofit organizations may prioritize the pursuit of these metrics over the cultivation of more profound connections with their patrons.

For example, a viral campaign has the potential to garner substantial attention and engender active participation, although it may not always result in enduring support or donations (Saxton and Guo, 2011). Furthermore, the prioritization of viral material can potentially distort an organization's messaging, fostering sensationalism rather than substantive content. The aforementioned transition has the potential to diminish the fundamental objective of the nonprofit organization, resulting in a lack of congruence between their digital representation and their tangible influence across the community (Smith, 2013).

It is imperative for nonprofit organizations to adopt a planned and careful approach towards social media, effectively managing the possible advantages while also considering the inherent hazards involved. Nonprofit organizations can optimize their utilization of social media platforms to advance their goal by implementing thorough social media policies, allocating resources towards staff training, and consistently assessing their online operations (Curtis et al., 2010). In conclusion, adopting a deliberate and calculated strategy towards social media might enable charitable organizations to leverage its potential while ensuring the preservation of their ethical standards and efficacy.

2.5 Current Social Media Strategy, Targeting, Promotions, and Content Creation in Nonprofit Organizations

Nonprofit organizations (NPOs) have increasingly turned to social media as a crucial component of their communication and fundraising strategies. Social media platforms provide NPOs with opportunities to engage with donors, volunteers, and the public in innovative and cost-effective ways. These prior studies examine the current social media strategies, targeting methods, promotional techniques, and content creation practices employed by NPOs.

2.5.1. Social Media Strategy in Nonprofit Organizations

A social media strategy for non-profit organizations (NPOs) entails leveraging digital platforms to effectively accomplish various organizational objectives, including but not limited to fundraising, creating awareness, recruiting volunteers, and engaging with the community. An explicitly delineated social media strategy is vital for non-profit organizations (NPOs) to attain

their objectives. Recent research has underscored the significance of ensuring that social media objectives are in line with the mission and values of the organization (Smith & Jones, 2023). This encompasses the process of defining specific target groups, establishing unambiguous objectives, and formulating a comprehensive content schedule (Johnson et al., 2022). A prominent approach to effective social media campaigns is the establishment of well-defined objectives and meticulous planning. According to Lovejoy and Saxton (2012), it is recommended that non-profit organizations (NPOs) establish specified, measurable, achievable, relevant, and time-bound (SMART) objectives in order to effectively direct their social media endeavors. The objectives may encompass enhancing brand recognition, fostering interaction with current advocates, enticing fresh contributors, or augmenting website traffic.

In addition, the selection of appropriate social media platforms plays a pivotal role in effectively engaging with intended demographics. Diverse platforms have distinct functionalities and cater to different demographic segments. For example, Facebook and Instagram are extensively utilized by individuals owing to their extensive reach and ability to present visual content. On the other hand, Twitter has demonstrated its efficacy in facilitating real-time updates and fostering direct engagement with influential individuals (Guo and Saxton, 2014). LinkedIn possesses significant value in terms of facilitating professional networking and fostering engagement with corporate sponsors.

The selection of appropriate social media platforms is of utmost importance in effectively reaching the intended target groups. Diverse platforms have distinct functionalities and cater to different demographic segments. For example, Facebook and Instagram are extensively utilized by individuals owing to their extensive reach and ability to present visual content. On the other hand, Twitter has demonstrated its efficacy in facilitating real-time updates and fostering direct engagement with influential individuals (Guo and Saxton, 2014). LinkedIn is widely recognized as a great platform for facilitating professional networking and connecting with corporate sponsors.

A content calendar is a strategic tool utilized by non-profit organizations (NPOs) to proactively plan and schedule their postings, thereby assuring the maintenance of consistent messaging and timely delivery. Effective planning is crucial in order to ensure that material is carefully coordinated with significant dates, such as awareness days, holidays, or fundraising

activities (Paek et al., 2013). Automated publishing can be facilitated by scheduling platforms such as Hootsuite or Buffer, resulting in time savings and the maintenance of constant engagement. Furthermore, it is imperative to incorporate the monitoring of social media performance in order to comprehensively assess the efficacy of a given plan. Data metrics including as engagement rates, reach, impressions, click-through rates, and conversion rates offer valuable insights into the effectiveness of content in engaging the audience and the extent to which the organization is accomplishing its objectives (Waters and Feneley, 2013). Data analytics technologies, such as native platform insights and third-party tools like Google Analytics, facilitate the monitoring and quantification of these variables.

2.5.2 Targeting in Social Media for Nonprofit Organizations

The use of precise targeting strategies is of utmost importance in order to effectively reach the intended audience and optimize the efficacy of social media advertising. Targeting methods encompass the process of delineating and categorizing the target audience by considering their demographic characteristics, psychographic data, and behavioral patterns. Furthermore, the utilization of audience segmentation enables non-profit organizations (NPOs) to customize their communications to distinct cohorts by considering certain attributes, including but not limited to age, gender, geographical region, interests, and online conduct (Reddick and Ponomariov, 2013). As an illustration, an environmental non-profit organization (NPO) may strategically direct its communications towards younger audiences, emphasizing climate change action, while concurrently directing its material towards older demographics, centered around conservation and legacy giving.

Furthermore, the creation of comprehensive personalities enables non-profit organizations to gain insight into the requirements, inclinations, and incentives of their intended audience. A persona can be defined as a symbolic portrayal of a prototypical advocate, derived from empirical evidence and scholarly investigation. The aforementioned methodology assists non-profit organizations (NPOs) in generating content that is tailored and pertinent, hence enhancing user engagement and conversion rates (Dolnicar and Lazarevski, 2009).

Indeed, social media networks provide sophisticated targeting capabilities, including the ability to create customized audiences and retarget promotional content. Custom audiences enable non-profit organizations (NPOs) to effectively target individuals who have already engaged with the organization, such as visitors to their website or subscribers to their email newsletters (Saxton

and Guo, 2014). Retargeting entails the strategic delivery of advertisements to individuals who have demonstrated interest in the organization but have not yet engaged in a desired activity, such as making a donation or subscribing to a newsletter.

2.5.3 Promotions

Promotions and campaigns play a crucial role in the social media strategies employed by non-profit organizations (NPOs), as they facilitate the generation of awareness, solicitation of funds, and active engagement with supporters. While fundraising efforts are a central emphasis for numerous non-profit organizations (NPOs) on social media platforms, The initiatives frequently employ persuasive narratives, visual materials, and explicit prompts to stimulate contributions (Shier and Handy, 2012). For instance, initiatives such as #GivingTuesday utilize the influence of social media to promote philanthropic contributions through synchronized endeavors and matched cash gifts. Furthermore, the utilization of paid advertising on social media platforms can serve as a valuable mechanism for non-profit organizations (NPOs) to expand their reach and enhance user interaction. Existing research indicates that the integration of both organic and paid content has the potential to produce the most favorable outcomes (Anderson & Baker, 2023). Nevertheless, it is crucial to thoroughly assess the return on investment (ROI) associated with paid advertising efforts (Chen & Huang, 2021).

Moreover, the primary objective of awareness campaigns is to disseminate knowledge to the general public regarding particular matters, advertise upcoming events, or showcase the endeavors of the organization. In order to enhance exposure and expand their reach, these initiatives frequently employ hashtags, establish collaborations with influencers, and leverage user-generated content (Obar, Zube, & Lampe, 2012). Visual media, such as infographics and films, have the potential to effectively communicate intricate information in a manner that is easily comprehensible.

Additionally, non-profit organizations frequently utilize social media platforms to engage in advocacy and social justice initiatives, with the objective of garnering public backing and exerting influence on governmental reforms. According to Lovejoy and Saxton (2012), social media platforms offer a means to enhance the reach of individuals, disseminate political petitions, and coordinate virtual gatherings or mass movements. Hashtag activism, such as #MeToo or

#BlackLivesMatter, can be effectively utilized by social media platforms to enhance public consciousness and catalyze transformative societal shifts.

2.5.4 Content Creation in Nonprofit Organizations: An Academic Perspective

Information creation plays a pivotal role in the formulation of social media strategies, as it encompasses the creation of captivating and pertinent information that effectively connects with the target audience. Non-profit organizations (NPOs) endeavor to generate several forms of material, including visual content, photographs, infographics, and films, with the aim of fostering profound engagement and successfully communicating emotions and information. Research conducted by Saxton and Guo (2014) indicates that visual material tends to exhibit higher rates of engagement on popular social media sites such as Instagram and Facebook.

Furthermore, the act of sharing narratives pertaining to recipients, volunteers, or contributors has the potential to establish an emotional bond with the audience. The utilization of storytelling serves to personalize the cause and effectively illustrate the tangible effects of donations (Merchant, Ford, & Sargeant, 2010).

Moreover, the dissemination of informational content, including articles, blog posts, and infographics, serves to enhance public consciousness regarding pertinent matters and impart knowledge to the intended recipients. The aforementioned content serves to establish the NPO as a prominent authority and trustworthy provider of information (Waters and Feneley, 2013).

Furthermore, the incorporation of quizzes, polls, and live Q&A sessions serves to actively involve the audience and foster interactive engagement. The utilization of interactive content has the potential to enhance audience engagement and offer significant insights into their preferences and opinions (Lovejoy and Saxton, 2012).

In addition to generating original material, non-profit organizations (NPOs) frequently engage in the curation of content from external sources or the dissemination of user-generated content (UGC). The process of content curation entails the dissemination of pertinent articles, reports, or social media postings sourced from external organizations or influential figures, with

the aim of delivering value to the intended audience and promoting collaborative efforts (Guo and Saxton, 2014).

User-generated content (UGC), encompassing imagery, videos, and testimonies disseminated by advocates, possesses significant potential in fostering a sense of community and enhancing credibility. Facilitating followers to share their experiences or engage in campaigns through user-generated content (UGC) can augment engagement and expand the audience reach (Obar, Zube, and Lampe, 2012).

Nonprofit organizations are progressively dependent on social media platforms as a means to accomplish their objectives, utilizing these channels to enhance public knowledge, foster stakeholder involvement, and collect financial contributions. The implementation of successful social media strategy needs meticulous planning, precise audience segmentation, the provision of varied content, and ongoing monitoring and evaluation. Given the increasing significance of social media in communication and engagement, it is imperative for NPOs to allocate resources towards the development of comprehensive and dynamic strategies in order to optimize their influence.

2.6 Social Media Profiling and Segmentation in Nonprofit Organizations

The advent of social media has brought about a significant transformation in the manner in which nonprofit organizations (NPOs) connect with their target audiences, facilitating enhanced accessibility, engagement, and comprehension of their supporters. An essential element in properly harnessing the potential of social media is the implementation of social media profiling and segmentation techniques. The aforementioned procedure entails the examination and classification of individuals who utilize social media platforms into separate cohorts, as determined by common attributes, actions, and preferences. By implementing this approach, non-profit organizations (NPOs) can customize their communications and campaigns in order to more effectively cater to the specific requirements and preferences of various segments. This ultimately leads to heightened levels of involvement, improved allocation of resources, and a greater overall impact of their endeavors.

2.6.1 Social Media Profiling in Nonprofit Organizations

Social media profiling encompasses the systematic gathering and examination of data derived from various social media platforms, with the aim of constructing comprehensive profiles of an

organization's followers or prospective advocates. The dataset may encompass several types of information, such as demographic data, psychographic traits, personal interests, online activities, and patterns of interaction. The primary objective is to cultivate a thorough comprehension of the target audience, thereby enabling the formulation of informed communication and engagement strategies.

NPOs have the capability to collect data from diverse social media platforms through the utilization of integrated analytics tools such as Facebook Insights, Twitter Analytics, and Instagram Insights, or by employing external software solutions. These technologies offer useful insights on the demographic characteristics (such as age, gender, and geography), interests, and behaviors exhibited by followers. For example, Wilson and Likely (2015) highlight the significance of employing these tools to monitor metrics such as engagement rates, post reach, and follower growth. These metrics aid firms in comprehending the material that exhibits the most resonance with their target audience.

Following the collection of data, NPOs have the ability to generate audience profiles or personas. The personas serve as representative prototypes of the organization's intended audience, encompassing comprehensive depictions of their demographic characteristics, interests, motivations, and online activities. Dolnicar and Lazarevski (2009) argue that the development of these profiles enables non-profit organizations (NPOs) to humanize their target audience and optimize the effectiveness of their communications by tailoring them to resonate with specific groups.

Furthermore, in addition to fundamental demographic information, profiling can encompass psychographic data, encompassing beliefs, attitudes, and lifestyle preferences. This cognitive information can be deduced from users' social media engagement, encompassing their page preferences, shared posts, and comments. Lovejoy and Saxton (2012) emphasize the significance of comprehending the underlying layers of audience characteristics in order for NPOs to customize their communications in accordance with the values and motivations of various customer segments.

2.6.2 Segmentation in Social Media for Nonprofit Organizations

Segmentation refers to the systematic procedure of partitioning a wide-ranging audience into smaller, more homogeneous subgroups, predicated upon certain criteria. In the realm of social media, the practice of segmentation enables NPOs to effectively disseminate tailored and pertinent

material to distinct groups, hence augmenting user involvement and bolstering the probability of attaining specified objectives, such as soliciting donations or registering volunteers.

Indeed, demographic segmentation is a prevalent method of audience segmentation, wherein individuals are categorized according to several demographic variables such as age, gender, income, education level, and other relevant criteria. NPOs that aim to reach younger age groups may strategically utilize social media platforms such as Instagram or TikTok, employing visual content and popular hashtags to attract and engage their target audience (Reddick and Ponomariov, 2013).

Geographic segmentation entails the strategic targeting of people according to their geographical location. This approach proves to be especially advantageous for NPOs that have local or regional operations, since it enables them to concentrate their endeavors on those who are most inclined to engage in events or activities (Saxton and Wang, 2014). For instance, an entity engaged in the promotion of local clean-up events may strategically employ Facebook's location-based advertising functionalities to specifically target citizens residing in particular neighborhoods.

Furthermore, behavioral segmentation is a method that classifies consumers according to their interactions with the organization or behavioral patterns exhibited online. The aforementioned factors encompass historical donation records, participation in events, level of interaction with content (such as likes, shares, and comments), and the frequency of visits to the charitable organization's website. By employing behavioral segmentation, NPOs have the ability to distinguish between faithful supporters, infrequent donations, and future advocates, enabling them to customize their outreach efforts accordingly (Sargeant and Woodliffe, 2007).

Furthermore, Interest-based segmentation entails the classification of individuals based on their interests, which may be ascertained by analyzing the pages they follow, the content they interact with, and the interests they explicitly indicate in their profiles. Research on psychographic segmentation involves a more comprehensive exploration of consumers' values, beliefs, and attitudes. For example, NPOs that prioritize environmental problems have the ability to divide their target audience into distinct groups that are deeply committed to conservation, climate change, or sustainable living. By customizing their messages to address the individual concerns and motivations of each group, NPOs can effectively amplify their impact (Guo and Saxton, 2014).

In addition, NPOs have the ability to divide their audience into several groups based on their level of involvement, differentiating between highly engaged participants, passive followers, and newbies. Active participants, who consistently engage with the content of the organization, can be specifically targeted with calls to action aimed at increasing their level of involvement, such as offering volunteering opportunities or participating in advocacy campaigns. In contrast, those who choose a passive follower role may be exposed to a greater amount of introductory or instructive material in order to cultivate their interest and engagement (Obar, Zube, & Lampe, 2012).

A crucial approach for NPOs aiming to enhance their engagement and outreach endeavors is the implementation of social media profiling and segmentation techniques. The utilization of data analytics enables NPOs to generate comprehensive audience profiles and categorize their supporters into distinct groups. This approach facilitates the delivery of tailored and pertinent material, enhances the efficacy of campaigns, and fosters improved donor retention. Given the ongoing significance of social media in the realm of nonprofit communication, it is imperative for organizations to allocate resources towards acquiring the essential tools and experience required to proficiently utilize profiling and segmentation techniques.

2.7 Theoretical Framework

The review of the extant literature identified that an empirical study of social media adoption in NPOs in the Saudi Arabia and the UK are not covered enough, especially in Saudi Arabia. Moreover, the Diffusion of Innovation (DOI) allows investigation of NPOs' decision-making processes and innovation attributes. This aim was achieved by collecting data from NPOs in the Saudi Arabia and the UK regarding the adoption of Social media by NPOs, including details of how data was collected and analysed to generate results that answered the research questions and achieve its aims.

2.7.1 Roger's Diffusion of Innovation (DOI) Theory

The theory of Diffusion of Innovations (DOI) proposed by Rogers offers a comprehensive framework for comprehending the dissemination of novel technologies, ideas, or

behaviors across a population. This theory is particularly applicable in the investigation of the adoption and utilization of social media by Non-Profit Organizations (NPOs). This theory exhibits distinct characteristics that differentiate it from other theories when employed in the context of social media research. The choice of using DOI in this research due to focusing on adoption process, categories the adopters, considers of innovation attributes, apply across different context, and focuses on social and cultural factors. In addition, there are many theories such as Technology Acceptance Model (TAM), however, TAM focuses on individual user acceptance of technology. Also, institutional Theory, but focuses on how organisational structure process are shaped by social, legal, and economic systems. Although the theory provides vital insights into the manner in which organizations adapt to external influences, it fails to particularly examine the gradual dissemination of novel technologies such as social media across people over an extended period. This aspect represents a significant advantage of Rogers' theory (DiMaggio & Powell, 1983).

The majority of researchers in the technology adoption field regard Rogers' (2003, 2005) Diffusion of Innovation (DOI) model as one of the most dominant and inclusive. Empirically, the model is also used and applied in inter-disciplinary fields that include history, economics, technology and education. It defines technology as “a design for instrumental action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome” (Rogers, 2003, p13). Hardware is then “the tool that embodies technology in the form of a material or physical object” and software as “the information base for the tool” (Rogers, 2003, p.259). Roger's also states that the lower the observability of an innovation, such as software the lower the adoption rate.

By definition, adoption means “the full use of an innovation as the best course of action available” and rejection means “not to adopt an innovation” (Rogers, 2003, p177). Diffusion is “the process in which an innovation is communicated thorough certain channels over time among the members of a social system” (Rogers, 2003, p.5).

Five main attributes of an innovation affect the rate of innovation adoption and are identified as: (1) relative advantage, (2) compatibility, (3) complexity, (4) trialability, and (5) observability

(Rogers, 2003, p.208). These attributes are anticipated to be the strongest predictors of the rate of adoption of an innovation, as explained in detail below.

Relative Advantage

Rogers (1995) defined relative advantage as “the degree to which an innovation is perceived as being better than the idea it supersedes” (Rogers, 1995, p.212). The economic profitability and social prestige aspects of innovations describe what relative advantage refers to. Additionally, Rogers classified innovations into two types: preventive innovation, which is a new idea that an individual adopts now but

reaps the reward for or gains advantage from later, so its adoption rate is slow (Rogers, 1995, p.217); and incremental innovations, which provide beneficial outcomes in the near future (Rogers, 1995, p.17).

Compatibility

Compatibility is defined as “the degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters” (Rogers, 1995, p.224). A lack of compatibility between IT and individual needs is a probable negative effect that might be expected to disturb the use of this technology (McKenzie, 2001).

Complexity

Complexity can be defined as “the degree to which an innovation is perceived as relatively difficult to understand and use” (Rogers, 1995, p.242). The difference between this attribute and the rest is that complexity is negatively correlated with rate of adoption. Consequently, the more complex an innovation is, the more barriers and obstacles to its adoption will exist.

Trialability

Similar to relative advantage and compatibility, trialability is positively correlated with rate of adoption: “It is the degree to which an innovation may be experimented on a limited basis”

(Rogers, 1995, p.243). The more an innovation is tried, the more likely it is to be modified and reinvented, and thus the faster it will be adopted.

Observability

In this model observability is defined as “the degree to which the results of an innovation are visible to others”, which is positively correlated with the rate of adoption of an innovation (Rogers, 2003, p.244).

Roger's Diffusion of Innovations Theory offers a significant conceptual framework for comprehending the process by which novel ideas and technologies disseminate among society. Through an analysis of the characteristics of innovations, the communication channels employed, the temporal dimensions, and the social systems within which diffusion takes place, the theory provides valuable perspectives on the process of adoption. Notwithstanding its criticisms, the DOI theory continues to serve as a fundamental framework with extensive relevance in various domains, including education and marketing. Future study and subsequent adaptations of the theory have the potential to further augment our comprehension of the intricate dynamics involved in the adoption of innovation.

A diagrammatic version of the DOI theory is presented in Figure 1.

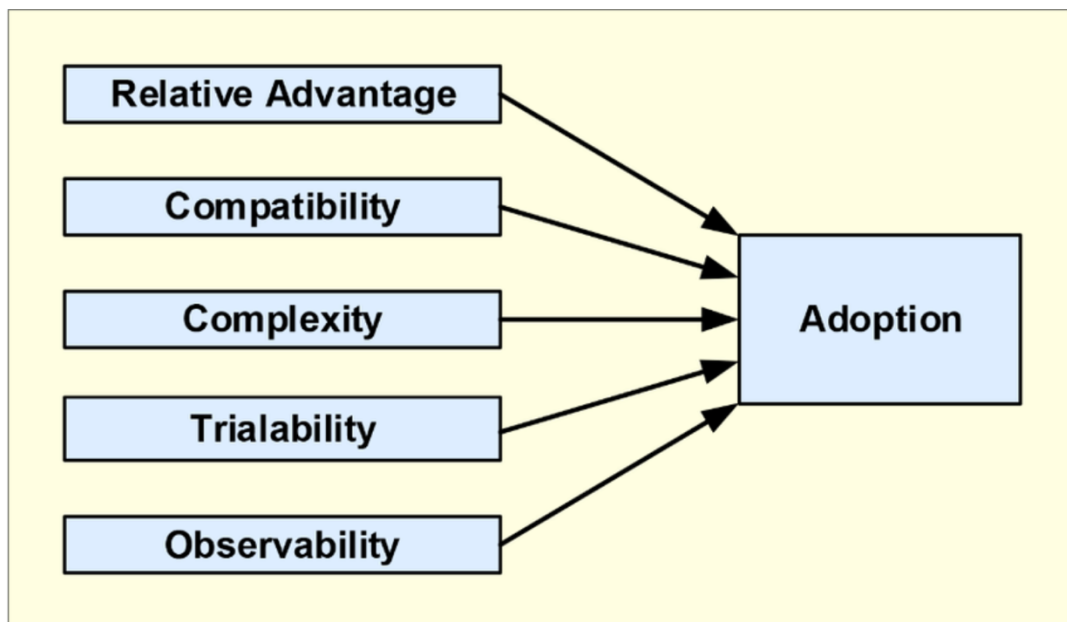


Figure 1: DOI Theory (Rogers, 2003)

The Diffusion of Innovations theory proposed by Rogers provides a flexible, methodical, and culturally attuned framework for examining the adoption and utilization of social media platforms by non-profit organizations (NPOs). Given its emphasis on the adoption process, classification of adopters, features of innovations, and the impact of social networks, this approach is highly suitable for comprehending the intricate dynamics associated with the integration of social media into the operations of non-profit organizations (NPOs). Moreover, it facilitates a comprehensive examination of the influence of cultural and sociological elements on the process of diffusion, a critical aspect when contrasting non-profit organizations (NPOs) in diverse nations such as Saudi Arabia and the United Kingdom.

2.6 Summary and the Research Gap

The body of research specific to non-profit organisations use of social media is relatively great. This limits the possibility of social media yielding any significant achievement for the NPOs in the country from overseas donations, although as we have seen, this would not be the only reason for adopting social media. The knowledge used for the social media application in NPOs is broadly borrowed from existing knowledge from the fields of marketing, business, communications, and a little from non-profit management. Social media has led to increased competition in different sectors, including profit and non-profit organisations. In the current century, social media is regarded as an efficient tool of marketing, given its ability to reach vast audiences.

The other issue for non-profit organisations is to gain skills for developing, implementing and measuring online activities. This lack of skills is potentially problematic as it means that campaigns might often start without a clear goal and without systems that can measure how such goal is achieved. Organisations are therefore not harnessing the full benefits and opportunities afforded by social media channels as a tool for social good.

Chapter 3

3. The context of the research

3.1. Saudi Arabia Context

The Kingdom of Saudi Arabia is characterised by its Islamic faith and its alliance with the establishment of Saudi Arabia. The Islamic law “Sharia”¹ Islam urges people to give money to charity, highlighting the magnitude of reward resulting from doing good and providing for the sake of God. A charitable donation is, therefore, rooted in the heart of the members of the community (Alsaleh, 2015)².

Formal charity and philanthropy organisations and activities started in the 1960s in Saudi Arabia (Alsaleh, 2015). In 1960, the Ministry of Labour and Social Affairs was created by the government of Saudi Arabia. Included in the remit of the ministry is responsibility for the non-

¹ Sharia is the Islamic law which is based on the Quraan and the Sunna of Prophet Muhammad peace be upon him.

² The translation made by the author.

profit organisations, and so responsibility for regulations regarding their activities. These regulations include a requirement that non-profit organisations must take approval from the Ministry of Social Affairs for all fundraising activities. Also, non-profit organisations in Saudi Arabia are not allowed donations from non-Saudi citizens due to the rules and laws around financial crimes and terrorism (ICNL, 2017).

In Saudi Arabia, the non-profit sector has been growing recently. There are more than 700 non-profit organisations in Saudi Arabia. Some are local, such as ‘Bir Almadinah’, and others are regional such as ‘Misk’ - which is owned by the Crown Prince Mohammed Bin Salman and focuses on education issues for the vulnerable. Others are global, like ‘King Salman’ humanitarian aid and relief centre, and ‘Alwaleed’ philanthropies, which aid victims of natural disasters. Both global organisations are owned by the royal family. Moreover, Saudi’s government established a long-term strategy called ‘2030 Vision’. According to this, the Kingdom of Saudi Arabia promises to develop and enhance all sectors in the economy. In particular, the Saudi Government is keen to support non-profit sectors to ensure that such organisations play an active role in society, especially when it comes to areas such as education, healthcare, and culture. Eventually, the ‘2030Vision’ and the support of the non-profit sector is estimated to contribute to GDP anywhere from 1% to 5% in the next 11 years (Vision2030.gov.sa, 2019). Hence, there is a need to investigate the ways in which the overall performance of the NPO sector can be improved, and the use of social media by organisations in this sector presents itself as an opportunity.

To add to this, the Saudi government reinforces the importance of technology in achieving their vision. Technology is seen as a solution to ensure economic progress and societal good. For example, sophisticated technology infrastructure is integrated daily to develop industrial activities, and such openness towards innovation has attracted investors and improved the economy. The Saudi government is also keen to provide the telecommunications and information technology

infrastructure with high-speed broadband Internet to cover more than 90% of the cities and 66% of rural zones (Vision2030.gov.sa, 2019).

The Saudi government has established a set of regulations and laws, ensuring that organisations and facilities are following the standard procedures set by international governments. For instance, charity work has always been associated with philanthropy and ‘doing good’ in society. However, when the name of the charity became associated with terrorist activities for personal benefits and other reasons the Saudi’s Authority had to come up with an active policy to prevent such activities (Alsaleh, 2015). The Ministry of Labour in Saudi Arabia was responsible for setting up regulations regarding the activities of the NPOs. These regulations offer reassurance to donors that they can give money to charity, without the fear of their money being used in the wrong way or to the wrong end. The government supports NPOs. According to Alhayat news (2017), the support from Saudi’s government reached £5000000 in 2017 to NPOs.

When it comes to social media use, the Saudi Arabians have a top position in the Middle East Region. According to CrowdAnalyzer (2018), there are more than 16 million Saudis active on Facebook, Instagram has more than 12 million active users, on Twitter there are 11 million active users, and Snapchat is one of the most used social media platforms in Saudi Arabia with 14 million active users. This development, therefore, should encourage the non-profit organisations in this region to utilize the platform to reach a large number of Saudi citizens. There is a great potential for not only reaching a majority of users, but also attracting funds from donors who are geographically dispersed. In Saudi Arabia and other Arab nations, charity work is encouraged by the Islam religion, and it is highly visible in the social lives (Alhidari, 2014). Giving is also competitive such that when an individual offer more and

another offers less, then the one who provided extra is recognised as the better person over the other (Alhidari, 2014). This can significantly discourage the one who donated a little less because they feel their effort is not worthwhile or recognised. However, Islamic learning teaches us to give more even when people donate a little without any regrets because they will receive the rewards from God "Ajo"³.

3.2. The UK Context

Nonprofit organizations (NPOs) in the United Kingdom comprise a wide array of enterprises that function with the primary objective of serving the public welfare rather than pursuing financial gain. These organizations are of utmost importance in combating a wide range of social, cultural, environmental, and economic challenges. There are five types of NPOs in the UK, which are charities, Community Interest Companies (CICs), Companies limited by Guarantee (CLGs), Unincorporated Associations, and Trusts.

Charities are the most extensively acknowledged type of non-profit organizations in the UK. Charities, as stipulated in the Charities Act 2011, are obligated to solely engage in the pursuit of philanthropic objectives. These objectives encompass the alleviation of poverty, the promotion of education, the propagation of religion, and other purposes that are advantageous to the community (3). Both the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator (OSCR) in Scotland, and the Charity Commission for Northern Ireland are responsible for the regulation of these organizations.

³ Ajo can be translated as a reward from God to people who are doing a good deed in general.

Charitable organizations are obligated to adhere to rigorous governance and reporting protocols, which serve to uphold principles of transparency and accountability. The trustees are responsible for the oversight of the charity's assets and operations, ensuring that they align with the benevolent objectives of the organization (Charity Commission, 2020). Moreover, charitable organizations are entitled to several tax advantages, such as exemptions from income tax, corporation tax, and capital gains tax on income allocated for charitable endeavors (HMRC, 2021).

Community Interest Companies (CICs) are a form of limited liability business established with the primary objective of serving a social purpose. Conceptualized in 2005, CICs are specifically tailored for social companies seeking to allocate their income and assets towards the betterment of the public welfare. The operations of these entities are subject to regulation by the CIC Regulator, which mandates that they must successfully undergo a community interest test in order to ascertain their overall benefit to the community (CIC Regulator, 2021).

Companies Limited by Guarantee (CLGs) are legally established entities that lack substantial share capital. In lieu of shareholders, the company employs members who serve as guarantors, committing to provide a small sum as a guarantee in the event of the company's liquidation. Corporate governance groups (CGLs) are frequently employed for non-profit objectives, encompassing professional associations, membership organizations, and certain philanthropic entities.

CLGs are required to undergo registration with Companies House and are subject to the regulations of company law. Organizations that engage in philanthropic endeavors have the option to formally register with the Charity Commission, so gaining access to charitable status and the corresponding tax benefits. The governance framework encompasses a board of directors who bear the responsibility for overseeing the effective management and strategic orientation of the firm (Companies House, 2021).

An unincorporated association refers to an informal organization that is established with a mutual agreement among its members. The association lacks a distinct legal character, thereby rendering its members susceptible to personal liability for any debts or liabilities accrued by the

organization. This organizational framework is commonly employed for small-scale community groups, clubs, and societies.

Although unincorporated organizations lack the formal governing structures observed in incorporated entities, they typically function based on a predetermined set of rules or constitution that is mutually agreed upon by their members. It is not mandatory for these groups to undergo registration with any regulatory authority, unless they actively pursue charitable status, in which scenario they are obligated to adhere to the provisions of charity law (HMRC, 2021).

Trusts are legally binding agreements in which trustees assume the responsibility of handling and administering assets on behalf of beneficiaries or for a designated purpose. charity trusts, a prevalent type of trust in the UK, must be created with the intention of serving charity objectives and are subject to regulation by the Charity Commission.

Trustees are obligated to exercise fiduciary responsibility in the management of the trust's assets, as stipulated by the trust deed and any legal provisions. According to the Charity Commission (2020), charitable trusts are entitled to the same tax exemptions as other charitable entities. These exemptions encompass exemptions from income tax, corporation tax, and capital gains tax on charity revenue.

The charity sector in the United Kingdom is currently confronted with several issues, encompassing heightened rivalry for financial resources, evolving governmental regulations, and fluctuating social and economic dynamics. A prominent trend in the nonprofit sector is the increasing significance placed on social impact and outcome measurement. This is driven by the desire of donors and supporters to ascertain the extent to which nonprofit organisations are effectively attaining their stated social objectives. Another emerging phenomenon is the increasing prevalence of social entrepreneurship and hybrid company models, which aim to integrate social and economic objectives in a manner that ensures long-term viability. The nonprofit sector is currently facing challenges pertaining to diversity and inclusion as it endeavors to guarantee that its personnel and leadership embody the demographics of the communities it serves.

4.Methodology

4.1 Introduction

In order to achieve the research goal and answer the questions of this research, this research adopted a qualitative approach to explore the extent and manner in which nonprofit organisations use social media as an essential tool in promoting the programs and activities of nonprofit organisations. It was necessary to decide on the methodological approach and research design required to collect the data. In addition, we are presenting the analysis technique that will be implemented in this research. This chapter will explain the methodology used in designing and implementing the research. This chapter will be divided into several sections. First, it will discuss

the philosophical justifications for this research. Secondly, it will discuss the approved description of the method of recruiting participants. Third, describe the techniques used in this research to collect data. Fourth, an explanation of the process of the research analytical framework used to interpret the data and how it helps achieve the study's goal. Fifth, the research will also include ethical considerations, validity and reliability issues.

4.2 Methodology

Methodology indicates how the investigators find out what they believe can be known. It is a research technique that translates ontological and epistemological assumptions into instructions for conducting research (Antwi & Hamza, 2015). Because humans' various ontologies and epistemologies would, in turn, offer alternative research methodologies, these sets of assumptions have direct implications for investigators' methodological concerns (Cohen et al., 2018). Creswell (2014) argued that researchers' beliefs frequently drive them to use a quantitative, qualitative, or mixed methodology. There are differences between the qualitative and quantitative research methodologies, which are shown in the following table.

	Qualitative	Quantitative
Nature of data	Richly detailed verbal and visual	Responses filtered into numerical scores
Relevance of context	Findings are often supposed to be particular to the people, place, time, and culture studied.	Results can be generalised across cultures and contexts.
Key research instrument	The investigator is the instrument, using their rapport and skills to obtain trust-based insights.	The investigator attempts to remain unseen and counts on responses to structured choices or measures.

Table 1: The Differences Between Qualitative and Quantitative Research Adopted by
(Kozinets et al., 2012).

Although the quantitative study searches for facts and verifies percentages and numerals, qualitative research seeks in-depth understanding through such interrogative strategies (Barnham, 2015). Qualitative research is vital since it provides unique insights into the behaviour of customers, marketers, and marketplaces and the reasons behind their behaviour (Kozinets et al., 2012).

4.3. Research Paradigm

A paradigm is a worldview with specific philosophical assumptions that direct and guide action and thinking (Mertens, 2014). In other words, it refers to the researchers' beliefs and thoughts regarding any issues investigated that would later guide their actions (Kamal, 2019). Coe (2012) believes that the paradigms used by investigators impact their choice of research questions, how the study process is conducted, how their study is structured, and the emphasis of their study. According to Lincoln et al. (2011), a research paradigm is inextricably linked to the notions of ontology, epistemology, and methodology. Therefore, the following sections will discuss the orientation of this study through ontological, epistemological, and methodological assumptions.

4.3.1 Ontology and epistemology

Saunders et al. (2009, p. 119) and Burrell and Morgan (1979) contend that ontology is concerned with understanding the nature of reality or existence. Essentially, it pertains to the "knowledge of being" or a "theory of existence," including fundamental categories of being and their interrelationships. Ontology can be seen as a theoretical framework that primarily elucidates a body of knowledge within a particular field, often within a domain of common-sense knowledge. In contrast, epistemology represents a distinct philosophical perspective, defined as the study of the fundamental nature of knowledge itself (Saunders et al., 2009; Burrell &

Morgan, 1982). Conceptually, epistemology is concerned with the methods of acquiring knowledge, its significance, and how it shapes the way individuals think.

A question persists as to the significance of these two concepts within this research and how they relate to one another. It is posited that the study adopts epistemology as a philosophical framework to "acquire the body of knowledge" related to the ontological "theory of existence." Consequently, ontology is employed to identify the existing influential factors, while epistemology examines the cognitive processes of individuals. This research specifically aimed to identify the best way to use social media to promote the NPOs activities in both Saudi Arabia and the UK regarding social media adoption and to understand their actions throughout the adoption process.

Philosophy	Key Assumptions	Research Approach	Role of Researcher	Data Collection Methods	Reference
Positivism	Objective reality exists independently of human perceptions; aims for generalization and predictive power.	Deductive, quantitative	Detached, objective observer	Surveys, experiments, structured observations	Saunders et al. (2009); Creswell (2014)
Interpretivism	Reality is socially constructed through human interaction; focuses on understanding subjective experiences and meanings.	Inductive, qualitative	Engaged, empathetic participant	Interviews, focus groups, case studies	Saunders et al. (2009); Schwandt (2000)
Realism	There is an objective reality, but it can only be partially understood due to human limitations; acknowledges complexity of phenomena.	Deductive and inductive, mixed methods	Partial detachment, contextually aware	Case studies, surveys, interviews	Bhaskar (1978); Easton (2010)
Pragmatism	The focus is on solving practical problems; no single reality or truth, and the research approach is chosen based on the research question.	Combination of quantitative and qualitative	Flexible and adaptable	Mixed methods (e.g., surveys and interviews)	Tashakkori and Teddlie (1998); Creswell (2014)

Table 2: Comparison of the Research Philosophy (Saunders et al., 2009, p.119)

According to Saunders et al. (2009), ontology focuses on understanding the nature of reality. This concept prompts researchers to reflect on their underlying assumptions regarding how the world functions and their adherence to specific perspectives. Ontology encompasses two main aspects: objectivism and subjectivism. Objectivism posits that social entities exist independently of the social actors involved in their existence, implying an external reality. In contrast, subjectivism argues that social phenomena are shaped by the perceptions and subsequent actions of social actors, emphasizing the constructed nature of reality based on human interaction.

Conversely, epistemology focuses on determining what qualifies as valid knowledge within a specific field of study and is divided into various paradigms, including positivism, realism, interpretivism, and pragmatism (Saunders et al., 2009, p.112). Interpretivism, in particular, argues that researchers must appreciate the differences between individuals in their roles as social actors. This approach underscores the unique challenges of conducting research involving human subjects, as opposed to inanimate objects like trucks or computers.

Remenyi et al. (1998, p.35) emphasize the importance of examining the specific details of a situation to comprehend the underlying reality, or potentially multiple realities, at play. This approach is closely linked to the concept of constructionism, or social constructionism, which aligns with interpretivist philosophy. According to this perspective, it is essential to investigate the subjective meanings that drive the behaviors of social actors, enabling the researcher to fully understand these actions. Social constructionism posits that reality is not an objective entity but rather is shaped through social interactions (Saunders et al., 2009, p. 111).

In this study, interpretivism adoption is to be the research paradigm. NPOs and social media were the focus of the study. Understanding the subjective reality of NPOs is crucial for comprehending their motivations, actions, and intents in adopting and utilising social media platforms in the best way to attract donors and participants for their activities.

The subjective point of view is that adopting social media in NPOs results from social interaction between the organisations and the target audience, and how to provide the best to the community to achieve the goals of the NPO is constantly refined due to this interaction.

Therefore, the nature of the goals and objectives of this research lends itself to an interpretive epistemology. Moreover, the research did not aim to evaluate phenomena; instead, it explored the meanings and explanations for how these NPOs work with new technologies that facilitate the spreading of their programs and activities.

Therefore, we can say that this study is exploratory research, using “why,” “how,” and “what” questions that apply to this topic (Creswell & Clark, 2007; Yin, 2014). The questions that were discovered included the problems facing NPOs when using social media, the factors influencing the use of social media, and how to achieve the best use of social media in NPOs.

4.3.2 Deductive and inductive reasoning

There are two methods of conducting research: induction and deduction (Reichertz, 2007). The deductive method develops a set of theories and hypotheses, and a research strategy is designed to test these hypotheses.

In the other method, Saunders et al. (2009, p. 111) suggest that induction involves collecting data, a theory developed based on the analysis of this collected data. It indicates that the presence of social sciences has led to a move away from the deductive approach, which focuses on a critical approach that allows building a cause-and-effect link between variables by ignoring how humans interpret their social world. According to Saunders et al. (2009, p. 157), the inductive approach is viewed as a powerful research approach for developing human understanding. Moreover, adherents of this approach may be criticised for its tendency toward a strict methodology that does not allow alternative explanations for what is going on, and in this sense, there is an air of finality around the choice of theory and definition of hypothesis. Also, alternative theories can be proposed by deduction. However, these limits will be within the limits set by the highly structured research design.

Research that uses an inductive approach, such as this study, is likely to pay particular attention to the context (in this case, nonprofit organisations in Saudi Arabia and the United Kingdom) where the event (the process of social media use) occurs. Therefore, studying a small sample of subjects may be more appropriate than studying a large one, as the deductive approach requires

(Saunders et al., 2009, p. 126). This justifies the selection of the ten case studies in both countries that were used in this research to collect data.

4.4 Research design

It is essential to decide when designing research regarding strategy, selection, and time horizon (Bryman, 2006). Many research strategies should be considered before choosing. Most often, the choice depends on a strategy that best suits the purposes and objectives of the research. This study relied on the interpretive paradigm, using a semi-structured interview approach. It is also supported by Thomas (2011) and Yin (2014), as this approach helps investigate a particular phenomenon by using different methods of collecting data and its sources. Baxter and Jack (2008) agree that it helps to look at the research problem from several points instead of one.

4.5 Research approach

The quantitative approach can be clearly distinguished from the qualitative approach by many methodologies (e.g. Creswell & Clark, 2011; Bryman, 2012; Creswell, 2013; Hair et al., 2015). The qualitative approach is concerned with exploring and understanding individuals' behaviours and experiences (Ghauri et al., 1995) and provides rich, descriptive data (Boeije, 2010). In the quantitative approach, the focus is on measuring the collected data (Bryman, 2012) and testing theories based on the existing variables to develop generalisations on the research results (Creswell & Clark, 2011). In some research, the two approaches are combined to study a particular phenomenon, but each approach offers a different point of view.

In this study, a qualitative approach was chosen for several reasons. First, the nature of the study justified exploring the impact of new knowledge embedded in social media adopted by nonprofit organisations. Secondly, the study contributes to enriching previous studies related to this regard. As such, it was expected that this study would generate a detailed description.

Considering that this study is an exploratory qualitative study, where the exploration revolves around "why," "what," and "how" this phenomenon occurs in studies of nonprofit organisations, it was expected that the result would be flexible. In this study, we cannot assume any consistent prediction of outcome. For this reason, it was decided that relying on Rogers' theory DOI would provide the best results (Rogers, 1995, 2003).

Furthermore, Greening et al. (1996) assert that qualitative research is systematic and rigorous. This emphasises the flexibility applied to data analysis and collection, which can be flexible when managed strategically. Also, qualitative research allows for the collective interpretation of intellectual questions, leading to broad judgments. The research aims to explore how NPOs use social media and the best ways to use social media to promote the activities and programs of NPOs in the Kingdom of Saudi Arabia and the United Kingdom.

4.5.1 Case study

This qualitative study adopted a case study as a research method. Yin (2003) defines the case study as a methodology, an empirical inquiry that allows the researcher to explore a modern phenomenon within a reality context, especially when the boundary between phenomenon and meaning is not apparent. Also, case studies help answer "how" and "why" questions. They are also an appropriate method for creating a theory in an area where data or theory exists in little (Eisenhardt,1989).

Multiple case studies were used in this study. Yin (2014) mentioned that a single case is often used to represent a specific case or that this case is unique, which was not the case in this study. The case study strategy can involve multiple cases. The rationale for using a multiple case study focuses on the need to determine whether the results from the first case occur in several cases. Furthermore, Yin (2014) argues that studying several cases is better than studying just one, especially when discussing more general findings. As a result, a multiple case study was used in this study.

Furthermore, in a given context, the case study strategy provides rich data, and this provides an in-depth understanding of the life experiences of study participants (Yin, 2014). From a critical perspective, Saunders et al. (2009) assert that well-constructed case studies provide a good source of new research questions and enable them to explore existing theories.

Considering all the arguments mentioned above, ten cases in both countries were chosen for study, as it is believed that this number is sufficient to achieve the aim of the study. This study attempts to explore how social media is used by NPOs and search for the best ways in both countries to promote the organisations' programs and activities to achieve the aim of the study.

Also, the study emphasised strict instructions on data collection techniques with data analysis throughout the investigation.

4.5.2 Research questions

The research tries to answer the following questions to better understand the use of social media by non-profit organisations in Saudi Arabia and the UK

- Main question

How NPOs in Saudi Arabia and the UK are using social media to promote their causes?

- **Sub questions:**

What are the current social media practices of non-profit organisations in Saudi Arabia and the UK?

What facilitates the development of social media use by non-profit organisations in Saudi Arabia and the UK?

Why are non-profits integrating the use of social media into their strategic plans in Saudi Arabia and the UK?

What is the impact of social media use in Saudi Arabia and the UK?

4.6 Recruiting participants

In qualitative research, several methods can be used to recruit potential participants to achieve the study's purpose. These methods may affect the process of collecting and analysing data, which may affect the validity of the data. A limited sample of participants in the study helps to reach a deeper understanding of each case to explore and analyse the subject studied by focusing on a specific topic rather than generalising to a larger population (Oxford, 2011). Generalising the results of a study requires a large representative sample that seeks generalisation, as is the case in quantitative studies. As a result, this current study is qualitative research, and the size of participants needs to be more significant, representative, and appropriate for the research aim. The study includes the participation of 10 NPOs in the Kingdom of Saudi Arabia and 10 NPOs in the United Kingdom in several areas of community service.

In addition, the data collection process for this research continued until the required data saturation was achieved. Satisfaction can be achieved when the data received from participants is complete and repeated, and the collected data can give a complete description of the phenomenon under study (Cypress, 2017). The quality of participants' responses and the results based on them are essential in conducting this type of research, not the number of participants (Pyett, 2003).

Based on the literature, the number of cases and participants in this research equals 20 cases (52 interviews). The researcher continued to conduct interviews with the participants until the answers and results were repeated. Accordingly, saturation has been reached in nonprofit organisations in the Kingdom of Saudi Arabia. In order to ensure the collection of sufficient data useful for analysis, two additional cases were conducted. In contrast, in the United Kingdom, saturation was reached after all cases had been completed.

A description of the research participants in the case interview is illustrated below in the table

No	NPOs	Activities	Number of interviews	type
1	Case 1	Medical support	4	Regional
2	Case 2	Educational	4	Regional
3	Case 3	building society	3	local
4	Case 4	Medical	2	regional
5	Case 5	building society	3	regional
6	Case 6	building society	4	local
7	Case 7	building society	4	regional
8	Case 8	building society	1	regional
9	Case 9	building society	3	regional
10	Case 10	building society	4	regional

Table 3: Saudi Arabia Case Study Participants

No	Cases	Activities	Number of interviews	type
1	Case 1B	Medical support	2	Local
2	Case 2B	Educational	2	Regional
3	Case 3B	Advocacy	2	Local

4	Case 4B	building society	2	Regional
5	Case 5 B	building society	2	Regional
6	Case 6B	Educational	2	Local
7	Case 7B	building society	2	Regional
8	Case 8B	building society	2	Local
9	Case 9B	building society	2	Regional
10	Case 10B	building society	2	Local

Table 4: The UK Case Study Participants

The data required for the research was collected by conducting 10 case studies in the Kingdom of Saudi Arabia and 10 cases in the United Kingdom. I used semi-structured qualitative interviews to discover nonprofit organisations' optimal use of social media. Marketing managers, public relations managers, volunteers in organisations, social media officials, and content managers published on social media were interviewed. The number of interviews varies in each organisation depending on the availability of the employee responsible for conducting the interview. Thirty-two interviews were conducted in the Kingdom of Saudi Arabia, and 20 interviews were conducted in the United Kingdom.

4.6.1 Data Collection criteria

Regarding the selection of nonprofit organisations to participate in the research, there are several criteria, including:

1. Nonprofit organisations must be registered and have an official permit to practice nonprofit work.
2. It must have a presence on the Internet and have a website.
3. It must have accounts on social media platform.

The main goal was to identify how social media is managed by nonprofit organisations in order to understand the nature of the problems facing the nonprofit sector in the two countries by making a comparison of how social media is managed and the extent to which they adopt modern means, and how to promote programs and activities and collect donations. After that, the data was analysed objectively to provide a valuable source of information through which a new framework can be

formulated for nonprofit organisations to adopt social media effectively. Therefore, this study uses the inductive approach. The theory was developed based on the data required for this research.

4.7 Data Collection Method

Semi-structured interview

Semi-structured qualitative interviews were used in this study. This method was chosen for its value when exploring qualitative issues associated with social media adoption in nonprofit organisations. In addition, it achieved the goal of collecting data by obtaining accurate and rich data that helps in the study.

Semi-structured interviews are characterised by being open in nature, allowing new ideas to be raised during the interview from the interviewee's words (Schmidt, 2004). Face-to-face interviews (Gillham, 2000; Ritchie & Lewis, 2003) are more appropriate because they allow the researcher to see the participant's reaction quickly and have a deeper understanding of the topic. Personal interviews also allow for obtaining more data by providing greater freedom for the participant to answer the questions asked.

The main goal of using this approach is to generate thoughtful knowledge from participants, which can be used to develop new results. Taking into account all the arguments related to the topic of the study, participants in NPOs were carefully selected in order to achieve the aim of the study. The research participants were accredited for their tasks in NPOs. Program managers, marketing and public relations managers, social media content makers, and volunteers in NPOs who contribute to creating content were selected. Furthermore, NPOs were selected based on their adoption of social media, the region where they provide their services, and access to organisation information for data collection purposes. However, sometimes, some of this information is confidential and unavailable.

Participants were selected primarily for a research focus based on understanding how to manage social media accounts (Eisenhardt, 1989; Flyvberg, 2006; Yin, 2014) and how to promote the services and activities provided in social media adoption. This procedure allowed the selection of participants to be within the study's specific context.

This research aimed to explore and compare the social media adoption process of NPOs in Saudi Arabia and the United Kingdom. Thus, answering the research questions related to those

factors that influence the use of social media. There were several main questions, the most critical problems, benefits and strategies that can be gained from using social media when promoting its services and programs, in addition to the best practices related to presence in social media in order to facilitate the work of the third sector in the two countries.

The personal interviews provided an interpretive approach to the study participants about how they manage social media, what problems they face, and strategies (Saunders et al., 2009). The goal was to evaluate the subjective value of social actions and obtain sufficient answers to answer the research questions. Also, the experience of personal interviews allowed for many different points of view on how to manage social media, whether in the Kingdom of Saudi Arabia or in the United Kingdom.

Conducting interviews helps the researcher obtain in-depth data and knowledge, allowing for a fuller understanding, analysis and interpretation of the topic to be studied (Drever, 1995; Longhurst, 2003). Surprisingly, interviews provide a better presentation of the research situation, specifically in terms of the validity of the information provided when observing the actions of the interviewed participants, which helps in obtaining reliable data (Scheuren, 2004).

Despite these advantages, some limitations must be considered. One limitation affecting the research work is access to the targeted participants (Lester, 1999; Hart et al., 2004). It requires much effort from the researcher, especially if there are administrative obstacles from nonprofit organisations. This happened when I started collecting data in nonprofit organisations in Saudi Arabia, as it required a continuous effort from me to find a solution to this problem, which was the presence of knowledge with some workers in the third sector who facilitated the research process and conducted interviews. Also, the difficulty of having participants in nonprofit organisations is due to the concerns of the concerned participants and their participation in creating the operational plan and the proximity of the seasons of goodness in the Kingdom of Saudi Arabia. Among the limitations, several participants changed the date of conducting the interviews, which led to delays and rescheduling of the interviews. Also, the researcher's infection with the Coronavirus affected the data collection process.

On the other hand, I faced difficulties conducting interviews in the United Kingdom because of the researcher's need for more knowledge of nonprofit organisations. In addition, the researcher's attended many seminars that involves NPOs in the UK to build a good relation and invite them to be a part of the study. after building a good relation, some of the NPOs expressed

their desire to participate and help the researcher to conduct the interview. After that, the study invitation was sent to them by email. The delay in NPOs responding to the invitation to participate in this research led to a delay in conducting interviews and the number of participants less than the number of the Saudi Arabia participants due to low number in workers who are responsible of the social media. Also, the presence of the Corona pandemic greatly affected the data collection process.

4.7.1 Interview procedure

As data collection requires hosting approval from an institution (governmental or private) and supervising data collection is one of the essential requirements for travelling and collecting data from the Kingdom of Saudi Arabia, I had to get permission from my references at Taibah University as well.

After that, it was agreed to travel to the Kingdom of Saudi Arabia and conduct interviews to achieve the study's goal. I sent several invitations via email, in addition to direct communications to nonprofit organisations located in the Kingdom of Saudi Arabia, in order for them to participate in the research. Several nonprofit organisations expressed their desire to participate. A day was set, and interviews were conducted with nonprofit organisations. At the beginning of each interview, the study participant's consent is obtained, and he is informed of the purpose of the study and that an audio recording will be made in order to be used in the analysis. Data were collected from several nonprofit organisations in several regions in the Kingdom of Saudi Arabia, forcing the researcher to travel to conduct interviews.

The interviews were conducted over several days with the participants in order not to take up their work time. The procedure for each case was divided into two days. The number of interviews varies in each organisation (this was mentioned above). The interview was divided into four parts: the first part is information about the participant, the second part is information about the organisation, the third part is about the extent to which they adopt and use social media as a tool to promote the organisation's activities, and the fourth part is in which the interview ends. The interview was conducted individually for each participant. The interviews were conducted at the participant's location (the nonprofit organisation). The interview questions were translated by Arabic and English language experts to ensure that the meaning of the questions did not change between Saudi Arabia and the United Kingdom. The interviews and questions were in Arabic to

ensure that the participant understood all the questions and participated in giving appropriate answers and taking his/her ease in answering them. The interview usually takes from 45 minutes to an hour and sometimes longer. The participant is interviewed once. At the end of collecting data from nonprofit organisations in the Kingdom of Saudi Arabia, a report was submitted stating the completion of data collection by the data collection supervisor from my reference at Taibah University and returning to the United Kingdom to collect data for organisations there. Data collection took three months.

On the other hand, data was collected in the United Kingdom, where invitation letters to participate were sent via official email to students at the university and communicated with them via social media on the LinkedIn network. There are 10 NPOs responded. The same conditions and questions asked of participants in Saudi organisations were asked of participants from organisations in the United Kingdom. Many participants from the United Kingdom, located in several regions and providing their services, participated. Twenty interviews were conducted at an average rate of one hour per interview. Data collection took two months. After that, data analysis began.

The table below illustrate the interview questions guide

No	Interview Questions
Information about the participant and warmup	
	<ul style="list-style-type: none"> • Tell me about you. • What do you do in your spare time, etc.
Information about their work, and the projects/activities they are involved with	
	<ul style="list-style-type: none"> • Tell me about your work? • Who do you most work with in your organization? • Tell me about the projects and activities you are involved with? • What does a week look like for you?
The use of social media and its importance	
	<ul style="list-style-type: none"> • Tell me about how your organization uses social media? • What kind of strategies do you have in place about engaging with stakeholders online?

	<ul style="list-style-type: none"> • How are you using social media to facilitate donations, find volunteers, or meet other organizational objectives? • How do you make decisions about the programmes that are promoted on social media platforms? • Tell me about the importance of using social media and any limitations that you have encountered? • What are the specific problems and obstacles preventing you from using social media in better ways? • What kind of posts do you use on social media? (Sharing photos, videos, celebration of important days, announcements, events, invitations etc.). • Do you have web-care division in your organization and how did this come about? • Are there other people taking care of the social media accounts of your organization? If so, who are they and what are their roles and positions in the organization? • Do you know how other NPOs and organizations are using social media? • Can you tell me which of the social media campaigns you used that you think was most successful and what made it a success? • Can you explain how you go about evaluating the results of social media
End of the interview and participant reflection	
	<ul style="list-style-type: none"> • Is there anything about your work or engagement with social media generally that you would like to add, and you did not have a chance to during the interview? • What stands out for you from what we have discussed? • Do you have any final thoughts you want to add?

Table 5: Interview Questions

4.8 Data Analysis

Qualitative research is characterised by several methods for analysing data that enable the researcher to answer the research questions posed (Creswell, 2014a). It also introduces the inductive strategy because the purpose is to investigate a natural environment and to gain feelings and ideas from the interview participants (Lichtman, 2013). Data analysis in qualitative research is characterised by understanding how to reach an understanding of the data, which includes interpreting, reducing, and integrating what the researcher saw and what the participants mentioned (Creswell, 2014a; Merriam & Tisdell, 2015). Thus, qualitative data analysis is an inductive, iterative, and comparative meaning-making process. This study combines interviews and observations of social media and the website to reach the study's goal.

Since the research about social media and how it has a massive influence on people's lives, we could use sets of analyses that help the researcher better understand the data. Also, the study is conducted using an interview technique; thematic analysis is considered one type of qualitative analysis. Boyatzis (1998) points out that thematic analysis is a classification that produces themes or patterns that relate to data. Thematic analysis is considered the most suitable for any research to detect using interpretations. It also gives a structured element to data analysis. Thematic analysis lets the researcher help analysis of the repetition of a theme with one of all content. Thematic analysis will give accuracy complexity and reinforce the study's whole meaning (Boyatzis, 1998). Qualitative research needs understanding and gathering various aspects and data. The thematic analysis provides the chance to comprehend the possibility of any issue more widely (Creswell, 2009).

Moreover, the thematic analysis allows the researcher to code and classify data into themes (Miles, Huberman and Saldaña, 2019). Also, coding helps researchers find the patterns and the logical relationship between the variables to achieve a chain of evidence (Creswell, 2009). This type of analysis will give the researcher an in-depth understanding of the data.

The thematic analysis will help the study find the relationship between NPOs in both countries and the use of social media to promote their activities. Besides, this type of analysis allows the study to make codes such as the benefits of using social media. In addition, the thematic

analysis allows the researcher to adjust or make a theory. Also, thematic analysis can allow the study to interpret social media content (Lowe-Calverley and Grieve, 2018).

Transcribed documents from previous interviews will be read multiple times and scanned for potential cues to generate codes (Boyatzis, 1998). During this initial analysis stage, flexibility and weak signals will be more important than the coverage of the data, attending more to the particulars and highlighting subjective opinions. Selection criteria will then be applied to the ensemble as indicators of importance cues such as the frequency of the theme. An independent reviewer will also be invited to scan the text to see if the codes match. Further, relations between the determined subset of codes will be mapped to generate a visual model to capture the representations of the participants (Creswell, 2009).

4.8.1 Coding and data analysis procedure

Data coding is part of the initial data analysis process as it helps identify similar pieces of information through a systematic and comprehensive follow-up of texts (Hennink et al., 2012). According to Creswell and Clark (2011), in the coding process, researchers can classify ideas into groups to identify broader viewpoints or themes. Coding is done through meaningful categories, using units of analysis, for example, phrases and words, comparing the categories, establishing links between them, and finally finding the results.

In this research, when analysing the data, I worked to identify the main axes (the extent of use of social media by NPOs). This analysis was conducted in several steps: The first step was to know the data extracted from the interviews. In the next step, write all the data in a file and translate it, especially the interviews in the Kingdom of Saudi Arabia since all interviews were in Arabic language. In addition, after each interview, I promptly transcribed the recordings word for word to evaluate the quality of the interview. Subsequently, I translated each interview into English. Nevertheless, adhering strictly to the literal interpretation of the text may lead to complications, including grammatical and syntactic errors, as well as diminished readability, potentially impeding readers' comprehension of the translated content. Furthermore, certain terms that are specific to the local context, cannot be accurately translated into English using a literal approach. Additionally, certain Arabic words or expressions, such as proverbs or idiomatic expressions, have no equivalent in English, which can impede the translation process and result in the loss of crucial information. Thus, a method of free translation seems to be the most suitable in this study. Free

translation is a method in which the translator aims to convey the meanings and concepts hidden in the texts of interviewees (in this instance, in Arabic) rather than translating them word-for-word. Upon completing the translation of the interview transcripts into English, I proceeded to translate the revised English version of the interviews back into Arabic. Subsequently, a step of comparison ensued, when the two versions were juxtaposed to ensure the precision of the translation. Subsequently, all the transcripts that were produced underwent scrutiny by the Arabic - English Saudi experts. Their purpose was to verify the accuracy of the translations and to guarantee that my own biases did not influence the interviews. The process of rewriting persisted until the interpretations of the interviews were made clear and any uncertainties or inconsistencies were eliminated from the resulting papers. After I finished from transcribed the interview , I went systematically thorough the transcripts line by line as an intial stage. Next, I revised the intial codes and that codes appear more frequent put them in groups (see table 6). After I put them in groups, I extracted the most important theme and see the patterns across all data sets. I follow the Saldaña's (2009) coding to theory model (see Figure 2). All the coding process was done manually by using Word.

Interview 1	Data	Codes	theme
Marketing Manager	Yeah, I mean, I think social media is vital to any organisation that has any desire to have a two-way conversation with its stakeholders. It's, it's your way in directly to speak to whoever it is you're trying to communicate with. Because you're not just broadcast, if you're using it just to broadcast, you have to be receptive to the people, tagging you asking you for things contacting you, all that sort of stuff.	Facilitate communication, important tools	Benefits

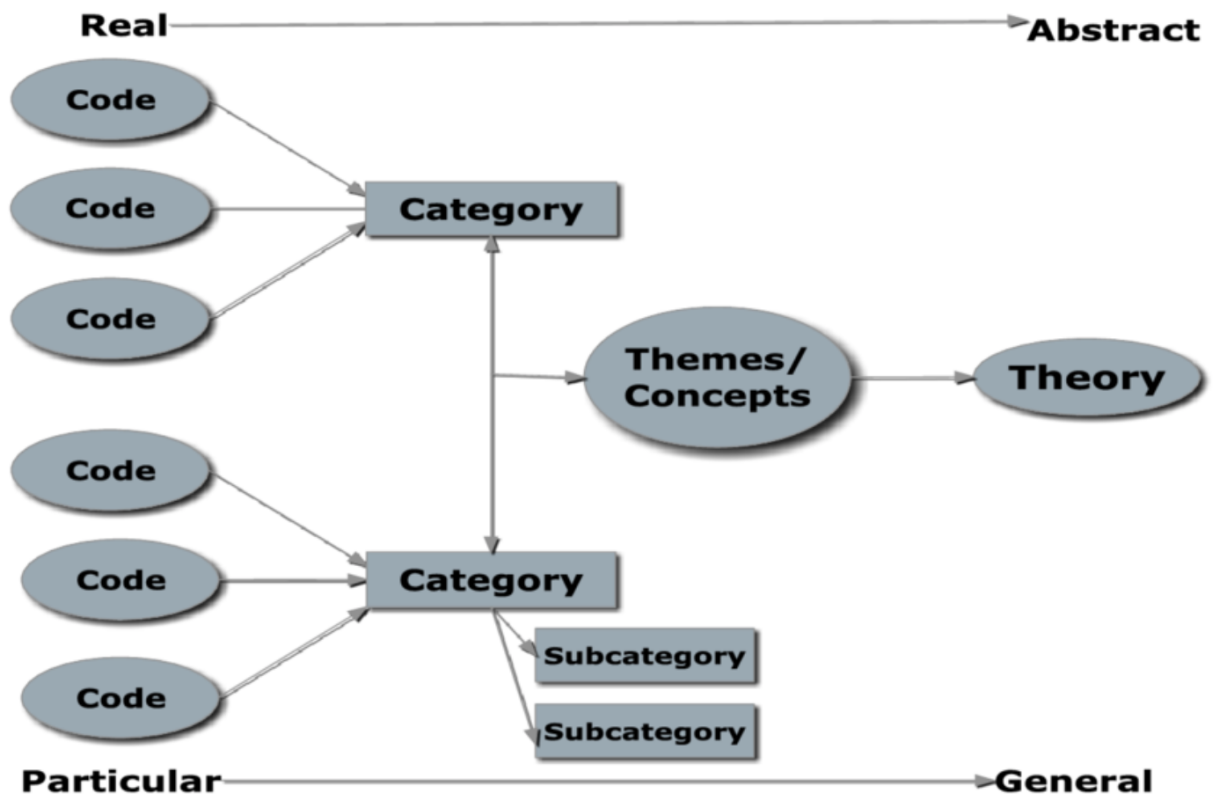


Figure 2 : Saldaña's (2009) Coding to Theory Model

4.9 Trustworthiness

Trustworthiness in qualitative research ensures the quality, reliability, and validity of data collected, analysed, and presented (Merriam & Tisdell, 2015). In order to establish the trustworthiness of qualitative research, Lincoln and Guba (1985) (as cited in Creswell & Poth, 2007, p. 202) utilised alternative terms, like ‘credibility, transferability, dependability, and confirmability, as the naturalist’s equivalents for internal validation, external validation, reliability and objectivity’.

Credibility refers to the extent to which the research findings align with the participants' experiences (Cope, 2014). Member checking is one way of establishing credibility, which entails confirming the accuracy of the data and interpretations with the participants themselves (Guba & Lincoln, 1994). Triangulation is another way to use various data sources to confirm a study's findings (Patton, 2014).

The term "transferability" refers to the extent to which the research findings can be utilised in different settings or with various populations (Connelly, 2016). This can be accomplished by

providing a comprehensive description of the setting and participants of the research, as well as by ensuring that the research procedures are transparent and replicable (Bryman, 2016).

Dependability indicates the degree to which the study's conclusions remain stable throughout time and among many researchers (Morrow, 2005). This is demonstrated by ensuring that research methods are well-documented and can be duplicated, as well as by addressing any deviations or changes that occur while conducting the study (Patton, 2014).

The term "confirmability" refers to the degree to which the study's findings are free from bias and are not impacted by the researcher's personal views or values (Korstjens & Moser, 2018). This is accomplished by maintaining an audit trail of the study process, which includes decisions taken and data collected, and by ensuring that the biases and values of the researcher do not disproportionately impact the research findings (Morrow, 2005).

4.9.1 Ethical consideration

In all types of research, including qualitative study, ethical considerations are a crucial component that researchers must consider (Rahman, 2020). According to the British Educational Research Association (BERA, 2019), the researcher must consider various responsibilities concerning the participants participating in the study. The following are the most essential of these tasks:

- I was obtaining the institution's ethics committee's approval. Before starting data collection, the researcher obtained approval from the ethical committee.
- We obtained the participants' voluntary informed consent. The researcher sent all participants an information sheet before the interviews, including information about the study and their rights to withdraw from participation at any stage. After that, the researcher obtained the consent of the participants to participate voluntarily, recorded the audio of the interviews, and used their quotes from their words while keeping them anonymous to ensure their privacy. The participants also were given time to ask questions before starting the interviews so that they could find out more about this study and communicate their concerns.
- They reduce any potential risk or harm to participants and work within an ethic of respect for any individuals. These include treating them sensitively, fairly, and with dignity and free from prejudice and recognising their rights and differences arising from ethnicity,

cultural identity, faith, gender, age, belief, sexuality, or other essential characteristics. The researcher treated the study participants as friends in order to make the interview transparent and not put pressure on the participants in order to gain trust .

In addition, the researcher is responsible for the safety of the participants. The researcher ensures that all interviews will be held during regular working hours; there are possible places where the interviews will be conducted depending on participant availability:

1) Working Place: Considered the ideal place to conduct the interview. The organisations themselves have to maintain a safe work area within the premises.

2) The public places open later than regular office hours: Some places stay open after regular working hours, such as public cafes. These public places can be chosen since they are under CCTV control, have constant supervision by the employees and remain subject to the public gaze, which will ensure the safety of the participants and the researcher

An itinerary of interviews will be provided to supervisors, including locations and contact details, and the researcher will have email and phone access to supervisors during fieldwork.

4.10 Conclusion

This chapter discussed research design methods, different philosophical perspectives, and methods used in the study, which were found to be most appropriate for exploring and understanding the above topic. Furthermore, justifications for the choice of methods and selection of participants in this research and case studies are stated. The next chapter analyses cases in nonprofit organisations in detail. It will be supported by detailed evidence from interviews.

5. Finding

5.1 Introduction

This chapter will present the analysis of the case studies conducted using semi-structured interviews. The methodology chapter explains the process and provides explanations for its use.

This study primary aim is to explore the best practices of using social media in both countries Saudi Arabia and the United Kingdom. 10 NPOs were selected in both countries out of 52 semi-structured interviews conducted to collect the required data. related to the views of the participants (marketing managers, public relations specialists, and social media officers) in order to develop a broader and more comprehensive understanding of the topic under investigation. Record meaningful results that enable the researcher to better answer the following research questions:

- **Main question**

How NPOs in Saudi Arabia and the UK are using social media to promote their causes?

- **Sub questions:**

What are the current social media practices of non-profit organisations in Saudi Arabia and the UK?

What facilitates the development of social media use by non-profit organisations in Saudi Arabia and the UK?

Why are non-profits integrating the use of social media into their strategic plans in Saudi Arabia and the UK?

What is the impact of social media use in Saudi Arabia and the UK?

Therefore, in this chapter, I will present my findings, draw a conclusion about the thesis using Roger's theory, which was previously discussed in the methodology chapter, and show how these NPOs differ in terms of the use of social media and the strategies used to manage social media in charities. For the best comparison between NPOs in Saudi Arabia and the United Kingdom, Interviews about the stages of adoption of "social media use that the NPOs went through during the adoption process Prepare these results relating to how the NPOs faltered when social

media was built and performed its business functions afterwards. Results of factors that influenced the adoption process for you and implementation in the NPOs, including enablers and motivations. Then, given the barriers and obstacles that the NPOs faced during the process, future directions for how the NPOs plans to move forward to deal with social media and if there is any plan to improve and expand its performance in social media

In this part of the thesis, we will focus on the themes discovered through personal interviews and observing social media, websites, and files published by NPOs. The finding chapter will present the themes that extracted from the data analysis to develop deeper meaning and better interpretation of this study. We will begin this chapter by identifying the themes extracted from the study, and then a comparison will be made between these five themes in each of the NPOs in the two countries; challenges NPOs face using social media, social media marketing benefits, social media strategies, measuring success of social media, and crisis time. in order to clarify the comparison and reach the goal of the study.

5.2. Theme 1: Challenges NPOs face using social media

5.2.1 Saudi Arabia NPOs

NPOs suffer from difficulties and problems, especially when using social media, and one of these difficulties is administrative thought. Most of the charities that have been interviewed suffer from management issues, as most of the managers in these NPOs are between 45 and 60, which hinders the progress of the use of social media in an ideal manner, and this is what the marketing manager at Case 1 pointed out.

Our management is considered elderly, but they differ in their views regarding electronic marketing. Many prefer that the old means of communication be involved in marketing activities and programmes, although social media has facilitated the issue.

From the previous example, we find that these NPOs suffer from the existence of the old thought of marketing and promoting the products of NPOs, as they tend to use old media such as television, radio, newspapers, and magazines because the large supporters and donors of the associations are elderly and do not have time for social media to donate through them. From this point of view, the officials of the association send a team from the Public Relations Department to these investors and decision-makers to introduce the association and its activities and often attract senior businessmen, and accordingly Behaviour and targeting the use of social media for this category of society is one of the obstacles to the use of social media, and this is explained by the Director of Public Relations at Case 2:

Also, our audience of senior supporters does not often look at social media, so we have to push the marketing team to promote our services and activities to major supporters, and this sometimes presents a challenge to us.

Also, one of the difficulties faced by NPOs in marketing their products through social media is the lack of sufficient experience to deal with social media, so most NPOs in the Kingdom of Saudi Arabia use the presence of a third party to market products and promote the association's programmes, and moreover, some NPOs suffer from paying larger amounts to train and educate their employees in this regard, and this is what the director of programmes in Case 3 explained:

Sometimes we lack experience in using social media, so we decided to have a third party train a group of the marketing team in charge of managing social media in order to provide us with sufficient information on how to manage these means because this is our approach to using these platforms for the general public.

In addition, most of the associations suffer financially in terms of the marketing aspect, as most of these associations depend heavily on donations and government support, and this is what the Director General of Case 3 added:

We, as an association, depend on our revenues from government support, donors, and businessmen who support the projects and activities of the association. This is the great dependence on these amounts that are pumped into our budgets, and a small part is for marketing.

The laws in Saudi Arabia stipulate that no financial donations from outside Saudi Arabia be accepted except through charities authorised to operate on the international side, for example, the King Salman Humanitarian Relief and Alwaleed Centre and the Prince Mohammed bin Salman Foundation. Where these laws affected the reception of donations from abroad, the campaigns provided by associations were often not for the public in the Kingdom of Saudi Arabia, and this is explained by the Director of Programmes at the Association (Case 4).

I mean, I think that it could happen inside the kingdom, but from outside the kingdom. There is no one to donate from outside the Kingdom. Yes, I mean, this is my point. If the door is opened for donors outside the Kingdom, it means that they donate to the Charity Association, especially in Medina and Makkah. Uh, I expect that it will generate huge revenue, but this is not open. I mean, the reasons may be systemic or security reasons.

The government also plays a key role in allowing activities and marketing them through social media, where NPOs must submit the operational plan to the Ministry of Labour in order to support charities, especially in financial assistance and the application of the principle of governance, where the lifting is made, and if the conditions are met, the charity is supported by 100%, and in failure to meet the conditions, this percentage decreases. Also, budgets are reviewed by the chartered accountant sent by the ministry to ensure that the data in the budget is correct. This is explained by the Director of Public Relations at Case 5.

Recently, the 2030 vision was presented, and an orientation even from the Ministry of Labour and Social Affairs took place. It means that the whole approach to governance, and on this basis, the support, will come to you. I mean, if your job was to follow governance 100%, the support would be very large, but your work will mean that it has not arrived. Support will be limited for the required stage or if the ministry requesting it does not complete it.

The application of the principle of governance is one of the principles on which charities in the Kingdom of Saudi Arabia rely in the Kingdom's Vision 2030. On the other hand, some associations established the Department of Implementation of the Kingdom of Saudi Arabia's Vision 2030 in order to contribute to achieving the vision and raising the GDP from 1 to 5%.

One of the problems that hinders the use of social media for NPOs in Saudi Arabia is the target audience. The majority of the target audience on social media is aged 18 and older. Because most large supporters use other methods to influence them when marketing the products and activities of charities, where the products of charities are offered and marketed to supporters of those aged 18 and above because they have credit cards and most of their time is on smartphones and tablets, associations have trouble responding to the sceptical public about charities and where

they are not doing their duty to the fullest. This affects the entire public, whether beneficiaries, supporters, or even volunteers in the association. The delay in responding to inquiries is a type of delay that makes the beneficiary or supporter of the association have the wrong image of the association. This is what the marketing manager of the association (case 1) pointed out.

We, as a non-profit organisation, take comments and inquiries very seriously, but sometimes, due to the lack of workers in this matter related to social media, the response to inquiries is delayed, and this sometimes gives an incorrect idea. But we try as much as possible to answer all questions and inquiries. We, as an association, exist to serve the community, and we reflect in this the extent of our progress, and it is our duty to correct this societal view of all organisations as a whole.

This is the opposite of what decision-makers like at charities in Saudi Arabia. This is due to a lack of experience among social media workers. Some volunteers are therefore directed to respond to the public about all activities related to charities. Finally, not to damage his reputation and build a positive impact on the community provided to him.

One of the obstacles is also dealing with a third party to market the products and activities of charities. As we mentioned earlier, NPOs lack the experience to manage social media, respond, and communicate with beneficiaries, so NPOs are forced to seek help from the private sector, especially institutions and companies working in the field of technology and digital marketing. These institutions and companies may have many benefits, as they may greatly benefit charities in marketing operations related to the activities and management of the NPO's programmes and taking the management of the website, but there are several problems related to this matter, and among these problems or challenges is the delay of the third party in the work required of charities,

which delays the start of the marketing campaign for a programme of the association, and this is what the director of programmes in the association (Case 3) pointed out:

We signed a contract with a third-party company to manage the website and publish on the association's social media outlets. We met with them several times and explained to them our plans to be present on social media. They were initially good at dealing, as there was a very high demand for donations, but recently we noticed a delay in publishing posts on social media, which delayed us from achieving the desired goals at times.

In the same context, some third parties exaggerate their financial demands and rights, and when contracts are concluded, the amounts are large, and in fact, some charities suffer from a lack of an appropriate budget to make such decisions. Also, there are directives that the marketing budget should not exceed 10–20% of the charity's general budget, on instructions from the authorities.

5.2.2 The UK NPOs

There are several challenges and difficulties facing charities in the UK that affect the use of social media and marketing their services to the target audience.

The first of these challenges facing the marketing department of NPOs in the United Kingdom is the lack of sufficient human resources to market services and activities. Most charities in the UK rely on volunteers to market their activities and programmes. The media director of Case 1B told us:

We suffer in the association from not having a sufficient number of employees. Most of the employees work as volunteers, so there is not enough. For example, I am solely responsible for

the media in the association, including social media, so I publish news on social media sites and also news on the association's official website. In fact, we suffer from a lack of human power in this regard, and this is due to several things, including some economic matters related to the association.

Also, with the presence of knowledge and the importance of using social media, the association suffers from a lack of employees in the marketing and media departments, as these matters affect the spread of the activities and programmes of the association. Moreover, most associations rely on one or two people to market activities and programmes through social media, and their role is to design, publish, and monitor social media.

The second difficulty for NPOs in the UK is that most societies suffer from a lack of financial resources. This affects the activities offered by non-profit organisations in the UK. Moreover, most financial resources come from donations, and without them, there would be no new activities or programmes for charities. Also, there are several departments that play an important role in charities and help in the spread of programmes, such as the marketing department, which works with the public relations department in order to reduce costs for the association, and this is what the director of the marketing department in the association pointed out (case 2B):

One of the challenges we face is the lack of financial resources. This has affected our ability to use social media in an optimal manner. Yes, we have a marketing team, but for optimal use and promotion of our services and activities, we need more financial support.

In addition, when using social media, you need financial resources to fund activities and spread programmes for charities. Also, with the lack of sufficient financial resources, some

associations seek to limit activities and presence on social media platforms, and in this regard, the volunteer in the charity (Case 3B) tells us:

Our association has tended to rely on volunteers in order to reduce costs, and we have become more dependent on donations that come to us from the community, which has led to a weakness in our presence on social media, as those responsible for social media are volunteers and are not completely dedicated to completing this task due to the lack of financial support that every person needs from charities.

Also, one of the challenges facing charities in the UK is the use of the website. Of course, the use of websites is important for charities to be online; the website of the association is the main portal of the association, and then comes social media. One of the problems they face when using the website is that it is not constantly updated. These problems may affect the association, especially since charities use the website to collect donations. He told us the association (Case 4 B):

Our reliance is on the association's website, where you can donate through it, but sometimes it is neglected. This is due to the lack of an interested person on the website, and for the reasons that I previously mentioned to you, most of those in the association are volunteers and may not have experience dealing with the website.

Moreover, associations in the United Kingdom rely on websites to promote their products, activities, and association news on the website and then on social media, and if any malfunction occurs on the website, activities related to the site may stop. This is what the director of media at Case 5 B said:

The website represents the link between us and the beneficiaries and supporters, and any problem that may occur on the website may result in a cessation of the services we provide to the community.

Having identified the challenges and problems faced by Saudi Arabia and the UK NPOs in using social media, in the table below compare between the two countries challenges face them during using social media.

Theme 1: Challenges	Saudi Arabia NPOs	The UK NPOs
Administration issues	Some of the Saudis NPOs are suffering from old though of the mangers sometimes lead to conflict between workers in the NPOs.	No problem with managerial issues.
Experience	Some of the NPOs participants they do not have enough experience to manage social media.	The participants in this study identify the need to improve their ability when using social media.
Lack of sufficient human recourses	Good human recourses, however, need to learn more about digital marketing.	The most of the NPOs who involve in the study relay on volunteers.
Third party	Some NPOs are using third party to manage their existence on social media.	They do not use third party.

	However, they exaggerated on financial demand.	
Financial recourses	Suffering financially when it comes to cover marketing budget. Also, they rely on donations to cover all expenses.	Suffering from financial recourses due to their reliance on donations.
Government support	Government plays a crucial role to support NPOs.	They are free in their activities when it comes to donation.
Rely on website	Partly focusing on their website, and the other on social media.	Depends on website more than social media platforms.

Table 7: Comparison Between NPOs in Saudi Arabia and the UK

5.3 Theme 2: Social media Marketing Benefits

5.3.1 Saudi Arabia NPOs

The use of social media has many benefits for charities, whether in Saudi Arabia or in the United Kingdom. These benefits are that it facilitates fundraising; it also reminds people of the activities of the charity; it facilitates the process of finding an opportunity to volunteer in charities; it facilitates the marketing process; it seeks to find a new target audience of the new generation; and it helps in educating the community and finding and stabilising the mental image of charities. We will elaborate on these results below.

Facilitating donations, one of the most important goals of the NPO, is fundraising, as fundraising is one of the main functions of charities, as these donations maintain the continuity of the charity and help it in the operational and strategic operations of the associations. From this point of view, social media is an important tool in facilitating the process of collecting donations and marketing the activities of charities, as it contains all publications in social media related to the activities and programmes of the charity in which bank account numbers relate to the activity of the charity. The many payment methods that charities are distinguished by are explained. It is considered one of the things in which charities compete, as some associations provide all facilities to ensure that donations reach their beneficiaries, as they provide payment services through Apple Pay, Google Pay, bank transfers, and Mada for Saudi bank cards. The more facilities, the more competition in this regard, explained the director of programmes at Case 8.

In our association, we are trying to diversify the process of paid donations, and we are also trying to keep pace with technology, so we have diversified the process of receiving donations, especially with regard to the Internet. For us, the donor can pay in several ways, including Apple Pay, Google Pay, or bank transfer, and this is in order to facilitate the collection of donations for our programmes and activities.

Also, NPOs announce the reception of in-kind donations through social media, where some associations offer an opportunity to collect in-kind donations in order to recycle them and give them to those who deserve it. This is considered one of the best uses of social media in the presence of more than one way to donate. This is what the director of the association (case 9) pointed out:

We do not only receive cash donations or bank transfers, but we also try to receive clothes and furniture in order to give them to those who deserve them. We announce this on our social media channels, especially Twitter, to also facilitate communication with the public and beneficiaries.

One of the great benefits that social media offers to NPOs is that it helps remind them of the activities of the NPOs. These posts help remind us, as charities, what we do and what our activities are, which may attract the attention of targeted donors and decision-makers as well as volunteers who want the opportunity to volunteer. Moreover, this reminder may entrench the name of the association in the minds of the community, and in this regard, the Director of Digital Marketing at Case 8 stated:

We always try to be present on social media in order to remind the community of the activities we carry out as a charity. This helps us to continue and achieve the main goal not only of the association but also as a community, especially in the area in which we provide our services. This reminder helps us collect donations and hear the voices of the community. It is possible that he may provide us with a programme or advice that may benefit us in the future. Other than that, the reminder keeps us in the minds of donors, volunteers, and decision-makers in order to improve the association's image in the minds of people and raise its status.

This is one of the goals that NPOs seek to achieve and sustain in the long term, as they are often reminded of the activities and programmes they carry out with the aim of building a mental image of the association through social media. The use of social media brings charities closer to society, especially to donors and beneficiaries, and reminders in this regard urge them to give, donate, and spread the culture of the charity and the extent of its progress and spread in society. Also, the use of social media is not only used as a reminder but also to advertise its new programmes that are concerned with community service and charitable work, achieve the goals of the community association, and help provide the best programmes and activities. (10th Case)

One of the things that makes social media an important tool for us as a charitable organisation is that it is easy to access and the cost is lower, but it gives us many things that benefit us in the association. I mean, for example, today we launched a new programme, so we quickly met with the team responsible for social media and worked on the selected designs. To publish it on our social media accounts, it facilitated our access and raised our name as an association with the public.

Social media has also facilitated the work of charities on the subject of volunteering. Volunteering is one of the goals carried out by charities in order to exploit the energy and human expertise in the Kingdom of Saudi Arabia. As most associations in the Kingdom of Saudi Arabia aim to attract volunteers to do several works in order to benefit from their expertise, there are medical associations that aim to attract qualified doctors who treat beneficiaries, so advertising through social media was easier. A way to reach this target group, as stated by the director of programmes in the association (case 6),

Volunteering has now become easier compared to the past, as volunteering has become available to all people. If we find a volunteer opportunity, we write a post on social media about its existence and ask for support from the public to volunteer in various fields, especially in the field that serves our medical goals. Praise be to God, we receive requests from everywhere, and the place that was vacant for volunteering may be found in the blink of an eye. In fact, social media has made it much easier for us.

This is not limited to attracting workers in the health sector, but in all sectors, most associations need volunteer work for several reasons, including raising awareness among the community of the importance of volunteer work and benefiting from volunteers in many fields such as directing, montage, marketing, social researchers, management, customer service, and social media management. All of these services can be provided by volunteers to serve the community. Moreover, there is a link between volunteer work and annual bonuses in the government sector. A partnership between the government sector and the third sector in the field of volunteer work is necessary, as the government of the Kingdom of Saudi Arabia stated in the Kingdom's Vision 2030 that volunteer work will rise and reach one million volunteers. This is explained by the volunteer director of the association (Case 5).

Here at the NPO, when volunteer opportunities are announced, this opportunity is linked to the government platform for volunteering in order to help the volunteer calculate volunteer hours, which contribute to their approval by the government in order to link them to annual bonuses and promotions in the public sector, and all of this is an encouragement to volunteer work. We benefit from their experience in all fields. This also helps the association contribute to achieving the vision of the Kingdom of Saudi Arabia, especially in volunteer work and community service.

Advertising through social media for volunteer work is one of the benefits offered by social media, especially for those looking to gain experience in the labour market. On the contrary, there are risks from volunteers in terms of relying on them, as there are several things that the volunteer director of the association (Case 4) talked about.

Volunteer work is beautiful, especially when you know that you are benefiting the country and society. But we faced several problems when dealing with volunteers. Of course, not everyone has these problems, and I say this not to generalise but from our experiences in dealing with volunteers. You know that there will be a contract between us and the volunteer in order to calculate the number of volunteer hours and submit them to the government platform for volunteering, but sometimes we encounter a volunteer's lack of commitment to time. For example, if he volunteers one day and does not go to the place of volunteering the rest of the days, he also does not perform the work and delays in performing it. All of this is considered a delay in the charity's time. But everyone adheres to the dates and tasks required to be done by the volunteers.

It is noted that the volunteer does not continue to perform his work and delays him from performing the tasks entrusted to him, which leads to delaying the work of the association and affecting it. However, most associations maintain the reputation of volunteer work, honour volunteers, give them experience certificates as a kind of improvement in their mental image, and show thanks and gratitude to the volunteers. This is what the Director of Programmes in Case 3 explained:

Whoever does not thank people does not thank God, and one of our goals sometimes to maintain reputation is to honour volunteers and encourage them to do their volunteer work to serve the association. So we honour them and publish some of their successful stories on social media as a form of influence on society and to encourage volunteer work, not only in our charitable organisation but in all associations. Publishing such successful stories inspires decision-makers and supporters of our association and encourages them to give and encourage the importance of volunteer work.

Marketing charity work and volunteering in charities through social media has become easier because it contributes to improving the mental image of the public for this association.

There are many things that NPOs in Saudi Arabia do, one of which is to use the seasons and days to market their services and activities through social media. Most NPOs start their operational plans during charity seasons such as Ramadan and Hajj. Also, society in Saudi Arabia loves to do good and give, especially these days, in order to earn a wage. In this regard, the identity of this month and the appropriate activities and programmes are prepared to attract supporters, donors, and volunteers to do good. Here comes the role of social media and the extent to which associations exploit the seasons of goodness in them.

In Ramadan, NPOs are urged through publications to give and pay zakat, and this is what the Director of Programmes pointed out in(Case 6):

Exploiting the seasons of goodness in marketing the association's programmes is a great opportunity for us, as most posts on social media talk about the reward of seizing this opportunity

and donating to the association because of the great reward it brings. In this regard, we announce the exploitation of the season and the virtues of charity and zakat, especially in Ramadan and Hajj.

Using the season to do good is the best way to market programmes and activities. Another season is Hajj, where Hajj is raised, and this season is also used to attract donors from outside the Kingdom of Saudi Arabia, where pilgrims are received from all over the world. International seasons and days are also exploited, so charities seek emotional participation with the international community. For example, the Medical Association often announces World Diabetes Day and Breast Cancer Day in order to educate the community about the seriousness of diseases. and how to prevent it and be involved with the global community. Here comes the role of social media, where it is used in education, and this is explained by the Director of Digital Management at (Case 8).

One of the things that is very beneficial to us when using social media and reaching a large audience is participation in global and international days, as this participation gives us the desired spread in all countries, such as our participation in the International Days for Diabetics and Other Diseases, where we share stories and spread general culture in society about disease. What and how do you prevent it? These are among the things that social media has facilitated for its spread, and this has facilitated our work as a charity.

The presence of social media has facilitated the spread of these publications and also given associations more flexibility in marketing the activities and programmes they offer. Also, the use of these days and events facilitates the process of marketing activities and services, as the supporters are active these days out of love for goodness and giving, especially during religious seasons that touch the hearts of not only Saudi society but also the Islamic community as a whole.

Social Media Charities are introducing new supporters, especially the younger generation. The new generation is a gain for charities. Most of the new generation is interested in technology and new things in technology. NPOs consider that most of the activities and programmes are actually provided to the whole community, but it is different when it comes to the target audience through social media. The target audience for charities through social media is the new generation, aged 18 and above. It targets young associations that have a credit card or bank account in order to donate through the bank. Also, the new generation spends most of its time on social media for several reasons, including education, fun, and spending time, and in this regard, the content manager of the association (Case 3)

I mean, you notice that most people have mobile phones, and you know that they spend most of their time on their mobile phones. So we said, Why don't we work on content that is attractive to young people, especially since they represent a large percentage of Saudi society? So it was necessary for us to have publications that encourage charitable work and donations, as well as volunteer opportunities, as these young people represent the target audience. In our marketing campaigns for activities and programmes, they may give and make efforts in these campaigns.

Also, the new generation is active on social media, so charities always strive to put them in their plans and learn how to benefit from the new generation. They are considered a long-term gain, as they can volunteer if there is an opportunity to volunteer for them. Also, charities seek to motivate and encourage young people of the new generation to give and support the projects of charities, as they will contribute to the implementation of the vision of the Kingdom of Saudi Arabia 2030, contribute to the sustainability of charities, and raise the GDP by 1–5%. The use of

social media has facilitated the process of reaching this large target audience located throughout the Kingdom of Saudi Arabia. The Director of Digital Marketing at Case 7:

We consider the new generation to be our target audience, in addition to decision-makers, businessmen, and supporters. They are our partners in the success of all our campaigns. They help us in making decisions, with sustainability, which is one of the principles upon which charitable work is based, and with implementing the Kingdom's vision in volunteer work. Stories of inspiration and the sustainability of charitable organisations are all published on... The way to benefit from social media and enable a fertile environment for charitable work

Also, one of the things that made social media one of the most effective marketing tools for the programmes and activities of charities in the Kingdom of Saudi Arabia is educational matters, as the publications of charities are often published to educate about matters related to the programmes and activities of associations and how to deliver donations to the beneficiaries. All this comes from achieving the principle of transparency in dealing with the public and making it believe that the matter is done with transparency. Figures and statistics related to activities are also published, and social media is also used to educate the community, all of which are considered. One of the goals of charities is to educate, attract, and encourage charitable work. The Association (Case 9) teaches the reading of the Qur'an through social media, not only in Saudi society but for all Muslims around the world, and this is facilitated by the use of social media for rapid communication. Where the marketing manager of the association (case 9) explained:

In our NPO, social media has made it easier for us to quickly reach an audience that we did not think we could reach. We market our services not only internally but even internationally, as our audience is from everywhere. Other than that, the activity that we carry out on social media has

an educational aspect and increases awareness and culture in society. This has made us one of the leading associations in this field.

It is a global means of spreading the word to the public, educating them, and putting NPOs on the map.

Moreover, social media helps charities build a strong mental identity in the minds of beneficiaries, supporters, volunteers, and charity workers by spreading news and publishing programmes and activities on social media. As social media is a powerful tool for communication between the association and supporters, this is what the marketing manager of the association (Case 1) said:

Social media helps us build a strong mental image in the community. This image makes it last in the public's mind. This is because we have always decided to publish our news about the association, highlight the most important stories of supporters, and link them to the community in order to encourage giving and giving for the sake of God. This made us diversify in The programmes and activities we provide to the community

This tool also helps to improve the mental image of charities, and from this point of view, it often, from time to time, tries to improve the image of the association and raise its name on social media.

5.3.2 The UK NPOs

On the other hand, social media gets great attention from charities because of its benefits for promoting their activities and programs. Social media is a powerful tool to actively engage with its audiences, raise awareness, mobilise support, and fulfil its societal missions. One of the benefits of social media for charities is that it facilitates the process of reaching the target audience without much cost to the association when promoting activities and programs. For example, the marketing manager of the association (Case 6 B):

Social media plays an important role in the association, as it enables you to reach your target audience easily and at the lowest cost. As you know and as I have previously said, we suffer from a scarcity of financial resources and a small number of employees, but we use the Facebook platform to promote our programmes.

From the previous example, we note that, with the economic situation suffered by most NPOs, the use of social media was a contributing factor in the spread of the activities of NPOs at the lowest possible cost and to reach the target audience by sharing attractive stories, photos, and videos.

Also, one of the benefits that social media adds to charities is that there are many volunteer opportunities. NPOs in the UK are volunteer-based, especially in light of the lack of human resources at these associations. For example, the director of an association told us (Case 7 B):

One of the nice things about using social media is the ease of recruiting volunteers. As you know, most associations try to recruit volunteers. For example, I am a social media administrator and,

at the same time, a volunteer for a charity. We welcome the presence of volunteers in the organisation, and as I mentioned before, doing something for the community is what prompted me to be on the volunteer team.

Moreover, volunteers' stories and successes are published and shared with the public to encourage the community about the importance of volunteering. Social media has helped spread these stories, which means greater motivation for society and instilling this idea in the target audience, especially young people.

Also, social media has made it easier for NPOs to collect and advertise donations. Most NPOs promote their activities and programmes through the website and then through social media. Thus, the growing interest in social media and its reach is an important factor, especially in fundraising. Donations are the engine for NPOs, as they help create opportunities, programmes, and activities that are marketed through social media platforms, and this is what the social media official praised (Case 10 B):

The online fundraising was, you know, through social media through Facebook through YouTube, which was very, very busy. It was very busy. A lot of people We had, I think, pretty much hit our target and exceeded the target.

Moreover, social media platforms provide charities with a platform for fundraising, sharing success stories, and highlighting the impact of donations. Using engaging visuals and emotional stories can help raise donations. Finally, social media is a major driver in the growth of online charitable donations.

Also, the presence of social media has facilitated the process of communication between the community and NPOs, and therefore it plays an important role in NPOs and the definition of their activities and programmes and the extent of the community's demand for them, especially the new audience of the association. This is what the director reported, as she said (Case 4 B).

Social media plays a really important part in reaching those people who you don't know yet, don't know, or don't know yet.

One of the most important things that social media adds is communication with the community, and in the language of business management, communication is the key to the success of any organization. Moreover, not only communicate with the public but also communicate with charities and decision-makers who play an important role in the decisions of the charity. Communication means a greater spread of the activities and programmes of NPOs, introducing them, increasing followers, informing the target audience about the association, increasing awareness and culture, and reaching a larger audience, and this is what the marketing manager said. (Case 8 B):

Our main goal when using social media is to communicate with the external community and communicate our ideas and programmes to the public. Our goal is to educate and spread awareness in the community about what we do, not just collect donations. Rather, we give knowledge, and this makes the external audience believe in the programmes and activities that we offer.

Also, one of the benefits of the presence of social media is building communities, where the role of the NPO is not limited to the services and programmes it provides but also to build a

community of supporters around the mission carried out by the association, for example, caring to support young people and supporting children with autism, by sharing inspiring stories for supporters and sharing news, updates, and events through social media, where NPOs can create a sense of connection and belonging among supporters of these causes. Finally, this could lead to increased participation and support for charities, noted the media director of the association (Case 1 B).

We, as a non-profit organisation, provide our services to everyone, to children and their families, as we provide them with knowledge and education, and then we publish inspiring stories through the website and social media in order to mobilise support from everyone who believes in the cause that we carry upon us. If we build a mass base in the community, it will be easier for us to promote our services and market our programmes.

From the previous example, we find that the role of non-profit organisations always seeks to build a cohesive society with each other in order to obtain the support to be achieved, especially in working hard to influence society and achieve the societal goals of NPOs. In the table below explain the difference and similarity between Saudi Arabia and the UK NPOs

Theme 2: social media marketing benefits	Saudi Arabia NPOs	The UK NPOs
Affordable cost	Supported by all NPOs	Supported by all NPOs
Seeking volunteer	Supported by all NPOs	Supported by All NPOs
Facilitate donations	Supported by all NPOs	Supported by all NPOs
Raise awareness	Supported by all NPOs	Supported by all NPOs

Facilitate communication between NPOs and community	Supported by all NPOs	Supported by All NPOs
Reminder of the NPOs activities	Supported by all NPOs	Supported by all NPOs

Table 8: The Benefits of Using Social Media

As we have seen, there are no different between the NPOs in both countries. All the NPOs seek to achieve their goals while taking advantages of the social media.

After learning about the benefits offered by social media, we should highlight some of the strategies that are used to reach and disseminate information on social media to NPOs in Saudi Arabia and the UK in order to achieve societal goals.

In this part, we have dealt with the benefits of social media that have overcome the disadvantages related to this regard, but there is a difference in the strategies used to market programmes and activities through social media in NPOs and each according to activity, and in this part we will address the strategies in force in NPOs in Saudi Arabia and the UK in detail in order to come up with the best strategy and the best elements that may help other associations to benefit from social media.

5.4 Theme 3: Strategies of using social media

5.4.1 Saudi Arabia NPOs

The use of social media is imperative for bad strategies in the for-profit or non-profit sector. Each sector has its own goals that include reaching the target audience with ease and ensuring that this tool is used. Strategies in the non-profit sector vary according to the activity of the charity, and one of these strategies is to choose how to deal with social media applied by one of the charities, which has proven to benefit the association's activity and methods of communication. With the public, beneficiaries, and decision-makers, the marketing manager of the Case 3 Association explained that the strategy in place to reach the largest number of beneficiaries in social media is to know in which means of social media the largest number of audience, for example, most of the target audience in the Kingdom of Saudi Arabia is on the Twitter platform, so the focus is on this platform, where news and statistics of the association are published and its activities are collected, of course, while not turning a blind eye to other platforms. But a lot of emphasis is placed on platforms where the audience is the largest.

Our greatest efforts are focused on the platform that has the largest number of active accounts. For example, in our association, most of our posts on social media are done on Twitter, followed by Instagram, and so on all other platforms. We take the large number of audiences and target this platform and thank God we now have a large number of followers on the platforms, and this strategy is effective for us in the association, where all news, statistics, events, and reminders of the activities and programmes carried out by our charitable association are published.

This is a successful strategy, but it requires a strong and capable marketing research team because technology is advancing with these platforms offering new services every day.

Another strategy is the daily publication of posts on all social media platforms, whether Instagram, Twitter, Snapchat, or YouTube. This is for the purpose of a permanent presence with

the community on social media, and this gives precedence to the presence and competition in doing good among charities. For example, the content manager of Case 9 told us on social media about this and said:

We publish on a daily basis on social media, and this ensures that we remain in the memories of our followers for as long as possible. This makes us very close to the community that we serve and market our activities and programmes to. Our distance from them may give an advantage to another association at our expense and make the public, which is accustomed to seeing us and watching us daily, say nothing. Little by little, it is true to do good, but we always like to be among the first in this matter and publish regularly on social media. On the other hand, this requires a great deal of effort from designers and content writers to be able to bear this responsibility.

On the other hand, other NPOs differ in this regard, where in some NPOs are published on certain days. For example, the programmes of the charity are reminded on Sunday at the beginning of the week, and on Tuesday the activities are reminded, and at the end of the week on Friday there are prayers and congratulations on this day, disclosed the Director of Marketing and Programmes in the NPO (Case 3):

In our charitable organisation, we use several days a week to remind ourselves of the programmes we carry out, whether old or new, and at specific times. Of course, in this regard, I seek help from a third party to write the content and publish it, after returning to our management to correct them if there are any errors, in order to avoid problems with the public. But we must at least appear to the public three days a week on all platforms, and this is due to not making the public get bored with the large number of posts. But it is actually a strategy that we are working on, and the association has benefited in particular from the large number of donations that come to us. Of

course, the response to inquiries is almost daily, and this gives us a clear vision of the correct path and corrects errors, if any.

Also, NPOs may adopt weekly publishing and several publications on most social media platforms due to the lack of a sufficient number of workers in the association's social media, for example, the director of the association (Case 10) said.

We only communicate via WhatsApp due to the lack of a strong team, and since we are a small association, most of our audience is on this platform and knows our activities and programmes, but we are there to promote new activities and volunteer opportunities that are always available.

These are the most effective strategies related to the topic of publishing, and the times are often in the early morning or after sunset, as these times are often effective because the audience is active and must be reminded of activities to gain support and donations.

Also, one of the strategies used in social media is the use of algorithms. Of course, it is no secret to charities that the use of modern technology has its keys, including the use of algorithms to reach the largest segment of their target audience. For example, the Director of Digital Marketing at the NPO (case 7)

Working on social media platforms is a very interesting job. Our association is used to market advertisements and programmes and also spread news by taking advantage of each platform. Each platform has its own advantages, and we work to take advantage of algorithms that make it easier for us to reach our target audience in the shortest time, as it enables us to deliver our message at the desired time and to the desired audience. For example, if I were able to write, Oh, I want this

advertisement to be delivered to the audience aged 18 and above, and at the specified time, this thing would greatly benefit our association in spreading.

Understanding how social media works helps to benefit from the timely delivery and marketing of services and programs. Social media provides many services related to marketing and spreading and provides important courses on how to manage and spread accounts. These services include, for example, providing marketing solutions, consulting, and other services provided by platforms that may help NPOs complete their mission, which is to spread the culture of giving and charitable work.

After we talked about some of the strategies in place, such as the daily posting strategy, knowing the times of the target audience, and using algorithms, we learned about some of the services provided by social media platforms. Now it is time to know how the types of posts are used on social media by charities in Saudi Arabia. Posts vary for charities; do not use them to promote the activities and programmes of the charity. Most charities in Saudi Arabia use all means of communication. As I mentioned earlier, more emphasis is placed on platforms where supporters, decision-makers, and beneficiaries are present. But the use of each social media platform is different from the others. Charities use all kinds of posts, including photos, text, and videos, in addition to infographics and motion graphics. Moreover, charities in the Saudi Arabia differentiate between the use of all these posts on social media platforms. The digital marketing manager at Case 7 tells us how to choose the post and what suits it on the platform:

I have platforms, each of which takes its own form. For example, Twitter is characterised by short messages, Facebook is characterised by long messages, Instagram is characterised by photos, Snapchat is distinguished by live clips, and YouTube is distinguished by professional clips, so each

one of us is focused on what suits it. On Twitter, we write short messages and put a video with them. Of course, on Twitter, the division of access to the community has certain divisions according to the policy of each site. For example, Twitter tells you that if the clip is text and video is stronger, it may be text and an image, and the text and image reach stronger for those who have only an image. It is fine for those who have only text. An image alone is better than text alone. They are all arranged in this way. It is better for me to post like this. We use these two strategies: an image with text or text with a video, and the text with the video is the strongest, of course. We use Twitter in a way that is compatible with it. We come to Facebook and use the side that tells you what you need. It is called the social aspect because it is very strong, but what is missing is that it is not very useful in Saudi Arabia. We must be present in the aspects that are on Twitter; we transfer them to Facebook. Look, of course, we do not put them in copy and paste; we do not write them in writing and adjust them because we have a great background in the topic of algorithms. Algorithms, of course, are two similar and opposite sites at the same time. I mean, some people go to the Twitter platform and say that they share automatically with Facebook. This means that what they write on Facebook comes automatically to Twitter, and some of them do the opposite; they write messages. I mean, someone likes Twitter. A lot of people use Facebook; a few say to Twitter, "Sell me anything; write anything on Twitter; tell me." It is automatic on Facebook. Of course, this is in this algorithmic system.

Choosing the right marketing mix for posts may leave a good impression in the minds of supporters and beneficiaries of the services provided by charities. For example, Twitter uses the publication of General Assembly news accompanied by some small photos and videos. In addition to some graphics, infographics, and motion graphics to clarify statistics for the target audience in order to facilitate understanding of activities and programmes and apply the principle of

transparency to ensure that donations reach those who deserve them, Also, charities use Twitter as a primary platform for the presence of all government sectors and all private sectors in order to share association news with other circles of supporters and relations that bind the association of cooperation. For example, the Quran Education NPO uses the Spaces feature on Twitter daily to teach Quran reading, and everyone from around the world can participate, as the marketing manager of Case 9 told us:

Every day we have a specific time on the Twitter platform in order to benefit from their Space service, in which a lesson is taught and the audience's readings are corrected. This is one of our useful meetings as a charitable organisation concerned with education. It is also an opportunity to communicate with society as a whole across the globe, as large numbers of people from outside the Kingdom of Saudi Arabia participate in this review.

Also, charities use the Instagram platform to display small photos and videos to remind us of the donation process and activities of the association. In contrast, Snapchat is used for live coverage. Snapchat, for example, is used for Ramadan breakfasts and distributing meals to fasting people, as Case 4's programme manager told us.

The Snapchat platform is one of the platforms that is widely used in the Kingdom of Saudi Arabia, and it is one of the platforms that has a large number of audiences. In our association, we often use this platform during direct coverage, for example, when going down the street to cover an event or opening a new project. It is used in order to show transparency in interactions, make the public praise the association and its coverage, and contribute to increasing the number of followers and awareness of the association's activities.

Finally, each platform has multiple uses, and each NPOs has its own activity, which, through social media, is introduced and spread, spreading awareness and promoting its programmes and activities. Each association also has its own strategy and goals that they achieve.

One of the strategies used by charities on social media is to maintain and gain a mental image in the minds of supporters, targets, and society. NPOs are trying to improve their image and reputation on social media. It has a strong identity through social media that reflects the goals of the NPO. For example, the identity of associations is often in a uniform colour on all social media platforms to make the target audience recognise the NPO. Also, one of the things that helps to build a mental image when community It is a strong-profile building that reflects the activities provided by the association. This profile contains the association's website, information, and ways to communicate with it. Also, one of the strategies that enhances the existence of the association is its knowledge of managing its accounts on social media sites and the presence of a marketing team interested in marketing through social media platforms. The director of digital marketing at Case 7 tells us:

We have a department called digital marketing, which deals with everything digital, including social media, the website, and the online store. In it, an operational plan is developed at the beginning of each year, and the association's digital accounts are reviewed, audited, and managed. This administration has made it easier for us to have a digital presence.

The association's presence on platforms facilitates many processes, including building relationships, community participation in news, and promoting activities and programmes.

One of the effective strategies that some associations do not use is dealing with effective influencers on social media. The strategy of collaborating with influencers may be a double-edged strategy, as it may contribute to the definition of charity not only in Saudi Arabia but around the world. Case 1 marketing manager tells us:

For us as a charitable organisation, one of our strategies was to cooperate with one of the influencers on social media, who is a well-known personality in the Kingdom of Saudi Arabia. We had a huge project that was a charitable investment, so we cooperated with the influencer who marketed this project, which became famous and brought more to the association. More than six million Saudi riyals within a month, and this impact is not only among Saudi society but has spread to neighbouring countries, and this project has become called in the name of the influencer who marketed our association. This is one of the successful examples within our many campaigns.

Where choosing the right influencer contributes to the spread of the charity, the choice of the influencer or influencer goes through several stages to be selected by the association, and one of these stages is to have a large number of followers, also to be known in the Kingdom of Saudi Arabia because the target audience is present in it, to be dominated by the character of righteousness because the associations are originally oriented by Islamic teachings and their goals are to build and serve the local community and also the content provided by the influencer. On the other hand, there are several negative aspects to dealing with influencers and the way algorithms work, as talked about by the director of digital marketing at the Association (Case 7):

One of the negative things about dealing with influencers is that the influencer has a large audience, but according to the analysis that we do in the association, we found that the tweet of the post written by the influencer only reaches 5% of the followers, and these followers may be

from outside the Kingdom of Saudi Arabia and do not benefit us in any way. Therefore, this influencer may cost us a large amount and take from the budget, but it is possible, through the use of algorithms, to determine the target audience, but as I told you before, their effect may be weak, so we turned to searching for influencers who do advertising for free or for a small fee. These are all things that affect us.

As I mentioned earlier, cooperation with influencers may be a double-edged sword, as the influencer, like other businessmen, for example, advertisements have their own price, and this lacks some associations, which is the large budget for marketing. The biggest influencer's audience may be outside Saudi Arabia, as this affects the reach of the ad to the target audience. Also, the use of influencers may affect the association in the future as the influencer's behaviour may change.

One of the strategies that facilitates the work of charities is to cooperate with other associations in order to facilitate the work of the association, especially small or emerging ones. Cooperation with sectors contributes to achieving the vision of the Kingdom of Saudi Arabia 2030 and also achieves the objectives of community charity. Where the education of other associations is contributed to in various fields, including technical, administrative, and marketing, especially if the association is a pioneer in a particular field. Case 7's marketing manager tells us:

Strategic partnerships are not on a single scale, such as associations, but rather at all existing levels: partnerships with service providers, hospitals, partnerships with the governorate, partnerships with education, and partnerships with health. Partnership with charitable societies in the third sector is everything that can achieve the objectives of the association's strategic plan

or in which the association can participate. But also, when you share, you see that you share in the language of partnership, and the language of partnership is not an individual, unilateral language. I mean, I am my association, but it is not from the other party! No, the association protects the partner as it protects itself, even if the partner does not know, and even if the partner is not paying attention, the association tells him, "You see, this is what we need." This is what you see. We do not accept that, by God, it is merely a signing of the partnership and the salvation of each one. What we accept In terms of clarity in seeing what a partnership is, what are its terms? Annie, I don't know. What exactly are their responsibilities? How do we take care of these commitments, even if there is a regular monthly meeting every two weeks to consider the mechanism for achieving the partnership? Therefore, we have multiple partnerships in the region and not just in the third sector, which is the associations. On the one hand, this is a strategic partnership within the association. On the other hand, we have associations in the Kingdom every year. We receive a huge number of associations that take from our association what they want in all aspects of the departments in marketing, in quality, in sustainability, in human resources, in human capital management, in the mechanism of our service to the beneficiary, in information technology, to the point that when we come to the season of donations, which is from the month of Rajab, the biggest of the year, we are actually forced to issue a decision of our own and say not to receive any requests for visits or partnerships.

Some NPOs also have partnerships with government agencies, such as universities, to train graduates, help them understand the external work environment, and build their future. One of the associations that have a long history in this field is the association (Case 6), where the director of marketing and public relations told me:

We have great partnerships with government agencies, especially universities, where students come to us to apply what they know in their studies, but on the ground, that means we are always looking for social researchers to help us in the field of conducting survey research and also helping students adapt to the work environment and training them on that.

Building relationships in charities is one of the important goals that all organisations seek to achieve, as it ensures its position among other associations, benefiting from the relations of the other sector with society. Companies and private institutions often need a sponsor, especially in matters related to corporate social responsibility. Associations are ready to provide this assistance and participate in facilitating the work of other sectors in the Kingdom of Saudi Arabia. On the contrary, there are other associations that do not cooperate with other sectors of the state or with other sectors because they are self-sufficient, but they provide the same services as other charities. In social media, the name of the association is in all publications of institutions and sectors, as is the use of the phrase success partners. These phrases promote cooperation, and charities are known to the target audience, supporters, and decision-makers. The main objective of these collaborations is to raise the name of charities among all their partners and make it easier for them to reach the public.

Also, one of the strategies used by NPOs in Saudi Arabia is the location of some associations and some activities and programs. Saudi Arabia has historical and important sites in the Islamic world, namely Mecca and Medina, which are holy places in society. Also, marketing in these cities is done through the hadiths of the Prophet (peace and blessings of Allah be upon him) regarding these cities. Most charities have investments in these cities due to the large number

of donors and supporters of the association. On For example, the director of media at Case 3 tells us:

In publications on social media, we always use religious phrases or prophetic hadiths to attract the attention of the target audience, and it represents for us as a charitable organisation one of the things that attracts a large audience in terms of donations, especially if they know that the association's location is in one of the holy places such as Medina or Mecca, where giving is great, as it indicates. Records indicate that most of the donors are from outside the city in which the association is located, out of respect and reverence and also for the large reward.

The use of holy places has benefited charities by stimulating donations and increasing activities in these holy places. This is a feature that we only see in Saudi Arabia. Also, charities took advantage of this feature and started publishing posts on social media, and the public also began to support associations, especially in the holy months such as Ramadan and Hajj. Also, some of the projects whose proceeds go to the needy in these places are more supported than other programmes and activities of the NPO.

5.4.2The UK NPOs

In contrast, One of these strategies carried out by NPOs in the UK is the use of influencer marketing and social media decision-makers to ensure the greater spread of charities' activities and programmes. The use of celebrities is one of the successful strategies of some charities in the UK to market activities and programmes. Celebrities have an audience that supports them and takes their opinion because of their influence on society. Where the selection of the famous goes through several stages of these stages is to identify influencers related to the association, where By collaborating with the celebrity, who cares about the message of the charity, his audience also

cares about the goal pursued by charities. For example, what the Director of Digital Marketing emphasised: (case 2 B)

In our non-profit organisation, we seek to expand our relationships, as our goal is to provide our services to the community within our geographical scope, and therefore one of our strategies is to form relationships with celebrities who believe in the efforts we provide. Therefore, we used the strategy of working with celebrities to be popular and market our activities to the community. Indeed, it was a successful marketing campaign, and this is due to the fact that the influencer was loved by the community.

Dealing with celebrities reinforces the nonprofit organisation's visibility and increases interest. Also, it contributes to the presence of support and fundraising, and this is one of the most important goals that non-profit organisations seek to achieve.

Also, one of the strategies in place for charities in the United Kingdom is to use the hashtag and participate in the trend, as this strategy ensures reaching a larger audience on social media. The use of the hashtag also helps to reach a specific target group through some words in the post, for example, #GivingTuesday or any word that reflects the activities and programmes of the association. Using the hashtag makes it easier for the target audience to find and interact with content that is relevant to certain topics and reasons. This strategy enables charities to increase the visibility of their posts beyond their current followers and to reach a wider audience interested in the cause of the charity they seek through social media. This was reported by the director of the association (Cas 9 B):

It is one of the strategies that enables us to reach a larger audience, and this is due to the suggestion of some of the volunteers who work with us. Why don't we use hashtags, especially since they help us spread more and it is possible to collect donations from them and increase visitors to our page on social media, and if the number increases, it increases? The number of posts and the number of likes It is likely that we will identify a new target audience that will support us in the future, which is why we focused on using this service that enables us to reach the community with ease and convenience.

Moreover, NPOs are used to promote their activities and programmes through the use of hashtags for special days, for example, Christmas and Ramadan, as well as events that the association creates to promote its products and programs. Charity Donation Days are active in the UK, encouraging fundraising, encouraging the public to share their experiences on social media, and expanding financial support for these charities. Charities also benefit from trends in social media, as monitoring the popular hashtags allows charities to join conversations related to the charity's goals, where the association can reach a larger target audience and link their cause to current events.

One of the strategies used by charities in the UK is to use the patience and passion of the public for giving as a marketing strategy. The posts are published through social media, and there is an urge to give. Most charities in the UK use Facebook to position their active audience on this platform, along with their use of Twitter and Instagram. In this strategy, emotion is addressed and encouraged to share posts with the community in order to reach a greater spread, raise awareness among the community, and educate them. Therefore, charities have paid great attention to the issue of the content of the publication and employed it to make it attractive to the public. For example,

in associations that deal with young people, most of the publications are about young people and their help, using colours that reflect the association's activity and programmes, and this is what the director of the NPO (case 9B) said:

In our organisation, we try to target a part of society in order to spread awareness and increase the culture of charitable work in the area we serve. Our presence on social media helps target a specific audience group. We maintain attractive content through designs that aim to market our programmes and attract them to support us by instilling in them a culture of donation by also publishing inspiring stories and making them participate with us by creating content that suits the target group.

From the previous example, nonprofits help create content that is engaging, interesting, informative, and visually engaging, and community participation in crafting some content helps keep the target audience engaged. Moreover, high-quality content attracts and engages the audience, as the presence of heart-moving stories gives charities a sense of community in order to build one community.

One of the effective strategies for marketing the activities and programmes of charities in the United Kingdom through social media is to raise the profile of the charity through the platforms used by the association. Associations raise the mental image in the minds of society through daily posting on social media in order to build knowledge in other charities, partners, and target audiences. Building and disseminating knowledge is one of the important roles of charities, as explained by the marketing manager, in order to build trust and knowledge. (case 10B)

I was just trying to build knowledge of our organisation and what we do first of all, and then build upon that messaging to, as I said, get volunteers in which we were a bit more of a trusted brand.

Also, one of the things that increases the file of the NPO is that the role of charities is not limited to planting the mental image but also to education and to educating the community as a whole about a specific topic, as this helps to find a target audience targeted by charitable organisations through publications on social media, as explained by the director of the association (case 3B):

As I told you before, we try, through the spread of social media, to provide content that increases the culture of society. We try to change our thinking about the issues we support, all to attract supporters who believe in the causes we represent. Because having supporters guarantees continuity in charitable work.

One of the strategies emphasised by the use of social media is partnerships with all sectors of charities. Finding partnerships and cooperation helps charitable organisations overcome many of the difficulties faced by non-profit organizations. It is often part of the use of social media to promote joint initiatives and the activities and programmes of charities in the UK, as it helps amplify the impact of collaboration and shows a united front on important issues affecting society. Where is the marketing director of the association (case 2B)?

One of the strategies we are working on is creating new partnerships with supporters and decision-makers. We consider partnerships with other sectors of society to be very important in developing our work as a non-profit organization. This strategy helps us to find and build a supportive

community for us through cooperation and partnerships with the community, and because we suffer sometimes, but partnerships with other sectors often save us because of their support.

Moreover, partnerships and collaborations facilitate the work of charities, especially since partnerships can donate money to charities or sponsor fundraising events. This can help charities raise the financial resources they need to carry out their work and activities. For example, the director of Case 1B explained:

We can cooperate with other organisations to form relationships that may help us spread and ask them for financial support, especially those who believe in the issues we present. Although we suffer from some financial problems, the existence of partnerships means a lot to us.

Also, partnerships and collaborations with NPO on social media help create content shared with collaborating companies and include them among the success partners of posts such as blog posts, videos, or infographics. This is what the director of the association (case 10B) pointed out.

which is connected to the way that we're funded for that. And they will sort of be the communications coordinator and communications lead, I suppose, for the entire project. And then we feed that into our regular meetings. And therefore, we'll be tagged on social media and share all that sort of stuff. We need to keep them posted with the tweets and different LinkedIn posts that we've put in. It's very, very, very clever. And it works really well because our audience grows as a result of it. And therefore there's a benefit in terms of getting that, for example, associate membership support from potential new associate members that might not have heard of us before.

Moreover, the presence of partnerships and cooperation with charities develops ways to share skills, where partners can share their skills and experience with charities, and this helps charities in the UK to improve their operations and provide better services, especially in terms of using social media, as she pointed out in her story responsible for the association (Case 9 B).

We do events, and so we've done events here with, I don't know, men. If you had a man before, we've had events in here in association with them and other sorts of charities and stuff as well. We do events with them; you know, they have experience with social media. They just kind of support each other. So, there are things that we do collaboratively with other nonprofits.

Also, collaborating with other charities through social media can amplify your message, increase charities' reach, and contribute to meaningful change in society by pooling resources, expertise, and efforts.

Another strategy is to optimise the use of social media to promote services and activities, the posts are used on all social media platforms, such as YouTube, Instagram, formerly Twitter, Facebook, and LinkedIn. In the UK, Facebook is widely used for the presence of the target audience on this platform. Also, publications in social media vary; some charities use statistics and infographics to indicate the existence of support in order to encourage the target audience to give; the X platform is used to communicate with a specific group; and YouTube is used to cover activities and programmes and is also used in advertising. Instagram is also used for photos and videos. LinkedIn is used to search for volunteers and communicate with partners and supporters. When heading to the youth category, the trend is towards Tik Tok because of the presence of the youth category and supporting them with awareness videos, which is one of the goals of NPOs,

which is to spread awareness among young people and their families, raise awareness, and support them. Where the official of the association (Case 4 B)

Our community participation varies, as we use more than one of the widespread social media platforms, and we use many pictures and data in which we try to show our activities and the extent of the community's interaction with them. We use Tik Tok to attract young people, and because it has a large youth base, we also provide some advice through a series of episodes on YouTube. This is considered part of our participation in raising awareness in society. It received great acceptance, and we received financial support through our support through the website.

From this example, we see that diversity in the use of social media platforms helps spread the message to the target audience. Audiences are present on multiple platforms, and diversity in the use of platforms with engaging content that attracts all audiences who believe in the causes provided by non-profit organisations in the UK can have a positive impact in the search for volunteers and finding the necessary support through donations, education, and raising community awareness.

In the table below explain the differences and similarities of the current strategies occurs while using social media by NPOs in both countries.

Theme 3: strategies of using social media	Saudi Arabia NPOs	The UK NPOs
Using influencers	With strict conditions	If the celebrity serves the interest of the NPO

Daily publication	Some of the NPOs have the ability to publish daily, more audiences, new donors, great reminder of the activities.	Weekly
Using #, Algorithm	Some of the NPOs using Algorithm in their posts to find wide audiences.	Always using hashtag to reach wider audiences.
Build a strong relationship with other cooperation	Supported by all NPOs, they educate and teach and support the NPOs.	Cooperation helps the NPOs to fund the activities sponsor them.
Using all platforms	X (Twitter), Instagram, Snapchat, Facebook (where are our audiences use social media).	They are using all platforms, but the majority Facebook.
Platforms features	Using spaces on Twitter, using clip for Instagram, long video YouTube, live Snapchat and mixture posts.	Usually Facebook features.
Using holy cities	Makkah and Madinah to promote their activities and receive great donations.	

Table 9 : Explanation of the Similarities and Differences Between NPOs in Saudi Arabia and the UK

In the table above the NPOs in explain the similarities between NPOs in both countries such as dealing with influencers to bring traffic to their websites. Also, build a strong relationship with other NPOs and cooperation who interest in the NPOs cause. All the NPOs active in all social media platforms to ensure their activities and services are received to the potential audiences. The difference is the NPOs in Saudi Arabia take advantages of the holy cities to promote activities and that return to culture. The NPOs in the UK create a patience and passion posts to seek for donations.

5.5 Theme 4: Measuring success of social media

5.5.1 Saudi Arabia NPOs

The way you measure the success of marketing campaigns in non-profit organisations may differ from each other when measured on social media. Each organisation pursues several goals that help it continue to work hard to attract a ubiquitous audience. Each of these non-profit organisations pursues a specific goal. One of these goals is to achieve fundraising to help them provide services to the community. Also, non-profit organisations are seeking to achieve social media outreach. In this context, non-profit organisations compete to provide services, programmes, and activities to have a presence on social media. In order to measure the success of marketing campaigns, for example, what the director of the Public Relations Department (Case 6) said

We run the campaign and follow the results.

It has been working for as long as it has been working, and after the campaign, we take what is the social media, what does it give you, what is the channel, and what gives you results, for example, how many reached out, how many clicked on the link on the website, and how many interacted. You start analysing it, meaning, according to the association you dealt with, how many

donations What came to you through this post? In addition to the number of likes and conversations that occur on the post,

From the previous example, we get a picture of how to measure the extent of interaction from the audience on the post, taking into account the number of clicks on the link in the post. In addition, the number of likes and the number of conversations in the post The link is often integrated into the organisation's donation platform to measure the impact of the marketing sentence.

On the other hand, there are some organisations that do not rely only on publications to measure the impact of marketing campaigns on social media and the number of likes and retweets, but depend on the goal of the marketing campaign. If the goal is awareness, has the campaign achieved the desired awareness or not? If the goal is material, there is a measure of the total donations that the campaign reached through social media publications. For example, what a manager told us about digital software (Case 7)

For those who design a campaign, we set goals for it, so the success of the campaign is considered the success of its goals. I mean, if we say its success is a financial return, if it achieves the main goal, because you know who you are working for, a financial return, and your goal was a financial return, let us assume that it met the financial return, then you are not supposed to have succeeded, even if it was. In non-material gains, because usually in the financial return for those who make advertisements, you gain a strong advertising aspect, but if this was your goal, then you are not considered to have succeeded. As I told you, if the goal of the campaign that you set is achieved, your criteria for success are the same, and you achieve the basic goal, So you succeeded, but if you did not achieve the main goal, then you are considered to have succeeded, and if you achieved

strong sub-goals, for example, I will tell you that achieving the advertising aspect means reaching tens of thousands of followers and a large number of followers. For example, you reached this and that, but it was not your main goal. Do you understand me? Your main goal is to get a million riyals, and in return, you have gained a large number of members of society. I am talking about you. Then we come to the financial aspect. You have achieved 500,000 riyals, so it is considered that you have not achieved the goal.

From the previous example, we notice that depending on the purpose of the sentence, whether it is to collect donations or to spread culture and raise community awareness, having a campaign goal makes it easier to measure the return, whether it is material or to raise awareness. Moreover, non-profit organisations in Saudi Arabia differ in their goals and methods of measurement, but the main goal is to achieve spread through publications provided by non-profit organisations, where the process of evaluating campaigns helps to provide what is distinctive to serve the organisation's supporters. Accordingly, The marketing manager of the association (Case 8):

The first thing, of course, is that I must know the goal of the campaign. Annie, I don't In some campaigns, for example, their goal is, for example, to achieve financial donations. Of course, my standard will be financial. For example, am I targeted to reach such and such an amount because I have actually achieved this goal or not? But I am talking about awareness campaigns. Yes, of course, in every campaign we carry out, we have a group of products that we focus on. The campaign is now what we are working on, which I told you is a family members awareness campaign, yes, which is technology. This campaign, for example, contains twenty-four different messages, including an introductory video about the campaign. There are many details in it. Of

course, I speak as an internal auditor. I must achieve all these numbers. We are trying, of course, through social media to influence whoever lives there directly. Annie, I don't care about, for example, the number of views present. We are talking about Twitter, which means, for example, if you publish an infographic, how much will it reach us? Access can be measured by what they call it—interaction with the same existing texts. We see some tweets, for example, and some of ours have people interacting with them in a greater way. What you do for it is a result; you do a share for it; you give it a like; this is part of the impact policy. We are trying; by God, there is nothing. The campaign will succeed through the number of views in the videos we talk about on YouTube or elsewhere.

For example, having a specific goal to be achieved from campaigns submitted by non-profit organisations helps in forming public relations with long-term beneficiaries, while from this example, public relations with the community helps to achieve the principle of transparency with the community.

Finally, NPOs are differ in measuring the goal of social media campaigns. Some of them depend on the number of interactions (click on the link in the post) and the number of visits to the website of the non-profit organization. The other relies on the material objective through fundraising. Also, the measurement method helps in knowing the audience to whom the services are provided. Also, one of the important things is the number of likes and retweets, as these metrics help spread on social media, as well as the amount of engagement from the community. The existence of such metrics in non-profit organisations is a mechanism for reviewing the goals to be achieved through social media, and if there are errors, they are corrected in the future.

5.5.2 The UK NPOs

Non-profit organisations in the UK are similar to those in Saudi Arabia in terms of measuring impact. Organisations rely on having a purpose when launching a social media marketing campaign. The extent to which the community engages with the campaign is then measured. For example (case 7B),

It just depends on the campaign. So the first step of a campaign is to explain why. So why are you doing it? And then why should we help you find your what? So what're you going to do? Therefore, what are your objectives? What is it that you're trying to achieve? What will success look like? So if you start that from the very beginning, then you've got an automatic place to measure from. So you know, is it for this campaign that we want people to retweet us, or, you know, things like that, but perhaps it is really outcome-based?

Having a goal helps measure the output from social media. Moreover, having a real social media metric may not show the real results of engagement, as there can be a small number of likes on the post, but there may be an external impact. And this is what she added to Case 5B.

And sometimes that's not measurable, particularly on social media, where all you can see is the analytics to say, you know, I've liked it, but we don't then know what they've done in terms of whether they've gone off to talk to their friends about it.

There is a great impact through word of mouth after exposure to the campaign; although there is little participation, it may pay off in the future by achieving the goals of non-profit organisations.

Also, some non-profit organisations measure by setting a material goal for the campaign on social media, by virtue of the fact that most of the marketing campaigns carried out by non-profit organisations are for the purpose of fundraising, so the material goal is the real measure of the success of the marketing campaign or not. For example, the marketing manager at Case 5 B said:

We don't really have anything other than financial; we don't really have set targets on social media. So if we have a financial target to reach and we need this amount to complete something, then that's obviously a target. But in terms of actually setting outreach targets, we don't really set targets; you know, we will have an event that will be deemed a success if we get a good turnout. Based on the upgrades that we've done, people are about it, people know about you, and you know, we've had a good turnout. But we don't say, Oh, you know, we're trying to reach x amount of people; when did we reach that target? It's not that kind of, you know, strict kind of thing. It's like, very, you know, that's just advertising would be, I mean, because it's not for profit, and that's the nature of this stuff that we do.

Moreover, some nonprofits measure social media posts by interacting with content from the audience. The number of likes, retweets, shares, and accesses to the website are criteria that give indications of the success of the marketing campaign or not. For example, what the social media official in Case 8B said

The number of comments that we got from the video and the live stream You should probably measure it by the number of views and the number of comments. the likes thumbs up these things.
Number of likes

For example, there are several ways in which the impact of posts on social media is measured. Knowledge of impact measurement helps to correct errors in marketing campaigns, create new content in the future that may be more attractive to the target audience and the supporting audience, and recruit volunteers.

In the table below, the measuring success criteria in both countries.

Theme 4: measuring success	Saudi Arabia NPOs	The UK NPOs
Financial goals	The social media campaign achieves the donation target.	Donations number has increased after the campaign.
Non- Financial goals	<ul style="list-style-type: none"> -spread culture and raise awareness. - reach new donors. - educational purposes. - posts like (number) - click the link. 	<ul style="list-style-type: none"> -rise profiling of the NPOs. - educational purposes. - share posts number increase - new followers - click the link - traffic to their websites

Table 10: A Comparison Between NPOs Using Social Media Measuring Success

As explained, the success of measuring social media campaign divided into two parts: Financial goals such as reach the donation target of that campaign, and non-financial goal. The non-financial goals include to reach wider audiences, share link, number of like, and educational purposes.

After we explained the measuring success of the campaign, we should understand the role of NPOs during crisis time in both countries.

5.6 Theme 5: Crisis time

After we learned about the most effective strategies in place for charities and how to use social media for NPOs in Saudi Arabia, and how to measure the success of social media in measuring the impact of community interaction benefiting from non-profit organisations in Saudi Arabia and the UK. We must know the role of these NPOs in times of crisis and how to deal with social media in this case, for example, at the time of the Covid-19 pandemic, the role of the government of the Kingdom to address the pandemic, the role of NPOs in helping those affected, and how to use social media.

5.6.1 Saudi Arabia NPOs

First, the role of the government of Saudi Arabia to address the virus. The government of the Kingdom of Saudi Arabia, with the help of charities, has created programmes to help neighbourhoods affected by this pandemic. Among these programmes, which were in all regions of the Kingdom of Saudi Arabia, were "the best of the city", "land in Makkah" and "Bir Riyadh", all of which were under the direct supervision of the government of the Kingdom of Saudi Arabia. Also, the government of the Kingdom of Saudi Arabia has set up operations rooms to monitor the pandemic situation in the affected areas and has harnessed all the capabilities that help these areas. Talk to us in This is the social media manager for this campaign (Case 8).

During the Corona pandemic, I was responsible for the operations room in the region, by order of the government, as I was responsible for publications on social media, where news related to

the pandemic and how to prevent it was always spreading, and we published reliable news from other government agencies, and we were around the clock with a team. It was great work to receive requests, especially from the affected areas during the quarantine, as we were providing support to these families in addition to partnering with other charitable organisations that helped, after God, return life to normal.

Social media also helped speed up the transmission of information from this campaign to beneficiaries and supporters of associations participating in assistance programmes provided by the government. Moreover, the use of social media has helped spread awareness among the community. Most of the posts from the campaign contain information about the disease and how to stay at home and not go out unless necessary and with the permission of the authorities. Also in this regard, and how the role of the government in helping in times of crisis What the director said about social media (Case 5)

We had all the powers to spread awareness among society, especially since it was considered a new crisis, and with the quarantine imposed by the government to prevent the spread of the disease, we often sent food baskets, medicines, and treatment to these areas. Social media also played an important role in spreading awareness, especially as a means of transmitting news. Faster than any other means, the campaigns also helped us collect large donations to help the areas where the epidemic spread.

Finally, the government of the Kingdom of Saudi Arabia has addressed all crises affecting society, especially the local community and the international community, through relief organisations such as the King Salman Relief Foundation and its support for the international

community. Also, how social media has helped facilitate helping eradicate the virus, spread news, and warn of the virus through all known platforms

In contrast, the role of local NPOs in Saudi Arabia, where times of crisis are considered the golden times of NPOs, Where crises play an important role in the life of the charity to prove its strength and the extent of its distinction from other charities, In the meantime, the role of the charity is very important in educating and educating the community, especially in crises and how to deal with them. Also, at the time of Covid-19, it was considered the beginning of NPOs on social media, where their use was sometimes with third-party companies to assist in the marketing process. The Covid-19 pandemic is one of the things that helped charities in the development of the accreditation of NPOs in the digital marketing process. The pandemic has helped NPOs learn to use social media. NPO played an important role in marketing their services during the pandemic by virtue of their greatest reliance on the dissemination of services and programmes online. The director of media at Case 2 told us:

I, as a designer and social media manager, believe that our real beginning was with the beginning of the COVID-19 crisis, as we had a great burden to educate ourselves first in terms of using social media and then spreading awareness content to the community. Especially since society was waiting for charitable organisations to do their duty during the crisis, the team and I were working to publish programmes and activities concerned with helping those affected. The publications were always about how to prevent it and urge the community to stay at home. This is considered a strong opportunity to show the strength of the charitable organisation and community participation. We also developed ourselves in the way we use social media.

The NPO also helped spread culture and education to the local community, especially in addressing the pandemic and urging them to donate to the affected areas. Also, during the pandemic, the number of volunteers increased after posts on social media were published and marketed by charities. The role of charities has increased, as they used to organise and distribute among their awareness programmes, sending food baskets to families affected by the pandemic and helping the needy affected by their dismissal from work as a result of the economic situation that cities were in during the pandemic. Also, social media clarified and showed the activities carried out by the association through pictures and direct transmission of some of these activities in order to urge the community to give and help those affected and also to apply the principle of transparency to the community that asks where our donations go. Also, training has increased on content creation and the manufacture of publications and designs, which is considered a golden opportunity for associations to develop them and include social media in their plans due to its strong impact on the local community and the ease of communication between the target audience and the NPO.

5.6.2 The UK NPOs

NPOs in the UK have played an important and crucial role in supporting different sectors of society. These organisations have risen to the challenges posed by difficult times, made significant contributions, and helped maintain community well-being, health, and social support systems. One aspect of the role of charities in the United Kingdom has been to provide basic services to vulnerable populations. Many charities continued to provide vital services such as healthcare, food assistance, mental health support, and housing assistance. These associations have responded to the increased demand for these services resulting from the pandemic, ensuring that vulnerable individuals and communities receive the necessary support.

Moreover, social media has played an important role when used by charities to support the public during the pandemic. These charities have leveraged platforms such as Facebook, Twitter, Instagram, and LinkedIn to deliver important updates related to the pandemic, raise awareness, and mobilise support for their causes.

NPOs have used social media as a means of disseminating reliable information and news about the pandemic. They shared updates from trusted sources, such as government health agencies, to ensure the public has access to accurate information about the pandemic and how preventive measures and vaccination campaigns are being carried out. This was pointed out by the official of the association (Case 1 B).

We have been providing information about ways to prevent the Corona epidemic through social media to the community to which we provide services, activities, and programmes as part of our responsibility to the public that supports us. As a non-profit organisation, we provide our health services, taking into account accuracy and taking information from reliable sources, such as the government, for example.

In addition, social media allowed charities to quickly mobilise support and coordinate relief efforts. By sharing photos, compelling stories, and impactful campaigns, through volunteer stories and help, or through inspirational stories for the community, charities have been able to inspire individuals to take action or donate to their causes. The presence of social media platforms has made it easier for NPOs to raise funds and expand their reach to a wider audience. This is reported by the Marketing Manager Association (Case 3 B).

We provided our services, such as helping the community, and members of the public were communicating with us about how to volunteer and serve the community or how to donate through social media messages. Social media has made it easier for us to communicate quickly in this regard. We used to tell inspiring stories to encourage the community to be patient.

Also, NPOs have successfully used social media to raise awareness about the services and resources available during the pandemic. Through attractive content, graphics, and graphic designs that reflect the interest of charities, as well as the procedures of dialogues between specialists in this regard and the lessons provided, where they educated the public about mental health support, helplines, distribution of food baskets in emergencies, and other vital services and assistance to parents, charities raised awareness among the community and brought them together to make an impact. Positive for society. The media director (case 4B) explained:

The impact of social media during the Corona pandemic was strong. We were providing services to families suffering from food shortages, donating to them, providing them with food baskets, and urging the community to donate in this regard. We were also providing dialogue on how to confront the pandemic by hosting some doctors and educating people on how to prevent disease. Our role was to raise awareness in society by creating conversational content related to this issue.

NPOs in the UK have harnessed the power of social media during the pandemic to distribute accurate information and, with the help of trusted sources, mobilise support and raise awareness about charities' services and activities. This harnessing has meant that social media is a powerful tool in communication between non-profit organisations and has facilitated access to the community. And with the use of appropriate strategies to market its services, activities, and programmes to the local community.

In the table below explained the similarities and differences how using social during crisis time in both countries.

Theme 5: Crisis time	Saudi Arabia NPOs	The UK NPOs
Government role	<ul style="list-style-type: none"> - Facilitate the role of NPOs - Gives permits to volunteers 	
NPOs role	<ul style="list-style-type: none"> - Play crucial role to help the community. - volunteer work has increased - social media golden era for NPOs 	<ul style="list-style-type: none"> - build a strong community - play a vital role for society. - educate the community.

Table 11: Theme 5 the Role of NPOs During Crisis Time

The crisis time considered a golden era for NPOs in both countries to build a strong community. During crisis time the role of NPOs are more appealing to help society and educate them. Also, the volunteer number has increased. The NPOs are focusing to deliver a great content on social media to raise awareness among the society. In both countries the NPOs were dealing perfectly with social media.

5.7 Conclusion

The prior results from this study made it evident that several conclusions were established by data analysis, and these conclusions included the following Theme:

- Challenges NPOs face using social media
- Social media Marketing benefits
- Social media strategies
- Measuring success of social media
- Crisis time

Even though our knowledge was based on the concepts and results reached in previous studies, this does not account for differences that may be based on the location, society, and circumstances that they face and deal with; rather, it indicates that this study and its outcomes contribute to clarifying the use of social media in non-profit organizations. The philanthropic sector. This research adds to the growing corpus of literature demonstrating the far-reaching consequences of social media use outside the boundaries of any given company. This study aims to find out the best way to use social media for non-profit organizations by comparing the use of social media by non-profit organizations in the two countries. The use of social media in these non-profit organizations differs in terms of the best way, as each organization has laws regarding the policy of publishing and using social media. However, they seek one goal, which is to build an image that is rooted in the minds of the public, help the community, and collect donations by marketing services and activities. Also, the analysis answered the research questions related to the strategies and how to use social media by non-profit organizations in both countries. In addition, the extent to which non-profit organizations use social media to attract new customers, and we learned about the difficulties they face and the facilities that social media provides to non-profit organizations in the two countries. Moreover, we shed light on the extent of the impact of the use of social media for non-profit organizations.

6. Discussion

6.1 Introduction

In the previous chapter, the findings of the study were presented, and we concluded that there are 5 themes which NPOs face using social media. Also, social media marketing benefits, social media strategies, measuring success of social media, and dealing with crisis time. This chapter aims to collect these results, together with Roger's theory, show the diffusion of innovation and the extent to which social media is harnessed to market the activities and programmes of non-profit organisations in Saudi Arabia and the United Kingdom. Each section of this chapter covers a different topic. In the first section, I explain the cultural specificities of both countries. In the second section, I discuss the problems NPOs face in adopting a social media. The third section discusses the best way for non-profit organisations to use social media. Specifically, this chapter of the thesis aims to answer the following research questions:

- **Main question**

How NPOs in Saudi Arabia and the UK are using social media to promote their causes?

- **Sub questions:**

What are the current social media practices of non-profit organisations in Saudi Arabia and the UK?

What facilitates the development of social media use by non-profit organisations in Saudi Arabia and the UK?

Why are non-profits integrating the use of social media into their strategic plans in Saudi Arabia and the UK?

What is the impact of social media use in Saudi Arabia and the UK?

In this study, I do not argue that there is much difference in the way social media is used to promote the activities and programmes of non-profit organisations in both countries. There is even a difference in the cultural environment between Saudi Arabia and the UK that has affected how social media is used and how best to reach target audiences, supporters, and volunteers. In-

depth interviews with marketing managers in non-profit organisations in both countries revealed different ways of marketing activities through social media and how it is a powerful tool in marketing, and that all parties of society are affected by these means that have facilitated the work of non-profit marketing organizations. In addition to interviewers expressed the importance of social media and how we live in a golden age of marketing our activities through this tool. In addition, the challenges (financial, human, and public) that the marketing department of NPOs faces when using social media Also, the strategies applied in NPOs (publishing method, platform selection, content writing) In addition, how to address crises that society is going through, such as the Covid-19 pandemic, However, the importance of using social media was combined with challenges and strategies to come up with the necessary knowledge to reach the optimal use of social media in both countries.

6.2 Cultural specificity of using social media by NPOs

6.2.1 Cultural Specificity in Saudi Arabia

NPOs in Saudi Arabia, as in many other countries, play a crucial role in meeting various societal needs, from education and healthcare to cultural preservation and social welfare. Saudi Arabia has a unique cultural context that influences the formation and activities of non-profit organisations in the country. Here is a discussion of some details about the nonprofits participating in the study in Saudi Arabia and the cultural specificity associated with them.

NPOs in Saudi Arabia follow the Islamic approach to promoting services and activities through social media. Saudi Arabia is the cradle of Islam, and religion plays an important role in culture and society. Moreover, many of the country's non-profit organisations are Islamic institutions that aim to promote Islamic values, provide religious education, and support charitable activities that follow Islamic principles. These organisations often work on projects such as building mosques, providing aid during the month of Ramadan, hajj, and supporting religious education. In addition, the Social Welfare Organisation in Saudi Arabia has a strong tradition of supporting social welfare through non-profit organizations. These organisations often focus on aiding vulnerable populations, such as orphans, widows, and the elderly. Social welfare NPOs in Saudi Arabia may provide financial assistance, healthcare services, housing support, and training

to the community. Non-profit organisations are always very sensitive to Islamic principles when drafting and designing publications through social media, as the post often includes any verse from the Book of God and hadiths that urge the community to give and avoid content that contradicts Islamic teachings, make sure that all messages that include verses and hadiths of the Prophet do not have errors, and also contribute to attracting donors and volunteers, raising the image of the NPOs mentally, and contributing to the instillation of values. and Islamic ethics.

Also, one of the cultural peculiarities that characterise publications in Saudi Arabia is the use of the Arabic language in their publications through social media. Arabic is the primary language used in social media posts. In order to reach the largest segment of society. Whereas publications in Arabic contribute to the transfer and understanding of the message of non-profit organisations with ease in all societies, the use of the Arabic language contributes to the ease of promotion, activities, and programmes of non-profit associations through social media. However, non-profit organisations recognise the existence of a second language—for example, English as a second language that is widely spoken in Saudi Arabia. Designing a post and sharing it via social media may contribute to meeting the needs of a diverse audience that may support organisations in the future.

In addition, it is a cultural peculiarity in Saudi society that they value the visual aesthetics of the posts on social media. There is often diversity in the use of images and videos that are of high quality and reflect the progress of these non-profit organisations in the use of modern technology. Often, this visual aesthetics reflect the location and originator of these organisations and the scope of their service to the community. For example, non-profit associations located in holy sites such as Mecca and Medina often use the image of the Two Holy Mosques in social media posts. The idea of incorporating traditional or culturally relevant visual elements into the region attracts attention, creates a sense of cultural connection for these non-profit organisations to the region, and promotes the suspension of the mental image in the minds of beneficiaries, supporters, volunteers, and the whole community.

Moreover, cultural events and holidays are considered cultural peculiarities in Saudi society. The use of social media by non-profit organisations is active in times of cultural and religious events and holidays in the Kingdom of Saudi Arabia, as evidenced by their social media

posts. During Ramadan, for example, the posts often highlight charitable activities and encourage philanthropy and donations as part of the spirit of Ramadan giving. Also, in the times of Hajj, where charitable work abounds, the number of pilgrims and visitors increases during the month of Ramadan and the month of Hajj. This ensures that non-profit organisations have the most spread, especially since all posts on social media urge people to do good, link them to the reward from God, and support them with the hadiths and verses of the Holy Quran. Also, national occasions, such as the Saudi National Day, are used to educate people about Saudi Arabia and the charitable work carried out by these organizations. Also, in these publications, non-profit organisations race to take advantage of these international days, especially in for-profit organisations that provide medical services, for example, World Diabetes Day and Alzheimer's Day, all of which reflect the extent to which these non-profit organisations benefit from these days and engage empathetically with the international community.

A cultural peculiarity that distinguishes non-profit organisations when they use social media is government regulations and policy. All social media posts must comply with the strict regulations in force in Saudi Arabia regarding content provided on social media. This is to ensure that the principle of governance is applied, and that the government has full support. Where all plans, programmes, and activities related to non-profit organisations are submitted to the concerned ministry, and then the activities of the organisations are marketed and promoted through social media, this ensures the application of the principle of transparency for non-profit organisations and access to the comfort of the community that this organisation has its activities and programmes directed to charitable work and fundraising.

Another cultural specificity is the use of these social media posts to address issues related to the Saudi population. These issues are often highlighted on social media, and their content is tailored to local concerns and the extent to which these non-profit organisations are involved to help highlight these issues, whether they relate to education, healthcare, poverty alleviation, or humanitarian aid. All of these highlight the effective role of the non-profit organisation in marketing these issues and attracting supporters and volunteers to eliminate them.

In addition, cooperation with influencers reflects the interest of non-profit organisations in reaching their target audience with ease. Partnering with local influencers or social media

influencers is an approach adopted by some NPOs to increase the impact of posts on social media and market the organisation's activities and programs. A careful selection of influential people who align with the NPOs mission and values is crucial. This influencer can provide authenticity and credibility to campaigns. Therefore, we see that most NPOs are led by influential sheikhs, imams of the Two Holy Mosques, and those with a good opinion. Moreover, most non-profit organisations are keen to deal with influencers because of the spread of the name of non-profit organisations and the consolidation of the name in society.

Also, cultural specificity contributes to participation and community building. All NPOs have strategies for their presence on social media and for responding to inquiries and comments quickly and in a tactful manner. The speed of responding to the audience and answering their inquiries, whether individually or collectively, helps to enhance the sense of belonging to the community and increase trust between non-profit organisations and the community. In addition, NPOs always strive to continuously monitor and evaluate the performance of posts on social media. Continuous evaluation of the status of the post is necessary to analyse the post and measure the rates of engagement, reach, number of likes and inquiries, and extent of their impact on charitable goals regularly in order to improve strategies, measure the impact of the post, find ways to improve, interact with the target audience, and attract supporters and beneficiaries of social media. Furthermore, non-profit organisations seek to develop and provide the necessary training on cultural sensitivity to the organisation's staff and volunteers. This training helps them navigate the cultural complexities of society, avoid cultural misunderstandings, and make sure their communication is culturally respectful and well accepted. Also, understanding the community and how to find the right timing is crucial when posting content via social media. Understanding local daily routines, prayer times, and peak hours of online activity helps publications reach a wider audience. Maintaining a special schedule for posting on social media at certain times also helps to interact and share, and this leads to greater traffic on the non-profit organisations' social media accounts and a larger visit to the organisation's stores.

6.2.2 Cultural specificity in the UK

In turn, cultural privacy plays a crucial role in how non-profit organisations use social media in the UK. The UK is a diverse and multicultural country, and there are still unique cultural

elements and norms that NPOs must consider when crafting content posted on social media. Below is a detailed discussion of the cultural specificity in the UK for NPOs participating in the study that use social media to promote their services and activities.

The UK is known for its cultural diversity. People from different ethnic, religious, and cultural backgrounds reside. Non-profit organisations must be sensitive to this diversity, and their social media content should be inclusive and representative of different cultural groups. This involves using diverse images and language that resonate with a wide range of communities. For example, there are medical NPOs that help the needy and their families; they may be of different ethnicities, so this ethnic and cultural difference must be taken into account. This ensures that the content is more prevalent and shared by the audience present on social media. Moreover, there is a language difference, as English is the primary language in the UK. However, there may be differences in regional dialects and terminology. Non-profit organisations need to be aware of these nuances when designing and crafting social media posts to ensure that messages posted on social media are relevant and clear to different regions and communities within the UK.

In addition to cultural sensitivity to holidays and events, due to the presence of cultural and ethnic diversity, the UK celebrates a variety of cultural and religious holidays and events. For example, the UK celebrates Christmas, Easter, Ramadan, Diwali, and other occasions and holidays. Here he continues on how non-profit organisations use these days and how to promote their activities in order to gain a large fan base, supporters, and volunteers. Also, non-profit organisations can recognise and respect these occasions in their social media posts, including sharing the joy of these occasions with the community, sending Eid greetings, sharing relevant stories, and conducting charitable initiatives in line with these events. Also, in the UK's philanthropic giving tradition, where it has a strong tradition of charitable giving, non-profit organisations take advantage of this culture by promoting giving campaigns, fundraising campaigns, and volunteer opportunities through their social media posts, especially in times of increased charitable activity, such as holidays or awareness months, where the use of hashtags increases in order to reach the largest number of supporters and volunteers.

Furthermore, due to cultural sensitivity to local issues, different regions within the UK face unique challenges and issues. Non-profit organisations had to tailor their social media posts to

address local concerns; for example, initiatives related to poverty alleviation or community development vary from region to region. The use of social media contributes to spreading awareness and culture, especially among the youth community. Social media also contributes to the rapid spread of the goals of non-profit organizations. In addition, it helps to understand the cultural and ethical values related to society in the UK. Posts must be aligned with the values of empathy, inclusion, and social justice that are accepted and respected by the British public. Highlighting how the work of nonprofits aligns with these values is compelling.

Also, engagement strategies: the UK's social media landscape may have its own engagement dynamics. All non-profit organisations are working to adapt these strategies to suit the preferences of the British public. This includes responding to feedback from the community quickly, encouraging user-generated content, and promoting online communities. For example, some non-profit organisations work with young people and often help the organisation create attractive content for this age group through their participation, photography, and effectiveness in designing content appropriate to the organization. Community participation in various fields, especially the field that non-profit organisations seek to achieve, may raise positive reactions towards the organisation and raise its mental image among supporters, volunteers, and decision-makers. In addition, the UK has strict regulations governing charity and online content. Non-profit organisations should be aware of these laws, including data protection, especially since donations are online, fundraising regulations, and laws on the political neutrality of charities, to ensure compliance in their social media posts.

Also culturally sensitive are accessibility and inclusivity. Nonprofits work to make sure that their social media posts are accessible to everyone, including individuals with disabilities. Some organisations work with this important group in society and help them provide alternative text. For example, having images and videos that use sign language and also use inclusive language are essential steps to enhancing the accessibility of multiple audiences. In addition to feedback and adaptation, constantly seeking feedback from the audience and adapting social media posts based on audience preferences and cultural sensitivities is crucial. Nonprofits often seek to be as receptive to suggestions and concerns as possible and demonstrate a commitment to engagement and responsiveness. This ensures greater dissemination of publications, retention of audiences, and the search for a new target audience that supports the activities of non-profit organisations.

In short, cultural specificity in social media posts published by UK non-profit organisations includes recognition of the country's cultural diversity, language differences, and regional nuances. By respecting local cultural traditions, values, and concerns, non-profit organisations can interact more effectively with their audiences, build trust, and achieve their charitable goals in the UK's rich and culturally diverse landscape.

6.3 Challenges and problems faced when applying the use of social media.

6.3.1 Challenges of implementing the use of social media in Saudi Arabia

The adoption and use of social media platforms in NPOs in Saudi Arabia can be an important tool in promoting the activities and programmes of non-profit organisations, but there are many challenges and problems that may be an obstacle for these organizations. Here is a detailed discussion of some common problems related to social media usage in Saudi Arabia.

One of the problems and challenges facing NPOs in Saudi Arabia is resource constraints. Resource constraints refer to funding, human resources, and technical capacity constraints that NPOs may face when using social media in their activities. Many NPOs, especially small ones, may have limited budgets for marketing and outreach efforts, including social media campaigns. This can limit their ability to invest in paid advertising or hire social media professionals as well, as can the existence of a certain budget from the government for operational activities, including marketing activities, which may range between 10 and 20% of the general budget. This obstacle is the mission that affects the spread of the activities of non-profit organisations.

Also, one of the challenges and problems that hinder the optimal use of social media is human resources. NPOs may have a limited number of employees or volunteers dedicated to managing their social media presence. This can be challenging, especially when trying to maintain an active and engaging presence on social media, as some NPOs benefit from having a partnership with a third party that carries out the process of marketing, promotion, and fundraising through social media posts on all platforms but under the supervision of the NPOs.

Moreover, the old promotional thinking of managing NPOs in Saudi Arabia may represent delays in some orders related to their use of social media. As mentioned earlier, managers in this NPO may prefer the old traditional ways of attracting supporters and volunteers, including the use

of television, newspapers, and radio. They may also use public relations to attract large business supporters to support the activities of associations, and this challenge leads to delayed adoption of social media. Promoting the activities of the non-profit organisation through social media is intended to educate and target the regular supportive community and not the businessmen.

Some NPOs may lack access to the necessary technical infrastructure, such as high-speed internet or modern devices, or website and online store development. This may hinder her ability to effectively create and share content on social media. Some non-profit organisations suffer from not updating their websites, and this is due to the technical problems facing NPOs in Saudi Arabia. Moreover, some organisations may have to use one social media platform to promote activities and programmes due to a lack of full-time availability for the rest of the platforms. Or use the same content on all platforms. This may affect sustainability and the lack of diversification of content related to social media.

NPOs may face difficulties in creating content, and this may require the development of high-quality content, including graphics, videos, and written posts, as well as specific skills and tools. Limited resources may hinder NPOs from creating compelling and visually engaging content. The presence of social media aims to change the stereotype about NPOs, increase the number of followers, and develop the mental image of society.

One of the challenges that non-profit organisations may suffer from is a lack of experience in social media. The effective use of social media to communicate and engage often requires a level of expertise. NPOs may lack the resources to recruit or train employees with social media management skills. Therefore, some NPOs use partnerships with a third party with experience in this field to overcome the difficulties that non-profit organisations face in being present on social media.

Also, one of the challenges facing NPOs in Saudi Arabia is competition for attention, as the term competition for attention refers to the fact that there are many organisations, companies, individuals, and entities that compete for the limited scope of interest of social media users. In Saudi Arabia, as in many other places, the social media landscape is crowded, and NPOs face wide competition from sources.

Social media platforms are very popular in Saudi Arabia, where a large percentage of the population uses social media platforms. This high level of engagement means that users are exposed to a huge amount of content daily. This affects the attraction of the target audience for non-profit organisations to show their activities and programmes to the existing audience. This requires a significant effort from NPOs to take a stake in this attention. Social media is often used by users as a tool for entertainment, shopping, and spending time. Herein lies the problem, as NPOs must show greater interest in users and look for a target audience that supports the causes marketed and promoted by NPOs. Moreover, Business entities, including companies and brands, actively use social media for marketing and advertising purposes. They have significant resources to invest in social media campaigns and promotions, making it difficult for NPOs to stand out. Also, there is competition from other NPOs. The same NPOs compete for interest. This competition is a charitable competition, that is, doing good to society and providing what is most appropriate for society. Therefore, many NPOs in Saudi Arabia work on different issues and in different regions, all of which aim to engage and mobilise the public through social media. Also, NPOs benefit from each other, which is part of the goals of NPOs in Saudi Arabia, which are to spread knowledge and culture and raise awareness in the community. Partnerships with NPOs in the field of competition in charitable work are one of the things that organisations seek to achieve.

6.3.2 Challenges in implementing social media in the UK.

In contrast, the adoption of social media platforms in UK NPOs comes with its own set of challenges. The following is a discussion of the problems and challenges faced by non-profit organisations in the UK.

First, resource constraints, most NPOs in the UK suffer from a lack of resources, and these sources are financial. NPOs suffer from a lack of financial support and resources to move the sector forward. The lack of financial resources delays the spread of NPOs' posts on social media. With the low costs of being present on social media, the lack of financial resources may make it difficult to maintain a permanent and continuous presence on social media.

Also, the workforce in NPOs presents problems and challenges, as most organisations rely on volunteers to perform administrative and marketing tasks. Moreover, most employees are part-

time in these organizations. According to the hierarchy of some organisations, there is no marketing department, as it is combined with the Public Relations Department, due to the lack of employees and volunteers in the organization. The use of social media requires the presence of full-time people or volunteers who manage the accounts of NPOs. The management of social media accounts needs to be constantly present to meet the needs of the audience and search for a target audience, as well as design and write a post. All of these require the presence of full-time manpower in order to quickly reach the current audience and the target audience.

In addition, NPOs face problems creating and designing content via social media. Creating high-quality content on a regular basis is time-consuming and resource consuming. Maintaining this format of posting and sharing can be difficult for NPOs, especially small ones, which also rely on volunteers. Also, employees of NPOs may use their personal accounts to promote the activities and programmes of the association in order to attract relatives and acquaintances instead of the accounts of NPOs should be followed. This can sometimes reduce transparency in this aspect. Building trust through transparency is essential for NPOs to continue to operate not only on social media but even in terms of website engagement.

One of the challenges facing NPOs is negative responses and criticism on social media. NPOs are not immune from online criticism or negative reactions, which can damage their reputation. Managing and maintaining reputation through social media, quickly addressing errors, and converting negative responses and criticisms into positive ones is vital to the development of NPOs in the UK. Using social media to respond to these criticisms is one of the fastest ways to build and nurture communities that believe in the causes the organisation offers.

One of the challenges facing NPOs in the UK is training volunteers and staff. Training and developing volunteers and employees in the use of social media is one of the challenges facing NPOs, and this is due to several reasons, including the lack of financial resources, so we may find the use of social media limited to one or two platforms, and this affects continuity and presence in social media. In addition, social media and its algorithms are constantly evolving, and new platforms are emerging. What can work on a single platform today may not be effective for the target audience tomorrow. Keeping up with changes and updates is a challenge for non-profit organisations in the UK. Therefore, having a strategic plan for interaction, continuous presence,

and training from time to time in social media is essential for NPOs and leads them to the effective use of social media.

Also, one of the challenges that NPOs face when using social media is competition for attention. In the digital landscape, social media users are immersed in a constant stream of content. This flood of information comes from various sources, including other NPOs, businesses, individuals, and the media. It represents the overload of content on social media platforms on a wide range of topics. User feeds are constantly updated with posts from friends, family, celebrities, and brands. NPOs must deal with this excess content to attract fleeting attention from their target audience. In addition, posts on social media are characterised by the fact that they have short attention periods, as social media users quickly scroll through their feeds and only briefly stop to interact with the content that catches their attention. NPOs must craft content that is not only visually appealing but also succinct and attention-grabbing. On top of that, there is strong competition in the UK's non-profit sector, where for-profit companies, influencers, and entertainment content are also competing for space in user feeds. This represents a challenge for non-profit organisations, as they must distinguish themselves and create content that matches the values and interests of their audience in order to reach a large segment of the supporting community, volunteers, decision-makers, and beneficiaries.

The concept of social media difficulties is closely linked to Rogers's (2003) theoretical framework and corresponds with the attribute of complexity. Complexity, as described by Rogers (p. 15), refers to the extent to which an innovation is considered as being relatively challenging to comprehend and utilize. In contrast to the various traits and characteristics associated with the acceptance of an innovation, the inherent complexity of social media has a detrimental impact on its adoption and implementation. The problems encountered by the NPOs encompassed various hurdles and intricacies pertaining to involvement. In several instances, the participants encountered challenges in comprehending and effectively utilizing the social media channels employed to captivate and involve their respective audiences.

6.4 Best practices use of social media

After we discussed the two points, which are cultural specificity and the problems and challenges facing non-profit organisations in Saudi Arabia and the United Kingdom in the use of social media, in this study, I contribute to understanding the optimal use of social media by non-profit organisations in both countries to promote their activities and achieve social goals. Hence, this study indicates that there are differences in the way social media is promoted and strategies in both countries, but the goal is the same: achieving social goals, interacting with target audiences, and mobilising support.

6.4.1 Best Practices of Using social media in Saudi Arabia

Effective use of social media is critical for non-profit organisations in Saudi Arabia to interact with their audiences, raise awareness of their issues, and mobilise support and fundraising. Specific strategies are developed and designed to be appropriate to the Kingdom's unique cultural, organisational, and societal contexts. It is a comprehensive strategy and consideration that non-profit organisations in Saudi Arabia should adopt to successfully implement social media best practices.

6.4.1.1 Understanding the cultural context

Understanding the cultural context is important. The culture of NPOs in Saudi Arabia differs from each other, each according to the activity and the audience to which they provide services and activities. It is important to prioritise cultural sensitivity in social media content. Also, respect for values and preservation of Islamic character and principles. Moreover, posts on social media must be in line with local norms, avoid offending the public, and reflect the goals of non-profit organisations that influence content design on social media. Understanding these cultural differences and sensitivities is a key factor in creating content on social media and helps create resonance with the target audience of NPOs.

6.4.1.2 Localization of content and language

The language in which social media posts are designed is important for promoting non-profit organisations on social media. As mentioned earlier, Arabic is the dominant language used on social media platforms in Saudi Arabia, and non-profit organisations should prioritise creating content in Arabic. Where the design in Arabic facilitates access to all of society and the design of content that is attractive to the public. The use and citation of the Holy Quran and the hadiths of the Prophet are to be in Arabic. This is what non-profit organisations in Saudi Arabia do. It also ensures that the promotional message arrives with ease.

6.4.1.3 Develop a comprehensive strategy

A comprehensive and well-designed social media strategy is essential for non-profit organisations in Saudi Arabia. The strategy should be tailored to local goals, taking into account the cultural sensitivities and unique preferences of the target audience. It must be in line with the organisation's mission and objectives and address specific social issues relevant to the Kingdom. One of these strategies is the use of the platform on which the audience is present. The use of the platform on which the audience is present is one of the most effective strategies, as the most popular platform on which non-profit organisations are present in the Kingdom of Saudi Arabia is the Twitter platform on which the organisation's news is published. Moreover, Twitter is active among users, and this is what makes the use of this strategy close to the community: easy delivery of messages and promotion of the activities and programmes of non-profit organizations. Also, the Instagram platform is used for short photos and videos that enhance the presence of organisations on several platforms that benefit the community. Also, being present on the Snapchat platform gives transparency in terms of live content, and this has strengthened the role of non-profit organisations in the principle of transparency and community support, especially in times of crisis such as the Corona crisis, in which non-profit organisations had a major role in addressing the pandemic, and also strengthened the role of volunteerism and volunteering in terms of presence in social media. Finally, the existence of strategies and a comprehensive vision for how to use social media and the great role it plays in promoting activities and programmes facilitates access to these

programmes for all members of society and community support for these activities and donations, raising the name of non-profit organisations.

6.4.1.4 Embracing visual content

Visual content, such as photos and videos, is very popular in Saudi Arabia. Nonprofits should invest in creating compelling visual content that tells their stories effectively, as visual storytelling can help nonprofits connect with their audiences on a deeper level, convey their messages more effectively, and also facilitate community interaction with directed messages while using emotion to reach the hearts of the community and encourage them to donate, spend, and volunteer. Where it is considered participation, stories and the creation of meaningful visual content enhance the ability of non-profit organisations to promote their activities and programmes.

6.1.4.5 Enhance transparency and accountability

Non-profit organisations in Saudi Arabia are trying to promote transparency with the public, which is always questioning donation funds. It is a must for non-profit organisations in Saudi Arabia. Moreover, sharing information about their projects, financial transparency, and how donations are used demonstrates accountability. Transparency not only builds trust with supporters and donors but also helps avoid suspicion or potential scepticism that nonprofits do not accept.

social media use.

6.1.4.6 Monitoring and responding to crisis situations

Crises are part of the situations that non-profit organisations go through. Here comes the role of organisations in determining how to address these crises and participate in solving them. Social media has made it easier for us to deal with crises. For example, during COVID-19, communication was faster through social media by spreading awareness about how to address this crisis that the world went through. Also, during crises, the role of social media is activated by encouraging volunteer work, helping the community, and raising awareness. Nonprofits must have clear plans. Crisis management must be an integral part of social media strategy to overcome challenges effectively.

The implementation of social media best practices by NPOs in Saudi Arabia is a multifaceted endeavour that requires a deep understanding of the Kingdom's cultural, organisational, and societal landscape. By understanding the cultural context, localising content, and developing a holistic strategy, NPO can harness the full potential of social media to effectively engage with their communities and advance their missions.

6.2.4 Best practices of using social media for non-profit organisations in the UK

Social media has become a powerful tool for non-profit organisations in the UK to engage with their audiences, raise awareness of their issues, and raise donations. The effective use of social media is critical for non-profit organisations, and to succeed, it is essential to implement best practices tailored to their unique missions and goals. In this discussion, we will reveal the strategies and cross-cutting considerations that the nonprofits involved in the research have answered. Organisations have adopted these strategies in order to reach the best practices of social media.

6.2.4.1 Understanding the UK landscape

The non-profit organisations involved in the research pay great attention to social media, and it is an important tool to market their diverse programmes and activities to the target audience. The UK has a very diverse population and technological expertise. This makes it necessary for non-profit organisations to establish a strong presence on social media and the Internet. Research participants understand the audience's preferences for any social media platform and some of their digital behaviours. Therefore, the content provided by non-profit organisations is commensurate with the audience and the services provided to them. Understanding the audience and their requirements from non-profit organisations facilitates the process of marketing through social media.

6.2.4.2 Set clear goals

Non-profit organisations often operate with clear goals that enable them to spread through social media. These goals are often related to, among other things, raising awareness, raising the name of the association on social media, recruiting volunteers, and fundraising. Having well-defined goals provides guidance and helps measure success, and these goals are in line with the

organisation's overall mission and strategic priorities. Moreover, the clear goals of being present on social media make it easier to spread, know, and interact with the target audience.

6.2.4.3 Audience targeting and segmentation

For NPOs, effective targeting of audiences is essential to the survival of the organization. NPOs often carefully define their audience. The target audience is defined and segmented based on the demographics, interests, and behaviours of the target audience. Social media content and posts are designed according to this composition, where content and messages resonate best when they are intended for specific audiences. For example, the content is youthful if the target audience is youth, or if it is for a segment of the elderly, it is about paying attention to mental and physical health. Dividing the audience into several segments facilitates the process of using social media and achieves the desired spread.

6.2.4.4 Content creation and storytelling

NPOs try to create compelling and engaging content through social media. Where meaningful and engaging content convinces the target audience, persuasive content is at the core of successful social media strategies. UK NPOs focus on passion and storytelling in their content. This strategy activates the emotional connections and engagement of the target audience. Moreover, the style of storytelling appeals to hearts and emphasises the existence of human bonds that exist among the British people. In addition, the content is next to storytelling by showing the awareness aspect and also pictures of the activities of non-profit organisations in order to convince the audience of the effort made by non-profit organisations and that there are various activities and programmes carried out by non-profit organisations.

6.2.4.5 Multi-platform approach

The nonprofits involved in the research take a multi-platform approach to social media. It maintains a presence on more than one platform in order to satisfy the target audience present on social media. Most of the organisations participating in the study are keen to be present on platforms where the largest audience is present. In addition, non-profit organisations are ramping up multiple pieces of content suitable for each of the platforms in order to attract a larger audience

to market their services and programmes to them. Where the appropriate content is adapted for each platform in order to attract the target groups in which non-profit organisations are present. As a result, a social media outreach strategy helps to increase the reach of the target audience and form positive relationships with them.

6.2.4.6 Consistency and participation

One of the strategies adopted by non-profit organisations is to have a schedule for posting content on social media. This strategy enables them to interact with the public, know their opinions, and respond to comments and inquiries. Moreover, this strategy helps to actively participate and build a loyal and supportive community not only with donations but also with volunteering. In addition, having a publishing schedule makes the audience hungry for new programmes and activities, especially if there is a suspense factor in posts on social media.

6.2.4.7 Transparency and accountability

One of the basic principles that help non-profit organisations make optimal use of social media is the existence of transparency with the audience that supports them on social media. This principle helps build trust with supporters and donors as well as employees of non-profit organizations. Moreover, non-profit organisations promote financial transparency and how donations are used by sharing information about their projects on social media. The principle of transparency helps non-profit organisations gain credibility and influence society, and this affects the spread and provision of better service to the community and raises the name of non-profit organisations not only with the public but also in terms of cooperation and partnerships with other organisations, whether profit or non-profit.

6.2.4.8 Collaboration and Partnerships

With some difficulties faced by non-profit organisations in the UK in many respects, including the lack of adequate support, both financially and technically, the existence of cooperation and partnerships with other sectors has helped to solve these difficulties. Where there is cooperation with other organisations, influential people, and supporters to expand the scope of social media campaigns for non-profit organizations. Cooperation and forming partnerships with other sectors

are considered helpful to non-profit organisations in several aspects, including education, how to deal with their presence on the Internet, and how to create content published on social media in order to benefit from the expertise in other sectors. Also, partnerships can amplify messages, boost engagement, and attract new audiences, as alignment with like-minded entities enhances the impact of social media presence. For example, non-profit organisations that provide health services collaborate with some hospitals and with government organisations that share the same goals. In the future, this cooperation will positively affect the spread of social media

6.2.4.9 Crisis Management

The world is going through a number of crises that affect the local community. This is where non-profit organisations play a role in helping society overcome these crises. As they mentioned earlier, non-profit organisations, using social media, played an important role in solving the problems and crises facing society, including the Covid-19 pandemic. There were strategic plans to help overcome the pandemic. One of these strategies is to spread awareness among members of society through social media and help them overcome these crises. Moreover, each organisation had an important role to play in protecting its audience, as most of the social media posts focused on awareness and prevention of this pandemic. This indicates interest, spread, and proximity to the public. Successful management is considered to have a vision and plans to deal with the crises it faces, as the presence of social media has reduced negative reactions. This is what gives non-profit organisations a quick response, and dealing with transparency enhances the maintenance of trust between the public and supporters of non-profit organisations.

6.2.4.10 Staff training and development

Social media plays an important role in promoting and marketing the activities and programmes of non-profit organizations. It has facilitated the marketing aspect of non-profit organisations, and here comes the role of organisations in how to invest in their employees. Employee training and development are essential to maintaining a continuous social media presence. The more experience in this aspect, the more creativity in providing distinctive and attractive content that reflects the development and progress of non-profit organisations in dealing with new technology. One of the things that helps non-profit organisations make the best use of social media is having employees

who know how social media works. Knowledge in this aspect and knowledge of emerging trends are critical for employees involved in managing social media.

The implementation of social media best practices by non-profit organisations in the UK is a complex but necessary endeavour. By understanding the UK's social media landscape, setting clear goals, targeting and segmenting audiences, creating compelling content, adopting a multi-platform approach, and prioritising transparency and accountability, NPOs can harness the full potential of social media to advance their missions and engage with their communities effectively

Cultural Specificity, Challenges, and Best Practices of using social media by NPOs in Saudi Arabia and the UK, with Rogers' Diffusion of Innovations (DOI) theory:

DOI Concept	Cultural Specificity	Challenges Faced by NPOs	Best Practices for NPOs	Saudi Arabia	United Kingdom
Relative Advantage	Perceived benefit based on cultural values.	Lack of perceived benefit in certain contexts.	Tailor social media to cultural norms.	Collective engagement valued (e.g., during religious events like Ramadan); social media seen as a tool for communal causes.	Individual empowerment emphasized; social media campaigns focus on personal impact and societal change.
Compatibility	Alignment with local customs and practices.	Cultural resistance or mismatch with practices.	Adapt content to fit cultural expectations.	Social media must align with religious and social norms, requiring sensitivity to cultural values and restrictions.	Campaigns must reflect inclusivity, diversity, and transparency, aligning with UK's focus on social justice and activism.
Complexity	Perceived difficulty in adopting social media.	Low digital literacy or technological barriers.	Simplify and provide clear guidance.	In rural or conservative areas, there may be lower digital literacy and restrictions on media consumption.	High media literacy, but saturation and competition among NPOs make standing out difficult.
Trialability	Willingness to test social media strategies.	Risk aversion in testing new approaches.	Conduct low-risk trials before full adoption.	Conservative culture encourages cautious adoption; trials during religious periods like Ramadan may be safer.	More flexibility for experimentation, but audience skepticism requires careful testing of new approaches.
Observability	Visibility of social media success.	Difficulty in demonstrating impact visibly.	Make outcomes visible to build trust.	Public acknowledgment of charitable giving is culturally valued; successful campaigns visibly supported by religious leaders can drive adoption.	Public focus on transparency and tangible outcomes; NPOs need to visibly demonstrate impact to build trust.

Table 12: How Cultural Specificity, Challenge, and Best Practices in Saudi Arabia and the UK Influences the Adoption of Social Media by NPOs, Linked to Rogers' DOI Theory.

In the context of Saudi Arabia, it is imperative for social media campaigns to adhere to Islamic principles, placing emphasis on communal engagement and the general welfare of the community. The challenges encompass entrenched conservative cultural beliefs, limited computer literacy in certain regions, and the necessity to handle intricate religious sensitivities.

In the United Kingdom, social media initiatives are primarily centered on the principles of individual empowerment and social justice, emphasizing transparency and direct communication approaches. NPOs encounter the formidable task of differentiating themselves within a very competitive and oversaturated digital environment.

6.5 Conclusion

In conclusion, this study discussed the various factors that were identified through the analysis of the data. The preceding discussion encompassed the following key points

- Cultural Specificity in both countries
- Challenges when adopt new technologies such as social media
- The best practices of using social media

This statement suggests that the present study and its findings contribute to the explanation of social media usage in non-profit organizations. It acknowledges that our comprehension of this topic has been constrained by prior research, which may not fully account for variations arising from societal position and contextual factors specific to these non-profit organizations. Hence, this study contributes to existing literature by proposing the notion that the recruitment and utilization of social media transcend the confines of the organization and are instead shaped by the broader societal context.

Furthermore, this research makes a valuable contribution by enhancing the comprehension of non-profit organization officials regarding the various aspects that could potentially influence the efficacy and triumph of their efforts to adopt and utilize this technology in order to effectively

engage with the public. The primary aim of this study was successfully accomplished by analysing the outputs through the use of Rogers' theory.

7. Conclusion, Limitation & Future research

In summary, the purpose of this research was to investigate the intricate terrain of social media adoption among non-profit organisations (NPOs) that are active in both Saudi Arabia and the United Kingdom. The Innovation Diffusion Theory was used as an illuminating analytical tool in this investigation. Significant findings that highlight the complexities of social media involvement in these varied cultural and organisational contexts have been generated as a result of the data that was acquired from 52 participants representing various types of NPOs in each country. These data were gathered using data that was gathered from participants in every country.

The study provided two main contributions to the current theoretical understanding of the field which it was concerned. The first one which contributed to modifying the Roger's theory and the second one is enrich the knowledge of the existence literature.

7.1 The Managerial and Marketing Implications in both countries

The results of this study contribute to helping managers and marketing officials enrich their knowledge of using social media. Non-profit organizations can benefit from social media to achieve a significant impact and reach their goals. Among these administrative goals is enhancing the principle of transparency and accountability, as social media provides a direct communication channel for stakeholders, and non-profit organizations can share their activities and submit their financial reports via social media and enhance this principle (Lillqvist & Louhiala-Salminen, 2014).

Moreover, fundraising with high efficiency, as social media is a powerful tool for fundraising by using social media strategies, for example, using hashtags and algorithms. Also, the study shed light on the use, recruitment and management of volunteer programs, as non-profit organizations can share stories of inspiration and success and create communities via social media for volunteers. Among the administrative effects is facilitating the process of communicating in times of crisis with stakeholders and using social media to address concerns and maintain transparency. Among the marketing effects, social media helps to increase awareness of the existence of non-profit organizations by reaching a wider audience through sharing purposeful and attractive content (Steenkamp & Hyde- Clarke, 2014).

Also, one of the effects is building a community that believes in the issues that non-profit organizations provide through social media, which helps in collecting donations quickly. Moreover, non-profit organizations may change some strategies and create strategies that help reach the audience quickly, for example, using new platforms where the target audience is present in large numbers.

The findings of this study highlight a striking disparity between the degrees of social media acceptance and diffusion in Saudi Arabia and the United Kingdom, which is one of the primary conclusions drawn from the research. These differences are not simply the result of random chance; rather, they are attributable to a wide variety of cultural, organisational, and environmental factors. The theory of innovation diffusion has been very helpful in disentangling these complications. It provides a structured framework for understanding how NPOs advance through the stages of adoption, from the stage of basic awareness to the stage of eventual confirmation, while navigating the obstacles they face along the way.

The findings of the study have also shed light on the perceived benefits gained by NPOs from their usage of social media as well as the hurdles they face in doing so. The benefits include an increased level of stakeholder interaction, the capability to raise awareness about their missions, and the possibility to mobilise support in novel ways. However, these benefits do not come without any negatives, as non-governmental organisations (NPOs) are subject to limitations such as limited resources and cultural barriers, both of which can interfere with the efficient use of social media.

In summary, the findings of this study make a contribution to the existing body of research on the use of social media by organisations that focus on charitable objectives. It offers valuable insights that can empower non-governmental organisations (NPOs) in Saudi Arabia, the United Kingdom, and elsewhere to optimise their strategies, improve their outreach, and ultimately enhance their capacity to fulfil their social missions in a world that is becoming increasingly interconnected and digital. This is accomplished by increasing our comprehension of the factors that influence the adoption of social media.

7.2 Limitation

In spite of the insightful knowledge that was obtained from this study, it is necessary to point out that there were also certain limitations. It is possible that the sample size of 52 participants (32 in Saudi Arabia and 20 in the UK) due to regulatory constraints did not adequately represent the variety of NPOs located within these regions. In addition, the scope of the study was limited to only two countries, and the adoption of social media in the nonprofit sector is influenced by a wide variety of other contextual factors that were not thoroughly investigated in this research. Also, one of the main limitations of the study was time. In addition, one of the limitation of the study the participants in the UK, it was a small number when its compared with participants in Saudi Arabia due to language barrier and do not have the sufficient workers to do interview. Also, one of the limitations, the study was only about NPOs in Saudi Arabia, however, my sponsor made me change the scope of the study and make it comparison study between Saudi Arabia and the UK. In subsequent research, it may be useful to explore samples that are larger and more diverse, in addition to a wider variety of nations and cultural settings.

8. References

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9. Appendices

Appendix A: consent form

Consent Form



1. I have read and had explained to me by

Abdullah Basnawi

the accompanying Information Sheet relating to the project on:

International Marketing Perspective: The Use of Social Media for Non-Profit Organisations
to Meet Social Goals; Comparing between Saudi Arabia and the United Kingdom

2. I have had explained to me the purposes of the project and what will be required of me, and any questions I have had have been answered to my satisfaction. I agree to the arrangements described in the Information Sheet in so far as they relate to my participation.
3. I understand that participation is entirely voluntary and that I have the right to withdraw from the project any time, and that this will be without detriment.
4. This project has been reviewed by the University Research Ethics Committee and has been given a favourable ethical opinion for conduct.
5. I have received a copy of this Consent Form and the accompanying Information Sheet.

Name:

Date of birth:

Signed:

Date:

Appendix B: Participants Information Sheet

Information Sheet

The title of the research project

International Marketing Perspective: The Use of Social Media for Non-Profit Organisations to Meet Social Goals; Comparing between Saudi Arabia and the United Kingdom

Invitation paragraph

You are being invited to take part in a research project because your opinion is essential to the study for the seeking of best practice of the role of non-profit organisations using social media. Before you decide, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information.

What is the purpose of the project?

I am conducting a research project at the University of Reading, Henley Business school. This study aims to understand the importance of social media use in Saudi non-profit organisations and the United Kingdom. The focus will be finding the best practices to help non-profit organisations in Saudi Arabia and the United Kingdom. The aim of the study is to examine the impact of using social media for NPOs meeting the social goals of their communities in relation to international marketing between Saudi Arabia and the United Kingdom. The current study seeks to shed light over the practices of these organizations' social media as a tool to attract clients and donors who represent the main resources for NPOs in both Saudi Arabia and the UK to indirectly measure how competent are Saudi NPOs internationally in terms of marketing. The findings of the study will contribute to the understanding of the differences between international marketing practices among NPOs.

This enhances Saudi NPOs performance in the terms of adapting the best practices to carry out their goals while operating internationally.

Why have I been chosen?

You have been invited to be a part in this study because you are essential to non-profit organisations. Therefore, your experiences of such organisations will contribute greatly to achieving the aims of this study.

Do I have to take part?

It is up to you to decide whether or not to take part. If you do decide to take part you will be given this information sheet to keep (and be asked to sign a consent form). You can withdraw at any point until the end of the interview. You do not have to give a reason in the case of a withdrawal. You can contact the researcher at any time to ask questions about participation. All the data you provide will be held securely and treated confidentially (see below).

What do I have to do?

This interview might last up to 90 minutes and will involve a natural conversation about non-profit organisations using social media platforms to promote their activities to the community.

Interviews will be recorded only for use by the research team, and transcription and will be kept in a secure place and deleted once the project is completed. Privacy and confidentiality will be rigorously maintained and neither you nor the organisation will be named in any research outputs, including any information that might reveal your identity or that of the organisation (see below)

Will I be recorded, and how will the recorded media be used?

With your permission, interviews will be recorded and then transcribed, only as a way to accurately present findings and main themes that emerge from our conversation. Material collected will only be used for the purpose of transcribing, summarising and making sense of the data by the research team. Data collected will be destroyed within three years of the project's end. The audio recordings of your activities made during this research will be used only for analysis, with transcribed direct quotes used for illustration in the project. No other use will be made of data without your written permission, and no one outside the research team involved in the project will be allowed access to the original recordings (see below)

What are the possible disadvantages and risks of taking part?

There are no reasonably foreseeable discomforts, disadvantages, or risks to participation.

What are the possible benefits of taking part?

You will play an important part in creating an understanding of the context of non-profit organisations using social media to promote activities to society. Also, the results of the study will

be presented at the researcher's own doctoral thesis. I can send you a summary of the study if you wish.

Will my taking part in this project be kept confidential?

All the information that we collect about you during the course of the research will be kept strictly confidential. You will not be able to be identified in any reports or publications.

What type of information will be sought from me and why is the collection of this information relevant for achieving the research project's objectives?

The data collected is important in achieving the research objectives as it offers the possibility to understand your experienced and understandings in detail. This project has been reviewed by the University Research Ethics Committee and has been given a favourable ethical opinion for conduct. You will be given a copy of the information sheet and a signed consent form to keep.

Thank you for taking the time to read through the information.

Contact for further information

Abdullah Basnawi

Mobile:

E-mail: a.h.m.basnawi@pgr.reading.ac.uk

Appendix C: Sample Transcript

Saudi Arabia Interview

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Appendix C: Sample Transcript

The UK Interview

