

Social Media Analysis and Strategic Recommendations for a Non-Profit Organization in Germany

Franziska Giersemehl, Daniel Michelis and Stefan Stumpp

Hochschule Anhalt, Bernburg, Germany

f.giersemehl@yahoo.de

daniel.michelis@hs-anhalt.de

stefan.stumpp@hs-anhalt.de

Abstract: Nowadays it is impossible to imagine life without social media - Facebook, Instagram and Co. have become important platforms for public discourse, political communication and opinion-forming. Not only for companies, but also for nonprofit organizations (NPO), networking via social media creates potential. On the one hand, they offer a cost-effective dialog opportunity to address many interested parties and new target groups. On the other hand, the interaction of high-quality content and strategically planned social media posts not only gains reach, but also members and donations for the organization. At the same time, social media opens up space for hate speech, discrimination and racism, which is why a strategy to steadfastly counter negative reactions online is becoming increasingly important for nonprofit organizations as well. The purpose of this paper is to examine how the regional nonprofit organization in the welfare sector – German Red Cross district association in Leipzig and the surrounding region – is targeting social media communications to achieve its established goals of recruitment and fundraising. Unlike previous studies that focus on single social media platforms, this study examines the use of multiple social media platforms. This study included a qualitative analysis. We used qualitative content analysis (Mayring, 2015) to gain in-depth findings into the social media work of the NPO and its competitors. In the first step, competitors of the NPO were selected for the analysis based on their activities on the social media profiles on Facebook, Instagram, Twitter and YouTube. For the selection of the competitors, own selection measures were chosen in order to make a suitable sample selection. Content categorization was used to interpret information within the social media profiles. The focus was on the textual and visual design of the social media accounts and individual posts of the competitors. For this purpose, the period of data collection included the months of June and September 2020. In summary, posts from 17 social media profiles were considered in the analysis, and we analyzed 21 Facebook posts, 12 Instagram posts, 15 tweets, and 20 YouTube videos. Based on the results, a strategic approach for the social media work of the non-profit organization could be developed in the form of recommendations for action. In addition, more donation campaigns are to be included in social media. Emotional storytelling leads to more interactions, which can generate a higher willingness to donate.

Keywords: Social Media Strategy, NPO, Non-profit Organizations, NGO, Fundraising, Facebook, Instagram, TikTok

1. Introduction

Social media is an important communication tool in terms of external corporate communication, which creates new challenges for nonprofit organizations (NPO) in terms of their diverse stakeholders and limited marketing budgets and technologies. The purpose of this paper is to examine how a regional nonprofit organization uses social media communications to achieve its membership recruitment and fundraising goals. The object of research is the German Red Cross district association in Leipzig and the surrounding region.

In the context of social media activities, it is essential to develop a strategic process (Phases 1 to 9) so that appropriate measures can be taken to improve the nonprofit organization's chances of success in a targeted manner. (Bruhn, 2014)

Despite the enormous importance of systematic planning of social media activities, many companies still act without any strategic process. This is due to the fact that the development is still quite recent, but also to the individual characteristics of this communication tool. The strategic planning process plays an important role in this context, since despite the limited controllability of user-generated content it is necessary to act in a targeted manner. Furthermore, this planning process forms the basis for a necessary control of the success of social media activities in order to evaluate the communication instruments with regard to their efficiency. (Bruhn, 2014; Stumpp et al. 2021)

In this context, the specifics of the communication policy of nonprofit organizations have a special significance. They are characterized by the diversity of stakeholders, the scarcity of the available budget, the immateriality as well as the polarization potential of corresponding messages. (Bruhn & Herbst 2016)

1.1 Phase 1: Analysis of the status quo of social media activities (situation analysis)

The analysis phase is the first step in a systematic process of social media activities and a prerequisite for any measures on the social media platforms. The information basis for planning social media activities is a situation analysis. A retrospectively conducted social media analysis is created on the basis of a structured process and serves as an in-depth analysis of the current situation. (Lammenet, 2020)

As part of the analysis, different aspects of the company's overall environment must be taken into account (Bruhn, 2019). For future decision-making processes, the relevant marketing situation is first examined. This is done with the help of the internal and external situation analysis. The internal analysis focuses on the success of previous measures as well as future application possibilities and the evaluation of social media competence. The external analysis, on the other hand, focuses on the use of social media communication by competitors. (Bruhn, 2014)

1.1.1 Internal factors

The nonprofit organization is currently using various communication tools: social media, advertising via print media, public relations, online communication, trade shows and exhibitions, and event marketing. Some of these are compatible with social media communication, e.g. by inviting and informing people about events and trade fairs, but also by live streaming during these events.

1.1.2 External factors

Social media has long been established in the welfare sector, especially on social networks, blogs or sharing platforms. Here, attention is called to fundraising campaigns or vacant positions in the organization. Interaction with the target group takes place on these platforms.

1.2 Phase 2: Setting purposes on social media

The next step is to define social media communication goals (Bruhn, 2014). It is very important for companies and organizations to ensure that their social media goals are formulated in line with the company's key communication policy goals. The definition of measurable success factors, so-called KPIs (key performance indicators), is essential for setting social media goals. They are used to control and check the effectiveness of running social media campaigns. (Rauschnabel et al., 2012)

Based on classic social media goals and nonprofit-specific marketing and communication goals, the following objectives can be identified for NPOs:

- Increasing (brand) awareness, employer branding.
- Recruitment of employees and young professionals
- Sales of nonprofit services
- Acquisition of financial resources
- Improving image and reputation
- Increasing website visibility, reach, and traffic
- Increasing community engagement, interaction with the community
- Winning media contacts (stakeholders).
- Gaining information.

The nonprofit's social media presence aims to increase brand awareness and reach. Sub-objectives are to increase the number of job applicants and donation willingness.

1.3 Phase 3: Target group identification on social media

In the context of target group identification, it is necessary to determine those target persons who are to be addressed in order to realize the social media goals. By identifying, prioritizing and characterizing the targeted social media audience, a basis is created for planning the measures. (Bruhn, 2014).

It is also important to identify those platforms on which current and potential consumers or buyers are active. This can ensure that the relevant communication measures are applied on the social media platforms that are relevant for the target groups. (Bruhn, 2014)

The specific target groups (I to IV) for social media of the nonprofit organization in the welfare sector are:

1. people who are interested in vacant positions,
2. people who are interested in a training position,
3. people who are interested in volunteer work, and
4. people willing to donate (monetary donations/in-kind donations/blood donations).

1.4 Phase 4: Selection of suitable channels and definition of Key Performance Indicators (KPI)

In this phase, the selection of suitable social media platforms is made in order to reach the intended target groups and formulated objectives (Hilker, 2012). In addition, the definition of suitable KPIs (key performance indicators) for measuring the success of the social media presence is indispensable at this point (Grabs et al., 2018).

1.5 Phase 5: Determination of suitable content and topics (agenda setting)

In marketing communication, a content strategy is the basis for successful content work. In the social media sector, this is also called a social content strategy.

Without sound, long-term content planning, there is a risk that users will not see a clear line in an organization's social media communication. This in turn can lead to a lack of desired reactions from the community or hoped-for effects in the long run. For this reason, it is imperative to make the best use of social media by providing attractive content. The content should encourage users to share and bind them more emotionally to the brand in the long term. (Löffler & Michl, 2020)

In this context, creativity is particularly required in content development for social media, because high-quality content thrives on authenticity and its appealing presentation (Grabs et al.). In this context, it is particularly important to consider what specific content the selected platform requires.

1.6 Phase 6: Planning responsibilities, resources, budget and organizational aspects

In terms of human resources, many organizations have a less formalized staff and organizational structure. This is often accompanied by a lack of written regulations and long decision-making processes (Bruhn & Herbst, 2016). However, competent social media officers are necessary within the framework of a social media marketing strategy for the planning and implementation of content measures. They are responsible for the entire coordination, organization and budget management in this area. The question arises as to whether these activities should be the responsibility of an in-house employee or external support. This decision depends on factors such as company size, budget restrictions or the scope of social media activities. (Pahrmann & Kupka, 2020)

In general, the provision of marketing budget in the nonprofit sector is characterized by low acceptance from the perspective of members or donors (Bruhn & Herbst, 2016). Although the financial resources in the marketing area of nonprofit organizations are quite limited compared to commercial companies, they show enormous potential in terms of social media communication and serve the success of corresponding measures on the social platforms, for example, by disseminating content and increasing engagement. (Grabs et al., 2018)

In addition, organizational aspects must be considered in the course of a social media marketing strategy. For holistic planning, it is advisable to create a communication plan (also: editorial plan), which informs in a clear form about desired messages, deadlines or responsibilities, among other things, and should be made available to the marketing managers at any time. There are currently numerous tools that support the planning and publication of social media content. Examples of so-called social media publishing tools include Hootsuite, Buffer, Sprout Social. (Pahrmann & Kupka, 2020)

1.7 Phase 7: Strategy decision

The definition of a social media strategy must be made with regard to cost and time expenditure as well as authenticity, changeability and regionality. A distinction is made between passive and active strategies. Companies with an active social media strategy make their own content available to users in the social media in order to achieve the defined goals and address the intended target group. In the reactive (passive) social media strategy, the focus is on user-generated content, which is used to observe, record and evaluate the activities of users and market participants through monitoring. (Bruhn, 2019).

1.8 Phase 8: Strategy implementation

Once a suitable strategy has been selected, it is up to the organization in this step to ultimately implement it for the social media area - taking into account the timing as well as the content scope (Ceyp & Scupin, 2013). This is the operational implementation of the chosen strategy, which involves, in particular, the definition of appropriate measures in terms of content, technology, organization, and personnel. For the selection of social media measures, not only the intended target groups are important, but also existing information about individual user groups. Depending on an active or passive social media strategy, the respective measures are ultimately implemented on social media. (Bruhn, 2014)

1.9 Phase 9: Social media success measurement and evaluation of the strategy

The final phase involves checking whether the goals of the individual social media strategy have been achieved. If possible deviations from these goals become apparent, appropriate measures for the further development of the strategy must be derived. (Decker, 2019) In practice, companies use surveys of the social media community, for example, to check the strategy and see whether they are meeting the expectations of their followers in the social media.

2. Research Design

On the one hand, the research used the method of qualitative content analysis by Mayring (2015). On the other hand, trend-setting platforms were examined under consideration of individual criteria. The method of qualitative content analysis by Mayring (2015) is a method that interprets and evaluates material in a rule-guided and comprehensible manner with regard to a question. In the context of social research, it deals with the understanding and interpretation of texts, but can also be applied to material that is not written down. Analyzable content can be not only texts, but also photos, images and other illustrations in print and online media, advertising messages from the press, radio, Internet, content from online media, blogs, chats, forum posts (Springer et al., 2015, p. 76).

2.1 Method of qualitative content analysis (Mayring, 2015)

The communication science method of qualitative content analysis according to Mayring (2015) was used to analyze the social media environment of the nonprofit organization.

The purpose of the comprehensive analysis was to provide in-depth insights into the social media work of the nonprofit organization and its competitors. These findings are essential in order to develop a strategic process of social media activities for this organization by means of recommendations for action. Only Facebook, Instagram, Twitter and YouTube were considered for the study because the nonprofit organization itself is active only on these platforms.

The analysis will be limited to various social media platforms and corresponding profiles and posts. Social media profiles or posts (=object of analysis), which represent both text and image or video elements, severely limit the choice of analysis methods. Any methods based on data collection by means of interviews or surveys are out of the question for the analysis. For this reason, the qualitative content analysis according to Mayring is the most suitable method. It pursues the goal of systematically processing material and thus serves as a basic framework for the analysis. (Mayring, 2015)

2.1.1 Determination of the starting material

The first step was to determine the material to be examined for the analysis. For this purpose, selection measures were chosen independently in order to select a sample. This initial material included selected social media profiles of German welfare organizations as of the cut-off date of September 25, 2020. In addition, the content and activities on the individual platforms in the month of September 2020 were relevant.

The analysis on Facebook included a total of five profiles and 21 posts.

For the analysis on Instagram, a total of three profiles and twelve posts were examined. Compared to the social media channels Facebook, Twitter and YouTube, this corresponds to far less investigation material. The reason for this is the lack of suitable competitive comparison partners on this platform. To counteract this and obtain sufficient research material, the period of analysis was extended to two months (June and September 2020).

The analysis on Twitter included five profiles and 15 individual tweets on the platform.

The analysis on the video-sharing platform YouTube included a total of four accounts and 20 video posts. In addition to an initial examination of the various success factors of the platform, a targeted analysis of the last five video posts as of the reporting date of November 30, 2020, was carried out with regard to various criteria.

Table 1: Overview of competitors in the welfare sector including their social media activities

	Facebook	Instagram	Twitter	YouTube
competitor I: Diakonie Leipzig	X	X		X
competitor II: AWO Leipzig- Stadt	X			
competitor III: ASB Regionalverband Leipzig e. V.	X			
competitor IV: Johanniter-Unfall-Hilfe e. V. Regionalverband Leipzig/Nordsachsen	X	X	X	
competitor V: Malteser Hilfsdienst e. V. Leipzig	X	X		
competitor VI: Diakonie Dortmund und Lünen gGmbH			X	
competitor VII: Diakonie Düsseldorf			X	
competitor VIII: AWO Potsdam Bezirksverband			X	
competitor IX: Malteser Hilfsdienst e. V. Kassel			X	
competitor X: ASB Brandenburg				X
competitor XI: Malteser Krankenhaus St. Franziskus-Hospital				X
competitor XII: ASB Bonn/Rhein-Sieg/Eifel e. V.				X
sum of the analyzed social media activities	5	3	5	4
total	17			

2.1.2 Determination of category system

Subsequently, the determined source material was interpreted for relevant information. For this purpose, a content-based categorization within the social media profiles was used. The focus was on the textual and visual design of the social media accounts and individual posts.

The content analysis took place on two levels: The profile analysis included social media profiles of the charities on Facebook, Instagram, Twitter and YouTube.

Table 2: top categories and subcategories of the profile analysis

top categories	sub categories			
	Facebook	Instagram	Twitter	YouTube
profile information	• name • description • Verification (blue check mark) • opening hours • website URL • phone number • cover image • profile picture • donate function	• name • description • Verification (blue check mark) • profile picture	• name • description • Verification (blue check mark) • cover image • profile picture	• name • description • Verification (blue check mark) • banner

top categories	sub categories			
	Facebook	Instagram	Twitter	YouTube
success factors	- number of followers - Number of likes - Number of times 'I was here'	- number of followers - number of ,following' - number of postings - use Instagram Reels - use IGTV - Instagram Highlights - date of the first posting	- number of followers - number of ,following' - number of tweets - date of joining	- number of followers - number of videos - number of playlists - number of views - date of joining

In the context of the posting analysis, individual postings of the accounts were examined. Top categories and subcategories were formed in each case. The top categories were

- General & Success Factors
- Content: Text Quality
- Content: Image Quality, and
- Other.

These top categories were assigned subcategories per platform (Facebook, Instagram, Twitter, YouTube).

2.1.3 Review of the source material

After the initial material and the top categories and subcategories were determined, a review of the category system revealed that in some cases too much or too little information was available for an investigation. Accordingly, an appropriate adjustment took place.

The review of the category system revealed that excess data was available for the social media channels Facebook and Twitter, so that the analysis focused only on the five best posts in terms of reactions and likes.

The table below shows an overview of the results of the competitor profile analysis versus the NPO (German Red Cross).

Table 3: Results of the competitor analysis

competitors	platforms													
	Facebook			Instagram		Twitter			YouTube					
	followers	likes	'i was here '	followers	postings	followers	tweets	date of joining	followers	videos	play-lists	views	date of joining	
I	1098	954	5	284	51				106	31	3	22830	09/2011	
II	1051	1028	0											
III	1266	1220	0											
IV	1143	1078	73	435	47	40	109	05/2017						
V	1253	1176	0	924	87									
VI						390	659	07/2013						
VII						376	508	02/2017						
VIII						618	1271	01/2018						
IX						397	1119	11/2010						
X									193	41	8	54247	06/2012	
XI									126	25	9	155968	12/2014	
XII									1210	23	4	814756	03/2017	
NPO	2070	1931	55	2145	1200	236	1095	05/2018	95	18	0	12654	01/2018	

2.2 Analysis of trending platforms

The qualitative content analysis according to Mayring (2015) is to show in which way the welfare sector already communicates via social media, which topics are central and how this is presented on the platforms Facebook, Instagram, Twitter and YouTube.

For the development of a social media marketing strategy, it was additionally necessary to consider other platforms: XING and LinkedIn, weblogs, Tumblr, WhatsApp, Facebook Messenger, Wikipedia, Pinterest, Reddit, Google reviews, kununu and glassdoor, Snapchat, Flickr, TikTok, Spotify.

Individual criteria were formed and examined for this analysis.

The research criteria were:

1. Potential for marketing use of the platform in connection with social media goals of the NPO.
2. Identification of the target group on the platforms based on age structure, gender distribution, household income

3. Findings & Discussion

3.1 Results of the method of qualitative content analysis (Mayring, 2015)

Comparing the German Red Cross district association in Leipzig and the surrounding region with its competitors, it shows that the NPO has a stronger social media presence, and in some cases also higher numbers of subscribers and likes. However, there is no channel-specific or target group-oriented content in the postings so far, nor is there any continuity. The most interesting topics for the NPO's social media presence are probably:

- Representation of the organization as an employer
- Insights into the activities and stakes of volunteering.

Twitter and YouTube have enormous potential, which is not yet fully exploited. Furthermore, with regard to social media communication in the welfare sector, no pronounced community management is currently discernible, as the interactions on the platforms studied are currently quite capable of development.

Channel-specific functions (e.g., Facebook donation button, Instagram reels) are not being used at this time.

Facebook offers enormous potential for the NPO's very diverse target group. On Instagram, the NPO reaches a target group between the ages of 18 and 34 in particular. This includes target group I in particular, but also a selected group of people in target groups III and IV.

The use of Twitter makes sense, provided that topics from the voluntary work are published ostensibly. On YouTube, various video formats are useful. The videos can provide authentic insights into the organization by employees and volunteers.

Video	Aufrufe ↓ ▲	Durchschnittliche Wiedergabedauer	Durchschnittliche Wiedergabedauer in Prozent
☐ Gesamt	14.248	1:16	44,9 %
☐ Praktikum im Altenpflegeheim	2.497 17,5 %	1:01	57,6 %
☐ Ehrenamt beim Deutschen Roten Kreuz macht Spaß	2.102 14,8 %	1:12	35,4 %
☐ DRK-Kita "Villa Kunterbunt" in Schkeuditz	1.410 9,9 %	1:36	47,8 %
☐ Hauptamt beim Deutschen Roten Kreuz macht Spaß	1.209 8,5 %	1:23	40,8 %
☐ Hauptamt in der Geschäftsstelle beim Deutschen Roten Kreuz mac...	919 6,5 %	1:07	50,0 %
☐ Vorstellung der DRK-PlusCard für Mitarbeiter des DRK-Kreisverband...	808 5,7 %	0:59	70,4 %
☐ 04552 Borna - DRK-Rettungsdienst Tag und Nacht	755 5,3 %	1:48	38,2 %
☐ Praktikum in einer KiTa	746 5,2 %	0:38	63,5 %
☐ DRK-Tagespflege Zwenkau	729 5,1 %	2:08	54,6 %
☐ Drachenbootrennen zum Laurentiusfest in Zwenkau 2019	529 3,7 %	1:59	36,1 %
☐ Internationaler Tag des Ehrenamtes	474 3,3 %	1:21	57,7 %

Figure 1: YouTube Insights - Top videos of the NPO

Table 4: Best practices: Competitors from content analysis (YouTube)

competitors	YouTube video
Diakonie Leipzig	https://www.youtube.com/watch?v=sg4JdwOhfbw
Diakonie Leipzig	https://www.youtube.com/watch?v=d-uAK03ffbE
ASB-Mittel-Brandenburg	https://www.youtube.com/watch?v=LS0GmOVT1vw

Due to the extremely broad target group of the NPO, Facebook and Instagram are to be used primarily in the context of employer branding. The majority of the target group is reached on these platforms. However, the younger generation (Generation Z) is not active on these channels, which is why it is advisable to use Snapchat and YouTube to reach people interested in training at the German Red Cross. By handing over the Twitter account to the volunteer office, authentic insights into volunteer activities are provided, which can attract new prospects.

Facebook and Instagram are not only useful in connection with strengthening one's own employer brand (employer branding), but they also serve to attract those willing to donate. With the help of the donation function on Facebook, current donation campaigns can be implemented within the platform. The focus of Instagram is exclusively on generating donations in kind, as popular topics such as sustainability and environmental awareness in relation to the clothing industry are positively received here, and the lack of hyperlinks in the post descriptions means that the publication of donation campaigns is not target-oriented.

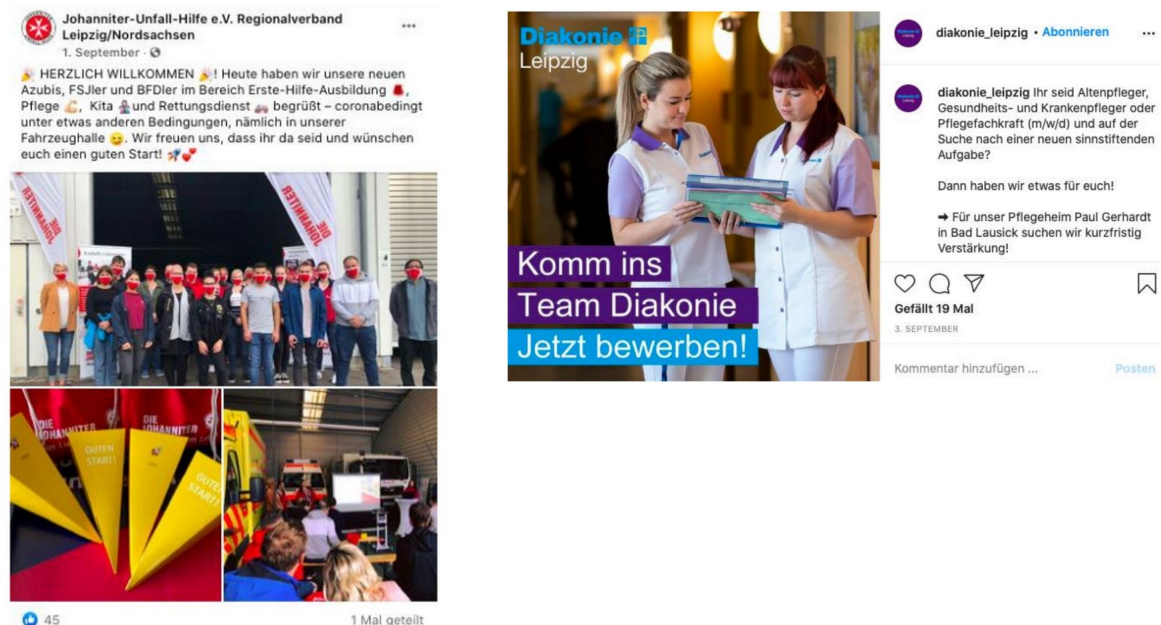


Figure 2: Best practices: Competitors from content analysis (Facebook & Instagram)

The increasingly shorter attention spans of users must be taken into account in content development. It is advisable to implement so-called snack content, which is quickly perceived and processed by users and thus tends to lead to reactions by users. Accordingly, a positive effect on the reach can already be achieved with little effort for content creation. Classic examples of snack content include short video sequences as well as infographics, definitions, quotes or memes and GIFs.

Furthermore, the NPO's community management on social media can definitely be improved by aiming for an exchange and interaction with the community in order to achieve a growth of subscribers or followers. Dialogue with users is thus possible via comments, direct messages but also story interactions. Furthermore, more questions should be asked of the users and external content, such as news, reports or studies from the industry, should be shared in the own newsfeed.

3.2 Results of the analysis of trending platforms

The use of the professional network XING makes sense for the NPO, as it contributes to achieving the objectives of the welfare organization. By maintaining the XING profile and publishing job advertisements, XING serves the

goal of recruiting personnel. The networking character of the platform makes it possible to attract donations through supporting members.

With regard to addressing "Target Group I", there is enormous potential, as specialists and managers with an above-average level of education can be reached here, e.g. managers in care facilities or daycare centers of the organization.

The platform offers further potential with regard to "target group IV", as intensive networking on XING with other companies may lead them to agree to make one-off or even regular financial donations to the NPO.

For the NPO, rating platforms are a must in order to counteract a negative online reputation. In this context, regular monitoring should be used for the various rating platforms. Although rating portals do not contribute to the direct achievement of objectives on social media, they should nevertheless be given high priority by the NPO. These platforms are considered to have a special credibility.

For the NPO, the use of Snapchat is relevant because a much younger target group can be reached on the platform. Thus, it would serve the goal of recruiting personnel, especially for "target group II".

The NPO should definitely consider placing ads on Spotify. Ostensibly, people between the ages of 20 and 39 can be reached on Spotify with the goal of recruiting personnel. Accordingly, the platform appeals in particular to the "target group II" of the nonprofit organization and in part also to persons of "target group I".

Selected platforms are out of the question for the NPO's social media work. In some cases, they require a lot of time and personnel resources. For this reason, weblogs, WhatsApp as well as TikTok were excluded as platforms for the organization. In addition, other channels such as Tumblr, Wikipedia, Pinterest, Reddit and Flickr are not at all suitable with regard to the goals or target groups as well as topics of the NPO.

4. Conclusion

The results from the comparison of the social media work of the German Red Cross and its competitors show that the NPO is far ahead of its competitors at the regional level. The NPO can record more publications, subscribers and reactions to the respective postings. However, the NPO's social media activities have so far taken place in an extremely unstructured manner. As a result, the potential of the individual platforms is not fully exploited. This is because each platform comprises individual target groups as well as channel-specific content and topics that need to be taken into account. Accordingly, the optimal use of content measures must be taken into account in future social media activities. These measures should focus in particular on presenting the NPO as an attractive employer as well as providing insights into volunteer activities and missions.

In addition, more donation campaigns are to be included in social media. Emotional storytelling leads to more interactions, which can generate a higher willingness to donate.

In the course of identifying suitable platforms, Facebook, Instagram, Twitter, YouTube, XING, Snapchat, Spotify and rating platforms were selected for the German Red Cross district association in Leipzig and the surrounding region.

On the one hand, Facebook and Instagram are used to increase awareness of the NPO as an attractive employer (employer branding) in the region due to their large regional reach. On the other hand, the increase of willing donors is pursued here, whereas Instagram is exclusively suitable for the acquisition of donations in kind.

In order to reach as many target groups as possible with the messages, the use of video formats on Snapchat and YouTube is essential. The younger target groups (Generation Z) are the most active on these platforms. Targeted content can be used to attract trainees in the fields of nursing or daycare, for example.

For the music streaming service Spotify, which is predominantly used by younger generations, the use of paid media makes sense in order to reach potential interested parties for an employment at the NPO with targeted audio spots.

In addition, XING is a suitable network for drawing attention to open vacancies and networking with companies and sponsors. A well-maintained XING profile helps to present the company as an attractive employer and thus arouse the interest of potential employees.

Twitter is primarily used for mission communication and should be filled with appropriate content. Twitter thus functions as an information channel that leads to more people being interested in volunteering by providing authentic insights into volunteer activities.

In addition, rating platforms have a direct influence on the online reputation of an organization. Continuous monitoring and responding to incoming reviews is necessary to work against a negative image. Accordingly, platforms such as Google and kununu as well as donation portals must be checked by the NPO with regard to an existing presence and relevant measures must then be taken. Further research is recommended to identify the relevant rating platforms and to develop such measures.

Basically, it is important to encourage the community on social media to interact, such as comments, likes or shares. In this context, the application of consistent community management is of fundamental importance in order to communicate with users in a consistent manner.

All in all, the presented process steps (phase 1 to 9) of analysis, planning, implementation and control serve the systematic use of social media communication. They are a prerequisite for the NPO's promising social media activities.

The qualitative research showed that concrete measures with regard to the NPO's social media communication should be limited only to the platforms Facebook, Instagram, Twitter, YouTube, XING, Snapchat, Spotify, and rating platforms. In this context, with regard to the trend-setting channels, a further intensive research of the competitors is also recommended in order to find out the entire potential of these channels.

References

- Bruhn, M. (2014). Unternehmens- und Marketingkommunikation: Handbuch für ein integriertes Kommunikationsmanagement. München: Verlag Vahlen Franz GmbH.
- Bruhn M. (2016). Einsatz von Social Media im Rahmen der Dialogkommunikation. In: Bruhn, M., Esch, F. & Langner, T. (2016). Handbuch Instrumente der Kommunikation: Grundlagen – Innovative Ansätze – Praktische Umsetzungen (S.453-480). Wiesbaden:Springer Gabler. <https://doi.org/10.1007/978-3-658-04655-2>
- Bruhn M. & Herbst U. (2016). Kommunikation für Nonprofit-Organisationen. In: Bruhn, M., Bruhn, M. (2019). Kommunikationspolitik: Systematischer Einsatz der Kommunikation für Unternehmen (9th ed.). München: Verlag Vahlen Franz GmbH.
- Esch, F. & Langner, T. (2016). Handbuch Instrumente der Kommunikation: Grundlagen – Innovative Ansätze – Praktische Umsetzungen (S. 605-620). Wiesbaden: Springer Gabler. <https://doi.org/10.1007/978-3-658-04655-2>
- Ceyn, M. & Scupin, J. (2013). Erfolgreiches Social Media Marketing: Konzepte, Maßnahmen und Praxisbeispiele (ed.). Wiesbaden: Springer Gabler. <https://doi.org/10.1007/978-3-658-00035-6>
- Firsching, J. (2017, July 10). Goldfische waren gestern – Aufmerksamkeitspanne auf Facebook liegt mobil bei 1,7 Sekunden. <https://www.futurebiz.de/artikel/aufmerksamkeitspanne-facebook-mobil/> (access on 11th July 2020)
- Grabs, A., Bannour, K. & Vogl, E. (2018). Follow me!: Erfolgreiches Social Media Marketing mit Facebook, Instagram und Co. (5th ed.). Bonn: Rheinwerk Verlag GmbH.
- Lammenet, E. (2020). Online-Marketing-Konzeption - 2020: Der Weg zum optimalen Online-Marketing-Konzept. Trends und Entwicklungen. Teildisziplinen wie Affiliate-, ... SEA, SEO, u. v. a. m. (5th ed.). Independently published.
- Löffler, M. & Michl, I. (2020). Think Content! Content-Strategie, Content fürs Marketing, Content-Produktion (2nd ed.). Bonn: Rheinwerk Verlag GmbH.
- Mayring, P. (2015). Qualitative Inhaltsanalyse. Grundlagen und Techniken (12th ed.). Weinheim: Beltz Verlag.
- Rauschnabel, P., Göbbel, T., Sasse, J., Rippe, K. (2012, October). Sieben Handlungsfelder, ein Ergebnis – erfolgreiches Social Media Marketing [Data sheet]. https://www.uni-bamberg.de/fileadmin/uni/fakultaeten/sowi_lehrstuehle/absatzwirtschaft/Forschung/SocialMediaForschung/INSIGHTS-16_11.2012_SHORT.pdf (access on 15th September 2020)
- Pahrmann & Kupka, C. & Kupka, K. (2020). Social Media Marketing - Praxishandbuch für Twitter, Facebook, Instagram & Co. (5th ed.). Heidelberg: dpunkt.verlag GmbH.
- Stumpp, S.; Michelis, D.; Schildhauer, T. (2021). Social Media Handbuch: Theorien, Methoden, Modelle und Praxis (4th edition). Nomos Verlag.