Acknowledgements

First and foremost, we would like to thank the respondents at Röda Korset Gotland and Integration på Riktigt, for their time and effort. Their knowledge concerning their online communities and non-profit organizations have been very helpful in writing this thesis.

We would further like to thank our supervisor Leon Caesarius, for your guidance during the course and the seminar group for their feedback. Lastly, we would like to thank each other, for the support and encouragement.

__________________________  ________________________
Elin Grönvalls                  Pia Özyurt Eldenblom

Uppsala University, Uppsala, 2018-05-29
Abstract

With the growing popularity of online communities on social media, non-profit organizations have the possibility to easily reach and communicate with the public. Furthermore, small non-profit organizations with few resources are able to use online communities, not only to market their activities but also to build a closer bond with its members. However, non-profit organizations also need community members to engage in the online communities for them to function efficiently. Many small non-profit organizations struggle with engaging their community members in their online communities. This study, therefore, aims to compare how two small non-profit organizations communicate with their community members to create member engagement.

The study is a qualitative, comparative case study and is based mainly on theories concerning organizational communication, online communities, and engagement. Data were collected through semi-structured interviews with representatives from the non-profit organizations and through observations of their online communities. The study showed that non-profit organizations communicate their values by using storytelling and displaying emotions in their posts to create engagement. The study further shows that non-profit organizations communicate newsworthy and qualitative information which is of societal value to engage community members.

Keywords: Online Community, Non-Profit Organization, Social Media, Organizational Communication, Community Member Engagement.
Table of Contents

1. Introduction .......................................................................................................................... 1
   1.1 Background .......................................................................................................................... 2
       1.1.1 Online Communities ...................................................................................................... 2
       1.1.2 Non-Profit Online Communities .................................................................................. 2
   1.2 Research Gap .................................................................................................................... 4
   1.3 Aim and Research Question ............................................................................................. 4

2. Theoretical Framework ......................................................................................................... 5
   2.1 Three Core Community Commonalities ............................................................................. 6
   2.2 Online Community Communication .................................................................................. 7
   2.3 Online Community Engagement ...................................................................................... 9
       2.3.1 Organizations Communication Effort to Create Engagement ......................................... 10
       2.3.2 Capture Community Member Engagement .................................................................... 11
   2.4 Theoretical Summary ....................................................................................................... 13

3. Methodology ........................................................................................................................ 14
   3.1 Research Approach .......................................................................................................... 14
   3.2 Research Design ............................................................................................................... 14
       3.2.1 Qualitative Research .................................................................................................... 14
       3.2.2 Case Study .................................................................................................................... 14
   3.3 Research Strategy .............................................................................................................. 15
   3.4 Selection process .............................................................................................................. 16
       3.4.1 Selection of Online Community .................................................................................... 16
       3.4.2 Selection of Case .......................................................................................................... 16
       3.4.2.1 Röda Korset Gotland ................................................................................................ 17
       3.4.2.2 Integration på Riktigt ................................................................................................ 17
       3.4.3 Selection of Respondents ............................................................................................. 18
   3.5 Data Collection ................................................................................................................. 19
       3.5.1 Interviews ..................................................................................................................... 19
       3.5.2 Observation .................................................................................................................. 20
   3.6 Data Analysis ...................................................................................................................... 21
       3.6.1 Operationalization ........................................................................................................ 21
1. Introduction

In 2012, one non-profit organization managed to change the social media climate as we know it today. It was the organization Invisible Children that released a thirty minute long YouTube video called “Kony 2012” to spread awareness of the accused war criminal Joseph Kony’s activities in Uganda (Curtis & McCarthy, 2012). The main goal of the video was to make Kony known all over the world to be able to arrest him. It did not take long before the video became one of the greatest viral successes on social media (Guo & Saxton, 2014). In less than a week it had over twenty million views and today the video has been viewed over a hundred million times (Curtis & McCarthy, 2012). Invisible Children’s video managed to capture the whole world in a way that had not been done before, connecting and engaging people from all over the world toward one goal (Curtis & McCarthy, 2012). The video is one example of how social media can boost non-profit organizations capacity for stakeholder engagement and communication, and the possibilities for public policy influence (Guo & Saxton, 2014). Since then, much has happened in the digital world, with the popularity of social media communities growing every day (Vinerean, 2017).

With the development of social media, it is easier than ever before to connect and engage with people all over the globe. With the expansion of social media, the phenomenon of online communities has grown exponentially over the last decade. Online communities provide easier communication and are therefore a big part of organizational marketing (Vinerean, 2017). Today, Facebook is a leading social media tool used by organizations all around the world (Cho, Schweickart & Haase, 2014). Facebook, furthermore consists of thousands of online communities, which among the biggest online communities in Sweden are non-profit organizations (Smampion, 2018). Naturskyddsföreningen, one of the bigger non-profit organizations in Sweden, believes that social media has made it easier for people to engage in non-profit organizations and make a difference (Wallin, 2011). Social media has provided us with possibilities to communicate and engage far beyond what has ever been possible before (Sashi, 2012).
1.1 Background

1.1.1 Online Communities

Today online communities are platforms for communication, discussion, and sharing of knowledge between customers or between the customers and the organization (Jang et al., 2008). It is an effective way for organizations to create communication and obtain valuable information from the customers. This can, in turn, increase long-term relationships with both current customers and potential new customers (Zheng et al., 2015) and elevates positive word of mouth (Zhang et al., 2017). People have also seized the possibility to share information about their experience regarding brands and products. It has become a platform for engagement, creating debate and interaction between organizations and its customers (Shwartz-Asher, Chun & Adam, 2017).

In online communities, all users can contribute, engage and share their own and others messages. A big part of managing online communities, therefore, includes engaging with the customers. This gives the organization the possibility to not only build stronger relationships but also receive crucial information about the customer and their preferences (Tsimonis & Dimitriadis, 2014). Online communities also operate as a source of help and support for the customers. It is therefore vital for organizations to communicate content that appeals and generates interest to the audience and make them pay attention and increase customer engagement (Vinerean, 2017). Hence, a communication platform which encourages interaction with both the organization and other customers is an important contributor to continuing online community engagement (Vinerean, 2017). Yet, many organizations find it challenging to encourage participation and often lack the knowledge to engage the customers in the online communities (Zwick & Bradshaw, 2016).

1.1.2 Non-Profit Online Communities

Online communities serve as a tool for non-profit organizations to bring awareness about their mission to the public. It can also bring people together, creating a community of supporters, which ultimately aims to mobilize people to act in accordance with the goals of the organization (Cho et al., 2014). Andreasen (2012) furthermore, argues that the term “customer” only applies to an audience which an organization is trying to influence with marketing. Since non-profit marketing in online communities goes beyond that definition, Andreasen (2012) instead suggests using the term “target audience”. The current and potential donor, volunteers,
advocates and active participants of non-profits will, therefore, be addressed as “target audience” onwards. To distinguish between an organization's target audience and their participants in online communities, we have chosen to address the online community participants as “community members”.

With the possibilities of cheap and effective communication (Cho et al., 2014), online communities are now one of the most popular tools for non-profit organizations to communicate with the public (Non-profit Marketing Guide, 2017). Many Swedish non-profit organizations have grown exponentially during the last years by engaging community members (Wallin, 2011). However, Wright, Chew, and Hines (2012) argue that non-profit organizations have a more complex relationship with stakeholders than businesses do. Campbell, Lambright, and Wells (2014) further argue that many non-profit organizations struggle with creating long-term goals when it comes to their online communities. Hence, many non-profit organizations are still trying to figure out how to communicate with their target audience (Wymer, 2013). Furthermore, many do not use their online communities to interactively communicate with their target audience to its full potential (Campbell et al., 2014). In Facebook communities, organizations can communicate with their community members through public posts. These posts can contain text, images or videos. The organization can also share posts in their community that has been written by other communities or other websites. Additionally, the organization can communicate by responding to the community members’ comments on their posts (Newberry, 2017). There are also other ways to communicate with community members in Facebook communities, such as private messages, but we have chosen to focus on the Facebook communication tools, mentioned above, in this study.

Wymer (2013) argues that there is still a bias concerning marketing towards non-commercial organizations. While online communities can be an effective marketing tool for non-profit organizations, the lack of research concerning non-profit marketing can be misleading (Wymer, 2013). Waters et al. (2009) further argue that because of lack of time and resources, non-profit organizations are not able to provide the attention their online communities need to stay active and relevant. Furthermore, small non-profit organizations can also be more dependent on communicating information, which engages the community members, due to limited resources and options for other types of marketing communication (Cho et al., 2014; Nah & Saxton, 2012). Cho et al. (2014) state that previous research has shown that large organizations have a big advantage in adopting new technologies. However, Nah and Saxton (2012) found that
among large non-profit organizations size in assets did not affect their employment of social media. Instead, Nah and Saxton (2012) argue that preexisting resources and web capabilities are better predictors in determining non-profit organizations ability to use social media. However, organizations can easier communicate with current and new target groups through online communities, that could have been too costly otherwise, of geographical reasons for example (Alves, Fernandes, & Raposo, 2016).

1.2 Research Gap

Online communities are an effective marketing tool for non-profit organizations to engage and reach their community members. However, a non-profit organization is dependent on communicating relevant information to engage its community members (Cho et al., 2014). In large non-profit organizations, Nah and Saxton (2012) argue that it is mainly the organization’s preexisting resources that determine the outcome of the online community. But do small non-profit organizations have the capacity to engage their community members through their communication? While there has been plenty of research on large non-profit organizations, there is a lack of research regarding small non-profit organizations online communities. Furthermore, there is limited research regarding how small non-profit organizations communicate information aimed to engage their community members.

1.3 Aim and Research Question

The purpose of this study is to compare how two small non-profit organizations communicate with their community members to create engagement within their online community. In order to attain the purpose of this study, we aim to answer following research question:

- How do small non-profit organizations communicate with their community members in their online communities to create engagement?

By answering the research question this study will, combined with the presented theory and empirical findings, result in a practical and theoretical understanding of how small non-profit organizations communicate with their community members and how this can lead to engagement in their online communities.
2. Theoretical Framework

Online communities are platforms where the members of a community can share interest, information, knowledge, values and engage in social interactions (Park et al., 2018). Barab, MaKinster, and Scheckler (2003, p.238) define online communities as “a persistent, sustained social network of individuals who share and develop an overlapping knowledge base, set of beliefs, values, history, and experiences focused on a common practice and/or mutual enterprise”. The definition is based on like-minded people with a common interest for a specific area, who can interact with each other and share experiences and ideas in the community. Thus, the members are aware that they are part of an online community and are aiming for the same goal. Moreover, online communities serve as a platform for members to express opinions and take part of other people's opinions and beliefs in an area of interest (Miller, Fabian & Lin, 2009). Today, many organizations use online communities as a platform to connect with the public and to promote viral marketing or electronic word of mouth, allowing their users to share the marketing message forward. Online communities can thereby facilitate and encourage user feedback, comments, and sharing (Vineran, 2017).

Online communities have become an important marketing platform for all organizations (Vineran, 2017). Unlike traditional marketing, organizational online communities are dependent on member engagement within the community. This gives the organization the possibility to not only build a stronger relationship but also receive crucial information about the community members and their preferences (Tsimonis & Dimitriadis, 2014). Online communities also operate as a source of help and support for the community members. It is therefore vital for organizations to communicate content that appeals and generates interest to the community members and make them pay attention and increase member engagement (Vinerean, 2017). This interaction between the public and organizations has changed the marketing climate drastically. Instead of being passive recipients, the community members have to be included as active participants in the marketing process (Thackeray et al., 2008). While there are many benefits to online communities, such as low costs for members to join the community and easy access for members to engage, having an offline community also has many benefits. According to Wirtz et al. (2013), many organizations that today start as online communities can add value to the community by arranging offline activities. Wirtz et al. (2013) argue that offline communities enhance feelings of belonging in a social group, involvement and moral responsibility along with eliciting emotions and commitment among its members.
2.1 Three Core Community Commonalities

Muniz and O’Guinn (2001) argue that all communities share three core community commonalities, which may also be found in an online community. The three characteristics identified were consciousness of kind, shared rituals and traditions, and moral responsibility. It can, however, lack scales for measuring the identified characteristics, which may affect the research and understanding of the phenomenon. Thus, the three central commonalities used in this study are constructed after Hassay and Peloza (2009) measurement constructs, which are more suitable for this research regarding non-profit organizations. These are identification, involvement and perceived sense of community. Even though Muniz and O’Guinn (2001), as well as Hassay and Peloza (2009) extended version, highlights brand communities in general, we argue that the three characteristics of a community have significant meaning for this study and are therefore being used. Since the aim of this study is to explore how non-profit organizations communicate with their online community members to create engagement, it is fundamental to know how the three characteristics organizations influence an organization's online community. Furthermore, how the core community commonalities contribute to the maintenance and development of the online community.

The most important component is called consciousness of kind or shared consciousness. It concerns the knowing of belonging and the intrinsic connection and bond that the members have within the community (Muniz & O’Guinn, 2001). It, furthermore, concerns community members way of viewing an online community and that is more than just perceived similarities or shared attitudes (Muniz & O’Guinn, 2001). It is connected to the members' identification of the online community and the sense of “we-ness” the members feel. This results in a collective sense of difference from others who are not part of the community (Muniz & O’Guinn, 2001). Moreover, in a charity sector, it is important to communicate the shared values in the online community to enhance the members shared knowing of belonging (Hassay & Peloza, 2009). Even though members in a community may live far away from each other and never have met, this concept refers to the close bond that is experienced within the online community (Muniz & O’Guinn, 2001). Hassay and Peloza, (2009) discuss that positive effect on identification could lead to members being more committed to the brand. Moreover, Hassay and Peloza (2009) argue that members of a charity sector need to be aware and identify with the non-profit organization's mission, before becoming involved or feel a moral responsibility towards the online community.
The second component in a community refers to rituals and traditions, which puts emphasis on the community’s culture and history, including the brand’s meaning, norms, and values (Muniz & O’Guinn, 2001). These are embedded in activities, events, and symbols that are created by the online community and performs as a reminder of what the community stands for (McAlexander et al., 2002). Moreover, Hassay and Peloza (2009) argue that involved community members in a charity organization that receives appreciation and recognition are more prone to remain committed. Furthermore, the last indicator of a community is a sense of moral responsibility. Moral responsibility is according to Muniz & O’Guinn (2001) the sense of duty towards the community. Additionally, this component is important if the community is threatened and in need of collective action from the community members to solve a problematic situation. Communities that unite during distressed periods experience a closer bond and connection. The emotional bonds, the shared belief of the community, and social connections within the online community are related to the members’ feeling of belonging. That all members’ actions have an important outcome (Hassay & Peloza, 2009). The sense of responsibility is furthermore critical in the charity sector given the low switching costs (Hassay & Peloza, 2009).

2.2 Online Community Communication

Social media and online communities offer the users immense possibilities for communication. The public have not only the ability to communicate with friends and family but have also been empowered to communicate and interact with all types of organizations. Tiruwa, Yada, and Suri (2016, p.296) state that “one of the fundamental purposes of these communities is to exchange and share information”. At the same time, people are increasingly relying on finding information online (Wirtz et al., 2013). Today, online communities are mainly used as a communication and interaction channel by organizations towards their community members (Jahn & Kunz, 2012). Although online communities have helped organizations connect and communicate further with their community members, building stronger relationships, they have also forced organizations to change its communication style (Jahn & Kunz, 2012).

Within a non-profit organization, the target audience are dependent on the organization to make decisions in line with their interests (Wright et al., 2012). Non-profit organizations are, therefore, accountable to communicate information to their target audience to inform them about the organization and its practices. Non-profit organizations are, furthermore, also
accountable to communicate and provide information toward the mission of the organization (Wright et al., 2012). This is crucial since the target audience need to trust that the organization has a similar interest and purpose to contribute to society. The community members, further, need to receive information which confirms that the organization perform and contribute in line with their expectations (Bryce, 2007; Wright et al., 2012). It is therefore vital for non-profit organizations to be transparent towards the public and communicate their values, beliefs, and goals to attract the public (Bryce, 2007). Hence, the organization consistently needs to communicate, inform and involve the target audience in their actives to maintain their trust (Wright et al., 2012). Lovejoy and Saxton (2012) argue that, while the dialogue with and between community members is essential, providing them with information is the base of the communication for non-profit online communities. du Plessis (2017) further argues that organizations need to differentiate between marketing and communication with community members in online communities. Instead of promoting a specific message, communication in online communities aims to build long-term relationships with the community members by providing them with useful non-promotional information. du Plessis (2017) concludes that communicating non-promotional information creates a higher interaction around the topic and that personal stories rather than promotional messages are more effective when establishing relationships in online communities. Non-promotional information also allows a more familiar and warm atmosphere where the community members are more willing to pay attention to the information (du Plessis, 2017).

Jang et al. (2008) argue that the organization's communication has to be useful for the community members to create lasting relationships within the online community. Communicating in an interesting, entertaining, and innovative manner can make community members more inclined to continue the relationship with the organization (Jahn & Kunz, 2012). The organization also need to acknowledge their community members' activities, such as their comments and likes. By showing a genuine interest in the community members the organization invites them into the community and encourage further activity and communication (Jang et al., 2008). Usually, posts created by community members gain more attention and is more applicable to other community members. Thereby, the organization also portrays a more authentic and relatable image (Jang et al., 2008). However, online communities not only facilitate communication between the organization and its community members but also between community members directly, connecting community members to each other (Valos et al., 2016). Vargo (2016) states that is has never been more vital for organizations to
communicate engaging content to their users than in social media. Instead, natural messages, without the promotional content, enhance the perception of the brand value (du Plessis, 2017). Jahn and Kunz (2012) also argue that the organization's contribution of informative messages is an important factor when it comes to engaging community members. To be able to do this the organization needs to be involved in the community and its discussions along with giving vital information about the type of content that interest community members (Tiruwa et al., 2016). If the community members feel that their engagement efforts are appreciated by the community and their experience is positive they are much more likely to continue their engagement (Zheng et al., 2015). Maxwell and Carboni (2016) state that many non-profit organizations generally report high usages of their social media pages. However, although the organizations have a high presence, the community members presence and engagement vary wildly between different organizations.

### 2.3 Online Community Engagement

Vivek, Beatty, and Morgan (2012, p.133) defines member engagement, or as they call it customer engagement, as “the intensity of an individual’s participation in and connection with an organization’s offerings and/ or organizational activities, which either the customer or the organization initiate.” van Doorn et al. (2010 p.254) further describes that "customer engagement behaviors go beyond transactions and may be specifically defined as a customer’s behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers."

Online communities function through interaction between the users, making member engagement the base of the online communities (Jahn & Kunz, 2012). Community member engagement can be generated from different type of communication channels, for example, word of mouth or online forums (Wirtz et al., 2013). Many researchers have found member engagement within online communities is beneficial for both the organization and its community members (Jahn & Kunz, 2012; Sashi, 2012; Wirtz et al., 2013). The community members have a social outlet and support where they can receive and share information with like-minded people (Jang et al. 2008). The organization, in turn, gets an insight and an understanding of the community members’ behavior and intentions (Jahn & Kunz, 2012).
Member engagement in an online community enables a connection and a collaboration between organizations and their community members. This connection can further strengthen the relationship between the community members and the organization. It can also contribute to community members creating an emotional bond towards the organization (Sashi, 2012). The organization can, in turn, get a better understanding of the community members and their needs, thereby facilitate and increase member satisfaction (Sashi, 2012; Vivek et al., 2012). Jahn and Kunz (2012) describe online communities as an excellent tool for relationship building. However, online communities are dependent on interaction and the continuous communication and Jahn and Kunz (2012) argue that it is the member engagement that brings the community to life. Thus, the community members need to be motivated or have a valid reason to engage for the community to thrive. This motivation can come from having a connection and feel involved in their organization (Jahn & Kunz, 2012).

2.3.1 Organizations Communication Effort to Create Engagement

van Doorn et al. (2010) argue that the organization’s brand has the biggest impact on members’ engagement. The organization's brand characterizes their reputation, which reflects the perception the members have of the brand. The members brand perception further affects their commitment and attachment. In turn, the brand commitment and attachment affect people's willingness to communicate and engage with the organization and with other members. Nah and Saxton (2012) suggest that providing information about the organization and its activities to community members is the base of communication within non-profit online communities. Information invites the community members to the organization and creates closer relationships. Community members with a connection to the organization are more likely to share their own experiences and knowledge regarding the brand. Therefore, providing the target audience with a platform where they can communicate, such as online communities, is an effective tool to facilitate the engagement (van Doorn et al., 2010). What type of information is also relevant. The information should be adapted towards their mission and display transparency into the organization (Bryce, 2007; Wright et al., 2012). By regularly communicating quality information, the community members get an insight and understanding of the organization and its practices. It also contributes to enhancing the community members trust towards the organization (Bryce, 2007). Providing daily information to current and potential community members also create a bond between them and the organization and keep the community members closer to the organization (Tsimonis & Dimitriadis, 2014). Alves et
al. (2016) argue that beyond being present in the online community, the communication needs to elicit strong emotions among readers. Communication with elitists strong emotions among the community members can further enhance the community members emotional bond towards the organization: This can, in turn, encourages advocacy towards other community members along with non-community members (Tsimonis & Dimitriadis, 2014). Tsimonis and Dimitriadis (2014) further suggests rewarding and encouraging activity to increase comments and likes. The size, diversification, and industry of the organization also affect community member engagement. The marketing communication, therefore, has to be adapted to the size and type of organization. While reward programs can encourage engagement in bigger corporations, social recognition could be more effective within non-profit organizations (van Doorn et al., 2010). While the size of the organization can affect the marketing capacity, Nah and Saxton (2012) argue that it does not affect the employment of social media. Rather the organization's resources and capabilities affected how they utilize their communities. Regarding the size of the online community, Dholakia, Bagozzi, and Pearo, (2004) argue that small online communities tend to have stronger interpersonal relationships between the members and a stronger group identity. Dholakia et al. (2004) further argue that a small online community is more likely to identify with individual participants within the community, rather than the community as a whole, making social connection an important factor for a small online community. Small online communities are therefore more likely to encourage engagement (Wirtz et al., 2013).

2.3.2 Capture Community Member Engagement

van Doorn et al. (2010) argue that the community members’ attitudes are one of the main factors in affecting their willingness to engage. This includes their satisfaction, commitment, and trust toward the organization. Sashi (2012) argues that satisfaction occurs when the community members’ experiences that their expectation with the organization has been exceeded and thereby feel positive emotions towards the organization. Furthermore, only when satisfaction is established the community members can commit to the organization. Commitment is achieved when either the community members feel a strong bond towards the organization or because of high switching costs or lack of alternatives. This, in turn, can lead to advocacy and ultimately engagement. Engagement moreover leads to a strong bond between the community members and the organization, which is built on both long-term commitment and an emotional bond where they look after one another’s self-interest (Sashi, 2012). Farrow and Yuan (2011)
further found that community members in online communities with a stronger emotional connection were more likely to contribute to the organization. Non-profit organizations are also dependent on their ethical code and accountability, which also need to be communicated to their target audience (Bryce, 2007).

A community member’s own traits and self-identity are also important factors (van Doorn et al., 2010). The public’s trust in non-profit organizations thereby lay in their beliefs of shared goals, norms and values (Bryce, 2007). The beliefs and values of the public are reflected in their emotions, attitudes, and opinions, which motivate people toward different actions (Wymer, 2013). A person with a high moral identity may, for example, be more likely to donate money to a charity organization (van Doorn et al., 2010). The community members motivation to engage is also dependent on their personal goals and that these are linked to the goals of the organization (Wymer, 2013). From the organization's perspective, their communication efforts are ultimately about influencing the target audience behavior, such as starting to engage in the mission of the organization, by for example donating money or time (Andreasen, 2012). Therefore, non-profit communication should focus on service quality and user satisfaction rather than monetary performance measures (Wright et al. 2012). Thus, Wright et al. (2012) state that it is important to take their target audience and their beliefs into account. The communication should provide community members with information that is applicable to them. By communicating relatable topics, the organization can create a positioning towards the public that reflects trust in the brand and in their mission (Wright et al., 2012). The community members also become considerably more susceptible and involved if the message is directed towards what matters to them (Maxwell & Carboni, 2016). However, non-profit organizations communication is complex, the community members have different reasons and ambitions in supporting the organization (Lewis, 2005). The communication, therefore, needs to be distinguished and adjusted towards these different perspectives of the target audience (Maxwell & Carboni, 2016).

Since the community members are restricted by their own resources, the engagement is dependent on their time and money. The resources are further dependent on how the community member choose to utilize their time and money, that is how they value the costs and benefits of the organization (van Doorn et al., 2010). The main marketing function of non-profit organizations is to increase support in terms of donation or volunteering (Wymer, 2013). Since non-profit organizations are dependent on the willingness of the public for support, rather the
sales, Wright et al. (2012) argue that it is harder to maintain steady support. Furthermore, Nah and Saxton (2012) argue that external factors affect how non-profit organizations use social media and online communities. These factors can be political changes, economic and environmental issues, social aspects or technical progress. All these works together in effecting the public’s interest and thereby what they prioritize and value (van Doorn, et al., 2010). In the end, the public’s interest is highly dependent on the media. Media attention creates debate among the public which ultimately leads to engagement. By reflecting these factors in the communication, the organizations are able to enhance the interest among community members (van Doorn, et al., 2010).

2.4 Theoretical Summary

Hassay and Peloza (2009) argue that non-profit charity communities have three core commonalities, identification, involvement and perceived sense of community. These concepts are the ground on which a community stand and function. Moreover, Tiruwa et al. (2016, p.296) state that “one of the fundamental purposes of these communities is to exchange and share information”. Communicating interesting, entertaining, and innovative information can make community members more inclined to continue the relationship with the organization (Jahn & Kunz, 2012). However, online communities are further dependent on the interaction and communication with and between community members to fulfill its purpose (Vargo, 2016). The organization's brand characterizes their reputation, which reflects the perception the members have of the brand (van Doorn et al., 2010). Lovejoy and Saxton (2012), further argue that providing information is the base of communication in online communities. Providing information invites the community members to the organization, which creates a closer bond between them (van Doorn et al., 2010). The information should furthermore be adapted to the organization's mission and be transparent in order to maintain trust among the community members (Wright et al., 2012). The community members trust in the online community is also reflected in their beliefs of shared goals, norms and values with the non-profit organization (Bryce, 2007). The communication, therefore, needs to be adapted to the organization and its characteristics (Wyner, 2013). While communicating quality information gives the community members an insight and understanding of the organization (Bryce, 2007). Providing daily information creates a stronger bond between the community members and the organization (Tsimonis & Dimitriadis, 2014). But the question remains, how do small non-profit organizations communicate to create engagement among their community members?
3. Methodology

3.1 Research Approach

The purpose of this study is to explore how small non-profit organizations communicate with their community members in their online community to create engagement. To be able to fulfill the purpose of this study, a qualitative research design is applied with an abductive approach. The abductive approach is used in this study because it helps with the understanding of the collected data of the phenomenon (Saunders, Lewis & Thornhill, 2016). The abductive approach is based on that the researcher constantly goes back and forth between theory and empirics. However, the abductive approach has received critics regarding its scientific approach (Dubois & Gadde, 2002). Nevertheless, the findings from the empirical data were analyzed through established theories and the structure is flexible to permit changes when new understandings and insights arise (Bryman & Bell, 2015). Thus, an exploratory study approach is used when unsure of the nature, in order to explain the phenomenon with the help of existing theories (Saunders et al., 2016).

3.2 Research Design

3.2.1 Qualitative Research

In order to answer the research question, a qualitative research method was chosen to explore how non-profit organizations communicate with their community members to create engagement. This research design is suitable since the study aims to answer the research questions ‘how’ (Yin, 2003). In this type of study, with an exploratory approach and a qualitative research design, verbal data findings contribute with more value and understanding of the phenomenon (Saunders et al., 2016). Thus, this study mainly consists of interviews and an observation, which are applicable in a qualitative base. The qualitative approach, allows the respondent to view the situation from their own perspective of the phenomenon, which further gives detailed data from the interviews (Yin, 2003). Meaning that the qualitative research method gives richer and deeper understanding of the context of the phenomenon, which is appropriate to the study (Saunders et al., 2016).

3.2.2 Case Study

The qualitative research often favors a case study design since it is often based on interviews and observations. Therefore, this method is beneficial for generating detailed and intensive
examination of a case (Bryman & Bell, 2015). For this reason, a case study on two small non-profit organizations in online communities was applied to this research design. In line with an exploratory approach, a conducted case study is designed to get a deeper understanding of the research context and the empirical investigation (Saunders et al., 2016). In order to find what is common and what might be unique for a case, a comparative case study was chosen for this research and therefore two non-profit organizations were chosen. By using a comparative design, we are able to compare the findings from empirical data and give a theoretical reflection on the findings (Bryman & Bell, 2015).

3.3 Research Strategy

In this study, semi-structured interviews and an observation were collected as primary data. In addition to the primary data, supportive data about the organization was collected, such as the organizations' websites and annual reports. This available information provided an insight to the organizations' work and situation, which was used as supporting material for this study. Furthermore, both semi-structured interviews and observations are according to Saunders et al. (2016) suitable research strategy for an exploratory research. Combining interviews and observations allow for a triangulation of the data findings, which means that the study consists of more than one data collection method and ensures the validity of the collected data (Blumberg, Cooper & Schindler 2011; Saunders et al., 2016). The semi-structured interviews contained a list of key themes and questions, which further left room for follow up questions, probing and obtain new discoveries (Bryman & Bell, 2015). The semi-structured approach was chosen since it gives the respondent the opportunity to explain the reasons behind the answers. It also gives the respondent a possibility to talk freely about the questions. This, further, generates more details and a deeper understanding of non-profit organizations communication online (Saunders et al., 2016).

In order to explore the phenomenon in its environment and in a natural setting, an observation may according to Blumberg et al. (2011) be an effective method in a qualitative research to gain new insights. In this study, this type of observation is an important supplement since it gives the researchers more and deeper understating of the social settings of the online communities and how the organizations communicate in the online communities. Additionally, observations can help the collection of primary data that can just be observed and experienced. In this study,
the observation aimed to collect new findings from the non-profit online community that may have been forgotten by the respondents (Saunders et al., 2016).

3.4 Selection process

3.4.1 Selection of Online Community

The selection of online communities was based on relevance and popularity within the studied field (Saunders et al., 2016). The leading social media tool, that is actively used by organizations, is Facebook (Cho et al. 2014). Facebook's number of active members has increased each year in Sweden, wherein 2017, 73 percent of Swedes had a Facebook account and 63 percent used it to be active in some type of Facebook community (Davidsson & Thoressson, 2017). In Sweden, some of the biggest online communities on Facebook are non-profit organizations, with the biggest non-profit organization has over 500,000 Swedish members (Smampion, 2018).

3.4.2 Selection of Case

The process behind the selection of case was founded on if the non-profit organization had accurate settings for the aim of the study (Saunders et al., 2016). In order to answer the research question, the sampling of a case had to fulfill some criterion. Firstly, the non-profit organizations have to manage an active online community on Facebook. Secondly, the non-profit organizations must be of small size. A small non-profit organization in this study is defined after Quirk and Watkins (2008) research, where a non-profit organization has a revenue of under $250,000 or five or less staff. Lastly, the non-profit organizations should be in the charity sector, since the three themes used to analyze this study are reflected in the charity sector. With these criteria in mind, we emailed relevant non-profit organizations. Thereafter, we choose two case organizations that work with social issues and for human rights, however, the organizations differ in how long they been around and how they operate.

The chosen organizations were Röda Korset Gotland (RKG) and Integration på Riktigt (IR). Both organizations are Swedish non-profit charity organizations, engaged in helping people in vulnerable situations. The two organizations are small non-profit organizations and uses Facebook as a communication tool. However, RKG is a locally established non-profit organization located in Gotland. IR is a brand new non-profit organization. IR started their non-profit organization through Facebook and only operates online, focusing on the whole Swedish
market. RKG, on the other hand, is not only a locally established non-profit organization, the organization also has a known brand name and symbol that is known all over the world. RKG further uses their online community on Facebook as a communicative complement to their website and physical meeting points, which differs from IR who only exist through their Facebook community. By studying these two small non-profit organization this research aims to compare how these organizations communicate with their community members to create engagement in their online communities.

3.4.2.1 Röda Korset Gotland

“The Red Cross aims for no one to be left alone in a disaster. We save lives and give hope - every day, all over the world.” (Röda Korset Gotland A, 2018)

Röda Korset Gotland is a regional organization to the Swedish Red Cross but has their own member base of 4000 members. RKG has been around for over 100 years. The organization work towards helping the Red Cross with their mission of saving lives by handing out food, preventing disasters and overall contribute to bringing compassion and hope to people all over the globe (Röda Korset Gotland A, 2018). RKG works daily with different activities, where most are conducted at their meeting places and at their second-hand shops (Röda Korset Gotland, 2018). RKG is mainly donation based but is also dependent on volunteers to run the charity shops and cafes. The only social media communication channel used by the organization is their Facebook page. They work daily with their online community on Facebook, with five social media administrators.

3.4.2.2 Integration på Riktigt

The organization Integration på Riktigt started as a Facebook community in December of 2017 and has around 40 active volunteers. The organization and its online community are, however, mainly managed by the founder and the social media administrator. The main purpose of the organization is to help refugees integrate into the Swedish society. However, it also aims to educates people on how to manage integration more effectively, and how that, in turn, can contribute to a better society (Integration på Riktigt, 2018). IR believes integration is much more effective when refugees have the possibility to live in a Swedish family, that speaks Swedish and with knowledge of the Swedish culture. Hence, the organization's main goal is finding families that can provide homes for unaccompanied refugees, mainly boys who just
turned 18, from Afghanistan. Their Facebook page states “The aim of this page is to show good examples of real-life integration. We feel that there is no forum for spreading all the positive examples of proper integration of people who opened their hearts and their homes” (Integration på Riktigt, 2018). IRs purpose is, further, to contribute to a better society and faster integration by connecting the boys to networks they previously had no access to (Integration på Riktigt, 2018).

Today IR only communicate through their Facebook page and are dependent on their members to share their message forward to find new volunteers. However, they also encourage volunteers to provide refugees homes or other means, such as social support, to facilitate the integration process. Recently the organization also started a foundation to raise money, mainly to be able to help provide refugees with qualified lawyers (Integration på Riktigt, 2018).

**3.4.3 Selection of Respondents**

Following the selection process, the selection of respondents was conducted. In order to select suitable respondents for the semi-structured interviews, the CEO and founder from the two selected non-profit organizations were contacted. The CEO and founder further gave suggestion on appropriate respondents. The sampling procedure is based on that the subsequent respondents are provided by a well-informed person (Saunders et al., 2016). This is characteristic of a snowball sampling method since the initial respondent identifies and recommend relevant respondents (Bryman & Bell, 2015). From the recommendations of RKGs CEO and IRs founder, the respondents were selected based on who had most knowledge and experience of both non-profit organizations and working with the non-profit organizations' online community. The CEO from RKG has 53 years of experience with voluntary work within the organization. The recommended respondent has 40 years of voluntary work at RKG and several years of experience as an administrator in their Facebook community. The recommended respondent also active and works in other communities on Facebook. Both IRs respondents have a long history of working with different non-profit organizations and are currently, more or less, engaged in several other non-profit organizations. In recent years both have actively worked with promoting their different organizations on social media. IRs social media administrator is also working full time with marketing, including social media marketing. The respondents collective experience and knowledge generated depth to the questions in this study. Details about the interviews and the participants are shown below in Table 1.
Table 1. Description of the interviews and respondents

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
<th>Time</th>
<th>Date</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Göran Wahlqvist</td>
<td>Röda Korset Gotland</td>
<td>CEO</td>
<td>65 min</td>
<td>2018-04-04</td>
<td>Face to face and Email follow-up</td>
</tr>
<tr>
<td>Fredrik Engström</td>
<td>Integration på Riktigt</td>
<td>Founder</td>
<td>60 min</td>
<td>2018-04-05</td>
<td>Face to face and Email follow-up</td>
</tr>
<tr>
<td>Olle Eriksson</td>
<td>Integration på Riktigt</td>
<td>Social Media Administrator</td>
<td>65 min</td>
<td>2018-04-09</td>
<td>Face to face and Email follow-up</td>
</tr>
<tr>
<td>Görel Robsarve Malmros</td>
<td>Röda Korset Gotland</td>
<td>Social Media Administrator</td>
<td>50 min</td>
<td>2018-04-18</td>
<td>Phone and Email follow-up</td>
</tr>
</tbody>
</table>

3.5 Data Collection

3.5.1 Interviews

The data from the interviews contained four semi-structured interviews. Two interviews from RKG and two interviews from IR. Interviews were conducted until the data met the research objectives of this study, but also in consideration of the scope of the research (Saunders et al., 2016). In order to answer the research question and attain suitable information to this study, it was important to be well-prepared before the interviews. The interview guide (see appendix 1), ensured that the interviews stayed on topic but also provide an open interview (Bryman & Bell, 2015). The interview guide was, furthermore, sent to the respondents in beforehand. This was done to minimize misunderstanding of the questions and it gives the respondents time to prepare answers before the actual interview. Since the respondents had time to familiarize with the themes from the interview guide the whole process was more comprehensive. This method, moreover, made the data collection process of interviewing easy and gave the respondents a
chance to go more in-depth regarding the question. To avoid any type of privacy concerns and sensitivity of data, the respondents were asked to approve the of recordings of the interviews and all information was processed with caution (Saunders et al., 2016).

Three of the interviews were held at organizations offices. One of the interviews with RKG was held in Visby and both of the interviews with IR were held in Västerås, Sweden. The locations were chosen to be held at the organizations' offices to ensure that the respondents feel comfortable and confident. However, the second interview with RKG was conducted by phone, because of the distance between researchers and respondent.

### 3.5.2 Observation

The data from the observation was collected from RKG and IRs own Facebook communities from February to March of 2018. The observed data gathering from the observation was concluded at the end of the same month. In this study, the observers chose passive observations, due to the risk of affecting the dynamics of the online communities (Saunders et al., 2016). The participants in the online communities were not informed of the observation. However, to ensure the privacy of the community members, they remain anonymous (Bryman & Bell, 2015).

The observed data included all posts, comments, and likes in the online communities during February to March of 2018. Regarding member engagement, the number of comments and likes along with the content of the comments were identified. The posts that received most and least acknowledgment were identified. This to get a better understanding of what kind of communication engaged the community members. These posts and their content were further described along with examples of the content. To exemplify the community members engagement efforts a few comments were presented. The organizational response to the community members comments was identified. This to see how active the organizations are in continuing the conversation with the community members. The type of posts was identified and compiled after their characteristics. Furthermore, the type of posts was divided between own posts, shared posts and websites links. Thereafter, the findings were calculated in percentage divided between the two organizations. All posts were, thereafter, compared between RKG and IR. The type of posts was also described and examples of these posts were presented.
3.6 Data Analysis

Following the collection of data, all the recorded interviews were transcribed in order to analyze this data together with the gathered data from the observation. To gain access to important details of what was being said during the interviews, the interviews were transcribed as soon as possible (Saunders et al., 2016). Since the interview-guide was divided into three key elements it made it a structured process to compile the data and identify significant areas of the collected empirical material. The identified areas were furthermore, coded in different colors, which made it easier to separate and remove non-contributing data. The observation from RKGs and IRs online communities was collected every day from February to March of 2018. The collected observed data, from the online communities, was also coded into different colors. The researcher reflected and discussed the collected data after each interview and after the observation. This to reduce the risk of being biased in the interpretation of the interviews and observation (Saunders et al., 2016). This was also conducted due to a risk of errors or misunderstandings and to ensure the reliability of the study. Moreover, if there was any question about the interpretation of the collected data the respondents were contacted by e-mail.

3.6.1 Operationalization

To be able to analyze the research question, an interview guide was made in the preparation process for the data collection. The three themes were constructed from Hassay and Pezoa, (2009) extend concepts from Muniz and O’Guinn (2001) three core commonalities, which can also be found in an online community. The themes were further disunited in smaller subgroups, which the questions in the interview guide were based on. This was done to be able to create tangible explanations of each theme (Saunders et al, 2016). The questions were based on previously presented theory and the study's research question regarding how non-profit organizations communicates to create engagement among the community members. In table 2, below, the three themes, which the interview guide is built on, are shown. Furthermore, the aim of each of these themes are shown.
Table 2. Themes from Hassay and Peloza, (2009) together with the aim of the themes.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification</td>
<td>Identification aims to provide an understanding of how non-profit organizations are trying to convey a collective sense of belonging and build a closer bond through their communication in the community. It also aims to find out what type of information the organizations communicate to meet the community members expectations and create a sense of belonging between the community members and thereby engage the community members.</td>
</tr>
<tr>
<td>Involvement</td>
<td>Involvement aims to clarify how organizations communicate their brands, norms, values, and activities and how these factors affect how the community members engage. It further aims to explain how these factors affect the community members involvement and engagement in the online community.</td>
</tr>
<tr>
<td>Perceived Sense of Community</td>
<td>The perceived sense of community aims to explain how organizations communicate to enhance the members' commitment to the non-profit organization and its online community. It further aims to explore how organizations communication efforts, that aims to enhance commitment, can lead to member engagement.</td>
</tr>
</tbody>
</table>

3.7 Ethical Consideration

All research methods have ethical issues related to them. However, a qualitative research is more likely to lead to ethical concerns compared to quantitative research (Saunders et al., 2016). With this in mind, this study considers the ethical aspect where the respondents might have been at risk in any way. Therefore, all the respondents were informed that their answers are only being used for this study but that the research paper would be published online. The respondents also had a choice to be anonymous.

3.8 Limitations

A comparative case study, with a qualitative approach, often have a problem with generalizability and should not be directly transferable to other cases. Thus, this study is instead supportive of gaining an understanding of cases that are similar (Saunders et al., 2016). As for the two non-profit organizations, subjective insight makes this study difficult to replicate. However, Saunders et al. (2016) argue that the qualitative method enables the researchers to
document unique characteristic of a case. This is valid since this study aims to explore the phenomenon and not to gain statistical representativeness (Blumberg et al., 2011).

Furthermore, one or the interviews was done by phone, which may cause drawbacks for the empirical data. In a phone interview, there is no face to face contact and some disadvantages may arise. One drawback is that the researcher cannot see the respondent's body language and other non-verbal communication (Saunders et al., 2016). Additionally, a phone interview tends to have lower response rate and have a harder time handling long questions than a face to face interview (Bryman & Bell, 2015). However, the collected information from the interviews, combined with the observation, outweigh the limitations that the phone interview might have contributed to.
4. Empirical Data

4.1 Findings from Observations of Online Communities

At the end of March 2018, RKG had 780 community members and IR had 1289 community members in their Facebook communities. Where RKG posted a total of 63 posts compared to IR who posted 25 posts in their Facebook communities respectively.

4.1.1 Type of Communication

RKG had a big variety in what type of information that was posted. However, all posts were related to their mission in some way and concerned information about events, their mission or call for action. A small part of their posts were also greetings to the community members. Moreover, most of RKGs posts were a mixture of information about their missions and called for action, encouraging community members to support people in vulnerable situations by donating money, along with information about our society.

Furthermore, around two-thirds of RKGs posts were shared Facebook posts from other online communities or shared websites links. These shared posts mainly came from Red Cross Sweden, the Red Cross International or Facebook event from collaborations with other organizations. However, RKG did add their own text to half of their shared posts. Over one-third of the posts were written by RKG. These posts mainly described events they either have had or will arrange. The events vary from manifestation to secondhand sales or concerned societal information. The societal information informed about everything from storms that were occurring to storytelling about refugees.

“Welcome! The evening before the International Women's Day Gotland's sports federations, the region of Gotland and the Red Cross, invite you to attend a lecture with “Make Equal” about practical gender equality among organizations, associations, and workplaces. Free of charge. Welcome!” (Röda Korset Gotland B, 2018) (see appendix 2)

Almost all of IRs posts concerned information about their mission. All posts were, furthermore, highly linked to the organization and its mission. A small number of posts also called for action. IR mainly shared news articles from different newspapers around Sweden. The articles mainly described Swedish families that hosts refugees or articles telling personal stories, describing
the life of a refugee. Other shared articles informed or discussed ways to help integrate refugees or articles with information regarding IRs view on integration. Although they mainly shared information from other sources IR added their own text, describing IRs interpretation of the article or adding more information about the topic, on all but two posts. Moreover, almost one-third of IRs posts were written by themselves, were all included at least one picture. These posts mainly described the lives of refugees in Sweden or the work IR does for their mission. The posts further describe new work opportunities the refugees have been provided and how they align with their goals and/or dreams.

“This is Hashim who, after a short internship, now got a job at Subway Västerås. After a few days, the staff saw huge potential in him. He took his own initiatives, had a good attitude and created a good atmosphere around him. If this continues, the staff are convinced that he will be restaurant manager one day. #Integrationpåriktigt #rightsillsattherightplace”

(Integration på Riktigt, 2018) (see appendix 2)

4.1.2 Member Activity

RKGs own post regarding a man who is helping their community, along with a story about a refugee that just received residence in Sweden, received the most attention and engagement. Another post that received many likes and comments shared information about an event RKG was hosting, where they shared a link to another page with more information. RKG also added its own text to the post, encouraging its community members to attend an event. RKGs least popular post regarded a shared article from The Red Cross, Sweden. The article was a called for action and encouraged donation toward suffering children. RKG did not add any own description to this post. IRs own posts with personal stories, describing the life of a refugee, which the organization has helped, receive most attention and engagement in regards to likes and comments. The shared articles without any added information from IR received least attention and engagement from community members.

The comments both the organizations received from their members were mainly cheers and encouragement towards the organizations or their mission, such as “How amazing you are!!” (Röda Korset Gotland B, 2018) “This is going to be sooo good! You are amazing!” (Integration på Riktigt, 2018) Many of the boys that IR are helping are also active in commenting their gratitude or encouraging each other or the organization. “Me and my family are grateful for
Fredrik. I am very happy that I am in Sweden. Sweden has kind and amazing people” (Integration på Riktigt, 2018)

4.1.3 Organizational Response
Both organizations answered direct questions received in the comment section. However, not many questions were posted during this period for any of the organization. The questions that were posted were all answered by the organizations. Both organizations were also active in liking most of the members' posts.

4.2 Interview Findings

4.2.1 Röda Korset Gotland
Wahlqvist (2018), CEO, argues that RKG chose to have their online community on Facebook because it is one of the biggest social media tools on today’s market. He believes that their main target audience is using Facebook daily and that a communicative platform on Facebook is, therefore, a necessary complement to RKG homepage to further inform and involve the target audience. According to Robsarve (2018), Social Media Administrator, the online community on Facebook is an easy and cost-effective way to communicate with community members.

“Facebook is one of the new communication ways that gives an opportunity for non-profit organizations, like us, to bring people together and engage them in our organization and to spread information. We can now reach out very quickly to our community members, which is vital in conjunction with disasters around the world” - Wahlqvist (2018)

4.2.1.1 Engaging Content
In their communication, RKG wants to convey anything from their daily work to issues around the world and are often sharing posts or pictures from the International Red Cross (Wahlqvist, 2018). By giving the community members a variety of posts, RKG wants to show appreciation for the volunteers and their daily work and to provide news and information about issues around the world. Furthermore, RKG communicates through different kinds of storytelling in their online community, such as stories regarding refugees in Sweden or around the world. The storytelling posts are not only made by RKG but are also shared from the international Red Cross website (Robsarve, 2018). The respondents believe that these types of posts often contribute to eliciting emotions among the community members such as sympathy, hope or
sadness and they argue that these posts, therefore, are more likely to get more likes and comments. Other posts that the respondents identify as popular and that engage the community members are serious posts, such as disasters around the world. Additional posts that have grasp attention and received more likes are local posts or live reports. Robsarve (2018) argues that images from local events do not have to be amazing, they just have to show what is currently happening at the event. In their communication, RKG encourages community members to sign up for the events that the social media administrators have created in the online community. However, Robsarve (2018) says that they are careful to say "share with all your friends" because it is not appreciated anymore and could create the opposite effect.

“When we take more of a social statement in our post, we have for the most part received positive responses. For us it is getting out information quickly that is the most important part of our communication. You can always correct errors, so we always aim to be as quick as we can.” - Robsarve (2018)

Robsarve (2018) perceives that the online community members are not as engaged on their Facebook pages as she hoped. She believes that it is because RKGs community members are of an older age group and the majority of the community members have grown up without social media and are therefore more careful to like or share posts.

“The community members read the posts and we see that they have seen the posts. We have noticed that a lot of the community members comment in real life or they call and say that they enjoyed the post, or if they have any concerns regarding the posts on Facebook. We appreciate the communication, even though we would prefer more of it in our online community.” - Robsarve (2018)

4.2.1.2 Engaging Community Members
Most of RKG posts have the logotype of the Red Cross or RKG. If the logotype is not visible in the posts, the brand is instead expressed in words (Robsarve, 2018). This is according to the respondents important to strengthen the brand. Wahlqvist (2018) says that the social media administrator should only post relevant information, meaning that the number of posts varies, sometimes there are three posts per day and sometimes it goes three days without any posts.
“All the posts aim to make the online community members proud to be a part of the online community and we want our members online to be happy with our results.”

-Wahlqvist (2018)

The respondents further discuss that the online community is a way to strengthen the relationship between the online community members and RKG. They want to convey that all their posts aim to make the members feel proud that they are a part of RKG and the community online. This should further generate more engagement in the online community according to Wahlqvist (2018).

“We want to use our online community to strengthen people as ambassadors for RKG.”

-Robsarve (2018)

The respondents believe that it is especially important to be close to the community members when crises occur to quickly and efficiently post information, create events or ask for donations. Thereby, Wahlqvist (2018) argues that online communities are a tool to mobilize people. To be closer to the community members, Robsarve (2018), explains that all the social media administrators have free hands to post topics that are relevant to RKG and the international Red Cross. This enables RKG to constantly provide new information to the community members so they continuously have the latest news. Moreover, the respondents believe that this creates a dynamic among the posts, which reflects the non-profit organization. According to Robsarve (2018), the social media administrators argue that they currently do not need a plan for their online community communication. This is, according to Robsarve (2018), because all the social media administrators have the same principles and values and work towards what is best for all people.

4.2.2 Integration på Riktigt

IR have chosen to have their Facebook page as their only platform for communication to the public. Engström (2018), Founder, argues that it is an amazing tool to reach out and communicate with people. The respondents believe that creating a Facebook community was the only alternative they had and the only channel to get attention in today’s society, except through media or advertising. According to Eriksson (2018), Social Media Administrator, on Facebook people can meet and engage in whatever they consider important but also take part
in other people’s lives, interests, and experiences. The respondents also believe that it is really helpful when finding new volunteers. On Facebook, the barriers to connect to the organization are much lower and the public has a whole other possibility to reach out and engage in the organization, instead of having the organization reaching out and finding them (Engström, 2018).

4.2.2.1 Engaging Content

To foster engagement among community member, Engström (2018) believes that it is crucial to communicate what type of activities IR does, but also what activities other volunteers do. This is done in order to inspire and inform community members on how they can get involved and make a difference. According to Engström (2018), the most vital part is to communicate what difference the organization does for society. Furthermore, communicating hope and happiness have had the biggest impact on engagement and involvement in their online community (Eriksson, 2018).

In the beginning, Engström and Eriksson mainly wrote their own posts focusing on positive and personal stories about successful examples of integration, describing the boys and their stories in a positive manner (Engström, 2018). However, Eriksson (2018) describes that the posts that are posted today are mainly based on news articles. He further argues that this type of content does not create as much happiness and engagement among the community members. Although the organization still receives positive attention and engagement by its members, Eriksson (2018) feels that the community lacks its initial energy. Eriksson (2018) also describes that this makes it hard to engage people further outside the community.

“Many comments we receive are in line with ‘You guys are doing such a good job, I wish I had the possibility to help as well’, keeping up a facade of caring or engaging while they, in fact, are not willing to take the time to actually help.” -Eriksson (2018)

The respondents believe that there is a stigma sounding the word “unaccompanied refugees” and that people have a hard time seeing the people behind the expression. The respondents, therefore, argue that it is important to shed light on these issues from another angle, focusing on communicating personal and positive stories in the online community.
“Our mission is to change the stigma surrounding unaccompanied refugees. We want to show people the boys dreams and personalities, and what good and kind people actually they are.”

-Engström (2018)

However, Eriksson (2018) argues that it is easy to fall into negativity, focusing on war and misery regarding these types of questions. Although IR had the intention to only post positive messages from the beginning, Engström (2018) thinks they have focused too much on communicating negative news lately. Eriksson (2018) further argues that this is something that they want to change and believes that it is happiness and positivity within the community that creates energy and engagement and inspires people to be a part of the organization. Since the organization started, IR has received a lot of positive response on their posts regarding their initiative, the mission itself and the work the volunteers put into the organization. Eriksson (2018) further describes how the community was alive and buzzing with energy to engage and to make a difference in our society in the beginning.

“In the beginning, people from everywhere were praising our initiative and the organization, we believed the community would explode and become very big, very fast. At least that was our vision.” -Eriksson (2018)

They also, initially, believed that the online community would receive a lot of negative engagement and hate since it has been such a hot political topic in recent years in Sweden. However, Engström (2018) points out that they do not discuss politics. Staying away from political discussions has according to the respondents been very important in retaining the positive energy level within the community. Sharing posts about politics, war, and negativity is useless when it comes to engaging the community members, Eriksson (2018) argues, people see too much of that in everyday life to pay attention.

“The page is not about discussing politics, it is only about spreading happiness and benevolence.” -Engström (2018)

4.2.2.2 Engaging Community Members

Eriksson (2018) believes that what type of messages they communicate to their community members is crucial for their engagement. He further argues that the messages should be personal
and written by themselves to touch people more emotionally, which he believes further encourage engagement.

“You see such a difference in people’s energy and willingness to contribute when you, inserted of sharing someone else’s posts concerning worldly matters, write your own posts, using personal storytelling.” - Eriksson (2018)

The respondents have noticed that the members' engagement is highly dependent on their own engagement, both in the online community, but also in the work they do for the organization. The respondents further believe that engagement among community members in the online community foster further engagement. However, Engström (2018) argues that it is hard to keep this energy level alive in the long term within the community. Within the last months, the respondents have noticed a stagnation regarding the engagement, both concerning volunteers and the activity in the community. Along with the fading of the initial hype, Eriksson (2018) believes the main reason the organization has stagnated recently is the lack of time and engagement from their own part. The respondents both describes how time-consuming it is to manage this type of organization along with engaging the community members. They further describe that the work they do for the organization has to be their number one priority. However, the respondents also highlight how important their online community members are since it is through the online community they have found most of their volunteers. It is therefore important to keep the online community alive by communicating posts that intrigue the community members (Eriksson, 2018). Eriksson (2018) feels that they have not been able to provide the type of communication they would like to.

Apart from the message itself, Engström (2018) believes that it is important to consider how much and when you post your messages. The community members should feel excited to see your posts and be able to process what is communicated to them. IR does not have a specific amount of time when they post. However, they try to post messages in the online community afternoons or evenings, a few times a week.
5. Analysis

5.1 Identification

In order to have a working and effective online community, the community members need to be able to identify themselves with the organization (Hassay & Peloza, 2009). The interviews show that both non-profit organizations put emphasis on communicating messages that assure the community members that they are a part of their work and the non-profit organization. Thus, communicating information regarding for example donations or events and new goals for the non-profit organization is an essential part in the development and maintenance of a good atmosphere within the online community (Miller et al., 2009). Moreover, being two small online communities, the community members are able to have stronger interpersonal relationships between each other (Dholakia et al., 2004), further encouraging engagement (Wirtz et al., 2013).

5.1.1 Establishing Closer Bonds

IR aims to mainly communicate personal and positive stories through storytelling to establishing a closer bond with the community members. Storytelling and personal stories are, according to du Plessis (2017), an effective way to establish relationships in online communities. Furthermore, the observation shows that storytelling and positive results generated more likes than the other types of posts. With more personal posts IR is able to build close relationships with the community members (du Plessis, 2017). This could also be connected to the community members sense of collective belongingness (Muniz & O’Guinn, 2001). While both non-profit organizations post storytelling and personal stories, RKG has another approach in their communication. RKG argues that storytelling and personal stories are important in their communication, but the organization instead of focuses on communicating messages that convey a feeling of pride among the community members towards the organization. If the community members feel that the posts convey their values RKG argues that the members are proud of being a part of the organization and can further identify with the online community (Wymer, 2013). By identifying with the organization and its beliefs RKGs community members can feel a part of the organization and feel excited by the results that are posted in their online community (Hassay & Peloza, 2009).
The two non-profit organizations believe that online communities on Facebook are a great tool for a closer connection to the community members and for building relationships (Jahn & Kunz, 2012). Both non-profit organizations are further dependent on their community members to engaged in their online communities. However, from the interviews, it was made clear that IR rely more on its online community to build a closer bond with its community members, in comparison to RKG. IR is therefore more dependent on communicating engaging messages. RKG, on the other hand, has several channels in which to communicate and is able to create relationships with their community members, while IR only uses its Facebook community. According to Wirtz et al. (2013), different communication channels provide overall more engagement for a non-profit organization, meaning that RKG has the possibility to show appreciation to the community members outside the online community. If community members engagement-efforts are recognized in the community they are more likely to continue the engagement (Zheng et al., 2015).

RKG argues that community members who feel a collective sense of belief in what the non-profit organization stands for also feel a closer bond to the organization. This goes in line with Muniz and O’Guinn, (2001) argument that online community should convey a collective sense of the brand. Thus, the community members are aware that they are a part of the non-profit organization's mission and that they together are aiming for the same goal. Hence, having the ability to communicate with their community members, through posts that aim to build strong relationships with the community members. The observation and the interviews show that the two non-profit organizations post relatively different content and the aim behind the posts was also dissimilar. RKG wants to post information which the respondents believe makes the community member proud of being a part of the organization, such as the results of different activities, donations and events. This goes in line with the notion the community members need to feel satisfied with the work that is being done by the non-profit organization (Sashi, 2012). IR, on the other hand, mostly communicates information that aims to inspire involvement among community members. Furthermore, IR mainly communicates hope and happiness through its posts, which is one driver for their engagement online. Conveying positive emotions to the community members enhances their willingness to take in the message. It further enhances people’s understanding and self-esteem towards the organization's communication (Sashi, 2012; Tsimonis & Dimitriadis, 2014). This is according to Maxwell and Carboni (2016) important, since the community members become more susceptible to messages with information that matter to them.
RKG post a lot more frequently than IR. However, RKG has more social media administrators than IR, which gives IR a disadvantage in providing new information to the community members. Continuously having the latest news and information creates a closer bond between the community members and the organization, within the online community (Tsimonis & Dimitriadis, 2014). However, IR argues that it is not the number of posts that is important, but instead the quality of the posts. According to Bryce (2007), what type of information is also relevant along with the quality of the posts. IR further wants its posts content to be adapted to the organizations preferred type of communication and specific towards their mission. However, due to lack of time and resources, IR argues that the organization has not been able to communicate to its full potential. By communicating less frequently and with less quality, IR might not be able to come as close to the community members to be able to further encourage engagement in the online community (Tsimonis & Dimitriadis, 2014). Even though IR has fewer posts published during the observation process, both organizations are active in answering all the community members question in the comment section, along with liking most of the community members’ comments. This is a way for the non-profit organization to show interest in the community members. According to Jang et al. (2008), this encourages further activity and communication among community members.

5.2 Involvement

To involve their members in the online community, an organization needs to communicate and create awareness about their brand, norms, and values (Hassay & Peloza, 2009). This also includes the history and the culture of the organization, which must be reflected in the communication to involve the community members in the organization. With RKG long history, many of the community members have been a part of the organization before the online community was created. This gives RKGs online community an advantage regarding brand knowledge, which according to van Doorn et al. (2010) affects the community members engagement. Most of IRs community members, instead, first joined the online community before engaging in the organization, learning about the organization and its values through the online community and the organizations communication in the online community.
5.2.1 Providing Information

Lovejoy and Saxton (2012) argue that information is the base of communication in non-profit organizations. The observations show that the two non-profit organizations also use information as a base for their messages in their online communities. The information mainly consists of articles about the organizations' respective missions, or in RKGs online community, events the organization is hosting. Moreover, Jahn and Kunz (2012) argue that the communication should be presented in an interesting, entertaining and innovative manner. Bryce (2007) argues that the organizations need to communicate their ethical code along with their norm and values to be accountable to their community members. However, the two organizations have a different view on how to communicate information to involve their community members. RKG argues that being quick in posting updates and news mobilizes the community members. Instead, IR argues that it is the quality and the effort put into the posts that is important as it gives the community members a deeper understanding of the organization and its practices. While Bryce (2007) argues that the information should be presented in a qualitative manner, Tsimonis and Dimitriadi (2014) argue that daily communication involves the community members. Furthermore, since a non-profit organization's resources and capabilities are determining factors in the employment of online communities (Nah & Saxton, 2012). The lack of time IR describes may affect the quality of its communication and thereby the outcome of the community members engagement.

Bryce (2007) argues that it is important to consider what type of information that is communicated and that the information should be adapted toward the organization's mission. The observation shows that both organizations communicate relevant information regarding their missions. However, RKG and IR have different approaches in how to present the information. RKG argues that serious posts about disasters around the globe create involvement in the online community. IR, however, is against this type of posts and only aims to spread positive and inspiring posts. The community members trust in a non-profit organization is dependent on their shared goals, norms and values (Bryce, 2007), which must also be reflected in the emotions and attitudes communicated by the organization to engage community members (Wymer, 2013). The organization must, therefore, adapt the communication after what type of information interests the community members (Tiruwa et al., 2016). If the community members can connect emotionally to the online community, Farrow and Yuan (2011) argue that they are more likely to also contribute to the organization. IR also argues that communication regarding its own engagement foster further engagement in the online community and according to van
Doorn et al. (2010) the community members attitudes are one of the main factors in affecting their willingness to engage.

5.2.2 Emotional and Personal Stories

According to the observation, the posts that received the most recognition and engagement concerned specific people and were written by the organizations. du Plessis (2017) argues that non-promotional information creates more willingness to interact and pay attention. Personal and self-written posts may seem less promotional than shared posts and could therefore further engage the community members. One of the most popular posts in RKGs community was promoting an event. However, the post was positive and encouraging, which may elicit happy and inspired emotions among the community members. Along with Alvares et al. (2016) argument that communication needs to elicit emotions, storytelling and emotional posts were furthermore identified in all of the recognized posts. Both organizations agree that personal messages which elicit emotion are important in engaging the community members. However, the two organizations have different views on what type of emotions should be communicated to foster involvement and engagement. While RKG focuses on messages that communicate sympathy, hope, and sadness, IR tries to only focus on creating happiness, which the respondents argue leads to more energy in the community. IR has a critical view of communicating posts that elicit negative emotions in regards to engaging the community. RKG instead argues that it is necessary to communicate both positive and negative emotions in their organization since the community members engage in questions that are important for their mission. According to Hassay and Peloza (2009), non-profit organizations activities and events are reflected in community members shared values and interests. Therefore, the recognized posts that convey emotions also need to reflect the norms and values of both the organization and its community members. McAlexander et al., (2002) further argue that the activities communicated by the organizations should perform as a reminder of what the community stands for.

5.3 Perceived Sense of community

Non-profit organizations are dependent on the community members commitment to the mission of the organizations and to the online community as a whole (Hassay & Peloza, 2009). Commitment to a community means the sense of the duty towards their online community, where the community members and the organization share beliefs about their mission. The
community members' commitment is further dependent on their collective actions to function (Hassay & Peloza, 2009).

5.3.1 Commitment to the Organization

The observation shows that the community members are encouraging and supportive of the organizations within the online community. IR also argues that the community members are engaged and supportive in regards to the online community, however most of the community members are not committed enough to volunteer outside the online community. Burt (2014) also argues that it is hard to transfer engagement in to the organization. However, IR mainly communicates with its members through their online community. RKG, on the other hand, has many offline locations where face-to-face interacting with members is possible. RKG is therefore able to connect with the members on a personal level. Furthermore, since IRs mission mainly consists of finding families that can host refugees, the step to volunteer is much higher than in RKGs online community, where the community members can support the organization in varying ways. RKGs community member can thereby choose their level of engagement in the online community. This makes commitment easier for RKGs online community members to volunteer. IR, therefore, tries to portray housing refugees as easy and fun through its communication in the online community. However, a community member can feel powerless to help when no other options are presented and they do not have the possibility to host refugees, thereby feeling excluded from the online community (Maxwell & Carboni, 2016; van Doorn et al., 2010).

Another important mission IRs online community engage in is spreading awareness regarding refugees in Sweden. As Wirtz et al. (2013) argue there are many ways to show engagement regarding an online community, however, IR does not encourage the community members to engage in spreading the message of the organization in its communication. With a clear focus on communicating the need for the community member to spread information and knowledge to the society, the community members have other options to connect and further commit to the organization. This, according to van Doorn et al. (2010), affects community members willingness to further engage. Compared to IR, RKG communicates various voluntary activities through its online community, such as donations or working in the cafes or shops or attending events. More alternatives may be beneficial to foster a commitment to the online community in line with the community members own time and resources (van Doorn et al., 2010). Since RKG
communicates information about offline events, there are opportunities for the community members to get attached to the organization by attending these offline events, increasing their commitment and loyalty (Wirtz et al., 2013).

5.3.2 Societal Attention

As Sashi (2012) argues, community members need to build trust towards the organization before they are able to commit, which can then lead to engagement. van Doorn et al. (2010) further argue that the engaging information need to align with the personal goals of the community members. Although the two organizations have similar missions and goals in helping people in vulnerable situations, RKG not only have more focus points but also aims to help people all around the globe. RKG, therefore, needs to have a wider variety of posts to be able to be transparent and provide sufficient information regarding all its activities (Bryce, 2007). IR, on the other hand, has at the moment one main mission, along with spreading information and knowledge. van Doorn et al. (2010) argue that organizations need to adapt their practices towards their type of organization. Meaning both RKG and IR communicate messages towards their own practices, such as their type of mission, community members, and the size of their organizations.

Our society dictates much of what the public consider alarming and thereby what creates attention. Since the handling of refugees is a hot topic in society today, IR has been able to attain much media attention, which the organization has shared in the online community. RKG, being an old and established organization, has worked with the same questions for a long time. However, the organization stands by a strong, known brand name, which gets much attention all around the world. Therefore, many people will already be familiar with its practices can thereby easier commit if they stand by the organization's beliefs. RKG, furthermore, share many articles which reflects the brand. According to van Doorn et al. (2010), media attention leads to a further commitment toward the online community, where people can receive information regarding questions which have societal attention (van Doorn et al., 2010).

5.4 Analytic Summary

IR and RKG both argue that Facebook is a necessary and effective tool to communicate and identify with the community members. Hassay and Peloza (2009) argue that communicating the organization's values brings the community member closer to the organization. The
collected data show the organizations largely focus on communicating their values. The interviews further show that posts communicating what the organization stands for received more attention from community members. Communication that reflects the values of the organizations can be a reminder of why the community members are a part of the organization (McAlexander et al., 2002). Furthermore, by communicating the organization's values through their goals or mission, the community members have the ability to identify with the organization (Hassay & Peloza, 2009). Community members that identify with the goals, and values are more likely to commit and engage in the organization (Hassay & Peloza, 2009).

The community members’ willingness to involve in the online community was not solely founded in how the non-profit organization conveyed attributes such as their values, norms, and standpoints. The community members emotional response to the communication also highly affects their engagement (Sashi, 2012). Emotional aspects are apparent in both organizations communication efforts. Although RKGs main focus is spreading awareness regarding its mission, the organization still incorporate emotional content in the posts, aiming to enhance feelings off sympathy, hope, and sadness among the community members, with a serious undertone. To engage the community members, IR largely focuses on elicit emotions among the community members. However, IR finds that messages that elicit emotions of positivity and happiness are valuable in creating engagement, while negative emotions do not engage or inspire the community members. RKG is more open to communicating messages that elicit all kinds of emotions. RKG instead focuses on communicating messages that aim to elicit feelings of pride among their community member to encourage engagement.

Furthermore, the results show that connecting emotionally to the community members by communicating posts that are personal and use storytelling are important for both organizations in engaging community members. Our interviews and observation further show positive engagement regarding self-written posts, personal stories, and storytelling. However, both organizations focus mainly on sharing articles or events in their online communities. The posts that did consider these factors were recognized by the respondents, emotional effecting and engaging the community members. Since non-profit organizations are based on the members’ actions it can be especially important to enhance the emotional bond to the organization (Sashi, 2012).
While IR highlights the quality of the communication, RKG highlights newsworthy information as essential to engage community members. Furthermore, RKG argues that it is more important to update the community members frequently with newsworthy information, than provide quality information. IR, on the other hand, argues that providing quality information is of utmost importance in engaging community members, while too much information can decrease their interest and engagement. While Bryce (2007) suggests focusing on providing quality information that is adapted and relevant to the reader, Tsimonis and Dimitriadis (2014) point towards daily, simple and updated information. The information, therefore, needs to be adapted towards the mission of the non-profit organization, where it is dependent on conveying transparency and accountability. However, one thing does not exclude the other. With the right resources organizations are able to communicate both newsworthy and qualitative information.

Both organizations, furthermore, communicate information which has societal attention. van Doorn, et al. (2010) argue that the public's interest and values are highly dependent on media. The community members engagement is therefore affected by what is aimed alarming or has societies attention. By incorporating information which has societal attention in their communication, RKG and IR can heighten the attention and encourage interaction and debate in the online communities. RKG mainly uses societies knowledge of its brand name or logo along with media attention regarding the Red Cross, which has a lot of media attention. IR, who does not have a known brand name, instead work actively to get media attention, which is communicated in the online community. Furthermore, the questions IRs mission revolves around is highly discussed in media, which IR uses to its advantage in its communication.
6. Conclusion

This study shows that small non-profit organizations mainly focus on communicating their values in their online communities to engage the community members. Communicating values is connected to increased involvement and commitment among community members, which further is important in regards to engagement. Another important aspect of engaging community member, among small non-profit organizations, is to post messages that elicit emotions. However, what type of emotions depends on the organization's norms and values. When the norms and values are reflected in the emotions, the community members are more likely to stand by these emotions, which is linked to engagement. Furthermore, non-profit organizations use storytelling to elicit emotions and thereby engage the community members. Storytelling, in this context, includes posts that the organizations have written themselves or posts communicating personal stories. To engage the community members non-profit organizations also try to communicate newsworthy and qualitative information. However, small non-profit organizations are limited by their time and knowledge, which can affect their ability to apply these criteria. To engage community members in questions which are regarded interesting by society and media, this study shows that non-profit organizations also communicate information that is relevant to society.

In the end, non-profit organizations communicate messages that enhance the community members feeling of involvement and commitment along with strengthening their ability to identify with the organization. All these concepts are important and enhance community members willingness to engage. Furthermore, these factors are dependent on each other. Identification or a feeling of belonging encourages involvement, which further encourages commitment and a perceived sense of community, necessary to engage community members. However, different types of communication foster different responses from the community members. The organizations, therefore, adapt their communication according to their prerequisites for the community members to engage.

6.1 Managerial Implications

This study has managerial implications for small non-profit organizations that want to engage their community members through communication in their online communities. Since there is a lack of research regarding small non-profit organizations in online communities, these types of organizations can benefit from the insights of how the two compared non-profit organizations
in this study communicate to create engagement. Firstly, based on our findings, Facebook is a cheap and effective tool to reach and communicate with the target audience. Continuous communication with community members enables the non-profit organization to get an understanding of the type of information the community members wish to receive. The non-profit organizations can thereby enhance the target audience commitment. Secondly, non-profit organizations should consider their overall mission, which the community members identify with. This study suggests that by incorporating the non-profit organization's values and norms in all their communication with community members, the community members are more willing to engage in the online community. Lastly, this study indicates that small non-profit organizations should elicit emotions among the community member by using storytelling in their communication, which engages the community members in the online communities.

6.2 Limitations and Future Research

As any study, this study deals with a few limitations. Firstly, this study is a comparative case study, aiming to study two specific online communities. It is therefore not generalizable and replicable, due to the risk of low credibility. However, to minimize the risk of low credibility the two non-profit organization was selected from several criteria. Furthermore, the study never aimed to generalize the finding and should instead be supportive for understanding cases that are similar. We, therefore, suggest possible further research exploring the phenomenon through a multiple case study. A wider understanding of how small non-profit organizations communication in their online communities and how they differ in their communication, may be gained by researching more small non-profit organizations. Secondly, the empirical finding could be seen as biased since the study only views the non-profit organizations perspective. Therefore, we further suggest including the community member perspective on small non-profit organizations communication. Thirdly, this study research all aspects of the organizations' communication in the online communities. By studying a more specific aspect of the communication in online communities, future research can give a deeper and unique understanding of the specific aspect of the phenomenon.
References


Appendix 1- Interview Guide

About the organization and the respondent
• What is your position?
• How long have you been working at the non-profit organization or other non-profit organizations?
• How long have you been working with online communities?

Online community
• Why have your non-profit organization chosen to use Facebook as an online community?
• How long have the organization been on Facebook?
• What are you trying to convey with your Facebook community?
• How do you use the Facebook community? Has it changed over time?
• How do you think your non-profit online community differentiate from a for-profit organization?

Identification
• What relationship do you feel that the members have to your Facebook community? How do you notice that?
• Are you working to strengthen the relationship?
• How do you think your members identify with your Facebook community?
• How do you identify with your community members?
• Do you think that a closer bond with your members, matters in your work online?

Involvement
• What kind of communication do you use on your Facebook community?
• What kind of communication do the members use on your Facebook community?
• What type of communication on your Facebook community do you think is the most important when engaging community members?
• What do you think about the communication that happens on your online community?
• Do you encourage you community members to share events or activities online?
• Have you worked to strengthen your brand through posts?
• How do you think the community members benefits from following and being active on your Facebook community?

Perceived sense of community

• What do you think affects if the community members engagement on your Facebook community?
• Do you think you can influence your community members’ engagement?
• How do you think your non-profit organizations online community differs from other non-profit organizations online community?
• How engaged do you experience the community members to be?
• What role do you think the community members’ have for your online community?
• Do you recognize your members effort or engagement on your online community in some way? How do you do that?
Appendix 2 - Screenshots from RKGs and IRs Facebook Communities

Röda Korset på Gotland har delat ett evenemang.
den 7 mars  ·  
Välkomnai Kvällen före Internationella kvinnodagen bjuder Gotlands idrottsförbund, Region Gotland och Röda korset in till en föreläsning med Make Equal om praktiskt jämställdhetsarbete i organisationer, föreningar och på arbetsplatser. Alldeles gratis. Welcome! 😊

Tema: Jämställdhet med Make Equal
ons 18:30  ·  Almedalsbiblioteket Visby  ·  Visby
Alice har besökt den här platsen  ·  Intresserad

Integration på riktigt
den 2 mars  ·  
Det här är Hashim som efter en kortare praktik på Subway i Västerås nu har fått jobb. Personala såg bara efter några dagar in på praktiken en grym potential hos honom. Han tog egna initiativ, hade en bra inställning och ett spred god stämning runt omkring sig. Fortsätter det så här är vi övertygade om att han kommer bli restaurangchef en vacker dag  ·  #integrationpåriktigt  ·  #rättkompetenspåriktigt  ·  #rättkompetenspåriktigt