Managing multi-stakeholder relationships in nonprofit organizations through multiple channels: A systematic review and research agenda for enhancing stakeholder relationship marketing

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Abstract

Nonprofit organizations (NPOs) need to maintain effective relationships with a growing multiplicity of stakeholders with potentially divergent interests. In parallel, today's digital transformation is changing the ways in which these interactions take place through multiple channels, fomenting interconnectivity and interdependence. However, the advantages, purposes and mix of digital channels used by NPOs when nurturing their relationships with key stakeholders remain under-researched. The objective of this article is to pave the way for future research on nonprofit-stakeholder relationship marketing, incorporating insights on how nonprofits connect and interact with their multiple target audiences through various channels. To this end, we carry out a systematic review of nonprofit literature on stakeholder management, examining 169 articles from 2007 to 2019. This enables us to analyze the extant knowledge base and suggest the addition of four main topics to the future research agenda on nonprofit-stakeholder relationship marketing: 1) a broad stakeholder view; 2) enhanced two-way interactions with stakeholders; 3) the opportunities and challenges of using online resources in combination with offline channels/tools to interact with stakeholders; and 4) new theoretical developments and methodological approaches.

Keywords

Nonprofit-stakeholder relationship marketing; Nonprofit organizations (NPOs); Channels; Digital transformation; Systematic review; Future research agenda

1. Introduction

Nonprofit organizations (NPOs) are the paradigm of multi-stakeholder organizations that embrace public benefit purposes across the economic, social and/or environmental dimensions. On one hand, NPOs have been characterized as the multi-stakeholder organizations *par excellence*. They maintain a vast number of relationships with numerous specific constituencies that can be considered strategically important as resource providers (unpaid boards, other volunteers, donors, members, etc.) or as targets of NPOs' public benefit missions (recipients or beneficiaries, communities, society, etc.). On the other hand, as NPOs become more business-like and brand-oriented, they also have to take into account stakeholders from the for-profit realm such as managers, paid professionals, commercial clients or social investors (Eikenberry and Kluver, 2004). This situation has translated into a wider range of competing demands from stakeholders, particularly in terms of expected standards regarding NPOs' organizational performance and accountability relationships (Herman and Renz, 2008).

In parallel, knowledge and service-based economies are fomenting greater interconnectivity and, consequently, an environment characterized by the existence of multiple relationships and interdependency. Digital transformation, in particular, is impacting the way organizations interact with their stakeholders (Lock, 2019). Newly available channels and tools that require using internet-based communication include websites, blogs, social media, mobile apps, podcasts and other online media. For-profit marketing literature has paid extensive attention to how businesses use these new online channels as part of their promotion and placement strategies to reach, satisfy and engage their customers (Verhoef et al., 2015). However, although the impact of digital transformation on stakeholder relationships transcends the commercial realm, extant literature has disregarded channel usage by NPOs when interacting with their multiple stakeholders.

In this case, the complexities of today's digital disruption compound with those of multi-stakeholder relationship marketing and public benefit purpose-driven missions. Digital transformation is disrupting the way NPOs manage their relationships with their stakeholders when they harness resources, strive to achieve their missions or advocate for societal support. Not only stakeholders expect more online interactions and transparent relationships; there are also more channels and tools available to manage the nonprofit-stakeholder relationship, thus increasing managerial complexity (Hether, 2014). Not by chance, marketing research has eclipsed other disciplinary approaches within nonprofit studies since the turn of this century, focusing on communication, general/strategic marketing, fundraising/donor behavior and relationship marketing as major topics (Helmig et al., 2004).

However, scholars have not systematically analyzed the (dis)advantages that digital channels afford NPOs when interacting with their stakeholders, the purposes for which they are used in practice and the right channel mix when it comes to engaging key stakeholders in the new digital landscape. With these questions in mind, we seek to propose a future agenda on nonprofit-stakeholder relationship marketing. Specifically, we explore the complexities and richness of nonprofit experiences in managing relationships with multiple audiences with competing demands through different channels/tools (including digital resources) as they pursue their commercial, social and environmental goals. Since there is no prior literature review on this topic, there exists a need to identify and analyze the major themes that emerge in the literature as the basis for future research. To fulfil this objective, we carried out a systematic literature review, analyzing a total of 169 peer-reviewed articles from 2007 to 2019 in different disciplinary fields. We conducted a comprehensive examination of their content with the help of bibliometric analysis in order to:

1. Characterize extant research and undertake a thematic analysis using a term co-occurrence map
2. Critically evaluate extant research within each of the resulting clusters or key themes
3. And propose new research lines for the future agenda on nonprofit-stakeholder relationship marketing research and practice.

Throughout this study, we conceptualize 'stakeholder' as any person, entity or group of people that may affect or be affected by the achievement of the organization's objectives (Freeman, 1984). Furthermore, we define 'channel' as a medium or contact point through which NPOs interact with their key stakeholders (Neslin et al., 2006). We categorize two types of channels: offline and online. For its part, we understand 'tools' as any material support, platform, software or specific application that operates as a communication channel to establish contact between the organization and its stakeholders (Gálvez-Rodríguez et al., 2016).

This paper is organized as follows. First, we describe the methodology and systematic procedure we used to select articles, detailing our search strategy and data analysis of the extant knowledge base. Second, we describe the profile of the extant knowledge base and the main findings of our thematic analysis divided into four clusters. Third, we discuss the connection between the research questions addressed in this paper and the four clusters identified. And finally, we propose relevant methods and topics for a future research agenda on nonprofit-stakeholder relationship marketing, encompassing both marketing research and practice perspectives.

2. Methodology

We conducted a systematic literature review to obtain an overall understanding of the online and offline channels and tools used by NPOs to manage their relationships with key stakeholders. Systematic reviews are a "means of evaluating and interpreting all available research relevant to a particular research question, topic area, or phenomenon of interest" (Kitchenham, 2004, p. 5). They differ from traditional narrative reviews by adopting a replicable and scientific process, with a detailed review protocol and search strategy (Tranfield et al., 2003). Furthermore, systematic reviews focus on a delimited research question, apply rigorous and clearly defined selection criteria for documents and include an exhaustive and critical analysis of information, as well as minimizing bias. Their usefulness lies in the capacity to summarize the existing evidence concerning a particular topic and to identify future research gaps in a given area of knowledge (Kitchenham, 2004).

There are three distinct stages in systematic reviews: 1) *planning and search strategy*, which consists of identifying the research questions and developing the complete review protocol; 2) *conducting the review*, applying search strategies and selected criteria for data collection until achieving a sufficient number of articles to undertake the analysis (less than 200 is a reasonable number to review when these are available) (Bartels, 2013); and 3) *reporting and thematic analysis*, which includes a thematic analysis of the field (Tranfield et al., 2003).

2.1. Stage 1: planning and search strategy

First, the research questions that guided how we planned our systematic review of nonprofit-stakeholder relationship marketing literature were the following:

- What are the advantages and disadvantages of using online channels/tools that have come about with digital transformation compared to offline channels/tools?
- For what purposes do nonprofits use online channels/tools?
- What channels/tools do nonprofits use to build/improve engagement with their key stakeholders?

Second, we created a typology of tools for each type of channel based on previous literature, taking into account the newest and most common media that NPOs utilize to communicate with their key stakeholders. We validated, expanded and modified this typology through in-depth interviews with four independent experts with knowledge and previous experience in nonprofit-stakeholder relationship marketing. They all held relevant positions in different organizations from the nonprofit sector: Spanish Red Cross, ONCE Foundation, *Ayuda en Acción* and Tomillo Foundation. After being validated by these experts, we used these channels and tools as keywords in the search equation. Thus, our search in different databases focused on entries containing the combination of the following keywords in the title, abstract and author-supplied keywords: “nonprofit” AND “channels/tools used by NPOs to build/improve engagement with stakeholders” (see Table 1).

Table 1.
Keywords for the search equation validated by experts.

NONPROFIT	
In the search equation: *[nonprofit* **OR** non-profit* **OR** non profit* **OR** not-for-profit* **OR** not for profit* **OR** NPO* **OR** nonprofit organization* **OR** non-profit organization*]*	
AND	
CHANNELS/TOOLS USED BY NPOs TO BUILD/IMPROVE ENGAGEMENT WITH STAKEHOLDERS:	
OFFLINE	**ONLINE**
✓ Personal/face-to-face ✓ Stands ✓ Door-to-door ✓ Street actions, workshops, events or meetings ✓ TV or cinema ✓ Telephone ✓ Radio ✓ Standard mail ✓ Press (newspapers, magazines) ✓ Other offline media (posters, brochures, press release, awareness material, billboards, among others)	✓ Websites or webpages ✓ The internet (search engines, blogs, networks or platforms for NPOs) ✓ Email ✓ Social media (Facebook, Twitter, Instagram, YouTube, LinkedIn, Flickr, etc.) ✓ Mobile apps ✓ Other online media (newsletters, news aggregators -podcasts-, online press releases, online advertising, banners, pop-ups, among others)
In the search equation: *[personal **OR** face to face **OR** face-to-face **OR** stand* **OR** door to door **OR** door-to-door **OR** street actions **OR** offline **OR** offline **OR** TV **OR** television **OR** cinema **OR** telephone **OR** phone **OR** radio **OR** post mail **OR** press **OR** newspaper* **OR** magazine* **OR** poster* **OR** brochure* **OR** press release **OR** awareness material **OR** roll up* **OR** billboard* **OR** outdoor advertising **OR** offline advertising **OR** offline advertising **OR** online **OR** online **OR** web **OR** website* **OR** web page* **OR** internet **OR** search engine* **OR** google **OR** yahoo **OR** bing **OR** blog* **OR** network* **OR** platform* **OR** email* **OR** social media **OR** social network* **OR** facebook **OR** twitter **OR** tweet* **OR** instagram **OR** linkedin **OR** youtube **OR** telegram **OR** flickr **OR** mobile app* **OR** app* **OR** newsletter* **OR** news aggregator* **OR** podcast **OR** online advertising **OR** online advertising **OR** banner* **OR** pop up*]*	

Third, in order to ensure that we identified the maximum number of potentially relevant documents directly connected to our research questions, we established a set of search conditions. Namely, we restricted our search to marketing-related research disciplines: business, economics, management, communication and social issues. We limited our search to the 2007-2019 period because 2006 marked a turning point in the evolution of digital channels: Twitter was created; YouTube was purchased by Google Inc.; and Facebook, created in 2004 as a Harvard-only network, hit the mainstream by gaining popularity beyond niche communities. From that point onwards, social networking sites became social media, useful for both connecting people and sharing contents globally; they also started impacting human communications massively, including interactions with businesses and other organizations (Boyd and Ellison, 2007).

Additionally, our search only included peer-reviewed articles published in international journals and written in English. More specifically, we performed our systematic search in the following scientific databases: Scopus and Web of Science. Both databases are commonly used and offer wide content coverage in social sciences. On one hand, Scopus developers claim to index over more than 14,000 titles from 4,000 publishers (Burnham, 2006). On the other hand, Web of Science's citation analysis provides better graphics and is more detailed, probably because it was designed in order to satisfy users in a field discussed by scientists for decades (Falagas et al., 2008).

2.2. Stage 2: conducting the review

Our search generated a dataset of 7,150 documents. We downloaded this dataset to an Excel database and performed a two-step systematic review. In the first step, we examined the titles, keywords and abstracts of all papers to eliminate off-topic entries, as well as repeated articles. Namely, we identified and eliminated duplicates and assessed the relevance of all the references for our focus. We removed the articles that met the following exclusion criteria during our systematic review:

- Book chapters, reports, working papers, book reviews, conference proceedings, theses, editor notes and other non-peer reviewed documents
- Articles whose year of publication was prior to 2007
- Articles in a language other than English
- Articles in disciplines other than business, economics, management, communication and social issues
- Articles not included in the Web of Science and Scopus databases
- Articles that did not use the terms 'nonprofit' and 'some channel/tool'
- Articles that used the terms 'nonprofit' and 'some channel/tool' but did not address the relationship between nonprofits and their stakeholders
- Articles that used the terms 'nonprofit' and 'some channel/tool' but focused on the relationships between for-profit organizations or public administrations with their stakeholders.

After applying these criteria, only 283 out of the original 7,150 papers remained. The second step consisted of reading and analyzing the 283 full papers obtained in the previous step. We thus discarded an additional 114 articles whose full content did not meet the selection criteria. This operation reduced the dataset to 169 final references. Figure 1 illustrates the systematic review process.

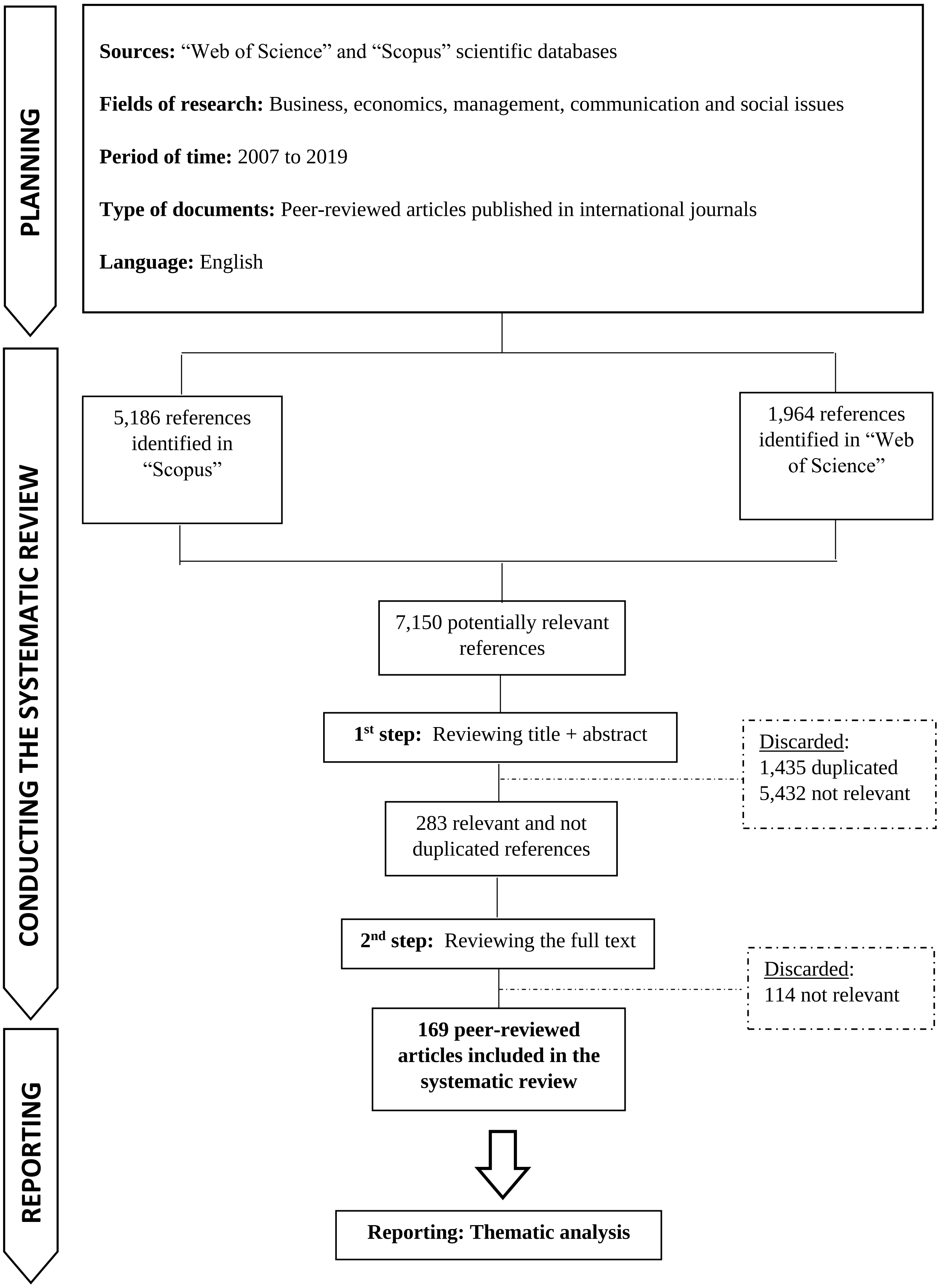

Fig. 1. Systematic review process

2.3. Stage 3: reporting and thematic analysis

After conducting the systematic review, we carried out a thematic analysis of the main findings retrieved from the academic literature, highlighting the key themes after extracting the core contributions in the different fields. Our analysis focused on the current themes whose consensus was shared; we also aimed to identify key emerging themes to define a future research agenda (Tranfield et al., 2003).

In order to carry out our thematic analysis, we used VOS viewer, a software to construct and view bibliometric maps. This program unifies the VOS mapping technique, related to the well-known multidimensional scaling technique with a weighted and parameterized variant of modularity-based clustering (Waltman et al., 2010). In terms of functionality, VOS viewer is especially useful for displaying large bibliometric maps in an easy-to-interpret way. Unlike other commonly used bibliometric programs, VOS viewer pays special attention to the graphical representation of bibliometric maps, runs on a large number of hardware and operating system platforms and can be started directly from the internet (Van Eck and Waltman, 2009).

3. Findings from the extant knowledge base

3.1. Profile

Next, Table 2 presents an overview of the profiles for the 169 papers included in our systematic review. First, most of the papers are empirical in nature, applying qualitative, quantitative or mixed methods, and only 2.4% are theoretical. Second, with respect to stakeholder groups, one third of the analyzed articles specifically focus on donors and funders, followed by volunteers, members and recipients/beneficiaries, respectively. Approximately 40% of the papers deal with other stakeholders, such as the community, consumers, employees, news media, blog followers, collaborating corporate partners, etc. Third, regarding the channels/tools utilized by NPOs, more than half of the articles focus on the use of a single channel, followed by two channels; only a minority of papers deal with the use of three or more channels.

Additionally, within the papers that deal with the use of at least two channels (multichannel), most pay attention exclusively to online channels, especially, social media. By contrast, the number of articles that refer to the use of both online and offline channels represents just over 20%. Finally, within online channels, most of the literature deals with the following tools: websites, the internet (including search engines), blogs and networks or nonprofit sector platforms and, particularly, social media, especially, Facebook and Twitter. These represented 56% of the articles included in our systematic review.

Table 2.
Profile of extant knowledge base.

Research method	Theoretical	2.4%
	Quantitative	50.3%
	Qualitative	30.8%
	Mixed	16.6%
Stakeholder group	Donors	33.1%
	Volunteers	12.4%
	Members	8.9%
	Beneficiaries	4.7%
	Other stakeholders	40.8%
Number of channels	Single channel	53.8%
	Two channels	32.0%
	Three or more channels	13.6%
Type of channels (with multichannel: 2 or more channels)	Online	74.0%
	Offline	2.6%
	Both (online and offline)	23.4%

Table 3 details the channels, tools and stakeholders considered in this review.

Table 3.

Summary of the content found in the papers included in our systematic review: channels/tools and stakeholder groups.

Channel type	Channels	Tools	Stakeholders						
			All	**Donors**	**Volunteers**	**Members**	**Recipients/beneficiaries**	**Others**	
OFFLINE	Stands								
	Door-to-door								
	Street actions, workshops, events or meetings			3	2	1	1	2	**9**
	TV or cinema			4		1	1	1	**7**
	Telephone		1	2					**3**
	Radio			2					**2**
	Standard mail			5				1	**6**
	Press	Newspapers	1	2					**3**
		Magazines		1		1			**2**
	Other off-line media	Posters		1					**1**
		Brochures							
		Press releases		1					**1**
		Awareness material (calendar, roll-ups, etc.)							
		Billboards							
		Other outdoor or off-line advertising (street furniture, buildings, buses, etc.)	1	1					**2**
ONLINE	Websites or webpages		19	21	7	5	3	12	**67**
	The internet	Search engines	9	14	5	4	1	5	**38**
		Blogs	11	10	4	2		6	**33**
		Third-sector organization networks or platforms	5	10	3	1		4	**23**
	Email		2	10	2	2		4	**20**
	Social media	Facebook	44	15	9	7	3	26	**104**
		Twitter	48	13	8	6	4	14	**93**
		Instagram	20	9	6	2	2	9	**48**
		LinkedIn	19	9	7	2	2	10	**49**
		YouTube	19	9	7	2	2	10	**49**
		Flickr	16	6	5	2	1	8	**38**
	Mobile apps			4		1		4	**9**
	Other online media	Newsletters		6	1			5	**12**
		News aggregators (podcasts, etc.)	1	4				5	**10**
		Online press releases		4				5	**9**
		Online advertising (banners, pop-ups, etc.)		7	1	1	1	5	**15**
			216	**173**	**67**	**40**	**21**	**136**	**653**

Note: Some papers deal with several channels/tools simultaneously and mention multiple stakeholder groups. Consequently, the total sum of papers here exceeds the 169 papers included in our review.

3.2. Thematic analysis

Figure 2 illustrates the final term co-occurrence map, where four different but interrelated clusters are visualized. Each term is represented by a node, and its size is proportional to its prevalence. Each node in the map is represented with a distinct color (red, green, blue or yellow), reflecting the intensity of the relations between terms (Cantos-Mateos et al., 2013). In total, there are 113 terms that meet the minimum number of occurrences established (7). For each one of these identified terms, VOS viewer automatically calculated a relevance score. Based on this score, the most relevant terms appear in the map (35). This co-occurrence map is based on the textual data (titles and abstracts) of the papers included in this systematic review. Appendix 1 shows the list of these 169 peer-reviewed articles with the following information: Cluster(s) to which they belong, author(s), year of publication, research method, type of referred channel(s) and tool(s), and referred stakeholder group(s).

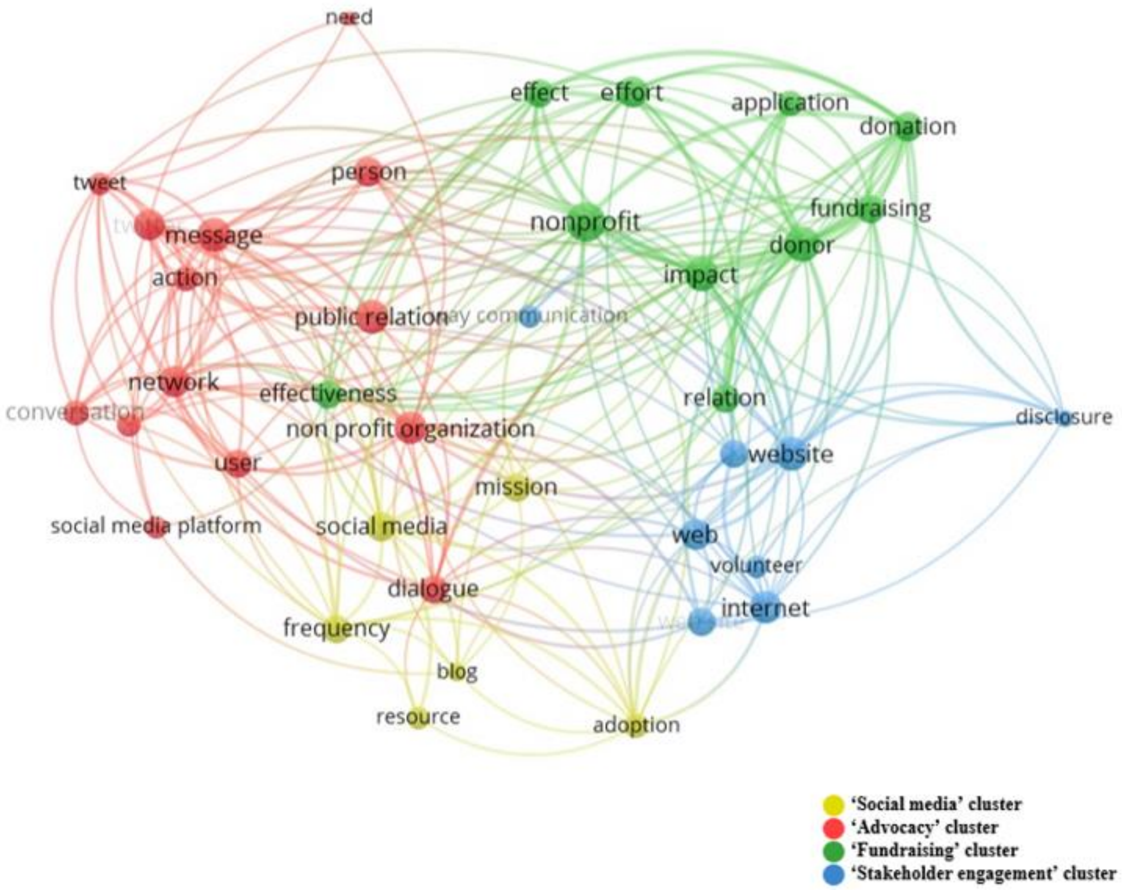

Fig. 2. Term co-occurrence map resulting from the systematic literature review (2007-2019)

After analyzing the full papers identified in each of the four clusters, we established the following theme labels based on their key content: 1) **social media**; 2) **advocacy**; 3) **fundraising**; and 4) **stakeholder engagement**. In this section, we explore each of these clusters, paying especial attention to their specific content and the main findings in response to our guiding research questions. The aim is to provide deeper insights into existing research and a basis to identify the key areas for further research and nonprofit marketing practice.

3.2.1. Cluster 1: social media

Coherent with the selection criterion based on the period under analysis, a core theme deals with NPO intention and influence with respect to social media, e.g., Facebook, Twitter, Instagram, YouTube, LinkedIn and Flickr. In addition, this cluster focuses on evaluating the main advantages stemming from the use of these online tools, especially, Facebook and Twitter. Counterbalancing the focus on how NPOs use channels as one-way tools for their advocacy and fundraising efforts, this stream focuses on social media for their potential benefits and limitations in terms of relationship-building and managing relevant stakeholders and beyond, that is, communities and society, in general.

Overall, social media are perceived as key marketing tools in terms of cost-efficiency, interactivity, their capacity to reinforce nonprofit-stakeholder dialogue and stakeholder engagement and the potential for these effects to spill over into the offline realm (Sutherland, 2016; Dessart, 2017). Although one-way communication is still the most common type of strategy adopted by NPOs for social media, attempts to develop interactions with stakeholders are becoming increasingly popular (Bellucci and Manetti, 2017). However, much of this literature suggests that the effects of social media usage on stakeholder relationships are below their true potential due to the NPOs not fully understanding the tools' properties and capabilities (Kent, 2013; Nah and Saxton, 2013).

Beyond efficiency concerns, some articles in this cluster reveal that stakeholders who interacted with a nonprofit using social media tools like Facebook or Twitter and/or blogs during a campaign period were more likely to carry out desired behaviors such as communicating about the campaign in the offline realm and volunteering for the cause/nonprofit (Paek et al., 2013; Sutherland, 2016). Similar to traditional media in which content should be carefully considered because it plays an important role in nonprofit reputation, publications in online tools such as Facebook and Twitter, newsletters and press releases must meet the '7Cs of communication': they have to be complete, considerate, clear, correct, concrete, courteous and concise (Van den Heerden and Rensburg, 2018).

Regarding the advantages and effects of participating in social media, these tools allow organizations to not only send and receive information but, also, connect with stakeholders and mobilize them (Lovejoy et al., 2012). Given the cost-effectiveness and interactivity features of social media channels (Sun and Asencio, 2019), some articles demonstrate that social media are generally useful to create two-way dialogue, build communities, disseminate information, promote activities and encourage stakeholders to take action, i.e., donate money, volunteer, attend events and advocate for the cause (Waters et al., 2009; Lovejoy and Saxton, 2012; Guo and Saxton, 2014; Lam and Nie, 2019). Previous academic literature indicates that factors such as network activity, internationalization and experience in social media are also significant predictors of the use of these tools as media for establishing communication, dialogue and accountability (Gálvez-Rodriguez et al., 2014).

Some studies suggest that not only the amount of information but also the type of disclosure affect the effectiveness of social media communication efforts. Tully et al. (2019) indicate that NPOs want to be open and transparent on Facebook by disclosing who maintains the site and what they seek to accomplish. Nevertheless, NPOs hardly ever provide information other than through hyperlinks embedded in news stories, photographs and discussion board posts, and they only supply a contact e-mail address for readers to obtain more information

(Tully et al., 2019). O'Sullivan and Hughes (2019) posit that regular and varied posts offer a level of support that has broad reach and is cost-effective. Furthermore, other researchers (Kim and Yang, 2017) demonstrate that different message features provoke different behaviors: sensory and visual features lead to 'likes'; rational and interactive content to comments; and sensory, visual, and rational contributions to sharing that content. This means that the 'like' feature in social media is an affect-driven behavior; 'comment' is a cognitively triggered behavior; and 'share' is a combination of both (Kim and Yang, 2017). Likewise, stakeholders show a higher level of engagement with two-way symmetrical messages compared to informative messages or two-way asymmetrical communications (Cho et al., 2014).

In particular, Twitter entails an opportunity to present detailed information through the use of hyperlinks, reply to public messages that demonstrate responsiveness to constituent concerns, facilitate the rapid spread of information by retweeting messages, build information communities and help with Twitter searches by using hashtags, as well as share multimedia files by using the TwitPic and TwitVid services (Lovejoy et al., 2012). Some key factors such as donor dependence, fundraising expenses, organizational age, organizational size, online community size, network activity and board size also influence the use of Twitter by NPOs as a mechanism to disclose information and initiate dialogues with their stakeholders (Gálvez-Rodríguez et al., 2016). Regarding content, Twitter users pay more active attention to tweets intended to create dialogue with online stakeholders compared to information-sharing tweets, which typically receive more passive attention (Nelson, 2019).

In summary, nonprofit managers recognize the importance of social media tools to analyze signs of engagement in stakeholders' interactive and dialogic actions in the different social media platforms (Jiang et al., 2016). Furthermore, social media are helpful in determining the organizations' success with stakeholders who are highly involved with this channel and expect thoroughly developed organizational profiles (Waters et al., 2009). However, NPOs do not take enough advantage of these new, interactive, cheap and far-reaching social media tools to spread their messages, raise awareness and connect with stakeholders (Fux and Čater, 2018). Instead, nonprofits usually use them in a very restrictive way, seeing social media as a one-way communication channel, posting some multimedia files, press releases or summaries of their campaigns (Lovejoy et al., 2012).

3.2.2. Cluster 2: advocacy

This cluster focuses on the use of online channels instead of offline channels or traditional media for advocacy purposes. Advocacy encompasses a broad set of activities that include championing the needs of recipients/beneficiaries and other target groups at the grassroots level, giving voice to minority groups and causes, pointing out societal problems and disseminating innovative solutions for these issues, including promoting policy changes (Krlev et al., 2019). Articles in this cluster highlight the relevance of NPOs' advocacy function, the most used online channels for this purpose and the main reasons for using digital media when advocating for public benefit causes.

Among the multiple functions that NPOs perform, dialogue and mobilization for social change or advocacy have to be highlighted (Abud Castelos, 2004; Guo and Saxton, 2018). This advocacy gained special attention during the last decade due to the explosion of new technological developments that allowed for different ways to participate with an engaged society. Through new online channels/tools, NPOs use “new media environments” that bring people together to solve common problems, implement solutions and foster civic engagement (Seelig et al., 2019). Marketing tactics and channels/tools used to establish public dialogue also help differentiate one nonprofit from another offering similar programs and advocacy actions (Agaraj et al., 2013).

Taking all this into account, highlighting the role played by new online channels in nonprofit advocacy is important. Their relevance lies in trying to shape lobbying debates through digital news media, as well as shaping the NPOs’ public image (Chalmers and Shotton, 2015). This cluster indicates that advocacy is not only a face-to-face activity but that it is also spread through online channels, especially, social media and websites. Regarding social media, Guo and Saxton (2018) demonstrate that user attention is strongly associated with the size of a NPO’s network, the frequency of its contributions/posts and the number of conversations it joins. Additionally, some researchers indicate that NPOs use social media to ethically influence people with their messages, reinforcing their own differential positioning and reputations, rather than trying to engage stakeholders in a transformative dialogue around their causes (Auger, 2013; Burger, 2015). With respect to websites, the largest NPOs are characterized by having a significantly higher dialogic communication potential. However, most nonprofits only provide basic information to online users, such as their organizations’ mission statements, history, general contact information, etc. (Olinski and Szamrowski, 2018).

The literature identifies several reasons for using online channels, especially, social media and websites, for advocacy purposes. First, NPOs need to use the internet as an alternative to communicate with the general public and develop advocacy actions because NPOs do not receive enough attention from some offline channels. Nah (2010) shows that larger organizations with more financial resources and volunteers tend to receive more newspaper coverage. Second, most NPOs decide to use online channels to advocate and communicate with society because online interactions are easy, user-friendly and inexpensive; while advertising in television or radio is expensive and less effective in terms of establishing relationships. Particularly, advertising through social media or websites is considered to be more effective because it is less costly and constitutes an appropriate channel for disseminating campaigns (Agaraj et al., 2013). Third, initiating an interactive conversation through the website and social media fosters new models of engagement between NPOs and supporters, actively engaging and sharing digital content that inspires others to care about important issues. Thus, when NPOs use these online channels to their fullest extent, they play a key role in promoting advocacy and inspiring interaction among individuals (Seelig et al., 2019).

To summarize, one of the main purposes for which NPOs use online channels is advocacy. In particular, nonprofits use social media and websites to support their lobbying strategies due to different factors: it is easier to receive attention through the internet; it is cheaper than traditional media; and it allows greater social interaction between users and potential supporters.

3.2.3. Cluster 3: fundraising

In this cluster, the literature pays extensive attention to how NPOs use digital channels and tools, particularly, websites, email and social media, to manage relationships with individual donors as a specific, key type of resource-providing stakeholder. Similar to the previous cluster, the use of these new online channels for fundraising purposes arises from the difficulties NPOs have in attracting donations exclusively in the offline environment. In fact, this is one of the few literature streams that explores online-offline channel interactions. When stakeholders maintain a personal connection with NPOs through online channels, the literature has detected a significant impact on stakeholders in the offline community and their intentions to support the organization, e.g., with a greater propensity to donate (Pressrove and Pardun, 2016).

Some studies highlight that nonprofits face intense competition in the market for donations given their limited resources and staff (Bucci and Waters, 2014; Wiggill, 2014). Furthermore, the exclusive use of mass marketing strategies and offline channels to support their fundraising efforts is expensive and requires significant financial investments that small and medium-sized nonprofits cannot afford (Nageswarakurukkal et al., 2019). For this reason and because individual donation decisions are increasingly made online, NPOs have responded by developing online disclosure practices in order to increase fundraising. Additionally, they use online channels to improve public confidence and trust, reduce costs and influence donor decision-making (Panic et al., 2016; Blouin et al., 2018; Lee and Blouin, 2019).

Websites are one of the most used online channels by NPOs for fundraising. This cluster indicates a positive link between the level of donations and the amount of information disclosure provided by organizations on their websites (Panic et al., 2016). However, quality is more important than quantity in online disclosure (Saxton et al., 2014). Although the majority of NPOs have an official website, few provide interactive features beyond the opportunity to donate (Campbell and Lambright, 2019).

Apart from websites, NPOs constantly use email to ask for donations from potential donors, to retain existing donors and to encourage them to increase their donation amount. A donor will react differently depending on the type of appeal made in the email message (Thomas et al., 2015). Nonprofits use email marketing to cultivate one-time donors and convert them into recurring contributors. Cultivated donors generate much more revenue than new donors but they also lapse with time, making it important for NPOs to steadily draw in new donations. NPOs' email marketing budgets are limited, but well-designed campaigns can improve success rates without increasing costs (Ryzhov et al., 2016). Some researchers demonstrate that, among the factors that influence the intention to donate through email, NPOs can differentiate their emails from the others that donors receive by optimizing mailing frequency (Sundermann and Leipnitz, 2019). However, other authors claim that an emergency context in emails does not necessarily increase the intention to donate compared to traditional standard invitation mailings with a rational appeal (Shehu et al., 2013).

In addition to websites and email, social media tools offer new ways for nonprofits to engage the community in fundraising efforts (Saxton and Wang, 2014). For instance, Facebook is a tool primarily used by nonprofits to strengthen their relationships with users and encourage social interactions (Lucas, 2017). The NPOs' Facebook size (number of ‘likes’), activity (number of posts) and audience engagement (number of ‘shares’) are positively associated with fundraising success, as measured by the number of donors and the value of their contributions (Bhati and McDonnell, 2019). In the case of Twitter, this social tool connects individuals or groups based on common cultural norms, values and ideologies, increasing trust and identity which are perceived as reliable by stakeholders (Smitko, 2012).

However, apart from using online channels to a greater extent for fundraising, nonprofits also continue using other offline channels. On one hand, NPOs prefer to use telephone solicitations to suggest a specific donation amount and, on the other hand, face-to-face meetings to request major gifts (Waters, 2011).

In brief, nonprofits combine the use of online and offline channels to raise funds mainly due to the chronic scarcity of resources to develop their own capacities. Furthermore, this cluster emphasizes the analysis of current and potential donors to attempt to predict the likelihood of individuals making a donation. Specifically, the literature mentions their demographic/psychographic profiles, their orientation towards the local community and their experience in using the internet and different online channels (Alfirevic et al., 2015). This knowledge would allow NPOs to focus their fundraising efforts on those channels that donors use or prefer to use, thus customizing their channel offerings.

3.2.4. Cluster 4: stakeholder engagement

This cluster’s research lens focuses on NPOs’ channel strategies and, particularly, on the mix of channels, both offline and online, that can enhance nonprofit-stakeholder relationships and, specially, encourage stakeholder engagement. This is a much more general cluster in scope as it focuses on all types of channels and on other forms of relationships different from advocacy or fundraising, such as engaging for-profit partners and reinforcing relationships with key resource providers other than donors.

A first stream in this cluster comprises articles about the effects of using technology and the internet disclosure to establish two-way communication between NPOs and key stakeholders. The different types of channels are mainly perceived as complementary when it comes to building and managing nonprofit-stakeholder relationships. The internet does not replace offline channels; rather, it strengthens NPOs’ sustainability and vitality through social activities and may foster the growth in membership (Eimhjellen, 2014). The internet has become an important resource for involving and retaining several stakeholders, as well as creating opportunities for online participation, e.g., online volunteering (Silva et al., 2018). In fact, Emrich and Pierdzioch (2016) have found that the volunteering-related use of the internet is positively linked with commitment. However, this connection does not hold when the internet is used for leisure-related activities.

Within this first stream, both the potential and the limitations of websites in impacting stakeholder engagement have to be highlighted. Websites are a communication channel that enhances nonprofit performance through greater cost-effectiveness and a more practical manner in which to carry out their tasks (Díaz et al., 2013). Some researchers show that attitude towards disclosure, compatibility of this disclosure with current practices and financial readiness are positively associated with the web disclosure practices adopted by nonprofits (Lee and Blouin, 2019). Organizations increasingly use websites to promote prosocial behaviors such as volunteering, philanthropy and activism. However, these websites often fail to encourage prosocial behaviors effectively (Slattery et al., 2019). This may be because, when a stakeholder shows higher levels of social connections and spends more time online, their intention to behaviorally support the organization decreases (Pressrove and Pardun, 2016).

Along similar lines, the literature also explores the effects of channel strategies on organizational accountability and transparency as prerequisites for stakeholder engagement. Some studies remark on the key role technology and, in particular, the internet play in improving accountability and transparency in NPOs (Gandia, 2011). Others highlight the limitations of specific digital tools or how NPOs actually use them to achieve those goals. On one hand, accountability should ideally imply a two-way interaction, but website disclosures constitute one-way flows of information (Tremblay-Boire and Prakash, 2015). On the other hand, almost no organizations utilize the technology for horizontal or vertical communication flows, interactivity, engaged participation or data communality. Contrarily, NPOs adopt communication decisions based on technical rather than strategic roles, without considering feedback (Kenix, 2008).

A second stream explores the need to develop two-way interactions to create and reinforce relationships with key resource providers. This is because of NPOs' endemic lack or shortage of resources relative to the size of their target groups' needs (potential recipients, beneficiaries or users) and to the complexity of the social problems tackled. This stream addresses this issue by using resource dependence theory as a basis. Thus, it is an exception to the rule that only a few articles in this review cite a specific theory to ground their analyses.

According to resource dependence theory, funders' requirements and organizational objectives are completely separate in some NPOs, which can lead to negative consequences for target recipients. Nonprofits focus their marketing efforts on initiating conversations with the most versatile stakeholders and key resource providers, such as donors, volunteers or partners, but they are not motivated to establish two-way interactions with other stakeholders such as recipients/beneficiaries (Schlegelmilch and Tynan, 1989; Galvez-Rodriguez et al., 2016).

As NPOs frequently experience uncertain funding environments, it is reasonable that they would seek financial support from several business partners, which leads to greater reliance on external resources (Dong and Rim, 2019). In the digital environment, online technologies like social media and websites have the potential to facilitate developing collaborative relationships with other organizations, disseminating information about their programs and events and raising awareness among partners (Livermore and Verbovaya, 2016). In terms of offline channels, two stand out to find support: Cause-related events and charity retail stores. On one hand, cause-related events enable NPOs and businesses to collaborate for mutual benefit within the strategic framework of a partnership. Some studies find that cause-related events have grown in frequency and popularity, representing a platform to build emotional engagement and deliver personalized experiences to a diversity of stakeholders (Lyes et al., 2016). On the other hand, and related to the broader trend of nonprofit "marketization", the "charity retailing" phenomenon "arises for raising funds through using retailing activities to support charitable work" (Liu and Ko, 2014, p. 390). This represents the most direct way for

NPOs to engage in commercial trading activities. For charity retailing, the selection of an adequate distribution channel strategy is very important.

To summarize, this cluster explains the effects of NPOs using a mix of channels/tools to build/improve relationships and engagement with key stakeholders. As NPOs frequently face a lack of resources, they usually seek financial support from several business partners. Digital technologies (online) or cause-related events and charity retail stores (offline) have the potential to promote collaborative relationships with other organizations.

4. Discussion: connection between research questions and clusters

Based on our knowledge of the extant literature, we can respond to the three research questions raised in this paper and identify gaps in conceptual and empirical research to recommend future research lines. We identify the connection between the research questions and the four clusters identified in Table 4 and discuss them in detail in the next paragraphs.

Table 4.
Cluster matrix for channels/tools used in the nonprofit-stakeholder relationship marketing literature.

Research question	Cluster	Purpose	Statement	Keywords
What are the advantages and disadvantages of using online channels/tools that have come about with digital transformation compared to offline channels/tools?	Social media	To establish connections through social media (building online communities, disseminating campaigns/activities and encouraging mobilization, etc.)	<u>Advantages</u>: Social media channels provide greater cost-effectiveness and interactivity features and they are useful to create two-way dialogue with stakeholders. <u>Disadvantages</u>: The effects of social media usage on stakeholder relationships are below their potential due to NPOs not fully understanding the tools' properties and capabilities.	Adoption; blog; frequency; mission; resource; social media
For what purposes do nonprofits use online channels/tools?	Advocacy	To create dialogue with society and influence public opinion	<u>Online channels</u>: Digital technologies (social media and websites). <u>Offline channels</u>: Face-to-face meetings. Nonprofits do not receive enough attention via some offline channels (TV, radio, newspapers, etc.).	Action; awareness; conversation; dialogue; message; need; network; person; public relation; tweet; twitter; user
	Fundraising	To attempt to raise funds and increase the frequency of donations	<u>Online channels</u>: Digital technologies (websites, email and social media) <u>Offline channels</u>: Telephone and face-to-face meetings. Using only offline channels is expensive and requires large financial investments.	Application; donation; donor; effect; effectiveness; effort; fundraising; impact; relation

What channels/tools do nonprofits use to build/improve engagement with their key stakeholders?	Stakeholder engagement	To encourage stakeholder engagement or find support (promoting volunteering, activism and collaboration with for-profit organizations) to alleviate the scarcity of resources	Online channels: Digital technologies (specially, social media and websites). Offline channels: Cause-related events and charity retail stores. The internet does not replace offline channels (especially, face-to-face interactions) but, rather, strengthens their sustainability and vitality.	Disclosure; the internet; technology; volunteer; two-way communication; web; website

First, cluster one answers our first research question. Regarding the potential benefits of using online channels with respect to offline ones, the literature consensually highlights social media's cost-effectiveness and interactivity, facilitating two-way dialogue with several stakeholders. Although academic research on the use of social media by NPOs has increased in recent years, it still remains limited and insufficient, especially regarding how to stimulate and improve two-way interactions with stakeholders (Stringfellow et al., 2019; Lam and Nie, 2019). Social media are crucial for communication and community-building initiatives and they have become an integral tool for nonprofits in public relations and marketing campaigns with the potential to engage stakeholders (Nolan, 2015; Smith, 2018; Stringfellow et al., 2019). Thus, it is fundamental for nonprofits to be able to take advantage of this channel's interactivity and its full potential.

Second, clusters two and three respond to the second research question regarding the purposes for which NPOs use online channels. Based on the thematic analysis we carried out, there is evidence supporting that nonprofits mainly use these channels for advocacy and fundraising due to the relative difficulty, effort and high cost of carrying out these tasks through traditional channels. Our findings show that NPO-promoted advocacy actions mainly take place through official websites and social media. However, the effects/benefits of social media for advocacy are controversial (Seelig et al., 2019). Some academics consider social media an answer to solve collective action problems and an effective tool for grassroots mobilization. Other authors highlight the importance of the NPOs' missions (Koch et al., 2015), the messages they really want to transmit (Saxton and Waters, 2014) and the organizations' role in society (Agaraj et al., 2013). Contrarily, others suggest that the benefits of these new technologies are overplayed (Chalmers and Shotton, 2015). Thus, we identify a dual research gap. First, the effects of using websites and social media for advocacy and fundraising purposes should be more systematically assessed. Second, further research is needed on how NPOs use other channels apart from websites and social media to reinforce the positioning of their brands and improve the visibility of their causes in the public's eyes.

Furthermore, extant literature prioritizes relationship marketing with donors over other stakeholders, such as recipients/beneficiaries/users, in particular, highlighting the use of online channels for fundraising. Most findings in this cluster are contextualized due to the acute need for NPOs to fundraise more and to do so more efficiently and/or effectively. However, we should highlight that we found no studies dedicated to the interaction among multiple channels in fundraising efforts. Although the literature has not demonstrated the extent to which NPOs have effectively integrated the different channels, several authors note that nonprofits can use multichannel approaches strategically according to the type of donor (actual or potential) or the type of donation (major gift, small gift, etc.) (Waters, 2011). Hence, this research gap needs to be addressed, responding to the need to encompass a broader stakeholder view which extends beyond donors.

Third, in cluster four we find the answer to our third research question related to the combinations of channels/tools used by NPOs to engage stakeholders, i.e., to find support, facilitate collaborations or foment participation. Our results highlight the use of online (especially, websites and social media) and offline channels (cause-related events and charity retailing). Specifically, the potential and limitations of websites and social media to impact stakeholder engagement have received particular attention (Cantijoch et al., 2016; Kirk et al., 2016; Hoefer and Twis, 2018; Slattery et al., 2019). However, the ideal combination of multiple channels/tools to increase key stakeholder engagement has not been explored yet.

To summarize, the existing literature focuses on how NPOs use some specific channels/tools to interact, in different ways, with a particular stakeholder group, e.g., society, donors, etc. for different specific purposes. From the findings of our systematic review, some relevant research gaps that demand further attention by nonprofit scholars and practitioners clearly emerge:

1. The need to create and enhance two-way interactions with stakeholders. NPOs tend to use online channels, especially, social media, for one-way communication, without taking advantage of interactive digital channels.
2. The need to encompass a broader stakeholder view. Nonprofit marketing research focuses mainly on communication and accountability efforts for donors and for-profit partners over other key stakeholders.
3. The need to jointly analyze online and offline channels. Previous literature has mainly focused on studying different channels independently, overlooking the interaction among multiple channels and an omnichannel perspective.
4. The need to create new theoretical developments and methodological approaches (specially, using mixed methods).

5. A future agenda to enhance nonprofit-stakeholder relationship marketing research and practice

Based on the gaps previously identified from our thematic analysis, in this section we propose several research lines for a future research agenda. This agenda can potentially broaden the academic literature in marketing, as well as advance nonprofit-stakeholder relationship marketing practices.

5.1. Future research on managing relationships with a broader range of stakeholders

The change towards a stakeholder-oriented approach to marketing arises from stakeholder theory, which promotes the need to manage relationships with multiple stakeholders and integrate their interests (Freeman, 1984). Stakeholder theory states that organizations' main purposes have to be to attend to, coordinate and integrate relevant constituents' different interests to ensure that each stakeholder group distributes high-value inputs to those organizations. Therefore, this theory speaks to the importance of implementing innovative practices that engage stakeholders and achieve value creation and shared risk (Freeman et al., 2004).

However, although stakeholder theory highlights the need to take all key stakeholders into consideration, previous nonprofit marketing literature is largely skewed towards resource providers, focusing primarily on relationships with donors or for-profit partners over other stakeholders due to the need to obtain funding. The literature has also paid attention to relationships with volunteers, because NPOs need human resources to carry out their mission. As a result, the remaining stakeholders are neglected. Although recipients/beneficiaries can be considered NPOs' main source of social legitimacy (Ebrahim, 2003), the literature hardly takes them into account in terms of NPO accountability or even in terms of measuring recipient/beneficiary satisfaction with their relationships with NPOs. As "knowledge of the beneficiary population is a crucial first step towards offering results accountability to all of them and through any mechanism" (Rey-García et al., 2017, p. 5), more research that addresses nonprofits' communication and accountability towards direct and indirect recipients and their surrounding communities is needed.

Additionally, some nonprofit marketing researchers see volunteers as NPO 'customers', while others argue they are resource providers similar to funders. Namely, if the nonprofit fails to recruit and support volunteers, more employees will be required to develop their programs and activities; contrarily, some of these programs will be cut due to lacking the human resources needed for their implementation. Similarly, some authors view beneficiaries as passive recipients or customers who receive services. Finally, others highlight the importance of including beneficiaries as actively engaged stakeholders in NPOs, acting as service co-creators. Thus, this tension around the roles stakeholders play in nonprofits could be addressed in future research.

Furthermore, the rapid evolution of digital media and technologies and the large volume of information produced have changed the nature of channels or contact points, as well as the frequency of interactions (Kitchen and Uzunogˇlu, 2014). An organization's image is not only created by direct interactions between that NPO and donors but also by the indirect interactions maintained with multiple stakeholders connected to the organization (Merz et al., 2009). These interactions with several stakeholders through multiple contact points may be beneficial for nonprofits because stakeholders perceive a degree of alignment between the organizations' brand identities and brand images. As these contact points generate large amounts of information, NPOs can obtain meaningful and useful insights by analyzing when and how these contacts occur and by extracting and interpreting that information (Mirsch et al., 2016).

This reasoning is also supported by the extant brand co-creation literature, which notes that NPOs are dynamic entities co-created through different interactions between multiple stakeholders, both internal (i.e., employees) and external (i.e., donors, volunteers, consumers, users, etc.) (Payne et al., 2009). If NPOs manage these interactions correctly, they can entail an opportunity for them to increase their brand value (Merz et al., 2009). However, they may also threaten to widen the gap between the organizations' brand identity and brand image. A complex network of stakeholders expands the number of possible interactions through which relevant information is generated (Roper and Davies, 2007). Additionally, the organizations' absorptive capacity to use and analyze the information generated by these interactions with stakeholders is crucial. Developing the critical capability for the synergistic coordination of multiple contacts points requires adequate resources. Research on how nonprofits can foster this type of capability, as well as their determinant factors, will be welcome.

Finally, the scarcity of resources in combination with competition among a growing number of nonprofits has forced NPOs to develop other new managerial capabilities. These include obtaining private resources through business-nonprofit partnerships in order to ensure their long-term survival. However, these strategic collaborations have to go beyond mere monetary donations and imply developing more specific resources and affective links, as well as stimulating social innovation (Álvarez-González et al., 2017). Previous literature points to trust and commitment as key factors that explain the success of a partnership, because they "enhance the attitudes and behaviors of participants by encouraging and fostering collaboration, information sharing, and creativity" (Sanzo-Pérez et al., 2015, p. 617). Further research is needed on how digital channel strategies can support these collaborative relationships in creating disruptive social innovations.

5.2. Future research on improving two-way interactions

Social media platforms are most frequently used as strategic marketing tools for promotion. Organizations use them to reach, observe and get closer to relevant stakeholders, as well as to better understand their individual preferences (Li and Shiu, 2012). Two-way interactions reflect the reciprocal communication between organizations and social media users, as well as between users themselves (Goldfarb and Tucker, 2011). However, some nonprofits use their social media channels to communicate general news and/or to advertise something, though without responding to stakeholders' comments.

As the results of our systematic review indicate, NPOs tend to use online channels and, especially, social media only for one-way communication. This is the case despite consensus on the interactive nature of social media and the opportunities they provide to promote engagement among followers, facilitating the establishment of two-way communication (Waters, 2011; Lovejoy and Saxton, 2012; Guo and Saxton, 2014). NPOs seem to fall short in terms of optimizing the opportunities provided by new technologies to manage their relationships with relevant stakeholders (Waters, 2011; Lovejoy et al., 2012). Thus, more research on the actual barriers to NPOs' interactive use of online channels is needed.

In social media platforms, individuals actively participate in value co-creation practices such as sharing their knowledge, ideas and preference information to support and collaborate with the NPOs (Hollebeek et al., 2017). A key element to successfully manage these interactions consists of understanding the motivations behind individual behaviors in social media.

People who strongly engage in the experience of an NPO's social media platform through focused attention, absorption, enthusiasm and interaction are more likely to participate in sharing behaviors in the future. As a result, they are more willing to provide feedback concerning improvements of existing services and organizational experiences, as well as revealing information about their preferences.

From a practitioner's perspective, nonprofit managers have to understand the value of social media strategies and the potential role played by two-way interaction and reciprocity in the marketing field, rather than the predominant one-way flow. Social media platforms provide stakeholders with several benefits. These originate from services including location-based recommendations (Zhao and Lu, 2012), user reviews (Hoehle et al., 2012) and the development of direct relationships, which are likely to result in greater incremental value. Furthermore, NPOs that are planning to launch social media strategies can benefit from interactive and reciprocate communication with the community. This can increase social interaction, which in turn results in higher value for the nonprofit and enhanced social capital.

In short, informational power has been redistributed from NPOs to the individuals and communities that create, share and consume social media content. One of the challenges of implementing two-way communication is precisely the loss of information control. Information about NPOs is now generated with or without their permission, in particular, through social media. Also, most of the contact points with nonprofits involve multiple stakeholders. Measuring the effectiveness of social media usage thus remains an issue. The credibility of social media strategies depends on how effective they are in helping nonprofits achieve their missions and objectives. Therefore, further research is needed on how to measure the effectiveness of using social media with different stakeholders.

5.3. Future research on the integration of offline and online channels/tools: omnichannel management

Our results show that many of the existing studies on nonprofit-stakeholder relationship marketing tend to focus on the advantages or usefulness of a specific channel/tool, rather than on how to manage multiple channels together with a common strategy to enhance the relationships with different stakeholders. However, stakeholders currently decide what, how and when to use the different channels and tools available.

The results from our systematic review show that most articles deal with single-channel, synchronous settings (Waters, 2011; Lovejoy and Saxton, 2012). Also, a lack of integration and coordination between different channels/tools is evident. Thus, from a practitioner perspective, exploring the potential of omnichannel integration as a strategizing practice that may lead NPOs to enhanced stakeholder relationship marketing would be relevant. Further research should focus on both the opportunities and challenges entailed by multichannel (combination) and omnichannel (integration) strategies on the nonprofit side (Verhoef et al., 2015) and, also, on the stakeholder behavior side. Besides, dynamic approaches are needed to analyze the effects of multichannel and omnichannel strategies not only across different stakeholder groups but, particularly, throughout the different relationship stages.

Integrated marketing communication can be defined as a process of strategically and simultaneously managing stakeholders, contents, channels/tools and results. Integrated marketing communication and omnichannel management, in particular, emerge to highlight the need to provide consistent messages across different channels/tools to meet organizational needs and to build long-term relationships with stakeholders (Schultz et al., 1993). In recent years, these types of processes have gone from being a tactical tool for coordinating marketing communications to a strategic process for the organization. They constitute a key capability to transform corporate communications and generate positive brand-equity outcomes (Luxton et al., 2015). Thus, both academic researchers and marketing practitioners need to analyze the channels used in the nonprofit sector, as well as the level of integration among them. For nonprofits, this would enable them to deploy marketing strategies and capabilities accordingly.

Relatedly, an interesting future research stream would consist of applying the 'customer journey' concept to nonprofit stakeholders such as volunteers or recipients/beneficiaries. The Marketing Science Institute (2018) identified the customer journey as one of the most important research priorities for the 2018-2020 period. Thus, it could be useful for NPOs to analyze the 'volunteer journey' and the 'beneficiary journey', i.e., the process experienced by these key stakeholders throughout the different phases of their relationships (before, during and after providing a specific volunteer service or receiving support/social services from nonprofits, respectively).

NPOs face new challenges in integrating their communication efforts across multiple channels, as they have to adapt to the rapidly changing technological environment and incorporate this continuously evolving scenario in their marketing strategies (Verhoef et al., 2015; Mirsch et al., 2016). Adopting an omnichannel management strategy does not unfold automatically but, rather, follows a staged process over time that depends on available resources and existing barriers to its implementation. Some common obstacles include organizational structure, corporate culture, lack of internal coordination, lack of staff, budget constraints and managerial misunderstandings about the role and advantages of integrated communications and omnichannel management (Ots and Nyilasy, 2015). Thus, underscoring the high complexity entailed in effectively implementing omnichannel strategies with stakeholders is fundamental. Attempting to integrate all channels/tools and to manage them consistently is desirable, but it is difficult to achieve in practice. In the future, more research is needed to identify other possible obstacles to the implementation of an integrated communication system with stakeholders and to determine how to overcome these barriers.

5.4. Future research on theoretical developments and methods

The final future research stream involves the need to reinforce theory development rather than theory testing. Thus, we suggest that theoretical framework proposals and the application of existing or new theories would be particularly valuable for their potential to generate further insights to improve nonprofits' use of channels and tools to interact with their key stakeholders. Additionally, we highlight the need for a greater number of studies using a mixed methodology to examine the nonprofit-stakeholder relationship through multiple channels. The combination of quantitative and qualitative approaches could simultaneously further enrich this analysis.

As regards the application of existing theories to this topic, analyzing key stakeholder behavior in the different channels with the support of theories other than stakeholder theory and resource dependency theory would be worthwhile. Alternative approaches include the theory of reasoned action (Fishbein and Ajzen, 1975) and the theory of planned behavior (Ajzen, 1991), among others. Regarding new theoretical developments, one of the procedures for creating conceptual frameworks is grounded theory, designed to develop a well-integrated set of concepts that provide a thorough theoretical explanation of the social phenomena under study. A grounded theory may explain, describe and also provide some degree of predictability but only with respect to specific conditions (Corbin and Strauss, 1990).

In relation to the need to expand methodologies, mixed methods suppose using both qualitative and quantitative approaches in one or more of the following ways: 1) developing two types of research questions; 2) considering how those research questions are developed; 3) using two types of sampling procedures; 4) using two types of data collection procedures; 5) extracting two types of data (numerical and textual); 6) applying two types of data analysis (statistical and thematic); and 7) reaching two types of conclusions (Tashakkori and Creswell, 2007).

In addition to quantitative research methods (e.g., surveys, experiments, etc.), qualitative methods can add the inferential leverage that is often lacking in quantitative analyses (Collier, 2011). Qualitative analysis methods include in-depth interviews, focus groups, the Delphi method and direct observation, serving as sources of evidence in case studies (Yin, 1994), among others. Among other uncommon methods, we can highlight the process-tracing method, which consists of "an analytic tool for drawing descriptive and causal inferences from diagnostic pieces of evidence, often understood as part of a temporal sequence of events or phenomena" (Collier, 2011, p. 824).

6. Conclusions

Nonprofits are multi-stakeholder organizations that manage a large number of relationships with key stakeholders. Stakeholders may have dissimilar interests. For example, resource providers frequently have different interests compared to resource recipients, as the latter are targets of the nonprofits' public benefit missions. In addition, new ICTs and the growing digitalization process have impacted the way NPOs and stakeholders interact with each other. Previous studies have broadly analyzed organization-stakeholder relationships specifically from this communicative perspective (Lock, 2019). However, we have not found research that specifically addresses the relationships between NPOs and their stakeholders whether from a multichannel perspective or considering different NPO purposes other than communication. Thus, the main contribution of our systematic review and thematic analysis consists of proposing a future agenda on nonprofit-stakeholder relationship marketing. Our proposed agenda thus considers the complexities of managing relationships with multiple targets through different channels/tools, while also embracing commercial, social and environmental purposes together.

Since there is no prior literature on this topic, four major themes or clusters have emerged in response to the three research questions we explored through this article. Cluster one explains that social media provide cost-effectiveness and interactivity advantages, although their effects are below potential on the NPO side. Clusters two and three show that NPOs primarily use online channels/tools for fundraising and advocacy purposes. Lastly, cluster four describes the channels/tools nonprofits use to engage stakeholders: online (websites and social media) and offline (cause-related events and charity retailing). In an effort to connect these findings and the detected research gaps with future research, this article proposes a future agenda on nonprofit-stakeholder relationship marketing based on endorsing a broader stakeholder view, enhancing two-way interactions, highlighting the opportunities and challenges of jointly using online and offline channels/tools and supporting new theoretical developments and methodological approaches.

Finally, our analysis highlights tensions between some channels/tools and their tasks/purposes as related to the practical implementation of the four clusters. At times, the most efficient channels/tools to develop a specific task/purpose are not the most used by nonprofits or stakeholders due to several reasons, such as a lack of understanding, ignorance about their properties, a lack of resources, etc., and this can create tensions in the relationship. Therefore, an adequate multichannel management strategy can contribute to minimize these tensions in nonprofit-stakeholder relationships. Furthermore, it is important to highlight that implications regarding how nonprofits manage relationships with their stakeholders through multiple online and offline channels/tools may be relevant for other marketing realms. First, they can improve our understanding of multi-stakeholder settings that confront conventional business-thinking and, particularly, new business-society relationships emerging in the context of business-nonprofit partnerships, corporate social responsibility strategies and business models for sustainability (Schaltegger et al., 2016). Second, they can help design commercial channel strategies that support purpose-driven brands in their efforts to satisfy consumer demands on sustainability and transparency regarding social and environmental issues, and, more generally, help businesses navigate the brand co-creation process (Hatch and Schultz, 2010).

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APPENDIX

Appendix 1. List of the 169 peer-reviewed articles included in our systematic literature review (period 2007-2019)

In the table below, we detail the 169 articles included in our systematic literature review ordered by cluster. The list is divided into two parts. First, we list the 71 articles that belong to a single cluster (1, 2, 3 or 4) and, second, the 98 articles that belong to two or more interrelated clusters simultaneously.

Nº	Cluster	Authors	Year of publication	Research method	Type of channel(s)/tool(s)	Number of Channels	Channel type	Stakeholders
Articles belonging to a single cluster								
1	1	Xu & Saxton	2019	Quantitative	Social media	1	Online	Stakeholders
2	1	O'Sullivan & Hughes	2019	Qualitative	Social media (Facebook)	1	Online	Users/beneficiaries/family carers
3	1	Lam & Nie	2019	Quantitative	Social media	1	Online	Community
4	1	Sun & Asencio	2019	Quantitative	Social media	1	Online	Stakeholders
5	1	Shemberger	2018	Quantitative	Social media	1	Online	Stakeholders
6	1	Young	2017	Quantitative	Social media (Facebook, Twitter, Blogs)	3 or more	Online	Stakeholders
7	1	Sillah	2017	Quantitative	Social media (Facebook, Twitter, Instagram, LinkedIn)	3 or more	Online	Stakeholders
8	1	Bail	2017	Quantitative	Social media (Facebook, Twitter)	2	Online	Stakeholders/Users
9	1	Jiang, Luo & Kulemeka	2016	Qualitative	Social media	1	Online	Stakeholders
10	1	Jung & Valero,	2016	Qualitative	Social media; Facebook	1	Online	Stakeholders
11	1	Bernritter, Verlegh & Smit	2016	Quantitative	Social media; Facebook	1	Online	Consumers
12	1	Gurman & Ellenberger	2015	Mixed	Social media; Twitter	1	Online	Stakeholders
13	1	Goldkind	2015	Qualitative	Social media (Facebook; Twitter)	2	Online	Stakeholders
14	1	Galvez-Rodriguez, Caba-Perez & Lopez-Godoy	2014	Quantitative	Social media (Facebook)	1	Online	Stakeholders
15	1	Paulin et al.	2014	Quantitative	Social media (Facebook)	1	Online	Millennials
16	1	Campbell, Lambright & Wells	2014	Qualitative	Social media	1	Online	Stakeholders
17	1	Khan, Hoffman & Misztur	2014	Theoretical	Social media; Twitter; Facebook; Linkedin	3 or more	Online	Employees; Volunteers
18	1	Eagleman	2013	Mixed	Social media	1	Online	Stakeholders

19	1	Zorn, Grant & Henderson	2013	Mixed	Social media; The internet; Websites; email	3 or more	Online	Stakeholders
20	1	Crews & Stitt-Gohdes	2012	Qualitative	Social media (Facebook; Twitter)	2	Online	Stakeholders (public)
21	1	Muralidharan et al.	2011	Quantitative	Social media (Facebook; Twitter)	2	Online	Stakeholders (members)
22	2	Sundstrom & Levenshus	2017	Qualitative	Social media (Twitter, YouTube, Instagram, etc.)	3 or more	Online	Online stakeholders (audiences)
23	2	Winston	2017	Qualitative	Cinema (films) and TV	2	Offline	Members and Donors
24	2	Sisco, Collins & Zoch	2010	Qualitative	Articles (online and offline)	2	Both	Publics and Media
25	2	Jin & Liu	2010	Theoretical	Blogs	1	Online	Publics and blog followers
26	3	Jones, Cantrell & Lindsey	2019	Quantitative	Press (Newspaper)	1	Offline	Donors
27	3	Sundermann & Leipnitz	2019	Quantitative	Direct mailing	1	Online	Donors
28	3	Yoo & Drumwright	2018	Qualitative	Digital/online channels	1	Online	Donors
29	3	Jackson	2016	Quantitative	Letter	1	Offline	Donors
30	3	Ryzhov, Han & Bradic	2016	Quantitative	Direct mail	1	Online	Donors
31	3	Thomasm Feng & Krishnan	2015	Quantitative	Direct email	1	Online	Donors
32	3	Hopkins, Shanahan & Raymond	2014	Quantitative	Ads	1	Offline	Donors
33	3	Waters	2013	Quantitative	Television news	1	Offline	Donors; Media
34	3	Shehu, Langmaack & Clement	2013	Quantitative	Direct marketing mailing	1	Online	Donors
35	3	Powers & Yaros	2012	Mixed	Social media; Websites; email; Events	3 or more	Both	Donors
36	3	Cnaan et al.	2011	Quantitative	The internet; Websites	2	Online	Donors
37	3	Waters & Tindall	2011	Quantitative	Media coverage (Online/traditional news media)	3 or more	Both	Donors
38	3	Sargeant, Ford & Hudson	2008	Mixed	Christmas card	1	Offline	Donors
39	4	Slattery, Finnegan & Vidgen	2019	Qualitative	Websites	1	Online	Volunteers
40	4	Bauer & Lim	2019	Quantitative	Social media	1	Online	Volunteers
41	4	Cox et al.	2018	Quantitative	The internet	1	Online	Volunteers
42	4	Hoefer & Twis	2018	Qualitative	Website	1	Online	Stakeholders
43	4	Olinski & Szamrowski	2018	Quantitative	Websites	1	Online	Stakeholders
44	4	Silva, Proença & Ferreira	2018	Qualitative	The internet/Online channels	2	Online	Volunteers
45	4	Kirk & Abrahams	2017	Quantitative	Websites	1	Online	Stakeholders
46	4	Alvarez-Gonzalez et al.	2017	Quantitative	Internal marketing policies and tools	1	Online	Businesses

47	4	Dush	2017	Qualitative	Social media	1	Online	Clients, staff and stakeholders
48	4	Lyes, Palakshappa & Bulmer	2016	Qualitative	Cause-related events	1	Offline	Stakeholders
49	4	Emrich & Pierdzioch	2016	Quantitative	The internet; Websites; Social media; email	3 or more	Online	Volunteers
50	4	Kirk, Ractham & Abrahams	2016	Quantitative	Website	1	Online	Stakeholders
51	4	Murillo, Kang & Yoon	2016	Quantitative	The internet	1	Online	Consumers
52	4	Tremblay-Boire & Prakash	2015	Quantitative	Websites; Newspapers	2	Both	Stakeholders
53	4	Hume & Hume	2015	Mixed	Events; workshops; newsletters; advertising	3 or more	Both	Staff; Volunteers
54	4	McMahon, Seaman & Lemley	2015	Quantitative	The internet; Websites	2	Online	Stakeholders (Communities)
55	4	Eimhjellen	2014	Quantitative	The internet	1	Online	Members, Volunteers and other organizations
56	4	Liu & Ko	2014	Qualitative	Charity retailing	1	Offline	Donors, customers
57	4	Fernando, Suganthi & Sivakumaran	2014	Qualitative	Online newspapers; Blogs	2	Online	Stakeholders (especially online consumers)
58	4	Denison & Williamson	2013	Qualitative	Website	1	Online	Stakeholders
59	4	Díaz et al.	2013	Qualitative	Websites	1	Online	Donors, Volunteers, Users
60	4	Saxton, Kuo & Ho	2012	Quantitative	Websites	1	Online	Stakeholders
61	4	Rodriguez, Perez & Godoy	2012	Quantitative	The internet; Website	2	Online	Stakeholders
62	4	Helmig, Spraul & Tremp	2012	Quantitative	Several media publicity (several channels)	3 or more	Both	Members
63	4	Shafrir & Yuan	2012	Qualitative	Face-to-face; Email	2	Both	Members
64	4	Friedmeyer-Trainor, Vernon & Lynch	2012	Quantitative	Websites; The internet	2	Online	Stakeholders
65	4	Saxton & Guo	2011	Quantitative	Websites; The internet	2	Online	Stakeholders
66	4	Schwarz & Pforr	2011	Quantitative	Websites; social media; micro-blogging; podcasts	3 or more	Online	Stakeholders
67	4	Gandia	2011	Quantitative	The internet; Websites	2	Online	Stakeholders
68	4	Susan & Mariko	2011	Quantitative	Unsolicited commercial email; Postal direct mail	2	Both	Consumers
69	4	Zhao, Niu & Castillo	2010	Theoretical	Offline and online channels	2	Both	Government; Donor
70	4	Maguire	2008	Qualitative	Magazine; email	2	Both	Members
71	4	Kenix	2008	Qualitative	The internet	1	Online	Board members and Donors
Articles belonging to several clusters simultaneously								
72	1,2	Seelig et al.	2019	Qualitative	Online channels (Website, social media)	2	Online	Stakeholders (supporters)

73	1,2	Ure et al.	2019	Qualitative	Social media (Twitter)	1	Online	Beneficiaries
74	1,2	Tully, Dalrymple & Young	2019	Qualitative	Social media (Twitter)	1	Online	Stakeholders
75	1,2	Kulkarni	2019	Quantitative	Blogs, Facebook, Website, Media release	3 or more	Both	Participants
76	1,2	Zhang & Skoric	2019	Qualitative	Online channels (Websites, Weibo, WeChat)	3 or more	Online	News media
77	1,2	Stringfellow, Keegan & Rowley	2019	Quantitative	Social media (Facebook)	1	Online	Stakeholders/Users
78	1,2	Galiano-Coronil & MierTerán-Franco	2019	Mixed	Social media (Facebook, Twitter)	2	Online	Public/Audience
79	1,2	Fux & Čater	2018	Qualitative	Social media	1	Online	Stakeholders (supporters)
80	1,2	Shulin & Chienliang	2018	Qualitative	Social media	1	Online	Participants
81	1,2	Guo & Saxton	2018	Quantitative	Social media (Twitter)	1	Online	Stakeholders
82	1,2	Smith	2018	Quantitative	Social media (Facebook, Twitter)	2	Online	Stakeholders
83	1,2	Kim & Yang	2017	Mixed	Social media; Facebook	1	Online	Stakeholders (Users of Facebook)
84	1,2	Zhou & Pan	2016	Mixed	Social media (Weibo)	1	Online	Stakeholders
85	1,2	Chen & Fu	2016	Quantitative	Social media (Microblogs; Weibo)	2	Online	Stakeholders (microblogs audience)
86	1,2	Rodriguez & NS	2016	Qualitative	Social media; Twitter; Facebook	2	Online	Stakeholders (puclic)
87	1,2	Chalmers & Shotton	2015	Quantitative	Social media; News media	2	Online	Stakeholders
88	1,2	Burger	2015	Quantitative	Social media (Facebook; Twitter)	2	Online	Stakeholders
89	1,2	Koch, Galaskiewicz & Pierson	2015	Quantitative	Social media; Websites	2	Online	Partners; Beneficiaries
90	1,2	Nolan	2015	Quantitative	Social media (Twitter, Facebook)	2	Online	Stakeholders (followers)
91	1,2	Abramson, Keefe & Chou	2015	Qualitative	Social media; Facebook	1	Online	Users
92	1,2	Lee, Sang & Xu	2015	Qualitative	Twitter	1	Online	Stakeholders
93	1,2	Chapman et al.	2015	Qualitative	Social media	1	Online	Stakeholders
94	1,2	Svensson, Mahoney & Hambrick	2014	Mixed	Social media (Twitter); The internet; Websites	2	Online	Stakeholders
95	1,2	Hether	2014	Qualitative	Social media; Twitter; Facebook	2	Online	Stakeholders
96	1,2	Cho, Schweickart & Haase	2014	Mixed	Social media; Facebook	1	Online	Stakeholders (different publics)
97	1,2	Guo & Saxton	2014	Mixed	The internet; Social media	2	Online	Stakeholders (present and potencial)
98	1,2	Saxton & Waters	2014	Quantitative	Social media; Facebook	1	Online	Stakeholders
99	1,2	Guidry, Waters & Saxton	2014	Mixed	Social media; Twitter	1	Online	Members of the public

100	1,2	Paek et al.	2013	Quantitative	Social media (blogs, Facebook; Twitter)	3 or more	Online	Stakeholders (people in general)
101	1,2	Auger	2013	Quantitative	Social media (Facebook; Twitter; YouTube)	3 or more	Online	Stakeholders
102	1,2	Lovejoy, Waters & Saxton	2012	Qualitative	Social media; Twitter	1	Online	Stakeholders
103	1,2	Waters & Lo	2012	Mixed	Social media (Facebook)	1	Online	Stakeholders (virtual stakeholders)
104	1,2	Waters & Jamal	2011	Quantitative	Social media; Twitter	1	Online	Stakeholders (followers)
105	1,2	Waters & Jones	2011	Quantitative	Social media; YouTube	1	Online	Stakeholders (donors, advocates, and volunteers)
106	1,2	Henderson & Bowley	2010	Qualitative	Social media	1	Online	Potential stakeholders
107	1,2	Waters et al.	2009	Qualitative	Social media; Facebook	1	Online	Members
108	1,3	Bhati & McDonnel	2019	Quantitative	Social media (Facebook)	1	Online	Donors
109	1,3	Lucas	2017	Qualitative	Social media; Facebook	1	Online	Donors
110	1,3	Wiencierz, Pöppel & Röttger	2015	Quantitative	Social media; Facebook	1	Online	Donors and other stakeholders
111	1,3	Saxton & Wang	2014	Quantitative	Social media; The internet; Websites	3 or more	Online	Donors
112	1,4	Ihm	2019	Qualitative	Social media	1	Online	Stakeholders
113	1,4	Maxwell & Carboni	2016	Quantitative	Social media (Facebook)	1	Online	Stakeholders
114	1,4	Powell, Horvath & Brandtner	2016	Mixed	Websites; The internet	2	Online	Stakeholders (especially customers)
115	1,4	Livermore & Verbovaya	2016	Qualitative	Social media; Facebook	1	Online	Stakeholders
116	1,4	Ihm	2015	Quantitative	Social media (Twitter)	1	Online	Stakeholders
117	1,4	Raman	2015	Mixed	Social media	1	Online	Stakeholders (Donors, Volunteers, etc.)
118	1,4	Wilson	2015	Qualitative	Websites; mobile applications; social media	3 or more	Online	Stakeholders (donors, funders, members)
119	1,4	Eimhjellen, Wollebk & Stromsnes	2014	Quantitative	Social media; Facebook; Websites	2	Online	Members; Volunteers
120	1,4	Pavlovic, Lalic & Djuraskovic	2014	Mixed	The internet; Social media; Facebook	2	Online	Members and key stakeholders
121	2,3	Weberling	2012	Qualitative	Email and e-Newsletter	2	Online	Stakeholders and Donors (fundraising)
122	2,4	Dong & Rim	2019	Qualitative	Social media (Twitter)	1	Online	Business partners
123	2,4	Cantijoch, Galandini & Gibson	2015	Mixed	The internet; Websites	2	Online	Members of a local community
124	2,4	Waters & Lemanski	2011	Quantitative	The internet; Websites	2	Online	Stakeholders (external stakeholders)

125	2,4	Nah	2010	Mixed	Newspapers; The internet	2	Both	Volunteers; Directors
126	2,4	Yeon, Choi & Kiousis	2007	Quantitative	Websites	1	Online	Donors, Volunteers, Media (journalist)
127	3,4	Lee & Blouin	2019	Quantitative	Website	1	Online	Stakeholders (especially donors)
128	3,4	Zhou & Ye	2019	Quantitative	Online channels	1	Online	(Potential) Donors
129	3,4	Blouin, Lee & Erickson	2018	Quantitative	The internet; website	2	Online	Donors
130	3,4	Cao & Jia	2017	Quantitative	Charity Ads	1	Offline	Donors; Beneficiaries
131	3,4	Haski-Leventhal & Foot	2016	Mixed	National educational campaign	1	Online	Donors
132	3,4	Panic, Hudders, & Cauberghe	2016	Quantitative	Websites	1	Online	Donors (endorser)
133	3,4	Huang & Ku	2016	Mixed	Websites; The internet	2	Online	Donors
134	3,4	Alfirevic et al.	2015	Mixed	The internet; Radio	2	Both	Online donors (The internet users)
135	3,4	Wiggill	2014	Qualitative	Reports; Newsletters	2	Offline	Donors
136	3,4	Saxton, Neely &, Guo	2014	Quantitative	Website; The internet	2	Online	Donors
137	3,4	Reddick & Ponomariov	2013	Quantitative	The internet; Social media (Twitter, Facebook)	3 or more	Online	Donors
138	3,4	Serban, Perju & Macovei	2011	Mixed	The internet; Websites	2	Online	Stakeholders (target audiences)
139	3,4	Waters	2011	Quantitative	Direct mail; telephone; face-to-face meetings,others	3 or more	Both	Donors
140	3,4	Pratt et al.	2009	Mixed	The internet; Websites	2	Online	Donors
141	3,4	Garcia-Mainar & Marcuello	2007	Quantitative	The internet (and other online channels; TICs)	2	Online	Members; Volunteers; Donors
142	1,2,3	Sutherland	2016	Qualitative	Social media and offline environments	2	Both	Stakeholders
143	1,2,4	Nelson	2019	Qualitative	Social media (Twitter)	1	Online	Online stakeholders
144	1,2,4	van Heerden & Rensburg	2018	Qualitative	Social media	1	Online	Stakeholders
145	1,2,4	Bellucci & Manetti	2017	Qualitative	Social media (Facebook)	1	Online	Stakeholders
146	1,2,4	Hweidi	2017	Theoretical	Social media (Twitter, Instagram)	2	Online	Stakeholders
147	1,2,4	Soboleva et al.	2017	Qualitative	Social media (Twitter)	1	Online	Corporate partners
148	1,2,4	Galvez-Rodriguez, Caba-Perez & Lopez-Godoy	2016	Mixed	Social media; Twitter	1	Online	Donors; beneficiaries
149	1,2,4	Gao	2016	Quantitative	Social media (Micro blogs -Sina Weibo-)	1	Online	Stakeholders
150	1,2,4	Park, Reber & Chon	2015	Quantitative	Social media; Twitter	1	Online	Stakeholders (followers)
151	1,2,4	Uzunoglu & Kip	2014	Qualitative	Websites; Social media	2	Online	Volunteers, members, media

152	1,2,4	Kim et al.	2014	Quantitative	The internet; Websites; Social media (Facebook; Twitter)	3 or more	Online	Stakeholders (Public)
153	1,2,4	Nah & Saxton	2013	Quantitative	Social media (Twitter, Facebook); Mail; Telephone	3 or more	Both	Stakeholders (external publics)
154	1,2,4	Sriramesh, Rivera-Sánchez & Soriano	2013	Qualitative	Website; Social media	2	Online	Stakeholders
155	1,2,4	Lovejoy & Saxton	2012	Qualitative	Social media (Twitter)	1	Online	Clients, regulators, volunteers, the media, and public
156	1,2,4	Curtis et al.	2010	Quantitative	Social media; The internet	2	Online	Stakeholders
157	1,3,4	Campbell & Lambright	2019	Quantitative	Website, Social media	2	Online	Stakeholders
158	1,3,4	Nageswarakurukkal, Goncalves & Moshtari	2019	Mixed	Online channels	1	Online	Donors
159	1,3,4	Peterson et al.	2018	Quantitative	Social media	1	Online	Donors and celebrity endorsers
160	1,3,4	Sisson	2017	Mixed	Social media	1	Online	Donors
161	1,3,4	Pressrove & Pardun	2016	Quantitative	Social media	1	Online	Stakeholders (donors, volunteers)
162	1,3,4	Smitko	2012	Qualitative	Social media; Twitter	1	Online	Donors
163	2,3,4	Shin & Chen	2016	Quantitative	The internet; Websites	2	Online	Donors
164	2,3,4	Bucci & Waters	2014	Quantitative	Websites	1	Online	Donors and prospects
165	2,3,4	Agaraj et al.	2013	Mixed	TV; Radio; Magazine; Newspapers; Posters; Websites	3 or more	Both	Donors
166	2,3,4	Ingenhoff & Martina Koelling	2010	Quantitative	Website	1	Online	Donors; media
167	2,3,4	Waters	2009	Quantitative	Website, telephone, face-to-face, direct mailing, etc.	3 or more	Both	Donors
168	2,3,4	Waters	2009	Quantitative	It does not mention any specific channel			Donors
169	2,3,4	Ingenhoff & Koelling	2009	Quantitative	The internet; Websites	2	Online	Donors and media

Source: Authors' own elaboration