Stakeholder relationship marketing in nonprofit organizations: towards omnichannel strategies

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AUTORIZACIÓN DE LAS CODIRECTORAS DE LA TESIS DE LA PRESENTACIÓN PARA DEPÓSITO

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A mi padre Albino,

por ser la estrella que guía mi camino.

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Abstract

This doctoral thesis analyzes the antecedents and consequences of the adoption of multichannel (those combining offline and online channels) and omnichannel behaviors (entailing seamless marketing integration across multiple channels) on the side of nonprofit organizations and their stakeholders.

The thesis is divided into 5 parts or chapters. Chapter 1 reviews four streams of theoretical literature in order to develop the conceptual foundations of the study: 1) the nonprofit sector and its organizations; 2) stakeholder relationship marketing in a nonprofit context; 3) volunteers as stakeholders unique to nonprofit organizations; and 4) multichannel and omnichannel strategies. Chapter 2 details the methodology of the doctoral thesis. Chapter 3 maps the field of nonprofit-stakeholder relationship marketing, resulting from a systematic literature review and bibliometric analysis. Prevalent themes within the existing literature have been identified, and new research lines to complete a future agenda on stakeholder relationship marketing are proposed. Chapter 4 adopts the perspective of one of the most relevant stakeholder groups of nonprofits and analyzes the antecedents that influence on the adoption of an omnichannel behavior by volunteers. Finally, chapter 5 explores which multichannel strategies implemented by nonprofits increase loyalty of episodic volunteers.

Conclusions, implications and limitations close the study.

Resumen

Esta tesis doctoral analiza los antecedentes y consecuencias de la adopción de la multicanalidad (combinación de canales *offline* y *online*) y comportamientos omnicanal (integración del marketing a través de múltiples canales) por parte de las organizaciones no lucrativas y sus grupos de interés.

La tesis se divide en 5 partes o capítulos. El capítulo 1 revisa cuatro corrientes de la literatura para desarrollar los fundamentos conceptuales del estudio. El capítulo 2 detalla la metodología de la tesis doctoral. El capítulo 3 mapea el campo del marketing relacional entre las organizaciones no lucrativas y sus grupos de interés, como resultado de una revisión sistemática de literatura y un análisis bibliométrico. Se han identificado temas frecuentes dentro de la literatura existente, y se proponen nuevas líneas de investigación para completar una agenda futura sobre marketing relacional con los grupos de interés. El capítulo 4 adopta la perspectiva de uno de los grupos de interés más relevantes y analiza los antecedentes que influyen en la adopción de un comportamiento omnicanal por parte de los voluntarios. Finalmente, el capítulo 5 explora qué estrategias multicanal implementadas por las organizaciones no lucrativas aumentan la lealtad de los voluntarios episódicos.

Conclusiones, implicaciones y limitaciones cierran el estudio.

Resumo

Esta tese de doutoramento analiza os antecedentes e as consecuencias da adopción de comportamentos multicanle (combinación de canles *offline* e *online*) e comportamentos omnicanle (integración do márketing a través de múltiples canles) por organizacións non lucrativas e os seus grupos de interese.

A tese divídese en 5 partes ou capítulos. O capítulo 1 revisa catro correntes da literatura para desenvolver os fundamentos conceptuais do estudo. O capítulo 2 detalla a metodoloxía da tese de doutoramento. O capítulo 3 mapea o campo do márketing de relacións entre as organizacións non lucrativas e os seus grupos de interese, como resultado dunha revisión sistemática da literatura e análise bibliométrica. Identificáronse temas frecuentes dentro da literatura existente e propóñense novas liñas de investigación para completar unha axenda futura sobre o márketing de relacións cos grupos de interese. O capítulo 4 toma a perspectiva dun dos grupos máis relevantes e analiza os antecedentes que inflúen na adopción do comportamento omnicanle por parte dos voluntarios. Finalmente, o capítulo 5 explora que estratexias multicanle implementadas polas organizacións non lucrativas aumentan a lealdade dos voluntarios episódicos.

Conclusións, implicacións e limitacións pechan o estudo.

Extensive summary

This doctoral thesis analyzes the antecedents and consequences of the adoption of multi/omnichannel behaviors on the side of nonprofit organizations and their main stakeholders. While multichannel behaviors combine offline and online channels, omnichannel behaviors emerge as a more advanced stage of nonprofit-stakeholder relationship marketing, to the extent that they entail seamless integration of marketing relationships across multiple channels. Multichannel strategies are blooming in a context of ongoing digital transformation and are posing serious challenges to traditional stakeholder relationship marketing in the nonprofit sector. In this context, the goal of this study is to understand to what extent the adoption of multi/omnichannel strategies can enhance the relationships between nonprofit organizations and their key stakeholders. This thesis is structured in five main parts or chapters.

In first place, four streams of theoretical literature are reviewed in order to develop the conceptual foundations of the study: 1) the nonprofit sector and its organizations; 2) stakeholder relationship marketing in a nonprofit context; 3) volunteers as stakeholders unique to nonprofit organizations; and 4) multichannel and omnichannel strategies. Based on this theoretical review, a conceptual framework is proposed in order to better understand the antecedents and consequences of omnichannel behaviors by relevant stakeholders and multi/omnichannel strategies on the side of nonprofits. This conceptual framework, that may be useful to understand the behaviors of all types of stakeholders due to its general character, will be later applied and further developed for the specific cases of the antecedents of omnichannel volunteer behavior (chapter 4), and the effects of multi/omnichannel strategies by nonprofits on the loyalty of episodic volunteers (chapter 5).

Secondly, the methodology of the study is detailed. A content analysis through a systematic literature review, with the help of in-depth interviews and thematic analysis as qualitative methods, has been carried out. And for the empirical analysis, a quantitative-based research has been developed using two different online questionnaire surveys.

Thirdly, the field of nonprofit-stakeholder relationship marketing is mapped from the perspective of digital transformation. While long-term organizational sustainability requires maintaining relationships with a growing multiplicity of stakeholders with

potentially divergent interests, digital transformation is changing the manner in which organizations interact with stakeholders through multiple channels, boosting interconnectivity and interdependence. In this context, the objective of chapter 3 is to pave the way for future academic research on stakeholder relationship marketing by incorporating the insights on how nonprofits connect and interact with their multiple target publics through multiple channels. To that end, a systematic review of nonprofit literature on stakeholder management, covering the period 2007-2019, will allow us to provide an analysis of the extant knowledge base, and to suggest the addition of four main topics to the future research agenda on stakeholder relationship marketing: 1) a broad stakeholder view; 2) enhancing two-way interactions with stakeholders; 3) the opportunities and challenges of using online in combination with offline channels/tools to interact with stakeholders; and 4) new theoretical developments and methodological approaches.

Fourth, the perspective of volunteers, a stakeholder group unique to nonprofit organizations, is adopted in order to understand the antecedents of their omnichannel behavior. Thus, the purpose of chapter 4 consists of identifying the key antecedents or drivers that may influence the adoption of omnichannel behaviors by volunteers, understood as the interchangeably use of online and offline channels providing volunteers with multiple points of contact with nonprofit organizations. To do so, first a conceptual model is proposed based on a review of relevant marketing literature. Secondly, the model is tested through a quantitative-based research employing an online questionnaire with a representative sample of 7,822 volunteers of the Spanish Red Cross. A hierarchical cluster analysis that groups similar volunteers into clusters according to the use they make of the different offline and online channels has been conducted, and an ordered logistic regression analysis has been used to test the hypotheses proposed. Results suggest that some types of motivations to volunteer (understanding the nonprofit organization, to obtain career or employment opportunities, the influence of family, friends and acquaintances, and for protective reasons), the sense of belonging, the perceived usefulness in the use of new technologies, the social influence, and having a space to make proposals, positively influence on the implementation of a volunteer omnichannel behavior. Additionally, these findings present a different effect on the two identified clusters: offline-oriented and omnichannel-oriented volunteers.

Fifth, the study explores the effects of multichannel strategies on an emerging type of volunteering that has become increasingly relevant in the digital era: episodic volunteering. Individuals face time limitations which reduce their availability to participate in traditional forms of volunteering, increasing the number of people who volunteer episodically rather than continuously. Given the importance of volunteering for the nonprofit sector, it is vital these organizations cultivate relationships with episodic volunteers as key driver for their survival and growth. Taking this into account, the purpose of chapter 5 is to identify what type of multichannel strategy (understood as the combined use of online and offline channels throughout the episodic volunteer experience or journey) could be effective for increasing loyalty of episodic volunteers. Through a survey-based research with a representative sample of 412 episodic volunteers from the Spanish Red Cross, results indicate that developing a multichannel strategy which mostly involves the use of online channels after the event (and especially mobile applications), may positively influence the loyalty of episodic volunteering.

Finally, the main conclusions and practical implications are discussed, as well as the limitations of the study. Further research directions are suggested.

Keywords of the doctoral thesis

Stakeholder relationship marketing; Nonprofit organizations; Multichannel; Omnichannel; Volunteering; Episodic volunteers; Loyalty; Spanish Red Cross

Introduction

Introduction

Nonprofit organizations (NPO) are part of the welfare system, and they often play complementary, subsidiary, or innovative roles, maintaining complex borders with the State and business sectors (Rey-Garcia, 2018b). These multi-stakeholder institutions integrate a key trait of the public sector – public benefit purpose, with a characteristic of the business sector – the private nature (Anheier, 2006). Nonprofits have been gaining presence and influence in European institutions over time (especially since 2000), and their institutional development stands out for having the following features: the consolidation of the service provision function that entails a progressive professionalization; a relative loss of the intensity of the civic-political function: mobilization, advocacy and social transformation; as well as a functional specialization between service management organizations and those dedicated to the development of civic functions, representation and dialogue (Rodríguez-Cabrero and Marbán-Gallego, 2015a).

The way NPO govern themselves, manage their activities, and interact with their stakeholders, including how to raise funds, retain volunteers, create strategic alliances, etc., has been changing over the last decades. This is mainly due to temporary factors (e.g., the economic crisis of 2008, the current 2020 health and economic crisis produced by COVID-19); and structural conditions, such as the socio-demographic changes and the impact of digital transformation on the daily lives of these organizations and their stakeholders.

On the one hand, regarding temporary factors, and because of the previous economic crisis, public administrations have cut their budgets by reducing the number and amount of aid and subsidies, while the demand and social needs have not stopped growing. Although it has been estimated that NPO would recover the levels of financing prior to the 2008 crisis by this year, with an estimated growth of 3.3% in 2020 (PwC, 2018), the current 2020 health crisis caused by COVID-19 shattered this recuperation. This situation has forced nonprofits to look for other channels and sources of funding and reorient the way to establish relationships with the different stakeholders (e.g. to raise funds and find support for projects through crowdfunding campaigns or cross-sector collaborations).

On the other hand, as far as structural conditions are concerned, new digital Information and Communication Technologies (ICT) have become essential for the effective management of any organization, including nonprofit entities. With the support of these new technologies, organizations can disseminate content, promote initiatives, communicate upcoming campaigns, show what they do and how they do it, account for results, etc., in a more effective way. NPO should achieve a communication that goes beyond fundraising appeals, enhances the social presence of entities, promotes social awareness, and fosters interaction and communication with its main stakeholders (POAS, 2015). However, the predominant format of relationship with key stakeholders is one-way communication, despite the fact that digital ICT provides multidirectional services and facilitate two-way communication (Waters et al., 2011; Lovejoy and Saxton, 2012; Lovejoy et al., 2012; Guo and Saxton, 2014; Svensson et al., 2015).

NPO have traditionally used offline channels (e.g. TV, radio, newspapers, face-to-face, etc.), but with the emergence of the digital transformation, new channels and tools become available to interact with stakeholders (Lam and Nie, 2019). Throughout this doctoral thesis, '*channel*' is defined as a medium or contact point through which NPO interact with their key stakeholders (Neslin et al., 2006; Beck and Rygl, 2015). Two types of channels are categorized: 1) *offline*, traditional media that do not require the use of the Internet for communication; and 2) *online*, contact points that require the use of the Internet for communications. For its part, '*tool*' is understood as any material support, platform, software, or specific application that operates in a communication channel to establish contact between the organization and its stakeholders (Gálvez-Rodríguez et al., 2016).

In the same way as businesses, nonprofits must adapt and evolve rapidly to meet the demands of digital transformation. In addition to challenges, ICT and new channels/tools offer new opportunities that may substantially help these organizations to increase the impact and efficiency of their activities: humanitarian aid, conflict prevention, international cooperation, provision of certain social services, advice, information and education in several areas, as well as advocacy functions (Abud Castelos, 2004).

In line with the aforementioned, it is necessary that NPO adapt to this paradigm shift, adopting an omnichannel strategy. From the 2000s, with the rise of mobile technologies, the concept of multichannel arises, and users barely perceive the differences between physical and virtual channels. The latest evolutionary stage of the multichannel would be the omnichannel, understood as the synergetic management of the numerous available channels and stakeholders' contact points, in such a way that the stakeholder experience across channels/tools is optimized. The different channels interact with each other and are interchangeably used (Verhoef et al., 2015). But it is necessary to highlight that omnichannel is a recent term that emerges in retail marketing in 2012 (Mirsch et al., 2016). To our knowledge, the novelty of this work consists of the fact that, until this moment, the omnichannel concept had not yet been applied to the nonprofit sector.

Taking into consideration the previously described context and the lack of empirical research identified in this topic, the main objective of this doctoral thesis consists of analyzing the antecedents and consequences of the adoption of multichannel (those combining offline and online channels) and omnichannel behaviors (entailing seamless marketing integration across multiple channels) on the side of NPO and their stakeholders. This main objective is addressed through the following specific objectives:

- Propose conceptual models that connect the antecedents and consequences of multi/omnichannel behaviors on the side of nonprofits and their stakeholders.
- Map the field of nonprofit-stakeholder relationship marketing, identifying the prevalent themes within the existing literature, and proposing new research lines to complete a future agenda on stakeholder relationship marketing.
- Analyze the antecedents or drivers that may influence the adoption of an omnichannel behavior by volunteers, enhancing relationship marketing between nonprofits and this stakeholder group that constitutes an essential and valuable resource for nonprofits.
- Analyze the effects or consequences of the adoption of a multichannel behavior by nonprofits, enhancing relationship marketing between nonprofits and this stakeholder group. Specifically, the extent to which different multichannel strategies (MS) implemented by nonprofits may increase or stimulate the loyalty of episodic volunteers (EV) is analyzed.

In order to achieve these objectives, an empirical study with mixed methodology has been developed. In Spain, the nonprofit sector includes foundations, social cooperatives, public utility associations, and singular entities (Red Cross, Cáritas and ONCE). This empirical work focuses on the social nonprofit subsector and specifically on the Spanish Red Cross (SRC), as the largest volunteer organization in Spain. Quantitative data have been collected with the collaboration of a total of 8,234 SRC volunteers (7,822 volunteers and 412 EV) between May 2017 and May 2019. The following six research questions correspond to the specific objectives (questions 2-4 respond to the second specific objective):

1. Which are the antecedents and effects of multi/omnichannel behaviors on the side of nonprofits and their relevant stakeholders?
2. What are the advantages and disadvantages of using online channels/tools that arise with digital transformation, in relation to offline or traditional channels/tools?
3. For what purposes are online channels/tools used by nonprofits?
4. What are the channels/tools (online and offline) used by nonprofits to build/develop relationships with key stakeholders?
5. What are the antecedents or drivers that influence on the adoption of the omnichannel behavior by volunteers, understood as the interchangeably use of online and offline channels providing volunteers with multiple contact points with nonprofits?
6. What specific multichannel strategy (MS), understood as the combined use of online and offline channels throughout the episodic volunteer experience or journey, could be effective for increasing loyalty of episodic volunteers (EV)?

Finally, regarding the structure, we first develop a theoretical background to contextualize the relevance of analyzing this unexplored theme. Second, we detail the mixed methodology used to carry out this thesis (a content analysis, quantitative and qualitative methods). Third, we conduct a systematic literature review and bibliometric analysis, and propose new research lines to complete a future agenda on stakeholder relationship marketing, that require further attention from marketing scholars and practitioners. Fourth, with the aim of verifying which antecedents positively affect volunteer omnichannel behavior, we propose a conceptual model based on reviewing the existing literature, define the main hypotheses, and perform a hierarchical cluster analysis and ordered logistic regression analysis. In this analysis, a distinction is made between two groups of volunteers: those with a more offline-oriented profile and those with a more omnichannel-oriented profile. Fifth, in order to explore what multichannel strategies positively influence loyalty of EV, we propose a conceptual model based on examining the existing literature, define hypotheses, and perform an ordered logistic regression analysis. And finally, we present the main conclusions of this doctoral thesis, with relevant implications for relationship marketing theory and practice. The practical implications derived from this research are of particular value for marketing practitioners, not only in the nonprofit sector, but also in businesses and public administrations.

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LIST OF ABBREVIATIONS

NPO	Nonprofit organizations
EV	Episodic volunteers
MS	Multichannel strategy
SRC	Spanish Red Cross
ICT	Information and communication technologies
EU	European Union

Chapter 1: Theoretical background

1.1. Context, characterization, and trends of the Spanish nonprofit sector

1.1.1. The Spanish nonprofit sector in European context

According to the draft recommendations to member States regarding a code of conduct for NPO to promote best practices of transparency and accountability by the European Commission, nonprofits are understood as "legal or natural persons, legal arrangements or other types of body that engage in the raising and/or disbursing funds for charitable, religious, cultural, educational, social or fraternal purposes, or for the carrying out of other types of good works" (European Center for Not-for-Profit Law, 2005, p. 6).

Until the economic crisis of 2008, Spanish nonprofits have been responding to the social needs of vulnerable groups and those in situation of exclusion, such as people in extreme poverty, people with disabilities, etc. The model of economic growth of the period 1996-2008, in which precarious labor markets, increasing levels of inequality and a low-effective system of social protection converged, extended the concept of social vulnerability to the immigrant population, to households with low employability, working poor, and children in poverty, among others. The nonprofit sector tried to respond to all these situations of vulnerability within the framework of public policies encouraged by the EU. In this expansive phase, NPO had guaranteed (limited) resources from the public sector to contribute to alleviate the most negative effects of growth, scarcely considering what social and political effects this model would have in the medium-long term. Additionally, it was also a development phase in which nonprofit sector entered into employment policies with the support of the resources from the European Social Fund, and got closer to the social economy field (Marbán-Gallego and Rodríguez-Cabrero, 2013); while at the same time nonprofits improved their management capacity (Rodríguez-Cabrero and Marbán-Gallego, 2015b).

From 2008 onwards, the economic crisis that characterized this period, has contributed to the increase in the demands to attend to people in a situation of social exclusion, and together with the scarcity of public and private resources, has triggered a crisis of financial sustainability for nonprofit sector. But this crisis not only had economic-financial consequences, but also institutional and social implications that require a greater effort from the nonprofit sector to put its social capital at the service of the quality of democracy (Arnanz and Barba, 2015). This requires changes in nonprofit entities at three levels: 1) from an *organizational perspective,* NPO are making internal adjustments, diversifying financing and networking strategies; 2) from an *institutional perspective*, strategies are aimed both at reinforcing social awareness to connect with a new social base, and at consolidating dialogue with the Spanish public sector and with European institutions; and 3) from a *strategic perspective*, nonprofits have the challenge of anticipating the future, through new ways of relationship with different stakeholders, identifying new social needs, making efforts to innovate, and expanding their base and social legitimacy (Rodríguez-Cabrero and Marbán-Gallego, 2015b).

Considering this international context, we highlight the main common trends in the development of the nonprofit sector in Europe (Rodríguez-Cabrero and Marbán-Gallego, 2015a):

- Consolidation of the service provision function that entails a progressive professionalization and even a certain entrepreneurship.
- A relative loss of the intensity of the civic-political function has been produced: mobilization, demand, social transformation.
- A certain functional specialization is taking place between service management entities and organizations dedicated to the development of civic functions and dialogue.
- The increasing competition with the business sector, that forces it to adjust prices and creates tensions in the quality of the results.
- The competition and the reduction of public funding have meant that, within the nonprofit sector, both competition reactions between social entities and several forms of collaboration take place.
- Nonprofit sector is progressively oriented towards greater participation in the European social space, increasing its presence in European networks, and having a voice in forums and spaces where European policies are discussed.
- Nonprofit entities face new social needs and demands that redirect their traditional healthcare activity to another of a mixed nature.
- New social needs and demands for more stable financing are guiding nonprofits towards the social economy (e.g. social cooperatives or social enterprises).

Finally, it should be noted that the main future challenge that nonprofit sector must face, at the European level, is to achieve a balance between the needs of the mission and the needs of the organization, which implies acting at three levels: at institutional level (capacity), at social level (mobilization) and at ideological level (mission). Namely, nonprofit sector must improve people's lives promoting their active participation to achieve social transformation. For that, nonprofits should act considering five specific purposes, such as the defense of social rights, the development of social participation and participatory democracy, political advocacy, the creation of a greater relationship space and the adequate management of volunteering (Rodríguez-Cabrero and Marbán-Gallego, 2015b). On the one hand, NPO need to build relationships with a broader set of stakeholder groups in order to harness more resources in innovative ways; for example by diversifying into commercial sources of funding, establishing cross-sector partnerships, or attracting digitally transformed donors and volunteers. On the other hand, they also need to be innovative when trying to apply those resources as efficiently and effectively as possible to their relationships with the beneficiaries, within the limits of their nonprofit mission, and in response to growing and complex societal demands (Rey-Garcia, 2018a). Stakeholder relationship marketing in general, and the adequate management of relationships with volunteers, in particular, emerge as key competencies for NPO in the current phase.

1.1.2. Characterization of social nonprofits in the context of the Spanish nonprofit sector

To understand the underlying characteristics of the Spanish nonprofit sector, it is necessary to mention three interconnected differentiating features in relation to its dynamic relationships with the State:

1. The Catholic Church has historically influenced contemporary society and politics until the late 20th century, particularly in relation to the provision of social needs.
2. The existence of corporatist arrangements, which consist of the government grants special status to some organizations - providing them with privileged access not only to direct public funding but also to fundraising channels and formats - in exchange for delivery of services and policy support to populations whose interests they represent. In this context of special relationship with the State, three special-charter NPO stand out (singular entities or "*entidades singulares*"): Spanish Red Cross (SRC), ONCE (the National Organization for the Blind), and Cáritas (the Confederation Catholic Church Charities for Social Assistance).
3. A new framework of relationships between the State and NPO has emerged since the 1980s as a result of the development of a democratic system, admission into

the European Common Market, a welfare state deployed through autonomous regional governments, and economic growth until 2007 (Rey-Garcia et al., 2013; Rey-Garcia, 2018b).

Next, within the nonprofit sector in the broad sense, the attention will be focused specifically on the social nonprofits, which SRC, the organization analyzed in this doctoral thesis, belongs to. According to the 'Third Sector of Social Action in Spain 2019' report, social nonprofits are "private voluntary and nonprofit entities that, arising from the free citizen initiative, operate autonomously and in solidarity trying to promote the recognition and exercise of social rights, to achieve cohesion and social inclusion in all its dimensions and to avoid that certain social groups are excluded from sufficient levels of well-being" (POAS, 2020, p. 9).

These social nonprofits do not include nonprofit entities dedicated to other activity areas, such as culture and recreation, education and research, the environment, religion, etc. (see the International Classification of Nonprofit Organizations in Salamon and Anheier (1996)). Furthermore, the social nonprofit subsector also does not include schools and educational institutions, labor unions and political parties, museums, churches, or professional, business and sports associations (PwC, 2018). This subsector, formed by social nonprofits, is in an advanced stage of consolidation, characterized by the growth and institutional rejuvenation, due to the appearance of new entities (a 56.5% of nonprofit entities have been created between 2000 and 2019).

In Spain, more than 30,000 organizations integrated the social nonprofit subsector in 2018, attending to about 42.8 million people, with the support of more than a million volunteers and 527,000 paid staff, and representing 1.45% of GDP (POAS, 2020). The predominant territorial scope of action of social nonprofits in Spain is proximity, a feature that characterizes this subsector. Most of these entities operate at the autonomous, provincial, or local level (70.7%). Only 18.7% of social nonprofits operate at the state level and 10.5% at the international level.

In 2019, the organizations that are part of the social nonprofit subsector are mainly dedicated to the following fields (see Table 1.1): social action, or actions of general interest to promote social rights, cohesion and social inclusion, excluding the environment and international cooperation (37%), social and healthcare attention (23.9%) and integration (13.8%). Since 2009, 80% of entities deal with these three fields. In recent years, the performance of entities has expanded especially in the social health field, which constitutes almost a quarter of all activity. This growth may be a consequence of three factors: 1) an increase in the population in a situation of dependency; 2) budget constraints in the national health system; and 3) new care practices that combine health and social. The number of social nonprofits has also increased in fields that have less weight, such as international cooperation and the defense of human rights (POAS, 2020).

Table 1.1. Characterization of social nonprofits in Spain (2019)

Geographic Scope	Autonomous, provincial or local level	70.7%
	State level	18.7%
	International level	10.5%
Fields of activity	Social action	37.0%
	Social and healthcare attention	23.9%
	Integration	13.8%
Service provision	Educational training	30.2%
	Information and guidance on resources and intermediation	28.9%
	Psychosocial intervention	26.0%
	Socio-educational intervention	22.4%
	Leisure and free time	17.5%
	Consultancy and guidance	15.7%
	Health care	14.0%
	Social accompaniment	12.2%
	Community or local development	11.8%
Advocacy functions	Awareness	81.2%
	Promotion of volunteering, mutual aid, social participation and associationism	45.3%
	Defense and promotion of rights	30.3%
	Research and detection of needs	19.7%
	Dialogue with public sector	18.6%
	Support programs or actions to other entities	13.0%

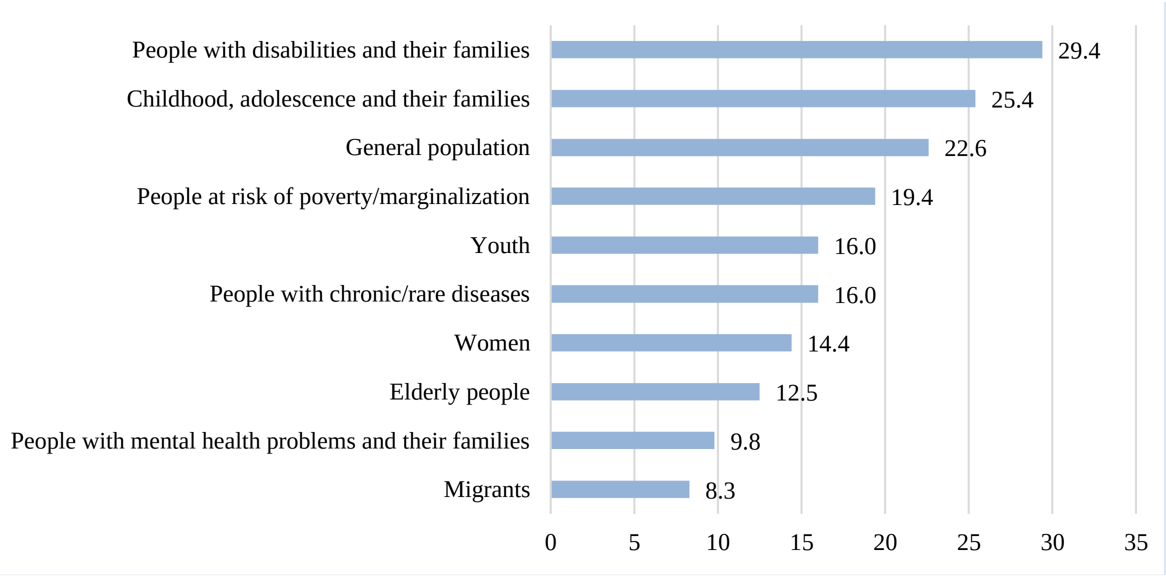
Source: Authors 'own elaboration with data from POAS (2020)

Regarding service provision, in a broad sense, firstly the most important fields are educational training (30.2%), information and guidance on resources and intermediation (28.9%), psychosocial intervention (26%), and socio-educational intervention (22.4%). Secondly, other no less important services stand out, such as those related to leisure and free time (17.5%), consultancy and guidance (15.7%), health care (14%), social accompaniment (12.2%) and community or local development (11.8%). Under 10% are day centers, residential centers, food, occupational centers, home assistance services, mediation, accommodation alternatives and night hosting.

In addition to providing services, the social nonprofits also carry out advocacy functions, among which we can highlight awareness (81.2%), the promotion of volunteering, mutual aid, social participation and associationism (45.3%), the defense and promotion of rights (30.3%); and less frequent, the research and detection of needs (19.7%), dialogue with public sector (18.6%) and support programs or actions to other entities (13%). The geographic scope, fields of activity, and service provision and advocacy functions of social nonprofits are quantified in Table 1.1. (POAS, 2020).

Putting the focus on beneficiary groups, people who have received the most attention from social nonprofits in the last decade are people with disabilities, children, and the general population. These three groups continue to be the priority groups of beneficiaries, with a weight of 29.4%, 25.4% and 22.6% respectively, in 2019 (see Figure 1.1). Likewise, concern has increased for women, for people living in poverty and marginalization situations, and for elderly people.

Figure 1.1. Percentage of social nonprofits in Spain according to their priority beneficiary groups (2019)



Source: Authors ‘own elaboration with data from POAS (2020)

NPO's managers have been increasingly concerned about the economic situation because of impact of the previous financial crisis in the 2008-2015 period. In 2009, the economic situation worried 15.1% of social entities. However, in 2019, this concern reaches 32.7% of the entities (POAS, 2020). In other words, economic uncertainty has been growing throughout the decade. The great recession of 2008 has created a feeling of economic unsafety in social nonprofits. Furthermore, the current 2020 health crisis caused by COVID-19 is causing economic uncertainty in the world, including the European and Spanish economic environment. Therefore, the concern about the impact of crisis on the economic and social situation will continue to gain weight over time. This may involve, on the one hand, the prudent management in the design of social projects; and, on the other hand, an economic environment of chronic uncertainty will also encourage conservative management styles and can reduce innovation.

Particularly, in relation to the current 2020 health crisis due to COVID-19, social nonprofits are putting all their efforts and scarce resources to attend to the most vulnerable groups as a consequence of this pandemic, such as those who are at risk of social exclusion, elderly, people with disabilities, immigrants or homeless. In Spain, several initiatives have emerged to attempt to alleviate the effects of this crisis on the most vulnerable people. An example would be '*Cruz Roja Responde'*, a specific plan of action and response to COVID-19 that aims to reach more than 1,350,000 people, with the mobilization of more than 40,000 volunteers and with an estimated budget of 11 million euros. Another example would be Save the Children's '*A tu lado'* emergency program, created to serve the most vulnerable children at this moment and give them access to basic food, psychological care and the possibility of continuing with their education. And finally, another example of the nonprofit sector's response to this crisis would be the offer of *Médicos Sin Fronteras* to contribute to the response in Spain, making available all their experience in health crises of different nature (Asociación Española de Fundraising, 2020).

Taking the above and the current situation into consideration, we can distinguish three types of challenges that social nonprofit subsector must face in the upcoming years (POAS, 2020):

- *Strategic challenges* (where to go): defense of social rights; attend to group needs from a transversal approach oriented to comprehensive responses; and the adoption of the European dimension in the development of programs.
- *Institutional challenges* (how to go): the consolidation of a common project and voice; stable and strategic collaboration with the public sector in the development of programs and services; adaptation to new forms of social volunteering; and a greater openness to collaboration with business sector in projects of common interest.
- *Material challenges* (means and tools): improving economic and financial sustainability; advances in quality and innovation; more transparency and visibility of the results to Spanish society to know the impacts of the nonprofit sector on social welfare.

1.2. Nonprofits as multi-stakeholder organizations

Nonprofits are understood as private, voluntary, multi-stakeholder and public benefit purpose entities. These institutions combine a key feature of the public sector – serving the public benefit, with a characteristic of the business sector – the private nature. These organizations are now seen "as a part of the wider civil society and welfare systems of modern societies" (Anheier, 2006, p.11) and have to meet five essential features: 1) organizations institutionalized to some meaningful extent; 2) private (separate from government); 3) non-profit-distributing; 4) self-governing; and 5) voluntary, involving some meaningful degree of voluntary participation (Salamon and Anheier, 1998, p. 216). NPO do not exist primarily to generate profits for owners - as they lack shareholders - but to drive social change and to improve the life of their target beneficiaries. NPO, and more broadly nonprofit sector, play a key role in society, contributing to its social, economic and political development (Salamon and Anheier, 1998).

'Stakeholders' are defined as those groups or individuals that may affect or be affected by the achievement of the organization's goals (Freeman, 1984). There are different criteria to classify nonprofit stakeholders. According to Clarkson (1995), stakeholders can be categorized into: 1) *primary stakeholders*, those individuals or groups whose involvement and active participation in the organization is necessary for its survival, such as donors, funders, employees, volunteers, beneficiaries; and 2) *secondary stakeholders*, those groups that are not directly linked to the activity of the NPO, and therefore are not essential for its survival (i.e. the media, other nonprofits, among others). Another criteria consists in differentiating stakeholders as follows: 1) *resource providers*, such as donors, funders, volunteers, partners, and so on; and 2) *beneficiaries/communities*, like users or beneficiaries, the media and public opinion, society, policy makers, etc.

In most countries, nonprofits receive both private donations and funds from governments and other public administrations through different mechanisms, including direct subsidies, service contracts and grants, and indirectly through tax breaks for NPO and their donors. This situation increases the need for transparency and accountability of the activities carried out by nonprofits, especially taking into account that the "governance arrangements are much more complicated than public sector and their accountability is towards multiple stakeholders, including funding bodies" (Anheier et al., 2014, p.14; Anheier et al., 2018, p. 9).

However, and beyond the funder-nonprofit relationship, transparency and accountability are key principles when it comes to designing and implementing multichannel strategies that effectively enhance nonprofit relationships with all relevant stakeholders through two-way interaction. Transparency can be understood as "a process that involves collecting and making accessible for public scrutiny relevant information about the nonprofit, and that satisfies the expectations of stakeholders" (Rey-Garcia et al., 2012, p. 78). It constitutes one key dimension of accountability (Sanzo-Pérez et al., 2017), defined as "the means through which individuals and organizations are held externally to account for their actions and as the means by which they take internal responsibility for continuously shaping and scrutinizing organizational mission, goals, and performance" (Ebrahim 2003b, p. 194). Because of the existence of different stakeholders that request more transparency and accountability, it is necessary to differentiate between "*upward accountability*", in which nonprofit is accountable up the organizational chain to owners, donors or governments, and "*downward accountability*", in which nonprofit is accountable down the organizational chain towards groups to whom provide services, such as beneficiaries or users (Ebrahim, 2005).

Transparent and accountable behaviors generate trust among stakeholders (such as donors and funding bodies, regulators, volunteers, beneficiaries, employees, the media, general public, among others), and help nonprofits to obtain the resources they need for long-term survival and legitimacy in the eyes of society (Rey-Garcia et al., 2017). Therefore, properly managing relationships with their multiple stakeholders is essential for both NPO economic survival and mission accomplishment.

1.3. Stakeholder relationship marketing in nonprofit organizations

The behavior of organizations oriented towards multiple stakeholders can be better understood in the context of relationship marketing theory (Prior, 2006; Grinstein and Goldman, 2011). Relationship marketing consists of the maintenance of relations between the organization and other actors of its microenvironment, trying to create loyal, mutually profitable, and long-term relationships (Ravald and Grönroos, 1996).

A stream of literature exclusively deals with relationship marketing between the organization and its customers, not exploring how marketing has evolved across other stakeholder groups (Knox and Gruar, 2007). However, the relationships between organizations and different stakeholders have also received particular attention among the various approaches in the relationship marketing literature, highlighting the benefits of engaging in wider stakeholder marketing practices (Wilson et al., 2010). An example would be the framework proposed by Frow and Payne (2011), related to the creation of value propositions for key stakeholders. Even so, the idea that relationship marketing should encompass a wider range of stakeholders has progressively gained ground in academic literature over time (Payne and Frow, 2017).

Nonprofits must be in contact and continuous communication with their main stakeholders. Thus, stakeholder theory is consistent with an extended relationship marketing perspective, as it expands the focus of marketing practitioners to consider stakeholders other than consumers and the business partners within an organization's channels (Polonsky et al., 1999). This theory claims that nonprofit-stakeholder relationships are influenced not only by trust, reciprocity, and commitment, but also by communication, learning, and power.

From Freeman's stakeholder definition, several scholars have identified strategies for managing stakeholders from the organization's viewpoint, as well as how stakeholders can influence the decisions of the organization (Wilson et al., 2010). Several authors highlight that two-way symmetry communication is the most useful and appropriate for NPO to build and maintain quality relationships with their main stakeholders, and to foster an active engagement with the organization (Grunig, 1992; Hon and Grunig, 1999; Cho et al., 2014).

The developments in digital, mobile, and social technologies are impacting in the organization-stakeholder relationship, which may be decisive for the future success of an organization (Payne and Frow, 2017). The Internet and online channels provide organizations with the possibility of encouraging two-way communication and engaging publics in dialogue. Nonprofit leaders consider that two-way interaction is typically the ideal model to enhance transparent and accountable relationships, allowing NPO to engage in dialogic communication with their stakeholders (Ospina et al., 2002; Svensson et al., 2015). Thus, NPO could benefit from the relationship building with current and potential donors, volunteers, and other relevant stakeholders (e.g. raising funds, recruiting volunteers, or establishing alliances), provided they respond efficiently to their information needs.

However, the open-ended nature of dialogic communication may be challenging for the most conservative organizations, because inherent to dialogic communication is the need for NPO to abandon their expectation of control, which can be perceived as risky (Hether, 2014). For that reason, in practice, several NPO interact in one-way communication with stakeholders, using the public information model of public relations, based on message dissemination without the creation of dialogue (Waters et al., 2011; Lovejoy and Saxton, 2012). As an example, social media are used primarily for organizational one-way communication (Waters et al., 2011; Lovejoy and Saxton, 2012; Lovejoy et al., 2012; Auger, 2013; Guo and Saxton, 2014), despite the interactive opportunities that this online channel offers its followers (Briones et al., 2011). Few organizations explicitly invite stakeholders to contact them by providing specific contact information or call back options, nor do they use new dialogic Internet technologies such as chat rooms or forums, user surveys or web applications, such as podcasts or blogs (Ingenhoff and Koelling, 2009). Furthermore, NPO must appreciate the role that social media channels play when it comes to developing and maintaining a positive reputation and social recognition among the public (Waters and Lemanski, 2011).

Besides, through the implementation of a relationship marketing strategy across priority stakeholders, the NPO's mission will translate more easily into brand values of the nonprofit. When this happens, stakeholder awareness and affinity are likely to increase since new information can be more readily processed when it is communicated consistently. Additionally, the increased awareness and affinity is likely to result in greater loyalty across stakeholder groups (such as donors, volunteers, beneficiaries, and others), which can lead to improvements in the NPO's efficiency and effectiveness (Knox and Gruar, 2007).

1.4. Volunteers as key stakeholders for nonprofit organizations

Volunteers compose a stakeholder group that is unique to nonprofits. Although there is no general consensus regarding the concept of volunteering, we can find multiple definitions in the literature (Sampson, 2006). Among the recurring features that define and characterize volunteering is the active role of the individual in choosing to volunteer, active decision making, and the influence of personal values and motivations. Thus, throughout this doctoral thesis, we understand volunteering as freely chosen and deliberate helping activities that extend over time, without expectation of reward or other compensation, and that are performed on behalf of causes or individuals who need assistance (vulnerable people or groups, such as people with disabilities and chronic diseases, migrants, unemployed people, elderly, people at risk of poverty, childhood and adolescence, women victims of gender violence, etc.).

Often volunteering takes place through formal organizations, especially nonprofit entities (Wilson, 2000; Penner, 2004; Musick and Wilson, 2007; Snyder and Omoto, 2008; Haski-Leventhal et al., 2018). Literature has noted different 'degrees' of volunteering, from a volunteer with no coercion or pressure, without direct reward, undertaken through a formal volunteer-involving organization, and with no previous relationship existing between the volunteer and beneficiary; to a volunteer that involves some degree of coercion, some reward, undertaken outside of formal organizations, and sharing backgrounds or interests with beneficiaries (Cnaan et al., 1996; Snyder and Omoto, 2008; Whittaker et al., 2015).

Volunteering has several categorizations (Haski-Leventhal et al., 2018; Silva et al., 2018). On the one hand, *ongoing or regular volunteering*, who perform a volunteer activity at least once a month for a period of at least one year with a commitment to the nonprofit; versus *episodic volunteering*, who collaborate during a shorter period of time (Hustinx and Lammertyn, 2003; Paço and Agostinho, 2012). On the other hand, *formal volunteering*, conducted in an organizational sphere; versus *informal volunteering*, result of pro-social behaviors carried out in daily lives, outside an organizational framework, conducted directly with service beneficiaries (Parboteeah et al., 2004; Ferreira et al., 2012; Lee and Brudney, 2012). Likewise, according to Hogg (2016), volunteers can be categorized depending on the individual's stage of life in which they provide voluntary services: 1) *constant volunteers,* who have volunteered for most or all of their adult life; 2) *serial volunteers,* who have volunteered intermittently and for different organizations; and 3) *trigger volunteers,* who only begin to volunteer in older age.

Volunteer services are often provided on a sustained and ongoing basis, and they frequently fill gaps in services and programs that support individuals and communities. This is the regular volunteering, who perform a continuous voluntary activity over time, with a commitment to the nonprofit, which is key to achieving its objectives and developing its activity (Paço and Agostinho, 2012). Some volunteer efforts and social movements are directed at creating systemic change and long-term solutions to social problems. Instead, other volunteer efforts may be more concentrate on providing direct, immediate, and specific assistance to vulnerable individuals or groups. Regardless of the target (diffuse or specific, systemic or individual), regular volunteering is characterized as one form of stable social action, i.e. people engage with other individuals, movements, communities, and the societies in which they are embedded (Snyder and Omoto, 2008). According to the Spanish Volunteering Platform, in 2019 it has been estimated that 6.7% of the Spanish population with more than 14 years is part of regular volunteering, that is, around 2.7 million people (Plataforma del Voluntariado de España, 2019).

Nevertheless, in the last decade, within the volunteering context characterized by declining hours volunteered per person and an increase of social needs and demands in the short-term, especially since the economic crisis of 2008, NPO continue to be under pressure to recruit new volunteers and retain existing ones. The EV may suppose a solution to alleviate this paradigm shift, becoming a key stakeholder. For that reason, in this doctoral thesis we have dedicated a full chapter (chapter 5) to analyze what may be the most appropriate MS for retaining this particular type of volunteering, since it can be key for the development of the NPO's activity. In addition, it is necessary to highlight that, in most cases episodic volunteering is critical when large numbers of volunteers are needed over a short-time period (Macduff, 2004), such as during disasters or crises (Cnaan and Handy, 2005); emergencies to provide services to patients or attend to specific vulnerable groups (for example, the current emergency situation derived from COVID-19), or for one-off community events (Handy et al., 2006). Furthermore, episodic volunteering is quite common in sport, cultural and fundraising events (Cnaan et al., 2017).

EV are people that provide volunteer services in the short-term or for one-off events. Episodic volunteering is characterized by committing an afternoon, a day, a weekend, or even a month at a time; and when tasks are completed, the volunteers disappear. The agreement between the nonprofit and this volunteer is short-term, event specific, and usually task specific (Hyde et al. 2014). There is no commonly agreed and accepted consensus on the definition of an episodic volunteer, but there are many variations with the recurring use of duration, frequency, and type of task (Cnaan et al., 2017). EV have been defined according to the following peculiarities: duration of participation (short-term), frequency of participation in the same event (only 1 or 2 occasions) and type of task (e.g. project-based) (Hyde et al., 2014; Cnaan et al., 2017).

1.5. Multichannel strategies in nonprofit organizations: towards omnichannel marketing

1.5.1. From multichannel to omnichannel strategies

Channels have radically changed with new ICT and marketing innovation over the last century. In retailing, marketers have increasingly desired to reach value partners, especially consumers, with more efficiency, effectiveness, relevance, and persuasive power (Key, 2017). A *channel strategy* specifically defines the design and management of a channel structure to ensure that the channels (and tools) system operates efficiently and effectively (Palmatier et al., 2019). Along the lines of this research, we understood channel as any point of contact through which nonprofits interact with their key stakeholders (Neslin et al., 2006; Beck and Rygl, 2015). We have considered two types of channels: offline or traditional, and online or digital.

Online channels work very similarly to offline or traditional channels by coordinating the delivery of products and services from their point of origin to customers through a specific kind of supply chain (Pride and Ferrell, 2017). The supply chain consists (except physical production) of tools and methods that ensure delivery of products and services primarily through online digital connections through the Internet (Key, 2017). However, combining offline channels with the digital ones - such as email, websites, social media or mobile Apps - makes it possible to help optimize consumer convenience and address a wider audience. This combination overcomes several limitations that arise when using a traditional channel alone as a shopping tool, such as having access to more information about brands and products, knowing other consumers' opinions, and so on (Huang, 2012).

As retail organizations have been evolving rapidly from single channel to multichannel, and subsequently omnichannel, the research on this contemporary phenomenon has developed a significant body of knowledge in business sector. Consequently, several researchers have identified the need to deeply examine the state of the art of channel strategies, and particularly, omnichannel research (Galipoglu et al., 2018). There are now sufficient studies on the effects of multichannel strategies and channel additions, but more research is required on optimization and channel eliminations (Verhoef et al., 2015).

Multichannel strategies refer to the separate and isolated management of different channels, where the data and objectives are specific to each channel. Unlike these types of strategies, omnichannel focuses on different channels and contact points, connecting all among themselves and sharing the data and objectives, which leads to a complete integration between channels (Verhoef et al., 2015; Mirsch et al., 2016). In the academic literature, omnichannel is a recent term that has been mentioned, for the first time, in April 2012 by Aubrey and Judge (Mirsch et al., 2016), and it constitutes one of the 2018-2020 research priorities according to the Marketing Science Institute (2018). This concept emerges to make the leap from the mere addition of isolated businesses through a multitude of channels towards a true integration and coordination of the different channels to have a single business (Easingwood and Coelho, 2003).

According to Table 1.2, most definitions related to multi/omnichannel concept are only based on the retail sector, whose main objective is the complete integration of the online and offline shopping experience (Frazer and Stiehler, 2014). Omnichannel management has shown especial relevance in retailing, marketing, and information systems research, playing an important role because of the obstacle’s technology-related (e.g. sharing common resources between different channels, the generation and integration of data across all channels, and the use of certain channel synergies) and by the fact that firms are strongly dependent on information technology (Mirsch et al., 2016). However, omnichannel management could be applicable to other sectors. For example, NPO, trying to achieve the coordination and integration of multiple channels in order to ensure that their key stakeholders do not feel any difference between the use of various channels (Weiland, 2016).

In this thesis, we propose a new application of the multi/omnichannel strategy concept. Some researchers state that a channel harmonization and development towards an integrated solution may not be feasible in specific sectors (Verhoef et al., 2015; Hübner et al., 2016). Therefore, we would like to go further and find out if the multi/omnichannel management could have effects on the stakeholder relationship marketing carried out by organizations in the nonprofit sector.

In addition, in Table 1.2 we can see that definitions of multi/omnichannel concept are focused on the relationship between firms and consumers/clients/customers. Therefore, we argue that the channel strategy concept could be applied to the relationships between organizations and other relevant stakeholders beyond consumers or users. In the case of nonprofits, they are inherently multi-stakeholder organizations, thus their accountability should be towards multiple stakeholders, including donors and funding bodies, volunteers, partners, beneficiaries, among others (Kendall and Knapp, 2000).

Furthermore, the different demands from stakeholders usually require different approaches, systems, and processes for measuring impact, with direct implications for NPO's accountability, especially towards their beneficiaries and service users (Harlock, 2013).

1.5.2. Challenges of omnichannel strategy implementation in the nonprofit sector

In the retail sector, the MS was in vogue in the last decade, and now this sector is moving towards omnichannel retailing, taking a broader perspective on channels and analyzing how consumers are influenced and move through different channels (Verhoef et al., 2015). By contrast, in the nonprofit sector, omnichannel is probably a medium-term trend or an aspirational goal. In any case, what is clear is that, if the nonprofit sector continues this trend, the implementation of omnichannel strategies in NPO will mean facing some challenges and difficulties.

According to a study on the present and future of the nonprofit sector in a crisis environment, developed by the consultancy PricewaterhouseCoopers in 2013, the nonprofit sector should face a necessary transformation in different dimensions, as well as overcome a set of future challenges, among which we can highlight the following because of their relevance in face of the necessary transition towards an omnichannel paradigm.

Table 1.2. Definitions of the multi/omnichannel concept

Year	Authors	Concept defined	Definition
2000	Katros	Multichannel strategy	A strategy where synchronized services are delivered or divided across the most appropriate channel
2002	Stone et al.	Multichannel customer management	The use of more than one channel or the medium to manage *customers* in a way that is consistent and coordinated across all the channels or media used
2003	Easingwood and Coelho	Multichannel strategies	It is considered any case where sales are obtained from at least two different channels, regardless of the percentage of sales obtained from each of them
2004	Payne and Frow	Multichannel strategy	An integrated multichannel strategy consists on utilizing the full range of commercially viable channels to serve *customers* and integrating them without attempting to influence the channel that the customer wishes to use
2006	Neslin et al.	Multichannel customer management	The design, deployment, coordination, and evaluation of channels through which firms interact with their stakeholders (especially customers), with the goal of enhancing *customer* value through effective customer acquisition, retention, and development
2011	Kabadayi	Multichannel systems	Multichannel systems consist on distribute products and reach *customers* simultaneously through integrated and independent channels
2012	Aubrey and Judge	Omnichannel ecosystem	Building a strategy that works and supports to the physical channel, not seeing ecommerce as a threat to their traditional retail
2012	Bodhani	Omni-retailing	How retailers can connect with their consumers across multiple traditional and non-traditional 'channels'. These include physical store purchases, e-commerce and social media, as well as through smartphones and tablet PCs
2013	Brynjolfsson	Omnichannel retailing experience	The convergence between physical and online, turning the world into a showroom without walls. The retail industry is shifting towards a model geared towards helping consumers, rather than focusing only on transactions and deliveries

Table 1.2. Definitions of multi/omnichannel concept (*continuation*)

Year	Authors	Concept defined	Definition
2014	Frazer and Stiehler	Omnichannel strategy	Strategy that implies the full integration of the offline and the online shopping experience
2015	Verhoef et al.	Multichannel customer management	Multichannel customer management consider channels as customer contact points, or a medium through which the firm and the *customer* interact
2015	Verhoef et al.	Omnichannel customer management	Channels are interchangeably and seamlessly used during the phases of search and purchase process, and it is difficult or virtually impossible for firms to control this usage
2015	Beck and Rygl	Omnichannel retailing	Retail world in which customers can shop across channels anywhere and at any time. Customer, pricing and inventory data integration is controlled on all channels by the retailer
2016	Hübner et al.	Omnichannel retailing	Customers gain more opportunities to buy what, where, when and how they want
2016	Mirsch et al.	Omnichannel strategy	It represents the ideal strategy to offer various channels regarding the latest developments and to match today's consumer behavior
2016	Weiland	Omnichannel strategy	With omnichannel strategy, multiple channels should be organized in such a way as to ensure that the *customer* does not feel any difference between the use of various channels
2017	Ailawadi and Farris	Omnichannel	The omnichannel concept accepts the inevitability of needing to employ multiple channels and is focused on integrating activities within and across channels to correspond to how consumers shop.
2018	Wollenburg et al.	Omnichannel retailing	Neither the customer nor the retailer distinguishes between physical store and the Internet channel anymore

The most important **external challenges** for the nonprofit sector are detailed below (PwC, 2013):

- **Flexibility and quick responsiveness to changes**, because, due to the situation of the nonprofit sector after the economic crisis of 2008, NPO should have an agile strategy that allows them to respond quickly to possible changes that may arise.

- **Changes in the financing structure**, which implies less dependence on public financing and an increase in private and own financing sources (i.e., promoting private donations and collection through the sale of goods or services: charity retailing or retail for purposes of general interest).
- **Orientation towards greater accountability to stakeholders and measurement of results**, thus responding to the demands of funders and society on the need for greater transparency and impact measurement.
- **Creation of collaborative alliances with other organizations**, both with other nonprofit entities and with public administrations or businesses, to achieve a greater influence, efficiency, and impact of the nonprofit sector in society.
- **New forms of relationship with civil society**, due to the increased demand for services and vulnerable people to serve, together with the reduction in public funding (e.g. promoting a more active participation of the beneficiaries).

The external challenges previously described can be faced by nonprofits more effectively through the implementation of an omnichannel strategy. However, this requires identifying and solving some additional **internal challenges** inherent to the omnichannel concept. As in retailing, NPO also must face some key organizational conditions for success in implementing an omnichannel strategy, among which we can highlight three (PwC, 2015):

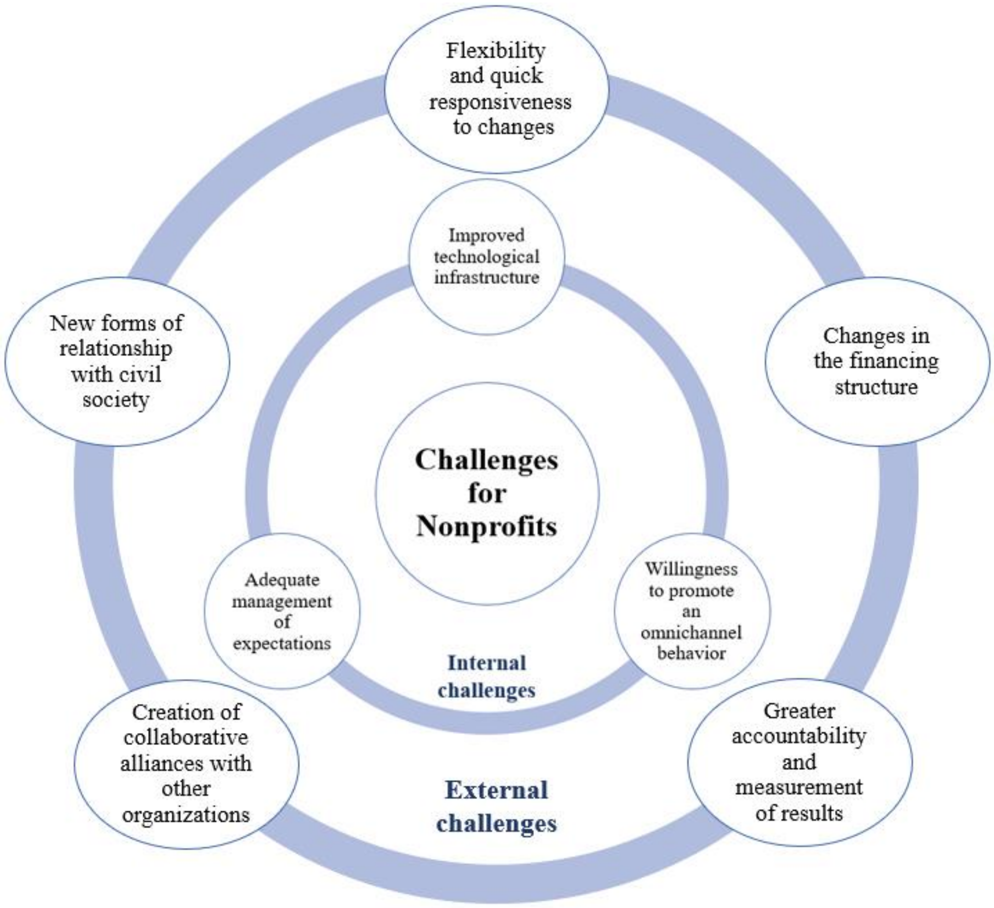
- **Implementation of an improved technological infrastructure in the organization**: this includes the creation of networks and communication improvements, such as location-based services in order to provide services to beneficiaries from the place where they are; sophisticated applications that allow obtaining detailed information and carrying out different actions through them; managing two-way communication through different social media (Facebook, Twitter, Flickr, LinkedIn, Instagram, etc.), promoting the recruitment and loyalty of donors and volunteers, as well as the active participation of society.
- An **adequate management of the high expectations of stakeholders**: they demand "the best of online and offline worlds in both worlds". To satisfy their expectations, NPO have to offer the possibility of carrying out any action through

any channel interchangeably, so that stakeholders do not perceive any difference in their relations with the organization depending on the channel they use. This is difficult to achieve, but once implemented, this could be an advantage for the organization, being able to disseminate campaigns that reach a larger number of people, obtain a higher number of donations or have a greater number of committed volunteers, among other.

- **Willingness and effort to promote an omnichannel behavior**: NPO need to have a set of characteristics that most of them have not effectively adopted, including a corporate culture favorable to channel integration; developing innovative concepts, tools and applications for the transition between different channels; and even policies that allow the unification of online and offline ecosystems as a single communication and relationship management system.

In Figure 1.2 we synthesize the external and internal challenges that a nonprofit must face to implement an omnichannel strategy in their relations with stakeholders.

Figure 1.2. Challenges in the implementation of an omnichannel strategy in NPO



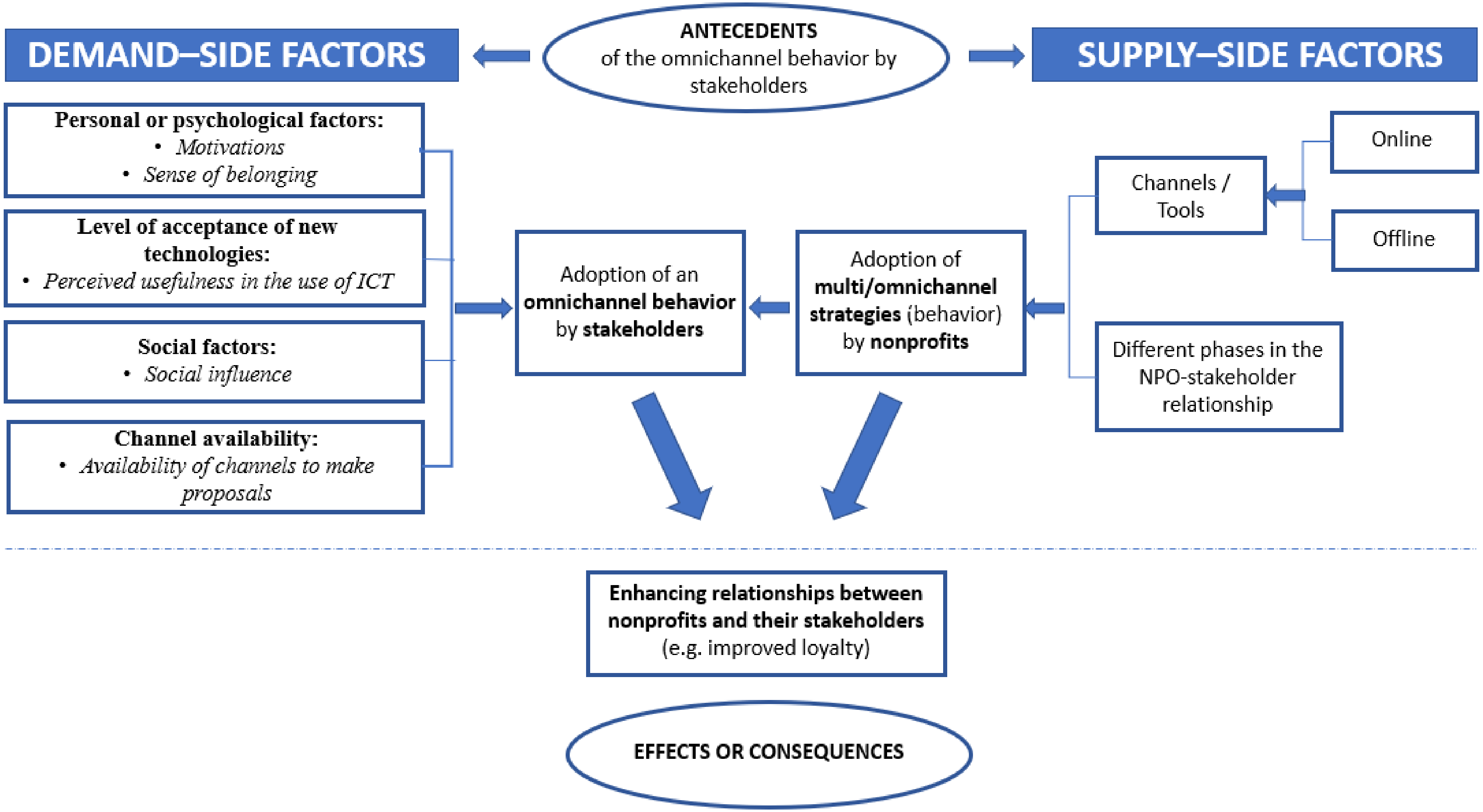
1.5.3. Understanding the antecedents and consequences of multi/omnichannel behaviors in a stakeholder marketing context: a proposal for a conceptual framework for nonprofit organizations

Based on the previous theoretical background carried out, which consists of analyzing four streams of literature in order to develop the conceptual foundations of this doctoral thesis, a conceptual framework is proposed in order to identify the antecedents and consequences of omnichannel behaviors by relevant stakeholders (demand) and multi/omnichannel strategies on the side of nonprofits (supply) (see Figure 1.3). Before formulating the conceptual framework proposal, several topics such as the nonprofit sector and its organizations, stakeholder relationship marketing in a nonprofit context, volunteers as stakeholders unique to nonprofits, and multi/omnichannel strategies, were examined.

According to this theoretical base, and because of digital transformation is changing the manner in which organizations interact with stakeholders, the field of nonprofit-stakeholder relationship marketing was mapped in chapter 3 in order to incorporate the insights on how nonprofits connect and manage relationships with these stakeholders through multiple channels/tools. The conceptual framework, developed from these results, may be useful to understand the behaviors of all types of stakeholders due to its general character.

This proposed framework will be later applied and further developed for the specific cases of the antecedents of omnichannel volunteer behavior (chapter 4), and the effects of multi/omnichannel strategies by nonprofits on the loyalty of EV (chapter 5). On the one hand, regarding the antecedents, the demand-side factors that may influence the adoption of an omnichannel behavior by stakeholders are divided into four groups: *personal or psychological, level of acceptance of new technologies, social* and *channel availability*. For its part, in relation to the supply-side factors, the combination of online and offline channels/tools used in the different phases of the nonprofit-stakeholder relationship constitutes the *multi/omnichannel strategy*. On the other hand, the effects or consequences of the adoption of different multichannel strategies by nonprofits are analyzed. It is relevant to highlight that the adoption of multi/omnichannel behaviors by nonprofits and stakeholders, respectively, may enhance the relationship between them, and particularly stakeholders' loyalty.

Figure 1.3. Conceptual framework: towards omnichannel marketing



Chapter 2: Methodology of the doctoral thesis

2.1. Choice of methods

In order to develop this doctoral thesis, a mixed methodology has been used. Mixed methods are defined as "research in which the investigator collects and analyzes data, integrates the findings, and draws inferences using both qualitative and quantitative approaches or methods in a single study or a program of inquiry" (Tashakkori and Creswell, 2007, p. 4). In addition to quantitative research methods (e.g. surveys), the qualitative methods can add inferential leverage that is often lacking in quantitative analysis (Collier, 2011).

Mixed methods employ both approaches iteratively and simultaneously to create a research outcome stronger than either method individually. Overall, combined quantitative and qualitative methods enable exploring more complex aspects and connections. The utilization of qualitative research methods implies the generalization to theory by persuading through rich description and strategic comparison across different cases (Yin, 2004). However, quantitative studies consist of emphasizing individual judgment and the use of established procedures, leading to results that are generalizable to populations. Namely, qualitative research methods usually answer research questions that address "how" and "why", while quantitative research typically addresses "how many" and "how often" (Malina et al., 2011). Therefore, both methods are complementary to face any research question.

Through the combination of desk research, as well as qualitative and quantitative data collection and analysis, we have investigated the antecedents and consequences of the adoption of multichannel (those combining offline and online channels) and omnichannel behaviors (entailing seamless marketing integration across multiple channels) on the side of NPO and their stakeholders. The overall research encompasses three different but complementary studies (chapters 3, 4 and 5). On the one hand, in chapter three, we have carried out a content analysis through a systematic literature review, with the help of in-depth interviews and thematic analysis as qualitative methods. And, on the other hand, in chapters four and five, we have developed a quantitative-based research, using two different online questionnaire surveys.

2.2. Data collection and data analysis

To attempt to respond the research questions 2, 3 and 4, the third chapter includes a systematic review of the extant knowledge on nonprofit-stakeholder relationship marketing. The search equation for this systematic review was created using a typology of channels/tools validated by four independent experts with knowledge and previous experience in nonprofit relationship marketing though in-depth interviews. The search process generated a dataset of 7,150 documents, and after applying the formulated selection criteria, 283 papers have been remained. The second step consisted of reading and analyzing the 283 full papers obtained in the previous step, discarding 114 articles for not meeting the criteria throughout its full content. This operation reduced the dataset to 169 final references. Finally, we have used the VOS viewer software, an analysis tool for constructing and viewing bibliometric maps, with the aim of conducting a thematic or cluster analysis to report about the main findings retrieved from existing academic literature. Furthermore, this analysis has been used to identify possible research gaps and propose new research lines to complete a future agenda on stakeholder relationship marketing.

The fourth chapter responds to research question 5. We have identified the main antecedents or drivers that may influence on adoption of an omnichannel behavior by volunteers, understood as the interchangeably use of online and offline channels providing volunteers with multiple points of contact with nonprofits. For that, we have conducted a quantitative-based research from the online survey carried out by SRC with its national volunteer census through email, and via phone call in some cases. The data collection has taken place from January to May 2019. We obtained a total of 9,774 questionnaires, although 1,952 responses have been removed because they were incomplete and/or they presented reliability concerns. Thus, a database including 7,822 responses constitutes the final sample employed in the empirical research of this chapter. Then, data have been analyzed in two phases: 1) a hierarchical cluster analysis has been carried out using SPSS Statistics 24 software to identify different groups of volunteers depending on their channel profiles (two clusters have been detected); and 2) three ologit models (ordered logistic regression) have been estimated using STATA 14.0 software to determine the influence of different drivers on the omnichannel behavior of volunteers (the model has been estimated on volunteers of the total sample, from cluster 1, and from cluster 2).

Finally, to respond to research question 6, in the fifth chapter we have attempted to understand how nonprofits may increase the loyalty of EV, understood as the willingness to provide volunteer services in future one-off events, by applying an adequate MS. To do so, we have conducted a quantitative-based research and surveyed a representative sample of EV of the SRC. An online questionnaire survey has been developed and carried out between May 2017 and February 2018. This survey has been sent by email to 4,714 EV, achieving a total of 412 responses that constitute the final sample employed in this chapter. For the empirical analysis, we have estimated eight ologit models (ordered logistic regression) using STATA 14.0 software.

2.3. Choice of nonprofit for empirical analysis: Spanish Red Cross

For conducting the empirical research, we have selected the SRC because it is one of the three special-charter NPO (singular entities or "*entidades singulares*") which maintains a special relationship with the State, consisting of having a privileged access to direct public funding, fundraising channels and formats, in exchange for delivery of services to populations whose interests they represent (Rey-Garcia et al., 2013; Rey-Garcia, 2018b).

Furthermore, SRC is the largest volunteer-based organization in Spain with more than 200,000 volunteers and 12,000 employees to attend to 1,749,154 vulnerable people in different fields (e.g. social intervention, international cooperation, assistance and emergencies, childhood and youth, the aged, social exclusion, culture, education, work integration, sports events, health, environment, etc.) (SRC, 2018). Additionally, SRC has an international presence, a multidisciplinary orientation, as well as a broad social legitimacy, as it is the largest humanitarian organization in the world, operating in more than 190 countries and configured as a large network that includes nearly 100 million volunteers, partners and collaborators (SRC, 2019). To characterize this nonprofit in relation to available resources, the income and expenses obtained in 2018 are detailed in Table 2.1.

Table 2.1. Characterization of the SRC: income and expenses (2018)

Income and expenses in thousands of €	
Acquisition of resources	202,156
Sales and service provision	185,728
Public grants	246,939
Private donations	31,419
Other	13,779
Total income from ordinary activities	**680,021**
Staff	331,853
External services	105,459
Other activity expenses	107,544
Provisions and external work	81,439
Other	31,772
Total expenses from ordinary activities	**658,067**

Source: Authors ‘own elaboration from Spanish Red Cross (2018)

Chapter 3: Managing multi-stakeholder relationships through multiple channels: a systematic review and research agenda for enhancing stakeholder relationship marketing

Managing multi-stakeholder relationships through multiple channels: a systematic review and research agenda for enhancing stakeholder relationship marketing[1]

Abstract

While long-term organizational sustainability requires maintaining relationships with a growing multiplicity of stakeholders with potentially divergent interests, digital transformation is changing the manner in which organizations interact with stakeholders through multiple channels, boosting interconnectivity and interdependence. In order to face these challenges, businesses can learn from the experience of nonprofits as intrinsically multi-stakeholder, purpose-driven organizations. The objective of this study is to pave the way for future academic research on stakeholder relationship marketing by incorporating the insights on how nonprofits connect and interact with their multiple target publics through multiple channels. To that end, a systematic review of nonprofit literature on stakeholder management covering the period 2007-2019 will allows us to provide an analysis of the extant knowledge base, and suggest the addition of four main topics to the future research agenda on stakeholder relationship marketing: 1) a broad stakeholder view; 2) enhancing two-way interactions with stakeholders; 3) the opportunities and challenges of using online in combination with offline channels/tools to interact with stakeholders; and 4) new theoretical developments and methodological approaches.

JEL Codes: L31; M15; M31; O33

Keywords

Stakeholder relationship marketing; Nonprofit organizations (NPO); Channels; Digital transformation; Systematic review; Future research agenda

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[1] Outcomes derived from this chapter are reported in Mato-Santiso et al. (2018a, 2018b, 2019d, 2019f).

3.1. Introduction

NPO are the paradigm of multi-stakeholder organizations that embrace public benefit purposes across the economic, social and/or environmental dimensions. On the one hand, NPO have been characterized as the multi-stakeholder organizations par excellence, as they maintain a higher number of relationships with many specific constituencies that may be considered of strategic importance as resource providers (unpaid boards, volunteers, donors, members) or targets of their public benefit mission (beneficiaries, communities, society). On the other hand, as NPO become more business-like and brand-oriented, they also must take into account stakeholders from the for-profit realm such as managers, paid professionals, commercial clients or social investors (Eikenberry and Kluver, 2004; Napoli, 2006). This situation translates into a wider range of competing demands from stakeholders, particularly in terms of expected standards of organizational performance and accountability relationships (Herman and Renz, 1997; Herman and Renz, 2008).

In parallel, knowledge and service-based economies are boosting 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. For-profit marketing literature has paid extensive attention to the usage of new online channels by businesses, as part of their promotion and placement strategies to reach, satisfy and engage customers (Frazer and Stiehler, 2014; Verhoef et al., 2015; Anderl et al., 2016). In the realm of retailing, research has tried to assess the most efficient and effective multichannel strategies that mix offline and online channels and is exploring their interactions and effects (Payne and Frow, 2004; Sharma and Mehrotra, 2007). Achieving consistent integration across channels, so that customer experience is seamless regardless of channel choice, has emerged as a disruptive customer relationship management challenge for companies, to the extent that literature refers to a new, demand-driven omnichannel paradigm (Frazer and Stiehler, 2014; Verhoef et al., 2015; Weiland, 2016).

However, the impact of digital transformation on stakeholder relationships transcends beyond customers, and here is where the potential utility of NPO' experience comes into the picture. In this case, the complexities of digital disruption compound with those of multi-stakeholder relationship marketing and purpose-driven missions. Digital transformation is disrupting the way NPO manage their relationships with their many relevant stakeholders when they harness resources, accomplish their mission or advocate for societal support. Not only stakeholders expect more online interactions and transparent relationships, but also there are more available channels and tools to use in managing 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, with a focus on communication, general/strategic marketing, fundraising/donor behavior, and relationship marketing as major topics (Helmig et al., 2004).

Implications from research on how nonprofits manage the relationships with stakeholders through multiple online and offline channels and tools may be relevant for other realms of marketing. In particular, firstly, 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, or business models for sustainability (Schaltegger et al., 2016). Secondly, 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 (Aubrey and Judge, 2012) and, more generally, help businesses navigate the process of brand co-creation (Hatch and Schultz, 2010).

With this reasoning in mind, the aim and main contribution of the current research is to complete a future agenda on stakeholder relationship marketing, considering the rich experience derived from the nonprofit sector in managing relationships with multiple targets through different channels/tools, including digital ones, when embracing together commercial, social and environmental purposes. Since there is no prior literature review on this topic, there exists a need to identify and to analyze the major themes that have emerged, as a basis for proposing future research lines. With this objective, we have carried out a systematic literature review, analyzing a total of 169 peer-reviewed articles from the period 2007-2019 in different disciplinary fields and have examined their contents with the help of bibliometric analysis, in order to:

1. Characterize extant research and develop a thematic analysis through a term co-occurrence map.

2. Critically evaluate extant research within each of the resulting clusters or key themes.
3. Propose new research lines to complete the future agenda on relationship marketing research and practice, particularly in the field of organization-stakeholder relationships, with implications for different sectors (nonprofit and for-profit).

Throughout this chapter, we conceptualize '*stakeholder*' as any person 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 NPO interact with their key stakeholders (Neslin et al., 2006; Beck and Rygl, 2015), and categorize two types of channels: offline and online. For its part, '*tool*' is understood as any material support, platform, software or specific application that operates in communication channel to establish contact between the organization and its stakeholders (Gálvez-Rodríguez et al., 2016).

The structure of this chapter is organized as follows. First, we describe the methodology and systematic procedure for selecting articles, detailing the search strategy and the data analysis of the extant knowledge base. Second, we describe the profile of the extant knowledge base and discuss the main findings of the thematic analysis into four themes or clusters. And finally, we identify relevant methods and topics for completing future research agenda, including the perspectives of both marketing research and practice.

3.2. Methodology

A systematic literature review (or systematic review) has been conducted in order to obtain an overall understanding of the channels and tools (online and offline) used by NPO to manage their relationships with key stakeholders. A systematic review is 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). The systematic review differs from traditional narrative review by adopting a replicable and scientific process, with a detailed review protocol and search strategies (Tranfield et al., 2003). Furthermore, systematic review focuses on a delimited research question, applies rigorous and clearly defined selection criteria for documents and carries out an exhaustive and critical analysis of information, as well as minimizing bias. Its usefulness lies in the capacity to summarize the existing evidence concerning a particular topic, and to identify future research gaps in an area of knowledge (Kitchenham, 2004).

It is possible to distinguish three stages of a systematic review:

1. *Planning*, that consists of identifying the research question and developing the complete review protocol.
2. *Conducting the review*, with the application of search strategies and selected criteria for data collection, until reach a sufficient number of articles to undertake the analysis – less than 200 is a reasonable number to review, where these are available (Bartels, 2013).
3. *Reporting*, that includes a thematic analysis of the field (Tranfield et al., 2003).

3.2.1. Planning and search strategy

Firstly, the research questions that guided the planning of this systematic review on nonprofit-stakeholder relationship marketing have been the following:

- What are the advantages and disadvantages of using online channels/tools that arise with digital transformation, in relation to offline or traditional channels/tools?
- For what purposes are online channels/tools used by nonprofits?
- What are the channels/tools (online and offline) used by nonprofits to build/develop relationships with key stakeholders?

Secondly, a typology of tools has been created from previous literature for each type of channel (offline/online), taking into account the newest and most widely used media by NPO to communicate with their key stakeholders. This typology has been validated (expanded and modified) through in-depth interviews with four independent experts with knowledge and previous experience in nonprofit relationship marketing. They all held relevant positions in different organizations from nonprofit sector (SRC, ONCE Foundation, Ayuda en Acción and Tomillo Foundation). Once the typology has been validated by experts, these channels and tools have been used as keywords in the search equation. Thus, the search in different databases focused on entries containing the combination of the following keywords in the title, abstract, and author-supplied keywords fields: “nonprofit” AND “channels/tools used by NPO to interact/build relationships with stakeholders” (see Table 3.1).

Table 3.1. Keywords for the search equation validated by experts

<table>
<tr><th colspan="2">NONPROFIT</th></tr>
<tr><td colspan="2">In 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*]</td></tr>
<tr><th colspan="2">AND</th></tr>
<tr><th colspan="2">CHANNELS/TOOLS USED BY NPO TO INTERACT/BUILD RELATIONSHIPS WITH STAKEHOLDERS:</th></tr>
<tr><th>OFFLINE</th><th>ONLINE</th></tr>
<tr><td>✓ Personal/face-to-face
✓ Stands
✓ Door-to-door
✓ Street actions, workshops, events or meetings
✓ TV or cinema
✓ Telephone
✓ Radio
✓ Post mail
✓ Press (newspapers, magazines)
✓ Other offline media (posters, brochures, press release, Awareness material, billboards, among others)</td><td>✓ Websites or webpages
✓ The Internet (search engines, blogs, networks or platforms for NPO)
✓ Email
✓ Social media (Facebook, Twitter, Instagram, YouTube, LinkedIn, Flickr, etc.)
✓ Mobile Apps
✓ Other online media (newsletters, news aggregators -Podcast-, online press release, online advertising, banner, pop up, among others)</td></tr>
<tr><td colspan="2">In 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*]</td></tr>
</table>

Thirdly, in order to ensure maximum identification of potentially relevant documents directly related to the research questions, a set of search conditions have been established. Namely, we have restricted the search to marketing-related research disciplines: business, economics, management, communication and social issues. We have limited the search to the period 2007-2019 because 2006 marked a turning point in the evolution of digital channels: Twitter has been created, YouTube has been 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, and started impacting human communications massively, including interactions with businesses and other organizations (Boyd and Ellison, 2007; Edosomwan et al., 2011).

Additionally, this search only included peer-reviewed articles published in international journals and written in English. More specifically, the systematic search has been performed on the following scientific databases: Scopus and Web of Science. Both databases are commonly used and include a wide content coverage in social sciences. On the one hand, Scopus developers claim to index over more than 14,000 titles from 4,000 publishers, stating that it is the "largest single abstract and indexing database ever built". The list of titles indexed is selected based on user demand and market research. In addition to American journals, it includes European and Asia Pacific literature (Burnham, 2006). On the other hand, Web of Science's citation analysis provides better graphics and is more detailed, probably because it has been designed with the intention of satisfying users in a field discussed by scientists for decades (Falagas et al., 2008).

The search process generated a dataset of 7,150 documents. This dataset has been downloaded into an Excel database and the systematic review has been performed in two steps. In the first one, we examined the title, keywords and abstracts of all papers to eliminate off-topic entries, as well as repeated articles. Namely, we identified and eliminated duplicates, and we carried out the assessment of the relevance to the topic of all references. The articles that met the following exclusion criteria have been removed of the systematic review:

- Book chapters, reports, working papers, book reviews, conference proceedings, thesis, editor notes and other non-peer reviewed documents.
- Articles whose year of publication is prior to 2007.
- Articles in a language different than English.
- Articles outside of the disciplines of business, economics, management, communication and social issues.
- Articles outside of the scientific databases Web of Science and Scopus.
- 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 NPO and their stakeholders (provision of social services, information and education in several areas, advocacy, etc.).
- Articles that used the terms 'nonprofit' and 'some channel/tool' but addressed instead the relationships of for-profit organizations or public administrations with their stakeholders.

With the application of these criteria, only 283 out of 7,150 papers remained. The second step consisted of reading and analyzing the 283 full papers obtained in the previous step, discarding 114 articles for not meeting the selection criteria throughout its full content.

This operation reduced the dataset to 169 final references. Figure 3.1 shows the procedure of the systematic review.

3.2.2. Reporting and thematic analysis

After having conducted the systematic review, it is necessary to report about the main findings retrieved from academic literature through a thematic analysis. The '*thematic analysis'* is a methodology that shows the results derived from literature, highlighting which themes are known and established from data extraction of the core contributions in a particular field. This analysis focuses on the current themes whose consensus is shared, and also wants to identify key emerging themes to set up a future research agenda (Tranfield et al., 2003).

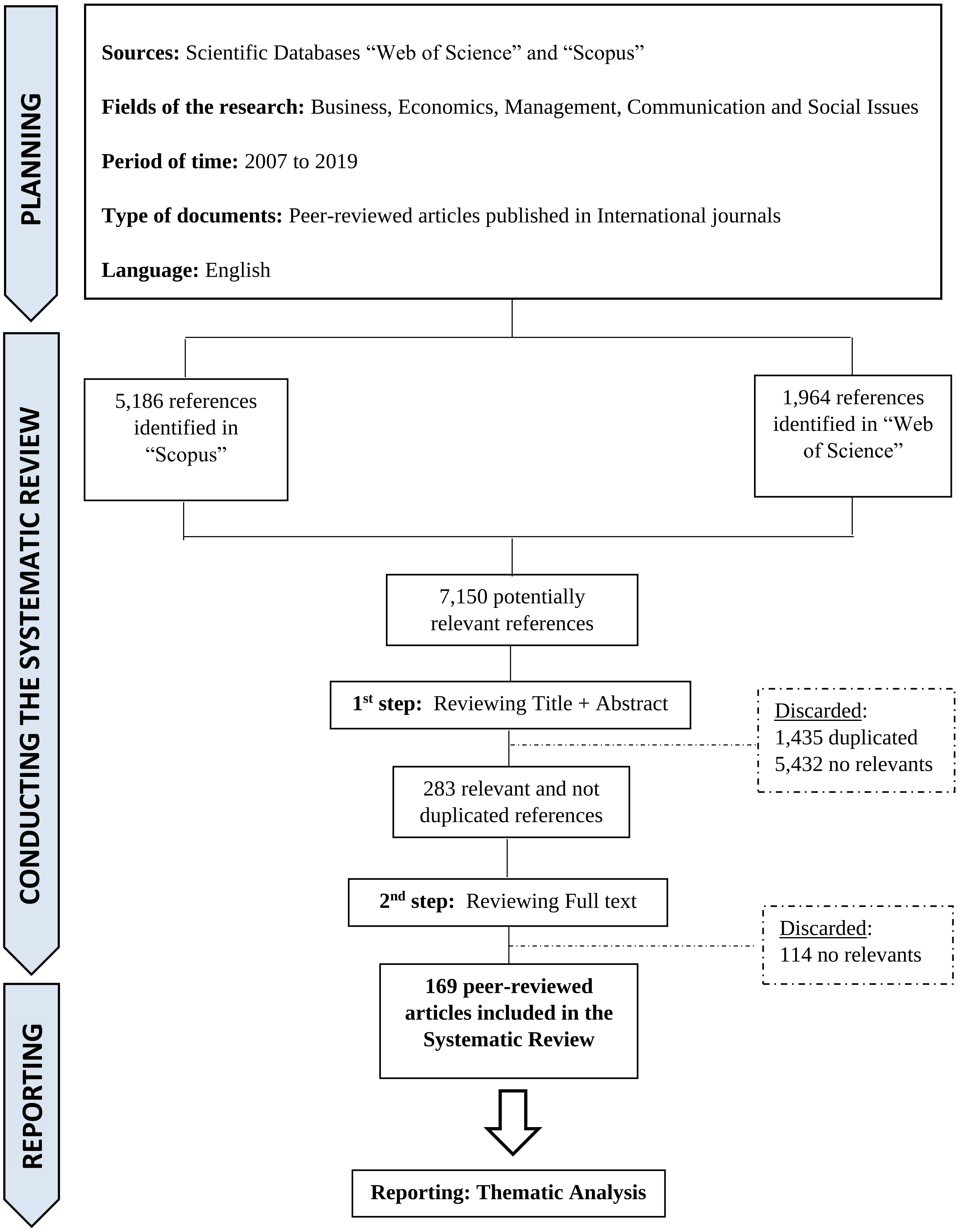
In order to develop the thematic analysis of the systematic review, we have used VOS viewer, a software for constructing and viewing bibliometric maps. This program unifies the VOS mapping technique (related to the well-known technique of multidimensional scaling) with a weighted and parameterized variant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

3.3. Profile and thematic analysis of extant knowledge base

3.3.1. Profile

Next, Table 3.2 presents an overview of the profile of the 169 papers included in the systematic review. Firstly, most of the papers are empirical in nature (qualitative, quantitative or mixed methods), only 2.4% being theoretical papers. Secondly, with respect to the stakeholder groups, one third of the analyzed articles specifically focus on donors and funders, followed by volunteers, members and beneficiaries, respectively. About 40% of the papers deal with other stakeholders different than those mentioned above. Thirdly, regarding the channels/tools utilized by NPO, more than half of the articles focus on the use of one single channel, followed by the use of two channels, and only a minority of papers deal with the use of three or more channels.

Figure 3.1. Procedure of the systematic review



Additionally, within the papers that deal with the use of at least two channels (multichannel), most of them pay attention exclusively to online channels, and especially social media. By contrast, the number of articles that refer to the use of both types of channel in combination (online and offline) 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 platforms of the nonprofit sector), and particularly social media, especially Facebook and Twitter, some 56% of the articles included in this systematic review.

Table 3.2. 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%

In Table 3.3, we can see the channels, tools and stakeholders that have been considered in this review.

Table 3.3. Summary of contents of the papers included in the systematic review: channels/tools and stakeholder groups

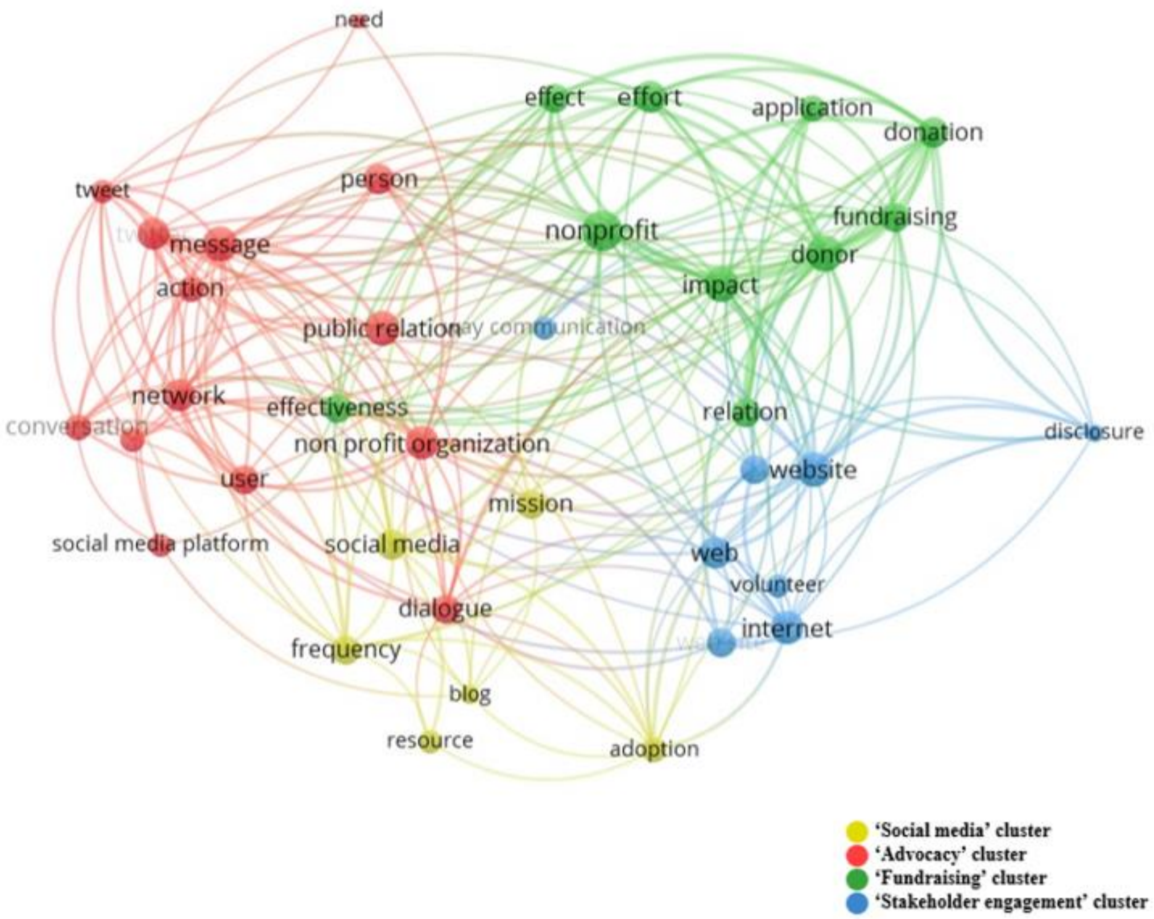
Communication type	Channels	Tools	Stakeholders						
			All	Donors	Volunteers	Members	Beneficiaries	Others	
OFFLINE	Stands								
	Door-to-door								
	Street actions, workshops, events or meetings			3	2	1	1	2	**9**
	TV or cinema			4		1	1	1	**7**
	Telephone		1	2					**3**
	Radio			2					**2**
	Post mail			5				1	**6**
	Press	Newspapers	1	2					**3**
		Magazines		1		1			**2**
	Other off-line media	Posters		1					**1**
		Brochures							
		Press release		1					**1**
		Awareness material (calendar, roll-ups, etc.)							
		Billboards							
		Other outdoor or off-line advertising (Street furniture, buildings, buses ...)	1	1					**2**
ONLINE	Websites or webpages		19	21	7	5	3	12	**67**
	Internet	Search engines	9	14	5	4	1	5	**38**
		Blogs	11	10	4	2		6	**33**
		Networks or platforms of third sector organisations	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 on-line media	Newsletters		6	1			5	**12**
		News Aggregators (Podcast, etc.)	1	4				5	**10**
		On-line press release		4				5	**9**
		On-line 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, so this table sums more than 169 papers included in the systematic review

3.3.2. Thematic analysis

Figure 3.2 illustrates the final term co-occurrence map, where four different but interrelated clusters or themes 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 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 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 it belongs, author(s) name(s), year of publication, research method, type of channel(s) and tool(s) to which it refers, and stakeholder group(s) to which it refers.

Figure 3.2. Term co-occurrence map of the systematic literature review (2007-2019)



Source: Retrieved from VOS viewer software

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

3.3.2.1. Cluster 1: Social media

Coherent with the criterion used to select the period of analysis, a core theme deals with the study of intention and influence of NPO in social media, especially in Facebook and Twitter. In addition, this cluster focuses on the evaluation of the main advantages that are triggered from the involvement with these online tools. Counterbalancing the focus on how NPO use channels as one-way venues for advocacy and fundraising efforts, this stream focuses on social media for their (potential) benefits in terms of relationship building and management with relevant stakeholders and beyond (communities, society in general).

Overall, social media are perceived as key marketing tools in terms of cost-efficiency, interactivity and capacity to reinforce nonprofit-stakeholder dialogue and stakeholder engagement; also, with the potential to spill those effects over the offline realm (Sutherland, 2016; Dessart, 2017). However, much of this literature suggests the effects of social media usage on stakeholder relationships are below potential due to the lack of a full understanding of the tool properties and capabilities on the side of NPO (Nah and Saxton, 2013). But this does not happen only in the nonprofit sector. The social media managed by for-profit organizations, politicians, and public relations professionals are unidirectional and underused, oriented to image marketing, and focused on encouraging sales, rather than producing a two-way dialogue with stakeholders (Kent, 2013). However, although one-way communication is still the most common form of strategy adopted by entities on social media, attempts to develop interactions with stakeholders are becoming increasingly popular (Bellucci and Manetti, 2017).

Academic research on the use of social media by NPO has increased in recent years, but still remains limited and insufficient (Stringfellow et al., 2019; Lam and Nie, 2019). Social media is crucial for communication and community building, and it has 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). Beyond efficiency, some articles reveal that stakeholders who interacted with a nonprofit using social media tools like Facebook, Twitter and/or blogs during a campaign period, have been 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, where contents should be carefully considered because they play an important role in the reputation of the NPO, publications in online tools such as Facebook and Twitter, newsletters and press releases must meet the 7Cs of communication: complete, considerate, clear, correct, concrete, courteous and concise (Van den Heerden and Rensburg, 2018).

Regarding the advantages and effects of participating in social media, it is necessary to highlight that social media allow organizations not only to send and receive information, but also to 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, promoting activities and encourage stakeholders to take action (i.e. donating money, volunteering, attending events, or advocating for a cause) (Waters et al., 2009; Lovejoy and Saxton, 2012; Guo and Saxton, 2014; Maxwell and Carboni, 2016; Lam and Nie, 2019). Previous academic literature indicates that factors such as network activity, internationalization and experience in social media are significant predictors of the use of these tools as a medium for establishing communication, dialogue and accountability (Gálvez-Rodriguez et al., 2014).

Studies suggest that not only the amount of information, but also the type of disclosure affect the effectiveness of social media communications. NPO want to be open and transparent on Facebook by disclosing who maintains the site and what they seek to accomplish. Nevertheless, they hardly ever provide information in forms other than hyperlinks embedded in news stories, photographs, and discussion board posts, and they only provided them with a contact e-mail address 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 a large reach and is cost-effective. Furthermore, other researchers have demonstrated that different message features cause different behaviors: sensory and visual features led to like, rational and interactive to comment, and sensory, visual, and rational to share. This means that “like” is an affectively 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, to construct replies to public messages that demonstrate responsiveness to constituent concerns, to facilitate rapid diffusion of information by retweeting messages, to build information communities and aid in Twitter searches by using hashtags, as well as to 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 influence the use of Twitter by NPO as a mechanism for disclosing information and dialogue with their stakeholders (Gálvez-Rodríguez et al., 2016). Regarding the content, tweets intended to create dialogue with online stakeholders are typically given more active forms of attention than information-sharing tweets, which typically cause more passive attention (Nelson, 2019).

Finally, NPO’ managers recognize the importance of social media tools (e.g. Facebook, Twitter, Instagram, YouTube, LinkedIn, Flickr) to analyze signs of engagement in stakeholders' interactive and dialogic actions through the different social media platforms (Jiang et al., 2016). Furthermore, social media are helpful in detailing the organization’s successes to those stakeholders who are highly involved in this channel and expect advanced organizational profiles (Waters et al., 2009). However, NPO do not take enough advantage of these new, interactive, cheap and wide reach social media tools to spread their messages, increase awareness and connect with stakeholders (Fux and Čater, 2018). Instead, nonprofits usually use them in a very restrictive way, applying social media as a one-way communication channel, posting some multimedia files, press releases, or summaries of their campaigns (Lovejoy et al., 2012).

3.3.2.2. Cluster 2: Advocacy

Among the multiple functions or activities that NPO perform, the dialogue and mobilization for social change or advocacy especially stands out (Abud Castelos, 2004; Guo and Saxton, 2018). In this sense, it is necessary to highlight the role played by new online channels (and specifically, social media) in nonprofit advocacy. The relevance of online channels for advocacy purposes lies in trying to shape lobbying debates through the digital news media, as well as they place on shaping the organization's public image via the news media (Chalmers and Shotton, 2015).

Some authors argue that online channels are used based on efficiency considerations, rather than for effectiveness reasons. In most cases, NPO need to use the Internet as an alternative to communicate with the general public and carry out actions of advocacy because they do not receive enough attention from some offline channels. For example, Nah (2010) shows that financially resource-rich organizations, locally embedded, and with larger numbers of directors and volunteers tend to receive more newspaper coverage. In order to advocate and communicate with society, most nonprofits think that advertising in television or radio is expensive and not profitable to establish relationships. However, advertising through posters or brochures is considered to be more effective because it is not costly and constitutes an appropriate channel for disseminating campaigns (Agaraj et al., 2013).

Additionally, some researchers indicate that nonprofit advocacy organizations are using social media channels to ethically influence people with their messages (Burger, 2015), for the most part through use of one-way communication (Auger, 2013), thus reinforcing its own differential positioning and reputation; rather than trying to engage stakeholders in a transformative dialogue around their causes.

The use of social media by NPO to contact with the public may entail a form of strategic communication with three interrelated goals: brand management, advocacy, and social norms marketing (Winston, 2017), and it may constitute a means for making them feel interested in the organization (Lovejoy and Saxton, 2012; Lovejoy et al., 2012; Nah and Saxton, 2013). To achieve that, several NPO have adopted marketing tactics to build the brand image and reputation in society and help the public to remember the nonprofit and its cause. Marketing tactics help differentiate one nonprofit from another that is offering similar programs through actions of advocacy, among others (Agaraj et al., 2013). Similarly, other authors argued that NPO have not realized the power of crowdfunding platforms, by not considering these platforms as strategic social media in strengthening their impact or contribution on advocacy work relevant to their missions (Shulin and Chienliang, 2018).

However, findings on the effectiveness of actions of advocacy promoted by nonprofits, especially through official website and social media channels (Seelig et al., 2019) are controversial. Some academics consider social media channels as an answer for collective action problems and an effective tool for grassroots mobilization, highlighting the importance of the mission of NPO (Koch et al., 2015), the message that they really want to transmit (Saxton and Waters, 2014; Kulkarni, 2019) and the organization's role in society (Agaraj et al., 2013). Others suggest that the benefits of these new technologies are overplayed (Chalmers and Shotton, 2015).

3.3.2.3. Cluster 3: Fundraising

Extant literature pays extensive attention to how NPO use channels and tools (in particular new digital ones) to manage relationships with individual donors as a specific, key type of resource-providing stakeholder. Most findings are contextualized in an acute need on the side of organizations to fundraise more and to do it more efficiently and/or effectively – a fix that is probably reinforced by the overlap of the starting point of this period of analysis with that of financial crisis.

Some studies highlight that nonprofits must 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 a large financial investment, which small and medium-sized nonprofits cannot afford (Nageswarakurukkal et al., 2019). For that reason, and because individual donation decisions are increasingly made online, NPO have responded by developing online disclosure in order to increase fundraising, in addition to improve public confidence and trust, reduce costs and promote donor decision making (Panic et al., 2016; Blouin et al., 2018; Lee and Blouin, 2019).

The results of this review indicate a positive link between the level of donations and the amount of information disclosure provided by an organization on its website (Panic et al., 2016). However, quality is more important than the quantity in online disclosures (Saxton et al., 2014). On the one hand, although the majority of NPO have an official website, few provide interactive features, beyond the opportunity to donate (Campbell and Lambright, 2019). Previous literature has noted that certain communication strategies, such as accountability practices, dissemination of information or interactive communication, are positively connected with the level of fundraising (Shin and Chen, 2016). On the other hand, Huang and Ku (2016) have noted that nonprofits can organize the information on their websites to generate a specific brand image in order to increase the intention to donate.

But, apart from raising funds, some researchers have indicated that the primary goal of an NPO’s website should be to provide detailed information and stimulate two-way communication (Pratt et al., 2009).

Apart from websites, NPO constantly use direct mail to ask for donations from potential donors, to retain existing donors and to encourage them to upgrade their donation amount. A donor would react differently depending upon the type of appeal made in the mail (Thomas et al., 2015). Nonprofits use direct mail marketing to cultivate one-time donors and convert them into recurring contributors. Cultivated donors generate much more revenue than new donors, but also lapse with time, making it important to steadily draw in new cultivations. The direct-mail budget is limited, but well-designed mailings can improve success rates without increasing costs (Ryzhov et al., 2016). But, apart from using direct mail pieces to a greater extent, NPO also continue using telephone solicitations to suggest specific donation whereas face-to-face meetings have been used for major gifts (Waters, 2011).

Among the factors that influence the intention to donate through email, some researchers demonstrate that, by optimizing mailing frequency, NPO are able to differentiate their direct mail from other mailings that donors receive (Sundermann and Leipnitz, 2019). However, other authors claim that the emergency context in direct mails do not necessarily increase the intention to donate, beyond the effect from traditional standard invitation mailings with a rational appeal (Shehu et al., 2013).

In addition to websites and direct mail, social media tools (e.g. Facebook, Twitter, Instagram, LinkedIn, YouTube, etc.) offer new ways for nonprofits to engage the community in fundraising efforts (Saxton and Wang, 2014). This is one of the few streams of literature where online-offline channel interactions have been explored. When stakeholders keep a personal connection with NPO through social media channels, a significant impact on the stakeholder's intentions to support the organization (e.g., greater propensity to donate) is detected in the offline community (Pressrove and Pardun, 2016).

For instance, Facebook is primarily used by nonprofits to strengthen relationships with users and encouraging social interactions (Lucas, 2017). A nonprofit’s Facebook size (number of likes), activity (number of posts), and audience engagement (number of shares) is positively associated with fundraising success, measured by the number of donors and 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 that are perceived as reliable by stakeholders (Smitko, 2012). Finally, it is necessary to highlight that although there is a lot of literature on the use that nonprofits make of social media applications, no studies have been found that deal with the effects of the use of a specific NPO's mobile Apps in fundraising.

To summarize, researchers recommend a model of fundraising that encourages organizations to be proactive through the different channels, online and through traditional news media (Waters and Tindall, 2011). Although the literature has not demonstrated the extent to which NPO have effectively integrated the different channels, several authors have noted that nonprofits may use multichannel approaches strategically according to the type of donor (actual or potential, among others) or the type of donation (major gift, small gift, and so on) (Waters, 2011).

In the nonprofit-donor relationship, the literature emphasizes the in depth-analysis of current and potential donors (their demographic/psychographic profile, orientation towards the local community, the experience of using the Internet and different channels, etc.) to attempt to predict how likely it is that an individual makes a donation (Alfirevic et al., 2015). This would allow NPO to focus their fundraising efforts on those channels that donors use or prefer to use, thus customizing their channel offerings.

3.3.2.4. Cluster 4: Stakeholder engagement

While the social media theme focuses on the potential and limitations of specific digital tools such as Facebook or Twitter, this cluster's research lens is on the channel usage (both offline and online) that may enhance nonprofit-stakeholder relationships, and specially, encourage the stakeholder engagement. This is a much more general cluster in scope, focused on other forms of relationship different than advocacy or fundraising, such as achieving engagement from for-profit partners, reinforcing relationships with key resource providers, among others.

A first stream is formed by articles about the effects of the use of technology and Internet disclosure to establish two-way communications between NPO 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 (especially face-to-face interactions), but rather strengthens their sustainability and vitality through social activities and may foster the growth in membership (Eimhjellen, 2014). Internet, as an information technology, has become an important resource for involving and retaining several stakeholders and creating opportunities for online participation (e.g. online volunteering) (Silva et al., 2018). In fact, Emrich and Pierdzioch (2016) have found that volunteering-related use of the Internet is positively linked with commitment while Internet use for leisure-related activities does not exhibit any connection.

Within this first stream, the potential and limitations of websites to impact stakeholder engagement have received particular attention (Cantijoch et al., 2016; Kirk et al., 2016; Kirk and Abrahams, 2017; Hoefer and Twis, 2018; Slattery et al., 2019). The engagement of stakeholders is a key factor for achieving sustainable nonprofits, and NPO can secure it through the appropriate use of their own websites (Hoefer and Twis, 2018).

Thus, websites are a communication channel that enhance nonprofit performance through higher cost-effectiveness and suppose a more practical manner in which to carry out their tasks (Díaz et al., 2013). NPO are strategically using their official website to present their objectives to the public and share information. Some researchers show that attitude towards disclosure, compatibility of disclosure with current practices, and financial readiness are positively associated with the web disclosure adoption 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 time spent online, there is a decrease in the intention to behaviorally support the organization (Pressrove and Pardun, 2016).

Along similar lines, the effects of channel strategies on organizational accountability and transparency, as prerequisites for stakeholder engagement, have been also explored. Some studies remark upon the key role of technology, particularly the Internet, for the improvement of accountability and transparency in nonprofit entities (Gandia, 2011); while others highlight the limitations of specific digital tools or the ways that they are actually used to achieve those goals. On the one hand, accountability should ideally be a two-way interaction, as 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 flows of communication, interactivity, engaged participation or data communality, and they 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, because of the endemic lack or shortage of resources suffered by nonprofits relative to the size of beneficiary needs and complexity of social problems. This stream addresses this issue using the resource dependence theory as a basis, and it is an exception to the rule that only a few articles in this review cite a specific theory to ground their analysis. According to the resource dependence theory, funders' requirements and organizational objectives are completely separated in some NPO, which can lead to negative consequences for beneficiaries. Nonprofits focus their marketing efforts on initiating conversations with the most versatile stakeholders and key resource providers (such as donors, volunteers or partners) but are not motivated to establish two-way interactions with other key stakeholders such as beneficiaries (Schlegelmilch and Tynan, 1989; Galvez-Rodriguez et al., 2016).

As NPO frequently experience stormy funding environments, it is reasonable that they seek financial support from several business partners, which leads to greater reliance on external resources (Dong and Rim, 2019). From an online environment, digital technologies (specially, social media) have the potential to facilitate collaborative relationship development with other organizations, disseminating information about programs, events, and cause awareness among partners (Livermore and Verbovaya, 2016). And, from an offline perspective, two channels stand out to find support: cause-related events and charity retail stores.

On the one hand, in the specific realm of cause-related marketing, some studies have found that cause-related events, that enable NPO and businesses to collaborate for mutual benefit within the strategic framework of a partnership, have grown in frequency and popularity. These events offer a platform to build emotional engagement and deliver personalized experiences to a diversity of stakeholders. Although evidence indicates that millions of dollars are invested in this type of events, it is unknown whether strategic objectives of business–nonprofit partnerships are achieved or not (Lyes et al., 2016).

On the other hand, related to the broader trend of nonprofit "marketization" or increased proximity to the business world (Eikenberry and Kluver, 2004), the phenomenon of "charity retailing" represents the most direct way for NPO to engage in commercial trading activities and "arises for raising funds through using retailing activities to support charitable work" (Liu and Ko, 2014, p. 390). For charity retailing, the selection of an adequate distribution channel strategy is very important. Basic choice is between an integrated channel strategy where the NPO directly sells its products or services, or a decentralized channel where the nonprofit sells through a for-profit retailer.

3.3.2.5. Connections between clusters and research questions

From the knowledge of the extant literature, it is possible to respond to the three proposed research questions:

Firstly, regarding the benefits of using online channels, and especially social media, with respect to offline channels, previous literature highlights the cost-effectiveness and interactivity features of social media, facilitating the two-way dialogue with several stakeholders. Thus, cluster one basically answers to the first research question.

Secondly, clusters two and three respond to the second research question about for what purposes NPO use online channels. Based on the thematic analysis conducted, there is evidence that supports that nonprofits mainly use these channels for advocacy actions and fundraising, due to the difficulty, effort, and high cost of carrying out these purposes through traditional channels.

And finally, in cluster four we can find the answer to the third question, related to the channels and tools used by NPO to engage key stakeholders (i.e. to find support, to facilitate collaborations, etc.). For this aim, results highlight the use of online (especially, websites and social media) and offline channels (cause-related events and charity retailing).

The connection between the research questions and the four clusters identified are presented in Table 3.4.

3.4. Future agenda for enhancing stakeholder relationship marketing research and practice

The main results retrieved from the thematic analysis, and the four clusters derived as a basis, should be taken into account in future research efforts in order to broaden the academic literature in marketing, as well as to guide the progress in the practice of stakeholder relationship marketing.

Table 3.4. Cluster matrix for channels/tools used in the nonprofit-stakeholder relationship marketing literature

Research question	Cluster	Definition	Statement	Keywords
What are the advantages and disadvantages of using online channels/tools that arise with digital transformation, in relation to offline or traditional channels/tools?	Social media	To establish connections through social media (building online communities, disseminating campaigns/activities, encouraging mobilization, etc.)	Advantages: social media channels have cost-effectiveness and interactivity features, and they are useful to create two-way dialogue with stakeholders. Disadvantages: the effects of social media usage on stakeholder relationships are below potential due to the lack of a full understanding of the tool properties and capabilities on the side of NPO.	Adoption; blog; frequency; mission; resource; social media
For what purposes are online channels/tools used by NPO?	Advocacy	To create dialogue in society and influence on public opinion	Nonprofits use online channels because they do not receive enough attention from some offline channels (TV, Radio, Newspaper, etc.)	Action; awareness; conversation; dialogue; message; need; network; person; public relation; tweet; twitter; user
	Fundraising	To attempt raise funds and increase the frequency of donations	Using only offline channels to support their fundraising efforts is expensive and requires a large financial investment	Application; donation; donor; effect; effectiveness; effort; fundraising; impact; relation
What are the channels/tools (online and offline) used by NPO to build/develop relationships with key stakeholders?	Stakeholder engagement	To encourage stakeholder engagement or find support (promoting volunteering, activism, collaboration with for-profit organizations) for alleviating the scarcity of resources	Online channels: digital technologies (specially, social media and websites). Offline channels: cause-related events and charity retail stores. Internet does not replace offline channels (especially face-to-face interactions), but rather strengthens their sustainability and vitality.	Disclosure; Internet; technology; volunteer; way communication; web; website

Previous research is focused on how NPO use some specific channel(s) and tools (e.g. social media, websites, email, mobile Apps, telephone, face-to-face meetings, among others) to interact, in different ways, with a particular stakeholder (society, donors, volunteers, members, beneficiaries, etc.) for different purposes. According to the extant base of knowledge, existing literature has focused on the following issues:

1. The advantages or benefits of using online channels (particularly, social media) in terms of relationship building and management with relevant stakeholders and society.
2. How different channels and tools are used to reinforce the positioning of the NPO brand and the visibility of the causes it endorses in the eyes of public opinion.
3. The relationships of nonprofits with current and potential donors, prioritizing this stakeholder group over others (such as beneficiaries, members, and so on).
4. The channels used by nonprofits in order to enhance nonprofit-stakeholder relationships (to find support, to build collaborations, to promote engagement, etc.).

From the thematic analysis some relevant research gaps that demand further attention from nonprofit scholars and practitioner emerge, and which can also suggest interesting paths for business literature. Particularly, the following gaps for future research direction may be highlighted:

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

Next, we will discuss each of these research gaps and how business literature can also benefit from them.

3.4.1. Future research on relationships with a broader range of stakeholders

The change towards a stakeholder-oriented approach to marketing arises from stakeholder theory, which promotes the relationships management and interest integration from several stakeholders (Freeman, 1994). The stakeholder theory states that the main purpose of organizations must be attend to, coordinate and integrate the different interests of relevant constituents (Freeman, 1994) to ensure that each stakeholder group distributes high-value inputs to the organization. Therefore, this theory speaks to the importance of implementing innovative practices that engage stakeholders to achieve value creation and shared risk (Freeman et al., 2004).

However, although stakeholder theory highlights the need to take into consideration all key stakeholders, previous nonprofit marketing literature is mainly focused on the relationships with donors or for-profit partners over other stakeholders, mainly due to the need to obtain resources. For instance, beneficiaries are hardly taken into account as regards the accountability, or even the measurement of their satisfaction. However, "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). Therefore, more research that addresses the communication and accountability from nonprofits towards their beneficiaries and other stakeholders (e.g. volunteers, users, society, etc.) is needed, because they can be considered the main source of social legitimacy of NPO (Ebrahim, 2003a).

This is not exclusive to the nonprofit sector. Similarly, in the for-profit context, businesses tend to pay more attention to customers, compared to other relevant stakeholders, such as suppliers, retailers, employees and even competitors (Roper and Davies, 2007). Thus, the need to broaden the scope of stakeholders taken into consideration is also required in for-profit marketing literature and practice.

In this sense, the rapid evolution of digital media and technologies and the large volume of information produced have changed the nature of contact points and the frequency of interactions (Kitchen and Uzunogˇlu, 2014). An organization's image is not only created by direct interactions between NPO and donors, or between firm and customers in for-profit sector, 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 the organization because stakeholders perceive a degree of alignment between brand identity and brand image of the organization. These contact points generate large amounts of information, and by analyzing when and how these contacts occur, the organization can obtain meaningful and useful insights 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 organizations 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 these dynamic interactions among multiple stakeholders are managed correctly, this can be a great opportunity for entities, increasing their brand value (Merz et al., 2009). Furthermore, limiting stakeholder engagement is not an appropriate strategy because it constrains information gathering and relationship building and decreases the value the entity can extract from its stakeholders (Hatch and Schultz, 2010).

Despite the above, co-creation literature also highlights that such practices based on several interactions with different stakeholders increases the risk of losing control (e.g. the multiplication of organization contact points increases the risk of deficiencies in the communication process, or makes integration among channels difficult). Namely, a complex network of key stakeholders further expands the number of possible interactions where relevant information is generated. This may threaten to widen the gap between brand identity and brand image of the organization (Roper and Davies, 2007; Anisimova, 2010). Additionally, the organization's absorptive capacity to use and analyze the information generated by these interactions with stakeholders is crucial and necessary for the synergistic coordination of multiple contacts points, and this critical capability requires adequate resources. Research on how organizations (nonprofit and for-profit) may foster this type of capability, as well as their determinant factors, will be welcome.

Finally, the scarcity of resources, combined with the competition among a growing number of nonprofits, force them to develop new managerial capabilities and obtain private resources through business-nonprofit partnerships in order to ensure their long-term survival. But these strategic collaborations must go beyond mere donation of money (beneficiary role) to imply and develop 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 the 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., 2015b, p. 617). Innovation is one of the main consequences of successful business-nonprofit partnerships, because the objective of these collaborations is to create disruptive social innovations (Sanzo-Pérez et al., 2015b).

3.4.2. Future research on improving two-way interactions

Social media platforms are more frequently used as strategic marketing tools for promotion (campaigns/events in NPO; and new products or services in businesses) (Park et al., 2010), to reach, observe and get closer to relevant stakeholders, and to better understand their individual preferences (Li and Shiu, 2012). Two-way interaction reflects the reciprocal communication between organizations and social media users, as well as between users themselves (Goldfarb and Tucker, 2011). However, some organizations use their social media channels to communicate general news and/or to advertise something, but without responding to stakeholder's comments.

As the results indicate, NPO tend to use online channels, and especially social media only for one-way communication, despite the interactive nature of social media and opportunities for evoking engagement among followers, facilitating the establishment of two-way communication (Waters et al., 2011; Lovejoy and Saxton, 2012; Guo and Saxton, 2014). But NPO seem to fall short of optimizing the opportunities provided by new ICT to manage their relationships with relevant stakeholders (Waters et al., 2011; Lovejoy et al., 2012). Thus, more research on the use of online channels more interactively by NPO is needed.

Again, this does not occur only in the nonprofit sector. For-profit marketing literature shows that businesses assume a unilateral and linear communication to build brand identity through online channels (Madhavaram et al., 2005). Nevertheless, customers increasingly use digital media not just to research products and services but also to engage with businesses, other consumers and stakeholders. Social media platforms are used to create, modify, share and discuss consumers' experiences with products, services and companies providing those (Kietzmann et al., 2011).

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 organization (Hollebeek et al., 2017). A key element for successful management of such interactions is to understand the motivations of individual behaviors in social media. People who strongly engage in the experience of an organizational social media platform across focused attention, absorption, enthusiasm and interaction are more likely to participate in sharing behaviors in the future. In doing so, they are more willing to provide feedback concerning improvements of existing services and organizational experiences, as well as more willing to reveal information about their preferences.

From a practitioner's perspective, marketing managers must understand the value relevance of social media strategies and the role played by two-way interaction and reciprocity, rather than one-way communication in the marketing field. The social media platforms provide stakeholders with several benefits. For instance, services including location-based recommendations (Zhao and Lu, 2012), user reviews (Hoehle et al., 2012) and development of direct relationships, which is likely to result in a greater incremental value. Furthermore, organizations that are planning to launch a social media strategy can benefit from the interactive and reciprocate communication with the community, as this increases social interaction, which in turn results in a higher value for the organization. Thus, social exchange that adds value will result in positive relationships between organization and users and will be viewed as a positive opportunity (Luo and Donthu, 2007). Thus, exchanges based on two-way communication that allow reciprocity are likely to be more beneficial than one-way exchanges in which the flow of information or other resources is unidirectional.

Informational power has been redistributed from organizations to the individuals and communities that create, share and consume social media content. One of the challenges of the implementation of two-way communication is precisely the loss of information control. The information about (nonprofit or for-profit) entities now happens with or without permission of the organizations, in particular, through social media (Kietzmann et al., 2011). Also, most of the contact points with an organization involve multiple stakeholders. Another challenge is relative to the measurement of effectiveness in the social media use. The credibility of a social media strategy depends on how effective it is in helping the nonprofit (or firm, in business sector) achieve its objectives. Until now, little is known about how the use of social media may affect the value of an organization. In this sense, this may have relevant implications in the for-profit sector, and especially, in terms of investigating how businesses with a social or sustainable purpose can improve their credibility through this channel.

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

Results show that many of the existing studies on nonprofit relationship management tend to focus on the advantages or usefulness of using a specific channel/tool, rather than how to manage together multiple channels under a common strategy to enhance the relationships with different stakeholders. However, nowadays stakeholders decide what, how and when to use the different available channels and tools. In the same way, in the for-profit sector, customers can deal with a firm through different channels such as stores, mail-order catalogues, emails, telephone calls, online websites, mobile Apps, and social media to carry out any action (i.e. look for information about products or services, make purchases, complain, ask for help and return products, among others) (Kumar and Venkatesan, 2005; Verhoef et al., 2010).

Results from the systematic review show that most of articles deal with single-channel, synchronous settings (Waters et al., 2011; Lovejoy and Saxton, 2012). Also, a lack of integration and coordination between different channels and tools has been detected. Thus, from a practitioner's perspective, it would be relevant to explore the potential of an omnichannel strategy as strategizing practice that may lead NPO to an enhanced stakeholder relationship marketing. Further research should focus both on the opportunities and challenges entailed by multichannel (combination) and omnichannel (integration) strategies on the side of NPO (Verhoef et al., 2015), and on the side of omnichannel behavior of stakeholders. Besides, dynamic approaches are needed to analyze the effects of multichannel and omnichannel strategies not only across different stakeholder groups but particularly along the different stages of the relationship.

Integrated marketing communications, and particularly omnichannel management, emerge to highlight the need to communicate consistent messages across different channels to meet needs and build long-term relationships with stakeholders (Schultz et al., 1993). In recent years, these integrated marketing communications, defined as a business process of strategically managing stakeholders, contents, channels/tools and results, moved from a tactical tool for coordination of marketing communications to a strategic process for the organization (Luxton et al., 2015). They constitute a key capability to transform corporate communications into positive brand-equity outcomes (Luxton et al., 2015). Thus, it is necessary that both academic researchers and marketing practitioners analyze the critical channels and contact points occurring in the sector (nonprofit or for-profit, in each case) and to deploy marketing strategies and capabilities accordingly.

Additionally, in the for-profit sector, businesses are continuously providing customers with new channels and contact points, not only as a way of staying ahead of the competition and building a competitive advantage, but also as a means of increasing the customer value and satisfaction and strengthening loyalty (Kumar and Venkatesan, 2005). However, few for-profit organizations currently have a fully integrated strategy, but they are in progress. Similarly, and considering that nonprofits are increasingly more business-like (Eikenberry and Kluver, 2004), NPO's managers must make available to their stakeholders several channels and contact points, and analyze the level of integration among them, with the aim to increase the satisfaction, retention and loyalty of donors, volunteers, members, collaborators, and so on. For this reason, NPO may find an opportunity in keeping coordination and consistency between the different channels and tools used in an integrated manner (Neslin et al., 2006).

Related to this, an interesting future research line would be the study of the 'customer journey' concept applied to the nonprofit sector (for example, to volunteers or beneficiaries). The customer journey can be understood as the process experienced by an individual, including all channels and contact points, preceding and following a potential purchase decision (Anderl et al., 2016). The Marketing Science Institute (2018) considers the study of the customer journey as one of the most important research priorities in the period 2018-2020. Thus, it could be useful for NPO analyze the 'volunteer journey' and the 'beneficiary journey', i.e., the process experienced by these key stakeholders throughout the different phases of the relationship (before, during and after providing a specific volunteer service or receiving support/social services from nonprofit, respectively).

Organizations face new challenges in integrated communications with multiple channels, as they have to follow the rapidly changing technological environment and incorporate in their marketing strategy this continuously evolving scenario (Verhoef et al., 2015; Mirsch et al., 2016). The adoption of an omnichannel management does not unfold automatically, but rather follows a staged process over time dependent on available resources and existing barriers to its implementation. Regarding this adoption, academic research and marketing practice are misaligned. While the evolution of an integrated marketing communications system to strategic integration is commonly assumed in academic research (Kliatchko, 2009), successful application in marketing practice requires overcoming several barriers to its implementation. Thus, it is necessary to underline the high complexity entailed for correctly implementing omnichannel strategies with stakeholders. Although the intention of attempting to integrate all channels and tools, and manage them consistently is desirable, it is difficult to achieve.

For instance, some common barriers to the implementation of integrated marketing communications in both for-profit and nonprofit sectors 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). In the future, more research is needed on how to overcome these barriers and find out about other possible obstacles to the implementation of an integrated system of communications with stakeholders.

3.4.4. Future research on theoretical developments and methods

The final stream for future research lines involves the need of reinforcing 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 and have potential to generate further insights for better management of channels and tools used by nonprofits to interact with key stakeholders. Additionally, we highlight the need for a greater number of studies using a mixed methodology, which examine the nonprofit-stakeholder relationship through multiple channels from a quantitative and qualitative approach simultaneously to further enrich the analysis.

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 social phenomena under study. A grounded theory may explain, describe, as well as give some degree of predictability, but only with respect to specific conditions (Corbin and Strauss, 1990). Additionally, related to the application of existing theories to this topic, apart from using stakeholder theory and resource dependency theory, it would be interesting to analyze the behavior of key stakeholders through the different channels and contact points with the support of theories such as the theory of reasoned action (Fishbein and Ajzen, 1975), the theory of planned behavior (Ajzen, 1991), among others.

In relation to broaden methodologies, mixed methods suppose the use of both qualitative and quantitative approaches in one or more of the following ways: 1) two types of research questions; 2) the manner in which the research questions are developed; 3) two types of sampling procedures; 4) two types of data collection procedures; 5) two types of data -numerical and textual-; 6) two types of data analysis -statistical and thematic-; and 7) two types of conclusions (Tashakkori and Creswell, 2007).

In addition to quantitative research methods (e.g. surveys, experiments, etc.), the qualitative methods can add inferential leverage that is often lacking in quantitative analysis (Collier, 2011). Some methods to develop a qualitative analysis may be in-depth interviews, focus group or direct observation, which serves as sources of evidence in a case study (Yin, 1994), among others. Among other uncommon methods, we can highlight the process tracing method, which consists on "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).

Chapter 4: Identifying key antecedents influencing volunteer omnichannel behavior in nonprofit organizations

Identifying key antecedents influencing volunteer omnichannel behavior in nonprofit organizations[2]

Abstract

The purpose of this research consists of identifying the antecedents that may influence on the adoption of an omnichannel behavior by volunteers, understood as the interchangeably use of online and offline channels providing volunteers with multiple contact points with nonprofit organizations. To do so, first a conceptual model is proposed based on a review of relevant marketing literature. Secondly, the model is tested through a quantitative-based research employing an online questionnaire with a representative sample of 7,822 volunteers of the Spanish Red Cross. A hierarchical cluster analysis that groups similar volunteers into clusters according to the use they make of the different offline and online channels has been conducted, and an ordered logistic regression analysis has been used to test the hypotheses proposed. Results suggest that some type of motivations to volunteer (understanding the nonprofit organization, to obtain career or employment opportunities, the influence of family, friends and acquaintances, and for protective reasons), the sense of belonging, the perceived usefulness in the use of new technologies, the social influence, and having a space to make proposals, positively influence on the implementation of a volunteer omnichannel behavior. Additionally, these findings present a different effect on the two identified clusters: offline-oriented and omnichannel-oriented volunteers.

JEL Codes: D64; L31; M12; M15; M31; O33

Keywords: Volunteer omnichannel behavior; Volunteerism; Antecedents; Nonprofit organizations (NPO); Stakeholder relationship marketing

[2] Outcomes derived from this chapter is reported in Mato-Santiso et al. (2020).

4.1. Introduction

Volunteerism is decreasing in several countries (e.g. Switzerland, Germany and Spain, among others), while the pressure on nonprofit organizations (NPO) to use their scarce resources effectively and efficiently is increasing (Brudney and Meijs, 2009; U.S. Department of Labor, Bureau of Statistics, 2016; Williams and Braun, 2019). Given this trend and the relevance of volunteers as key stakeholder, nonprofits have to develop new marketing strategies to actively involve volunteers in the organization, making them feel part of it, thus increasing their level of commitment and their willingness for recommending the organization to others (Studer, 2016).

The volunteers play a key role in NPO (Netting et al., 2005), and thus they may be in positions to give valuable feedback to most nonprofits, although the voluntary nature of their work may also place some volunteers on the periphery of the organization's communication. The valuable feedback that these volunteers may provide emphasizes the importance of fluent communication between volunteers and the organization. In case the voice of the volunteers is taken into consideration (through multiple channels), then NPO's managers can benefit from creating a space where volunteers can share feedback in constructive ways (Garner and Garner, 2011).

The behavior of organizations oriented towards multiple stakeholders can be better understood in the context of relationship marketing theory (Prior, 2006; Grinstein and Goldman, 2011). Stakeholders are defined as any person or group of people that may affect or be affected by the achievement of the organization's objectives (Freeman, 1984). Relationship marketing consists of the management of relations between the organization and its stakeholders, trying to create loyal, mutually profitable and long-term relationships (Ravald and Grönroos, 1996). Stakeholder relationship marketing involves delivering long-term economic, social and environmental value to stakeholders in order to enhance the organizational performance (Murphy et al., 2005).

NPO generally operate in complex environments with multiple stakeholders – such as donors, public administrations, volunteers, beneficiaries and users, community, among others - that have different expectations of the organization. Thus, NPO effectiveness is based on the responsiveness of the nonprofit to stakeholder concerns (Balser and McClusky, 2005). Stakeholders assess their relationships with NPO based on how well their expectations are met and how they are treated by the organization (Herman and

Renz, 2004). This represents a source of uncertainty for nonprofits because they need resources and legitimacy from their stakeholders, and these streams are not necessarily predictable or controllable (Balser and McClusky, 2005). Consequently, stakeholder relationships need to be managed and monitored by NPO in the mid and long term in order to be transformative, and not only communication-based relationships.

In the age of Information and Communication Technology (ICT), the proliferation of new channels and contact points has offered individuals new opportunities to interact with the organizations (Cao and Li, 2015). This phenomenon has been studied in recent years in the field of business research, and more specifically, in retail literature. Customers increasingly use multiple channels to purchase products and services, to search for information, or to request technical advice (Neslin et al., 2006). Studies in this area aim primarily at understanding the key drivers of customer channel choice by identifying the variables that may explain how and why customers behave differently through the multiple channels of interaction (Melero et al., 2016).

The concept of ‘multichannel’ refers to the separate and isolated management of several channels, where goals and data are independents by channel. However, from a more integrative perspective, ‘omnichannel’ focuses on different channels and contact points, all connected and sharing the goals and data, which leads to a full integration between channels (Verhoef et al., 2015; Mirsch et al., 2016). Previous research has highlighted that omnichannel features, initially perceived as complementary, are becoming essential. The question for organization's managers is no longer whether to operate an omnichannel strategy, but how to implement it most effectively (Bell et al., 2014). In retailing, the concept of omnichannel behavior focuses on customers, trying to optimize their purchase experience (Verhoef et al., 2015; Viejo-Fernández et al., 2019). However, omnichannel behavior can also be applied to all relevant stakeholders beyond customers or users, and most notably to volunteers. For nonprofits, volunteers constitute one of the key stakeholders, and in many cases, a group of vital importance to fulfill their mission.

Although, at first glance, customers and EV may seem completely different, both groups share several commonalities, among which we can highlight the following:

1. Both constitute a key stakeholder group with regards to firms and NPO, respectively, being an important driver for the survival and growth of these organizations.
2. Both have limited resources (money in the case of customers, and available time in the case of EV) and have to make a decision about where to invest them (in what product and firm in particular, or in what cause, nonprofit or event).
3. Firms and NPO try to establish a positive link with customers and EV, respectively, using strategies focused on attract, repeat and retain.
4. These two stakeholders decide when to make the purchase or when to collaborate as volunteers (at a specific moment of time), as well as decide the duration (i.e. the beginning and the end of the period in which they wish to be customers or volunteers).
5. The presence of social values and norms in purchase/collaboration preferences is relevant.
6. Both stakeholder groups receive some type of benefit for their behavior. In a broad sense, customers receive products or services in exchange for their money, whereas EV receive other benefits (e.g. intangibles such as gratification, satisfaction, pride, looking for some challenges, or setting an example for others; or some material perk such as free food or gifts) in exchange for their time.

Despite the increase recorded in research on ICT and multichannel, retailing literature recognizes that more research is needed in the field of omnichannel behavior (Neslin et al., 2014; Verhoef et al., 2015; Ailawadi and Farris, 2017); and particularly, to determine how individuals' attitudes towards technology and online channels may influence on this behavior in the new context of digital transformation (Escobar-Rodríguez and Carvajal-Trujillo, 2014; Juaneda-Ayensa et al., 2016). Namely, few studies have analyzed the antecedents of omnichannel behavior (Neslin et al., 2014; Verhoef et al., 2015; Viejo-Fernández et al., 2018). Similarly, the systematic review previously conducted on stakeholder relationship marketing by nonprofits has revealed that one of the relevant research gaps that demand further attention from scholars and practitioners in this field is, precisely, the need to study more deeply the omnichannel behavior of a broad range of stakeholders (and not only donors), because previous literature has mainly focused on studying different channels independently, missing the integrated view of channel usage.

In this context, the main goal of the present study consists of identifying the antecedents or key drivers that may influence on the adoption of omnichannel behavior by volunteers. From the perspective of stakeholder relationship marketing, we attempt to provide a twofold contribution. On the one hand, we adapt the concept of 'omnichannel behavior', traditionally applied to the for-profit sector, as a strategic option for nonprofits. On the other hand, our focus is on volunteers, a type of stakeholder overlooked in the omnichannel literature, and under-researched in stakeholder relationship marketing in nonprofits, mainly focused on communication to donors and for-profit partners over other critical stakeholders.

Regarding the structure of this chapter, we first introduce a brief overview on volunteerism in NPO and contextualize the volunteer omnichannel behavior concept. In addition, in this section we formulate the hypotheses, focused on the antecedents that may influence on volunteer omnichannel behavior. Secondly, we describe the methodology applied to carry out the empirical analysis. We have conducted a quantitative-based research based on an online survey implemented by Spanish Red Cross (SRC) – one of the largest volunteer organizations at international level - with its national volunteer census through email. Thirdly, we present the results and discuss the main conclusions. And finally, we describe the managerial implications, and mention the main limitations and further research directions.

4.2. Literature review and hypotheses formulation

4.2.1. Relationships based on volunteerism in nonprofit organizations

Volunteerism-based relationships between volunteers and NPO can be understood as the time that is given freely and without pay by individuals to any organization that has the aim of benefiting people in a particular cause (Kreutzer and Jäger, 2011). Volunteers must decide not only whether to help, but also whom to help, where to help, when to help, and how to help.

A key issue of nonprofit entities is volunteer management because many of them depend on a volunteer workforce for important tasks (Hager and Brudney, 2004). Volunteers constitute a valuable resource for nonprofits; thus, these organizations should put all their efforts in an adequate volunteer management because the nature of volunteer work implies that these people are providing services free, without a formal labor relationship and without expecting a payment for their work. The relationship between volunteers and

NPO is mutually beneficial, but when something goes wrong, volunteers may be less motivated and willing to address the problem than paid staff and they may simply leave the organization (Garner and Garner, 2011).

According to Snyder and Omoto (2008), the concept of volunteerism is characterized by six key features:

1. The volunteers must act freely without any obligation or coercion.
2. The decision to volunteer is based completely on the person's own goals without expectation of any payment or punishment.
3. Volunteering involves serving people or causes who desire help (i.e. accepted by recipients).
4. Volunteerism is performed through organizations or directly with recipients.
5. The act of volunteering involves some amount of deliberation or decision making to provide services for others or to further a cause properly.
6. Volunteer activities must be delivered over a long period of time, with particular interest in helping actions that extend over weeks, months, and years (rather than one-time special events).

The first four features mentioned above (free action, no monetary reward, serving beneficiaries who want to be helped, and through an organization or directly) are shared by other researchers as the four basic elements which should include the definition of volunteerism (Wilson, 2012; Haski-Leventhal et al., 2018).

Previous literature has also highlighted different 'degrees' of volunteering, from a volunteer with no coercion or pressure, without direct reward, undertaken through a formal volunteer-involving organization, and with no previous relationship existing between the volunteer and beneficiary; to a volunteer that involves some degree of coercion (e.g. community service court orders), some reward, undertaken outside of formal organizations, and sharing backgrounds or interests with beneficiaries (Cnaan et al., 1996; Snyder and Omoto, 2008; Whittaker et al., 2015). Particularly, as a degree of volunteering within the sixth feature of Snyder and Omoto (2008), a specific type of volunteers emerges, i.e. episodic volunteers. '*Episodic volunteers (EV)*' are defined as individuals that provide volunteer services in the short-term or punctual events. This type of volunteering is characterized by committing an afternoon, a day, a weekend, or even a month at a time; and when tasks are completed, the volunteers disappear (we will focus on this type of volunteering in chapter 5).

Volunteerism has positive effects to the individual volunteer (micro level), the volunteer-based organization (meso level) and society (macro level) (Haski-Leventhal et al., 2018). At the individual or micro level, volunteerism can improve the levels of physical and psychological well-being of volunteers, employability and the likelihood of finding a job, social connections and the sense of value to society (Wilson, 2012). At the organization or meso level, this concept provides human resources, new and necessary knowledge, skills and talent to provide services to beneficiaries (Haski-Leventhal et al., 2011). And finally, at the society or macro level, volunteerism contributes to enhance social capital, social cohesion and social inclusion (Putnam, 1995). Therefore, high levels of volunteerism not only are important and essential from an economic welfare service provision perspective, but also from a community participation and education for the labor market perspective (Van den Bos, 2014).

4.2.2. The volunteer omnichannel behavior

In for-profit marketing literature, the customer omnichannel behavior is understood as "the combined use of digital and physical channels providing them with multiple points of contact with firms" (Cortinas et al., 2019, p.1). Customers who adopt an omnichannel behavior use interchangeably combinations of multiple channels and contact points with firms along the customer journey (the decision-making process with different phases or stages: pre-purchase, purchase and post-purchase) to satisfy their needs and purchase requirements (Cassab and MacLachlan, 2009).

Following an analogous reasoning, we define '*volunteer omnichannel behavior*' as the interchangeably use of online and offline channels providing volunteers with multiple points of contact with nonprofits. This combination of contact points reveals a more rational and reflective behavior in which more information is handled and more time and efforts are invested, thus increasing the opportunities to experience multiple emotions (Viejo-Fernández et al., 2019). The adoption of an omnichannel behavior allows volunteers to interact with the nonprofit across all channels anywhere and anytime. In this way, this strategy has the potential to provide volunteers with a unique, complete, and seamless experience that eliminates the barriers between channels (Juaneda-Ayensa et al., 2016; Rodriguez-Torrico et al., 2017).

Under this approach, volunteers use different channels simultaneously during all phases of the making-decision process or volunteer journey (from the moment the volunteer starts to consider the decision of providing his/her volunteer services until the volunteer leaves any contact with the nonprofit). The separation between online and offline channels makes no sense since volunteers access them interchangeably and expect to find the same services and attention across channels. Considering this new paradigm, NPO should create an omnichannel strategy for omnichannel volunteers (Rodriguez-Torrico et al., 2017).

NPO could benefit from having volunteers with omnichannel behavior. For instance, nonprofits can use the ICT to track the volunteer omnichannel behavior and, in this way, to provide customized recommendations to their volunteers. In addition, the nonprofits could cross analyze the volunteer behavioral data through online and offline channels to adapt their communications (e.g. dissemination of campaigns, complaint management, etc.) to the volunteer's needs or preferences. Several empirical studies have confirmed that such initiative enhances the satisfaction level and reinforces the loyalty of volunteers (Shankar et al. 2003; Coelho and Henseler, 2012; Shi, 2017). Furthermore, it is important to highlight that omnichannel volunteers, by selecting and combining multiple channels of relationship with the nonprofit depending on whom, when, where and how to help, demonstrate a more proactive attitude towards volunteerism-based relationships, and that is why they are desirable for NPO and it is relevant to know the antecedents of their behavior.

4.2.3. Antecedents or drivers of volunteer omnichannel behavior

As occurs in any type of human behavior, different kinds of antecedents or drivers of the volunteer omnichannel behavior can be identified. These determinants include individual-based factors, such as psychological features or capabilities to volunteer (especially related to the level of acceptance of new technologies), social-based factors (e.g. social influence), and also supply-side factors relating to channel availability. Throughout this section, we will develop each one of these typologies.

4.2.3.1. Personal or psychological factors

People are complex beings that vary in many ways. Some of these differences have an impact on different social concerns and how people respond to social problems. According to psychological literature, personal factors include childhood experience, knowledge and education, personality, motivations, sense of control, values, political and world views, goals, felt responsibility, place attachment and chosen activities, among others (Gifford and Nilsson, 2014). In this sense, Lindenberg and Steg (2007) highlight three goal frame (also called “multiple motives”), which are highly relevant for understanding a particular behavior: 1) *hedonic goals*, which lead individuals to seek ways to improve their feelings; 2) *gain goals*, which sensitize individuals to gains or losses in changes in their resources; and 3) *normative goals*, which are concerned with the correctness of their behavior.

Several researchers have highlighted that the emotional state of individuals could influence various aspects related to the acquisition and processing of the information through different channels (Bilal and Kirby, 2002; Kulviwat et al., 2004). Furthermore, Nahl (2004) has demonstrated that some affective variables like motivation or optimism have a great influence on certain purchase behaviors. In particular, previous literature has demonstrated that motivations can affect the ways by which individuals (in this case, volunteers) search for information through the different channels (Flavián et al., 2012).

Nonprofit literature has extensively analyzed volunteer motivation (Dolnicar and Randle, 2007; Flavián et al., 2012), so we will focus on this variable. Furthermore, motivations are strongly related to other personal variables (e.g. goals, personality, perceptions, information processing, attitudes, etc.). Volunteers, like other individuals, can develop the same activity for different reasons and motivations (Snyder et al., 2000). Knowing these volunteer's motivations allows to adapt the messages and the channels best able to attract and retain them (Stukas et al., 2014). To facilitate the identification of the reasons that individuals have for volunteering, Clary et al. (1992) have developed the *Volunteer Functions Inventory* (VFI), that consists of a 30-item measure assessing reasons to volunteer, grouped into six types of motivations:

1. **Values**, with volunteers seeking to express prosocial and humanitarian values through their volunteer activity.
2. **Understanding**, with volunteers seeking to better understand about the people whom they serve or the nonprofit for which they provide services.
3. **Career**, with volunteers seeking to obtain particular skills, contacts or other benefits that can assist them with paid employment opportunities.

4. **Social**, the motivation of volunteering is a reflection of the influence of family, friends, acquaintances and other social groups.
5. **Esteem**, with volunteers seeking to feel needed, useful, important, and good with themselves.
6. **Protective**, with volunteers seeking to distract themselves from their own problems or to reduce guilt about being more fortunate.

Although we can find multiple works on possible motivations for volunteering, e.g. to enhance social problem-solving ability, self-efficacy, curiosity, business-minded, development assistance, quest for oneself, change-orientation, altruism, among others (Lau et al., 2019; Okabe et al., 2019), most of the reasons for volunteering are embedded in Clary et al.'s six types of motivations described above.

Overall, our general hypothesis expects that, regardless of the type of motivation, the intensity of the motivation to volunteer of an individual is positively associated with the extent to which the volunteer develops an omnichannel behavior. We can find a theoretical justification for this premise in the *Elaboration Likelihood Model* (ELM) proposed by Petty (1977) and Petty and Cacioppo (1978, 1986). According to this model, there are two possible ways or routes for individuals to process information, the central route and the peripheral route, each of them entailing different levels of cognitive effort. Whereas the central route analyzes information in a deeper and more rational way, the peripheral route develops a more superficial form of processing. And one of the factors that explain which route is followed is, precisely, motivation.

Motivation is related to an individual’s level of involvement, which in turn reflects the importance that this individual gives to a particular action. In our case, when the motivation to volunteer is more intense, it is likely that he/she feels more engaged in the activity, and therefore his/her effort to seek and obtain information will be higher. Following Viejo-Fernández et al. (2018), the development of an omnichannel behavior is more probable in such situation, because the combination of online and offline contact points allows customers (in our case, volunteers) to seek, obtain, compare and evaluate more information. As the level of motivation to volunteer increases, it is likely that the volunteer will be more willing to engage with the NPO in different ways through several channels and contact points. So, we expect that:

Hypothesis 1a (H1a): The motivation to volunteer due to humanitarian values is positively associated with the adoption of omnichannel behavior.

Hypothesis 1b (H1b): The motivation to volunteer due to seek a better understanding about the nonprofit or its beneficiaries is positively associated with the adoption of omnichannel behavior.

Hypothesis 1c (H1c): The motivation to volunteer due to obtain skills, contacts or other benefits related to paid employment opportunities is positively associated with the adoption of omnichannel behavior.

Hypothesis 1d (H1d): The motivation to volunteer due to the influence of family, friends, acquaintances and other social groups is positively associated with the adoption of omnichannel behavior.

Hypothesis 1e (H1e): The motivation to volunteer due to self-esteem reasons is positively associated with the adoption of omnichannel behavior.

Hypothesis 1f (H1f): The motivation to volunteer due to protective reasons is positively associated with the adoption of omnichannel behavior.

Besides general motivations to volunteer, another relevant personal variable, more linked to the specific organization with whom the volunteer collaborates or wants to collaborate, is the positive attitude towards the NPO or the sense of belonging to this particular nonprofit. Attitudes are formed and modified while individuals obtain and process information (and also information processing may depend on previous attitudes). Those with interest in a topic will most probably take the time to read and process the informational arguments presented (Cyr et al., 2018).

When individuals identify themselves as part of one organization and align their objectives and social values with those of the nonprofit, they will be willing to do something for others and carry out a proactive involvement, although it does not imply any (economic or material) benefit (Alexander Hars, 2002; Cheung and Lee, 2012). Developing a sense of belonging is crucial to a volunteer's willingness to actively engage with NPO. In this way, when volunteers are proud to be part of one organization, it is expected that they will be more willing to interact through multiple offline and online channels with members of that community for a common good, being more likely to implement an omnichannel behavior (Wang and Handy, 2014). Hence, we assume that:

Hypothesis 2 (H2): The degree to which the volunteer feels part of the nonprofit (sense of belonging) is positively associated with the adoption of an omnichannel behavior with this organization.

4.2.3.2. Level of acceptance of new technologies

Since the omnichannel behavior is associated with the interchangeably use of offline and online channels based on new technologies, an individual may be more likely to adopt this type of behavior if he/she has the skills, competencies and knowledge required for using such channels in a specific organization, and (especially) perceives that using such technologies is useful for him/her. 'Capability' includes actual and perceived skills to adopt a specific behavior (Haski-Leventhal et al., 2018).

In existing literature, there are several theories that explain the acceptance and use of new technologies, and therefore, can help to predict the adoption of an omnichannel behavior: the Theory of Reasoned Action (Ajzen and Fishbein, 1977), the Theory of Planned Behavior (Ajzen, 1991), and the Technology Acceptance Model (Davis, 1989).

The Theory of Reasoned Action (TRA), developed by Ajzen and Fishbein (1977), states that behavior is determined by the behavioral intention to release a particular behavior. According this theory, there are two key factors that determine the behavioral intention: 1) a personal or attitudinal factor, the individual's attitude towards performing the behavior; and 2) a social or normative factor, the individual's subjective norm about performing the behavior (Vallerand et al., 1992). Thus, attitudes and subjective norms affect intentions, and subsequent the behavior (Madden et al., 1992).

The Theory of Planned Behavior (TPB) is an extension of the TRA by incorporating the perceived control over behavioral achievement. The TPB posits that the intention to perform a behavior is the outcome of a rational decision-making process that includes at least three main factors: 1) attitudes towards the behavior; 2) subjective norms or perceived social pressure to do the behavior; and 3) a perceived control over the behavior to predict behavioral intentions with a high degree of accuracy (Wolske et al., 2017). Kumar et al. (2017) have described attitude as a mental state of willingness, which influences the response of the audience towards all objects and situations with which they are confronted. Definitely, the attitude affects a particular behavior eventually strengthening the intention to perform that behavior (Ajzen, 1991; Cheng et al., 2006; Kumar et al., 2017). The second factor (subjective norms) refers to the likelihood that important referent individuals or groups approve or disapprove the performing of a given behavior. Perceived behavioral control is based on past experiences with the behavior and other factors that increase or reduce the perceived difficulty of performing the behavior (Ajzen, 1991).

The Technology Acceptance Model (TAM), developed by Davis (1989), is one of the most influential research models to predict intention to use and acceptance of information systems and information technology by individuals. Unlike TRA and TPB theories, the TAM has introduced two new variables that may contribute for predicting the acceptance, adoption, and use of information technologies: 1) the perceived usefulness, that consists in the belief that using an application will increase one's performance; and 2) the perceived ease of use, the belief that one's use of an application will be free of effort. Another difference with respect to TRA and TPB is that TAM does not include subjective norm as a determinant of intention (Chen et al., 2011).

Several researchers have used these theories for better understanding the decision-making process concerning the adoption of specific behaviors (e.g. Kelly et al., 2006; Sidique et al., 2010; Ramayah et al., 2012). These theories provide a useful framework for dealing with the complexities of human social behavior (Ajzen, 1991), as well as depicting relevant factors affecting the behavior towards a particular issue (Kumar et al., 2017).

Based on all these theories, the more resources and opportunities individuals think they possess, and the fewer obstacles or impediments, the greater should be their perceived behavioral control over a given behavior (Ajzen, 1991; Madden et al., 1992). These control beliefs may have their origin in past experience with the behavior, second-hand information about the behavior, as well as experiences of family and friends, among others. These factors may increase or reduce the perceived difficulty of performing the behavior (Ajzen, 1991). Furthermore, according to the Technology Acceptance Model (Davis, 1989), the perceived usefulness in the use of ICT has been identified as possible conditioning variable of omnichannel behavior (Viejo-Fernández et al., 2016). It should be noted that although volunteering usually requires some skills, competencies and knowledge in order to develop an omnichannel behavior, these can be developed through training, support and on-the-job learning while volunteering, so we will focus on the perceived usefulness.

Perceived usefulness in the use of ICT is understood as the degree to which an individual believes that using a particular technology would enhance his/her performance. Namely, a channel high in perceived usefulness "is one for which a user trusts in the existence of a positive use-performance relationship" (Davis, 1989, p. 320). This variable explains a considerable proportion of variance in intended behavior, and it has been used to predict online purchase behavior (Pavlou and Fygenson, 2006). Thus, the perceived usefulness in the use of ICT may constitute an antecedent in the adoption of the omnichannel behavior of volunteers. Given this, we assume that:

Hypothesis 3 (H3): The perceived usefulness in the use of ICT (email, web browsing, social media, mobile applications, etc.) by volunteers is positively associated with the adoption of omnichannel behavior.

4.2.3.3. Social factors

As the TRA (Ajzen and Fishbein, 1977) and the TPB (Ajzen, 1991) theories explicitly recognize, people are heavily influenced by the context in which they live their daily lives. This context may be long-term, such as religion or social class, or more volatile in nature, such as the passing influence of trends. These social factors, which influence on individual behaviors, include social norms, social class, cultural and ethnic variations, religion, and so on (Gifford and Nilsson, 2014).

Consequently, apart from the motivation for volunteering, the sense of belonging, and the volunteer’s level of acceptance of new technologies, there are other key factors that may influence on omnichannel behavior (e.g. social factors). Social or interpersonal factors have been frequently mentioned in previous literature as variables prone to affect the behaviors of individuals (Kumar et al., 2017). Thus, for example, according to the TPB theory, the subjective norm or social influence can be stated as a form of belief that the society approve, through social recognition or the desire of being well respected by others (Odekerken-Schröder et al., 2003), or disapprove, through social pressure, certain behavior when it is performed. The social influence also provides individuals with information about the aptness of a particular behavior (Jager et al., 2000), and helping them to make a decision regarding action towards approval or disapproval of such behavior (Ajzen and Fishbein, 1977; Ajzen, 1991; Kumar et al., 2017). Therefore, a favorable social norm towards the integration and interchangeably use of multiple channels to interact with NPO can lead to the provision of related behavior (Sweeney et al., 2014). The increasing adoption by individuals of mobile devices, location-based services and social media are primarily responsible for the current tendency of omnichannel integration (Mirsch et al., 2016).

Social influence, defined as the degree to which an individual perceives that others believe he/she should use a new system (Venkatesh et al., 2003), emerge as significant predictors of intention to use of new technologies and social media, suggesting that people with a more favorable attitude towards ICT and online channels, and who feel more pressure from their closest environment (family, friends, and others), are more likely to intend to engage in the digital channel use (Pelling and White, 2009). In fact, many studies have demonstrated that individuals adopt and use new technologies because of social influence, contributing to the adoption of omnichannel behavior (Kaba and Touré, 2014). Based on this discussion, we hypothesize that:

Hypothesis 4 (H4): The social influence perceived by volunteers from their closest environment (family, friends, among others) is positively associated with the adoption of omnichannel behavior.

4.2.3.4. Channel availability

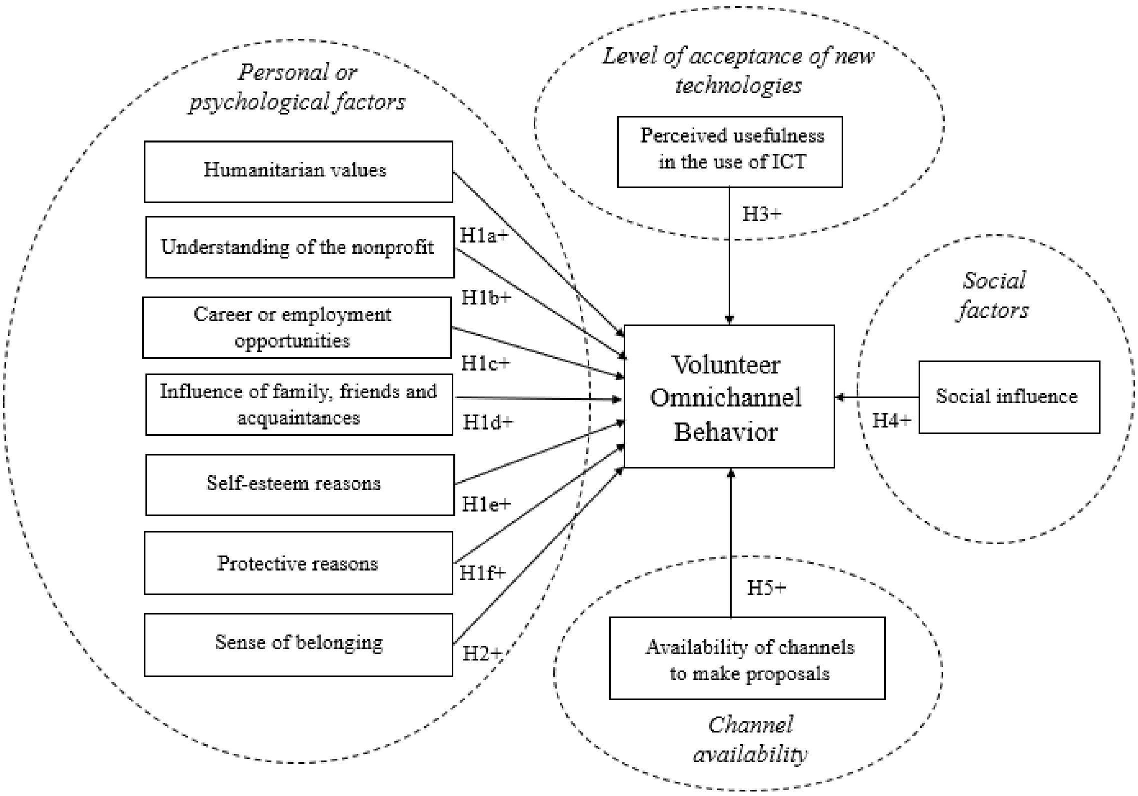
With the emergence of the mobile channels, tablets, social media, and the integration of these new channels and devices, the landscape has continued to evolve, leading to profound changes in behavior of individuals (Verhoef et al., 2015; Juaneda-Ayensa et al., 2016). People not only select which specific channels they use, but also when they use them throughout the journey – all phases experienced by individuals in its relationship with organizations. They strategically switch channels to best suit their personal convenience when seeking information, evaluating different alternatives and taking a decision (e.g. purchasing products, providing volunteer services, etc.). In response, organizations are starting to transition from the traditional channel-specific management style to omnichannel management, where different channels are integrated (Gao and Su, 2017).

Therefore, taking into account that one of the necessary conditions for volunteers to adopt an omnichannel behavior is the availability of multiple channels - offline and online - providing volunteers with multiple contact points with nonprofit entities (Cortinas et al., 2019), we hypothesize that:

Hypothesis 5 (H5): The availability of channels to make proposals to the nonprofit is positively associated with the adoption of omnichannel behavior.

The conceptual model of the empirical analysis is depicted as follows in Figure 4.1.

Figure 4.1. Conceptual Model



4.3. Methodology

4.3.1. Data collection and sample description

For conducting this research, we benefit from the collaboration of one particular nonprofit, SRC. We have selected this nonprofit mainly for the following criteria. Firstly, SRC is the largest volunteer-based and one of the oldest lay nonprofit entities in Spain, with 205,626 volunteers and 12,839 employees to attend to 1,749,154 vulnerable people, and income amounting to 680,021,000 euros in 2018 (Spanish Red Cross, 2018).

Secondly, it is a multidisciplinary organization that contributes to alleviate the social needs of vulnerable people in different fields: social intervention, international cooperation, assistance and emergencies, childhood and youth, the aged, social exclusion, culture, education, work integration, sports events, health, environment, among others. Additionally, it has an international orientation, a broad social legitimacy, and its brand is highly visible through national fundraising campaigns (Rey-Garcia et al., 2013).

In order to carry out this research and test the previously defined hypotheses, we have established a collaboration agreement with the SRC, which consists in the fact that this nonprofit has provided us with the data of a representative sample of volunteers obtained from its survey *"State of Spanish Red Cross's volunteerism"*, so that we can develop a quantitative-based research, extracting and reporting the main findings. In order to carry out this study, SRC allowed us the inclusion of some additional questions in its standard survey, related to the omnichannel behavior.

The data collection has taken place from January 24 to May 14, 2019. SRC has created and sent the online questionnaire survey to its national volunteer census through email, and it has done an active monitoring by calling several volunteers by phone to complete the survey. We have obtained a total of 9,774 questionnaires, although 1,952 responses have been eliminated because they were incomplete and/or they presented reliability concerns. Thus, a database including 7,822 responses constitutes the final sample employed in this research. As we can see in Table 4.1, the typical profile of volunteers of the SRC is female (58.1%), aged between 21 and 30 (26.3%), with secondary studies (42.7%), and mostly occupied as a student (21.5%) (Spanish Red Cross, 2018, p. 172).

The online questionnaire survey has been designed by SRC to primarily obtain the following information: 1) the socio-demographic variables to characterize the sample (e.g. gender, age, educational level, occupation, and years of volunteering experience); 2) the assessment of the individual perceptions related to the volunteerism relationship through some indicators, such as the motivations, the perceived usefulness in the use of ICT, sense of belonging, social influence, among others; and 3) the channel(s) through which volunteers establish and maintain relationships with SRC, to identify a possible omnichannel behavior of volunteers – the data related to this last point have been obtained adding our proposal of additional questions in the survey.

Although there is no minimum response rate below which survey estimates are necessarily subject to bias (Groves, 2006, p. 650), one of the main problems of a survey-based methodology is the nonresponse bias. To reduce this potential bias, we have carried out the method proposed by Armstrong and Overton (1977), based on the comparison between the respondent's results and the 'Known values' for the key subgroups of total population (considering age, gender, education, among others). Using this method, it is possible to state that there is no evidence of "nonresponse bias" if the response rates are similar across subgroups (Groves, 2006). Taking this into account, in this empirical research the potential existence of a nonresponse bias has been assessed by comparing the gender, age, educational level and occupation between the responses of volunteers retrieved from the survey and the total number of volunteers of the SRC (see Table 4.1). After comparing both groups, we can assert there are no statistically significant differences across subgroups (Armstrong and Overton, 1977; Groves, 2006).

4.3.2. Measurement of variables

We have used the variables included in the *"State of Spanish Red Cross's volunteerism"*, the national survey conducted by SRC, using the measurements given by this nonprofit, with the exception of those constructs related to the use of different offline and online channels and the measurement of the omnichannel behavior.

Firstly, the dependent variable, the **omnichannel behavior**, has been measured on the idea that online and offline channels are interchangeably used in the NPO-volunteer's relationships, and it is difficult for nonprofits to control their usage (Verhoef et al., 2015). The item used for measuring the omnichannel behavior was: "*I interchangeably use any of the following channels: face-to-face, post mail, phone, email, website, social media, WhatsApp, and other mobile applications*". The responses to this item have been rated on a 5-point Likert type scale from 1 (strongly disagree) to 5 (strongly agree).

Additionally, and in order to go one step forward and identify different volunteer's profiles according to his/her behavior, respondents have been asked about the current use made through the following offline and online channels when they want to contact with SRC (for example, to answer questions, register for activities, express complaints, express their opinions, participate in meetings, etc.): face-to-face, post mail, phone call, email, the organization's official website, social media, WhatsApp or other messaging applications, and the organization's mobile application.

Table 4.1. Sample Description

Descriptors	Volunteers of Spanish Red Cross (N=205,626)	Sample (N=7,822)
GENDER		
Male	41.9%	44.2%
Female	58.1	55.8
AGE		
Younger than 21	5.5	6.9
21-30	26.3	19.9
31-40	23.4	17.5
41-50	19.9	19.1
51-60	12.5	19.7
61 or older	12.3	16.9
EDUCATIONAL LEVEL		
No studies	0.7	0.4
Primary studies	9.2	8.9
Secondary studies	23.7	22.6
Vocational training (medium level)	13.8	14.4
Vocational training (high level)	12.2	12.9
Bachelor’s degree	30.5	29.5
Master, postgraduate or doctoral degree	9.9	11.5
OCCUPATION		
Paid employment	31.9	36.8
Self-employment	4.6	4.2
Not in the workforce	27.5	20.9
Retired	11.0	14.2
Student	17.0	15.0
Other situations	8.1	8.9

Source: Authors ‘own elaboration based on data available from the Annual Report of Spanish Red Cross (2018)

The responses to each of these questions have been rated on a 5-point Likert type scale from 1 (nonexistent use) to 5 (very high use).

Regarding the independent variables utilized to measure the personal or psychological factors, several items have been considered, linked to the six types of **motivations** provided by Clary et al. (1992). Specifically:

1. ***Values*** (this variable has been measured using 2 items):
   - The motivation to volunteer for being a socially committed person and helping others.

- The motivation to volunteer because of perceived social needs.

2. ***Understanding*** of the nonprofit:
    - The motivation to volunteer because the labor carried out by SRC is admirable.
3. ***Career*:**
    - The motivation to volunteer to learn or have new experiences.
4. ***Social*:**
    - The motivation to volunteer because family, friends or acquaintances advised me.
5. ***Esteem*:**
    - The motivation to volunteer to take advantage of time and feel useful.
6. ***Protective*** (this variable has been measured using 2 items):
    - The motivation to volunteer for being unemployed and having free time.
    - The motivation to volunteer for being retired and having free time.

To assess the extent to which individuals are motivated by these reasons to volunteer, we used a 10-point scale. While the 5-point Likert scale is more appropriate to measure the gradations of agreement of variables, the 10-point scale format therefore places greater reliance on the respondent using a numerical response to make an assessment, for which the precise meaning has not been defined - many people are familiar with the notion of rating 'out of 10'- (Dawes, 2008). Thus, in the online questionnaire, for measuring these variables, respondents have been asked to rate from 1 to 10 the level of motivation.

The **sense of belonging** has been measured by one item: "*Please rate from 1 to 10 the degree to which you feel part of the Spanish Red Cross*". For measuring the **perceived usefulness in the use of ICT**, respondents have been asked to evaluate the extent to which they think that digital technologies (email, web browsing, social networks, mobile applications, among others) can be useful for volunteering, according to their experience. The responses to this variable have been rated on a 5-point Likert type scale from 1 (not useful) to 5 (very useful).

For its part, the item utilized to measure **social influence** was: "*Please rate from 1 to 10 the degree to which you feel influenced by your closest environment (especially family and friends)".*

With regards to the **channel availability**, because this research focuses its empirical analysis on a single organization which has all offline and online channels available, to measure the availability of the channels we have used the variable "space for proposals" for volunteers as proxy. Volunteers have been asked to rate from 1 to 10 the availability of a space (consisting of one or more channels) to contribute with proposals. The objective is to find out not only if volunteers have multiple channels at their disposal, but if the nonprofit has enabled a specific space to make proposals.

Finally, previous research has showed that some socio-demographic factors are more likely to use online channels than others, thus being more likely to adopt the omnichannel behavior. For example, Park and Lee (2017) have demonstrated that gender and age have significant influences on channel choice behavior. Usually, men tend to use online channels more often than women, and younger people are more likely than older to use Internet and digital technologies (Akinci et al., 2004; Viejo-Fernández, 2016).

Furthermore, regarding the education level, several researchers have found that Internet shopping tends to be the domain of the well-educated (Sorce et al., 2005; Soopramanien and Robertson, 2007). That is, individuals with a higher level of education use online channels more often in relation to people with a basic education. Thus, taking this into consideration, some additional variables have been included in the model as control variables.

Firstly, the gender has been analyzed by a dichotomous variable: 0 means male and 1 means female. Secondly, respondents self-reported their age and volunteer experience in years. And thirdly, educational level of volunteers is a categorical variable and it has been classified into the following categories: 0) no studies; 1) primary education; 2) secondary education; 3) higher education (including bachelor's degree, master, postgraduate or doctoral degree); and 4) vocational training (including medium and high-level professional training). Appendix 2 shows the descriptive statistics for variables included in the model.

4.3.3. Data analysis

Data have been analyzed in two steps or phases. Firstly, a **hierarchical cluster analysis** has been carried out using SPSS Statistics 24 software to identify different groups of volunteers depending on their channel profiles, specifically, on the use they make of the different offline and online channels. This hierarchical clustering technique combines cases (i.e., volunteers) into homogeneous clusters by merging them together one at a time in a series of sequential steps (Blei and Lafferty, 2009; Yim and Ramdeen, 2015). And, in a second step, three **ologit models (ordered logistic regression)** have been estimated using STATA 14 software to discover the possible influence of some key antecedents on the omnichannel behavior of volunteers.

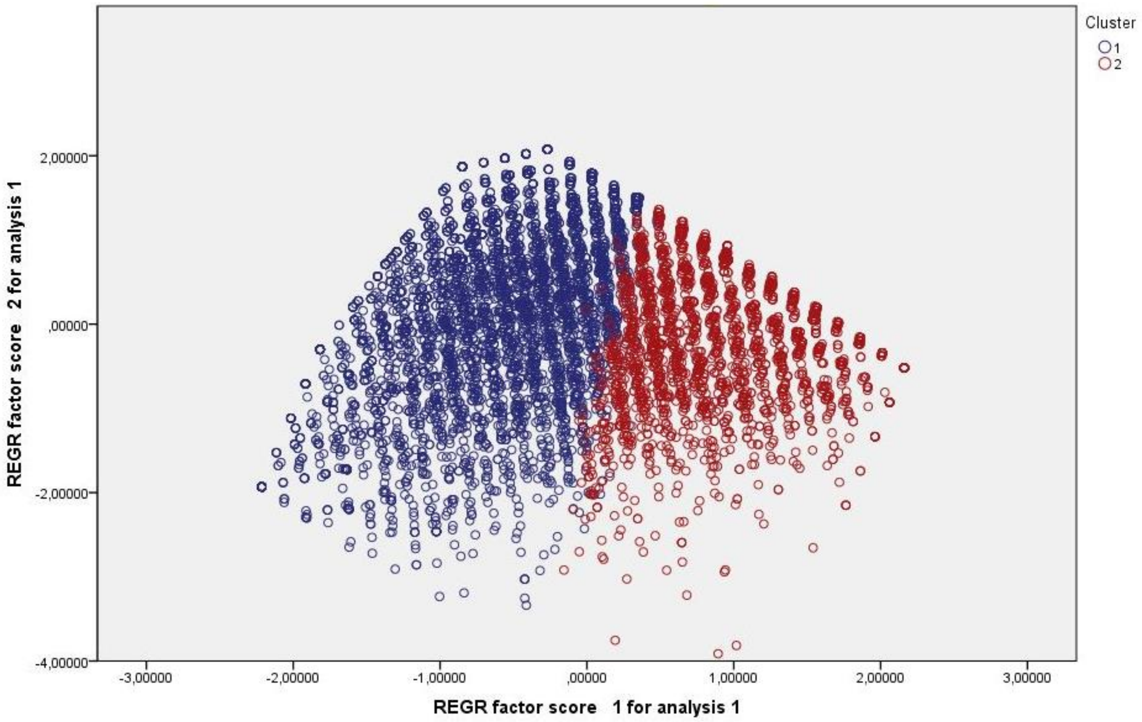
4.4. Results

We have conducted a hierarchical cluster analysis that groups similar volunteers into clusters according to the use they make of the following channels: face-to-face, post mail, phone call, email, the organization's official website, social media, WhatsApp or other messaging applications, and the organization's mobile application. The results show two clearly different groups of volunteers in SRC: a larger group of volunteers who have a profile more oriented to traditional or offline channels (cluster 1), and a smaller group of volunteers that present a more omnichannel profile, using especially online channels, and, to a lesser extent, some offline channels (cluster 2). Average values of the use of online channels are significantly superior in the case of cluster 2 (in red) relative to cluster 1 (in blue) (see Figure 4.2).

On the one hand, the profile of both clusters, according to their use of the different channels, as well as their socio-demographic characteristics, are depicted in Table 4.2. Volunteers belonging to cluster 1 (4,891 individuals) or *offline-oriented volunteers*, mostly use offline channels such as face-to-face and telephone calls, and essentially do not use online channels, except for email and WhatsApp mobile messaging application in certain cases. On the other hand, the volunteers included in cluster 2 (2,931 individuals) or *omnichannel-oriented volunteers*, mostly use online channels, especially email, WhatsApp and the Red Cross website (but they also use offline channels occasionally). Volunteers from cluster 2 have a more omnichannel profile than volunteers from cluster 1.

Regarding the socio-demographic characterization, both profiles do not present significant differences. The profile of volunteers from cluster 1 is female (55.7%), with an average age of 44.3 years, and they have mostly studies from higher education (46.1%). Similarly, the profile of volunteers from cluster 2 is female (55.9%), with an average age of 41.9 years, and they have mostly studies from higher education (32.2%).

Figure 4.2. Cluster analysis of volunteers of the Spanish Red Cross



Source: Authors ‘own elaboration with the support of SPSS software

Table 4.2. Socio-demographic and channel usage characteristics of the volunteer clusters

Type of variable	*Variable*	*Values*	*Cluster 1*	*Cluster 2*
Socio-demographic	**Gender**	Male	44.3%	44.1%
		Female	55.7%	55.9%
	Age	Average (in years)	44.3	41.9
	Educational level	No studies	0.3%	0.5%
		Primary education	7.0%	12.0%
		Secondary education	21.1%	24.9%
		Higher education	46.1%	32.2%
		Vocational training	25.4%	30.3%
Channel usage (average) **Scale 1-5, being 1: nonexistent use 5: very high use**	**Offline channels**	Face-to-face	3.76	4.34
		Post mail	1.35	2.83
		Phone call	3.20	4.26
	Online channels	Email	3.49	4.55
		Official website	2.10	4.15
		Social media	1.75	3.93
		WhatsApp or other messaging applications	3.47	4.47
		Mobile application	1.42	3.55

Additionally, in order to reveal the possible influence that different key drivers may have on the omnichannel behavior of volunteers, we have proceeded to estimate three ologit models. The first model analyzes the effects of the variables on the total sample; the second examines the influence of variables on offline-oriented volunteers (cluster 1); and the third model studies the effect on omnichannel-oriented volunteers (cluster 2). Results are depicted in Table 4.3.

First, the results on the entire sample of volunteers, without distinguishing between clusters, have been analyzed. Regarding the personal or psychological factors that may influence on the omnichannel behavior of volunteers, the **motivations to volunteer** are due to seek a better understanding about the nonprofit or its beneficiaries; to obtain skills, contacts or other benefits related to paid employment opportunities; the influence of family, friends, acquaintances and other social groups; and due to protective reasons are positively associated with the adoption of an omnichannel behavior. Thus, we find support for H1b ($p < .01$), H1c ($p < .01$), H1d ($p < .01$) and H1f ($p < .01$). However, and contrary to expectations, results show that the motivations to volunteer because of humanitarian values and self-esteem reasons do not explain the omnichannel behavior. Hence, H1a and H1e are not accepted. In addition, it is necessary to highlight that the sense of belonging is positively linked with an omnichannel behavior of volunteers, accepting H2 ($p < .01$).

Related to the level of acceptance of new technologies, as expected, the **perceived usefulness in the use of ICT** (email, web browsing, social media, mobile applications, etc.) by volunteers has a positive influence on the adoption of omnichannel behavior. Thus, H3 ($p < .01$) is accepted. With respect to social factors, the extent to which the **social influence** perceived by volunteers from their closest environment (especially family and friends) has a positive association with the omnichannel behavior of volunteers. Hence, H4 ($p < .01$) is accepted. Furthermore, the **channel availability** to make proposals has a positive relationship with the adoption of an omnichannel behavior, supporting H5 ($p < .01$).

Table 4.3. Antecedents of an omnichannel behavior of volunteers

	Total sample (7,822 volunteers)			*Cluster 1 (4,891 volunteers)*			*Cluster 2 (2,931 volunteers)*		
Variables	**Coef.**	**Std. Err.**	**P>|z|**	**Coef.**	**Std. Err.**	**P>|z|**	**Coef.**	**Std. Err.**	**P>|z|**
H1a: Motivation: Humanitarian values									
I like to help others	0.012	0.015	0.432	-0.019	0.018	0.310	**0.048***	**0.029**	**0.098**
Perceived social needs	0.011	0.008	0.167	0.000	0.010	0.952	0.011	0.014	0.442
H1b: Motivation: Understanding of the nonprofit									
Admiration by Spanish Red Cross	**0.083*****	**0.011**	**0.000**	**0.046*****	**0.013**	**0.000**	**0.098*****	**0.023**	**0.000**
H1c: Motivation: Career or employment opportunities									
To learn and have new experiences	**0.058*****	**0.010**	**0.000**	**0.049*****	**0.012**	**0.000**	**0.035***	**0.018**	**0.055**
H1d: Motivation: Influence of family, friends and acquaintances									
Others advised me	**0.055*****	**0.007**	**0.000**	**0.033*****	**0.010**	**0.001**	0.016	0.012	0.202
H1e: Motivation: Self-esteem reasons									
To take advantage of time and feel useful	-0.005	0.009	0.589	0.007	0.012	0.515	-0.005	0.018	0.779
H1f: Motivation: Protective reasons									
I am unemployed and have free time	**0.034*****	**0.006**	**0.000**	0.001	0.009	0.876	**0.027****	**0.011**	**0.016**
I am retired and have free time	**0.032*****	**0.008**	**0.000**	-0.004	0.011	0.673	**0.052*****	**0.013**	**0.000**
H2: Sense of belonging									
The volunteers feel part of the nonprofit	**0.117*****	**0.011**	**0.000**	**0.078*****	**0.013**	**0.000**	**0.065*****	**0.021**	**0.002**
H3: Perceived usefulness in the use of ICT	**0.312*****	**0.027**	**0.000**	**0.215*****	**0.033**	**0.000**	**0.259*****	**0.053**	**0.000**
H4: Social influence	**0.031*****	**0.010**	**0.003**	0.000	0.012	0.972	**0.045****	**0.020**	**0.027**
H5: Availability of channels to make proposals	**0.034*****	**0.008**	**0.000**	**0.023****	**0.010**	**0.022**	0.017	0.014	0.246
Gender (reference: male)									
Female	0.034	0.043	0.429	-0.035	0.056	0.527	**0.202*****	**0.074**	**0.007**
Education (reference: no studies)									
Primary education	0.373	0.370	0.314	0.390	0.542	0.472	0.538	0.511	0.292
Secondary education	0.353	0.367	0.336	0.550	0.537	0.306	0.505	0.505	0.317
Higher education	0.074	0.365	0.839	0.512	0.535	0.338	-0.045	0.504	0.928
Vocational training	0.455	0.366	0.214	0.641	0.536	0.232	0.493	0.504	0.328
Age	**0.006*****	**0.001**	**0.000**	**0.010*****	**0.002**	**0.000**	**0.010*****	**0.002**	**0.000**
Volunteer experience	-0.000	0.000	0.890	0.000	0.000	0.785	-0.001	0.004	0.761
	Log likelihood= -10991.619 N= 7567 LR chi2= 1470.92 Prob > chi2= 0.0000 Pseudo R2= 0.0627			Log likelihood= -6484.0459 N= 4750 LR chi2= 320.47 Prob > chi2= 0.0000 Pseudo R2= 0.0241			Log likelihood= -3739.2535 N= 2817 LR chi2= 354.30 Prob > chi2= 0.0000 Pseudo R2= 0.0452		

* p < 0.10; ** p < 0.05; *** p < 0.01 Source: Authors ‘own elaboration using data from STATA software

Secondly, the differences detected in the effect of the variables on the adoption of an omnichannel behavior between clusters 1 and 2 have been examined. As far as the psychological factors are concerned, while the **motivation to volunteer** because of the influence of family, friends, acquaintances and other social groups, positively influence on the adoption of an omnichannel behavior among the offline-oriented volunteers (cluster 1); in the case of the omnichannel-oriented volunteers (cluster 2), the motivations based on being a socially committed person and helping others (humanitarian values) and for protective reasons, are positively associated with the adoption of an omnichannel behavior.

Regarding the comparison of social factors and channel availability between clusters, **social influence** perceived is positively associated with the adoption of an omnichannel behavior for omnichannel-oriented volunteers, accepting H4 ($p < .05$). Instead, the **availability of channels** to make proposals to the nonprofit has a positive relationship with the implementation of an omnichannel behavior among the offline-oriented volunteers. Thus, H5 ($p < .05$) is supported for volunteers from cluster 2.

Finally, analyzing the influence of the socio-demographic variables, we can highlight the following effects. First, regarding gender, the fact that volunteers are women is positively linked to the adoption of an omnichannel behavior among volunteers most likely to interchangeably use online and offline channels (omnichannel-oriented volunteers from cluster 2). Second, and in opposition to what was found in the for-profit marketing literature, our results show a positive relationship between the age of volunteers and the implementation of an omnichannel behavior. And third, level of education and volunteer experience do not explain the implementation of omnichannel behavior by volunteers. Except for gender, the results of the other socio-demographic variables do not show any difference between clusters.

4.5. Discussion and conclusions

The present study aims to contribute to the existing literature on nonprofit marketing by identifying what are the main antecedents or drivers that may explain the adoption of the omnichannel behavior by volunteers. Our goal is to better understand how personal or psychological factors, the level of acceptance of new technologies, social factors, and channel availability may influence implementation of the omnichannel behavior, understood as the interchangeably use of online and offline channels by volunteers to interact with a nonprofit. Thus, this chapter fills a gap in an unexplored terrain by applying a marketing concept traditionally used in the retail sector (to improve firm-customers relations) to the nonprofit sector (to improve the relationship of NPO with their volunteers as key stakeholder).

First, results show that volunteers who are motivated to volunteer because the labor carried out by SRC is admirable, to learn or have new experiences, because the advice of family, friends or acquaintances, as well as being unemployed/retired and having free time are more likely to adopt an omnichannel behavior. However, the motivation to volunteer for helping others, because of perceived social needs, and to take advantage of time and feel useful have not significant relationship to omnichannel behavior.

If we analyze the effects of different motivations on Red Cross's volunteers, differentiating between the two identified volunteer profiles (offline-oriented vs. omnichannel-oriented volunteers), we can highlight that motivations based on personal relationships (the advice of family and friends, etc.) influence omnichannel behavior among volunteers with a more offline profile. Nevertheless, the motivations that positively affect the implementation of an omnichannel behavior among volunteers with a more online profile (omnichannel-oriented volunteers) are the availability of free time (being unemployed/retired), having new experiences, to help others, and so on. This information can be very useful for nonprofits, because knowing what the motivations of the volunteers are depending on their channel-based profile allows the NPO to adapt their relationship strategies with this key stakeholder. In fact, previous marketing research has noted that motivations may affect the ways by which volunteers interact with the nonprofit (i.e. search for information, to register for activities, express opinions, participate in meetings, among others) through the different channels (Flavián et al., 2012).

Second, when volunteers have the feeling of being part of the SRC (sense of belonging), they are more willing to interact through several channels and contact points with members of that community for a common good, being more likely to implement the omnichannel behavior (Wang and Handy, 2014). Volunteers, feeling that they are an integral part of the organization (intrinsic motivation), positively value the opportunity to interact bidirectionally with the nonprofit in the broader context of virtual communities that connect them multidirectional with other volunteers and other stakeholders.

The interactive properties of social media foster new models of relationship and engagement between nonprofits and their stakeholders. In this participatory, co-operative channel, people actively participate and share digital content that inspire others to care about important issues. That is, social media play a key role encouraging communication and inspiring interaction among individuals (Seelig et al., 2019). Several NPO are using social media to provide information, interact with key stakeholders (e.g. volunteers), and create a call for action among them (Svensson et al., 2015). The spread of new social media channels has significantly increased nonprofits' ability to communicate with donors, regulators, volunteers, the media, and the public. Through strategically targeted content, nonprofits can mobilize stakeholders, build meaningful relationships, and ultimately foster increased accountability and public trust (Saxton and Guo, 2011). Online nonprofit-stakeholder interactions have effectively become more and more multifaceted and critical to organizational performance (Lovejoy and Saxton, 2012).

Third, some theories which explain the acceptance and use of new technologies, such as the Theory of Planned Behavior (Ajzen, 1991) and the Technology Acceptance Model (Davis, 1989), have highlighted the importance of the perceived usefulness in the use of ICT (e.g. email, web browsing, social media, mobile applications, etc.) by individuals as determinant of the perceived control. In fact, this factor has been previously identified by marketing literature as possible conditioning variable of omnichannel behavior (Viejo-Fernández et al., 2016). As a prerequisite for a volunteer to adopt an omnichannel behavior, it is necessary that they have some capabilities or perceived skills and self-efficacy related to new technologies (Haski-Leventhal et al., 2018). Hardly, any volunteers will be able to interchangeably use offline and online channels in interactions with the nonprofit, if they do not have basic knowledge or skills with at least some online channels. Proof of this may be the offline-oriented volunteers (cluster 1), for whom it has been shown that the perceived usefulness in the use of ICT positively influences the adoption of omnichannel behavior, even though they have a more traditional profile. However, they have medium-level capabilities in online channels such as email or WhatsApp.

Fourth, social influence can be comprehended as the perceived social force to develop a particular behavior (Ajzen, 1991). Namely, the social influence can be stated as a form of belief that other individuals (family, friends, acquaintances, etc.) approve or disapprove certain behavior when undertaking and performing the same (extrinsic motivation). It is necessary to highlight that volunteers not only perform or adopt a specific behavior (e.g. omnichannel behavior) under social influence, but also individuals from their immediate environment judge if the behavior is appropriate or not (Jager et al., 2000). As we can verify in the obtained findings, it is not possible to conclude that there exists an effect of social influence on the omnichannel behavior among the offline-oriented volunteers in cluster 1. This could be related to the capabilities of the volunteers. That is, although volunteers with a more offline profile are also recipients of the social influence or pressure towards the use of certain online channels, these volunteers do not have the necessary capabilities (knowledge or skills) to adopt an omnichannel behavior.

Fifth, in recent years, with the proliferation of ICT and social networks, individuals with a more omnichannel profile do not just consider a single channel, but they strategically use multiple channels to best suit their personal convenience when seeking information, evaluating alternatives and taking a decision (Gao and Su, 2017). For that reason, the availability of several channels is necessary providing volunteers with multiple touchpoints with the nonprofit (Cortinas et al., 2019). As we can see in the findings, the fact of having a space to make proposals positively influences the adoption of an omnichannel behavior, except for those volunteers who have a more omnichannel-oriented profile (cluster 2). This is because these volunteers do not need to have a specific space to make proposals to use multiple channels. However, volunteers who have a more traditional profile and who usually use offline channels, are "forced" to use more channels (especially online) to make proposals to the nonprofit through the channels enabled for it.

Finally, results of our empirical analysis show certain effect of the socio-demographic factors on the implementation of the omnichannel behavior. Marketing literature has provided evidences that men tend to use online channels more often than women (with the exception of some types of products, such as fashion), younger people are more likely than older to use Internet and digital technologies (Akinci et al., 2004), and individuals with a higher level of education use online channels more often in relation to people with a basic education (Soopramanien and Robertson, 2007). However, in a nonprofit environment, these premises do not work in the same way. In relation to gender, among the volunteers with an omnichannel-oriented profile, the fact of being a woman positively influences the adoption of omnichannel behavior. However, level of education and volunteer experience (number of years providing volunteer services) do not contribute to the implementation of this behavior.

In particular, and contrary to our expectations, the variable age has the opposite effect on this type of behavior, since our empirical analysis shows that, generally, older volunteers are more likely to implement an omnichannel behavior than younger volunteers. Although younger people tend to make greater use of ICT, a better management of ICT does not necessarily imply the adoption of an omnichannel behavior in the sector analyzed. In the nonprofit context, older people maintain a stronger direct relationship (personal contact) with the nonprofit using offline channels, such as face-to-face or telephone. But, additionally, because nonprofits like SRC encourage the use of certain online channels (e.g. to confirm attendance at events or participation in campaigns through their website, to perform some voluntary task with the support of the mobile App, to participate in online training to carry out their voluntary activities, to download photos through social media - Facebook, Instagram - etc.), it becomes easier for all volunteers to use some online channel (at least email, social media or WhatsApp). Namely, older volunteers have become accustomed to using online channels because, in some way, the nonprofit has "forced" them to do so by encouraging their use. However, most younger volunteers use exclusively online channels in many cases to interact with the nonprofit (especially through the SRC website, the mobile Apps and social media), hardly using offline channels.

4.6. Managerial Implications

This research also has relevant implications for nonprofit professionals. If their objective is to promote an omnichannel behavior among their volunteers (as a means to encourage their engagement and loyalty), they should undertake a segmentation of their volunteer base, and consider separately two main types of volunteers in terms of the volunteer profile, i.e. more offline-oriented versus more omnichannel-oriented volunteers. In light of findings, for both profiles, it would be recommendable that NPO’s managers direct their efforts towards promoting some specific motivations among volunteers. In particular, SRC should explain and inform the labor carried out by the organization stimulating the admiration of volunteers; and adapt the professional profiles of volunteers to the functions they perform in the organization, obtaining knowledge, skills, contacts or other benefits useful for their labor opportunities while helping others.

Additionally, our recommendation would be that SRC focus its efforts on fostering a sense of belonging, to build a group feeling, because people as social beings are aware that being part of a group, helps them raise their self-esteem and feel socially recognized. Similarly, the utilization of ICT should be encouraged by NPO’s managers by promoting the interactions with volunteers through online channels, contributing to the implementation of the omnichannel behavior, in order to facilitate a satisfactory and enhanced volunteer experience. When this type of behavior is assumed by individuals, new channels break down old barriers such as geography and volunteer ignorance (Verhoef et al., 2015).

In the case of offline-oriented volunteers, SRC should promote the word of mouth because the advice of family, friends, acquaintances to volunteer in a specific nonprofit is essential for volunteers who have a more traditional profile. Furthermore, it would be advisable for NPO’s managers to enable spaces so that volunteers can make proposals through different channels. Thus, volunteers will feel that their opinions are taken into consideration by the nonprofit, and they would be encouraged to use, to a greater extent, multiple online and offline channels to participate in the nonprofit’s decision-making process.

In the case of omnichannel-oriented volunteers, SRC should appeal to humanitarian values because one of their main motivations to volunteer is to be socially committed person and helping others. Likewise, our recommendation would be that a nonprofit organizes specific events or activities aimed at recruiting and retaining volunteers who have free time (e.g. unemployed and retired people, students, and so on). Furthermore, although nonprofits cannot directly manage the social influence that affects volunteers, they can indirectly influence volunteers (current or potential) through their immediate environment by developing successful campaigns, trying to persuade society so that individuals are willing to advise others to collaborate with a nonprofit entity, among others.

Finally, having volunteers who interact through different channels with the organization, adopting an omnichannel behavior, the NPO build communication bridges and enhance the relationship with volunteers regardless of the channel used, get to know their volunteers more deeply, improving their satisfaction and loyalty, among other advantages. Definitively, nonprofits should rethink their strategies taking all this into account.

4.7. Limitations and further research

This research is inevitably accompanied by some limitations. Firstly, due to the novelty of this topic in the nonprofit sector, we do not have an established body of nonprofit literature to guide the discussion of these research findings.

Secondly, the empirical study is limited to the Spanish case. However, the Red Cross is one humanitarian nonprofit that acts globally with a large number of volunteers, and of potential interest for any country. Its outstanding position suggests that the results obtained may be generalizable to other similar countries.

Thirdly, we have used an online questionnaire sent by the SRC to volunteers via email, that might suffer some bias, despite our attempts to mitigate them. Even so, the SRC's professionals phoned volunteers who do not have an email address to request their collaboration by responding to this questionnaire. Thus, some volunteers have answered by telephone.

Additionally, we must highlight a last limitation, the difficulty to adequately measure the omnichannel behavior of an individual. We have asked volunteers the level of use of multiple channels, and to what extent they use different channels interchangeably. But this last is a volunteer's perception, we do not directly measure the degree of integrated use between the different - offline and online - channels.

Finally, regarding future research directions, several interesting topics emerge. One possibility is analyzing the effect of these antecedents (i.e. motivations, the sense of belonging, the perceived usefulness of the ICT, the social influence, having a space to make proposals, etc.) on the decision to implement an omnichannel behavior by other NPO's key stakeholders (donors, beneficiaries, members, collaborating organizations, among others).

Another possibility for ongoing research would be to evaluate other possible antecedents or drivers that could influence on the adoption of the omnichannel behavior by volunteers, such as attitudes, interest in specific activities or areas, socioeconomic factors, etc. In particular, it would be interesting to examine the specific drivers that may influence on different groups of omnichannel volunteers, who use different combinations of channels (offline and online) depending on the stage of the volunteer journey.

Additionally, it would be interesting to examine the omnichannel behavior in other volunteers from other nonprofits, and even make a comparison between the volunteers that collaborate with organizations that have different mission or objectives (e.g. childhood, climate change, international cooperation, emergencies, people with disabilities, etc.).

Chapter 5: In search of the appropriate multichannel strategy for increasing the loyalty of episodic volunteers in nonprofit organizations

In search of the appropriate multichannel strategy for increasing the loyalty of episodic volunteers in nonprofit organizations[3]

Abstract

Individuals face time limitations which reduce their availability to participate in traditional forms of volunteering, increasing the number of people volunteering episodically rather than continuously. Given the importance of volunteering to the nonprofit sector, it is vital these organizations cultivate relationships with episodic volunteers as key driver for their survival and growth. The purpose of this chapter is to identify what type of multichannel strategy (combined use of online and offline channels throughout the episodic volunteer experience or journey) could be effective for increasing loyalty of episodic volunteers, understood as the willingness to provide volunteer services in future one-off events. Through a survey-based research with a representative sample of 412 episodic volunteers from the Spanish Red Cross, the results indicate that developing a multichannel strategy which mostly involves the use of online channels after the event (and especially mobile applications), may positively influence the loyalty of episodic volunteering.

JEL Codes: D64; L31; M12; M15; M31; O33

Keywords: Multichannel strategy (MS), volunteer journey, loyalty, episodic volunteering, nonprofit-episodic volunteer relationship

[3] Outcomes derived from this chapter are reported in Mato-Santiso et al. (2019a, 2019b, 2019c, 2019e).

5.1. Introduction

In recent years, nonprofit organizations (NPO) have observed that the number of people providing volunteering services increased, while the number of hours did not, suggesting an increase in the number of people volunteering episodically rather than continuously (Barcomb, 2016). Episodic volunteers (EV), or individuals who engage in one-off events or short-term volunteer opportunities, face time limitations which compound their availability to participate in traditional forms of volunteering. However, through their episodic commitment, these volunteers fulfill their willingness to contribute to nonprofit entities by providing volunteer services and occasionally helping others (Cnaan et al., 2017). Faced with this new reality, NPO must understand that volunteer involvement comes from the assets that volunteers possess, their preferred time availabilities, and the adaption of their practices and routines to accommodate the episodic volunteering (Meijs and Brudney, 2007; Brudney and Meijs, 2009; Hyde et al., 2014; Barcomb, 2016).

Although it could be difficult to reverse the trend towards episodic volunteering, it may be possible to increase the likelihood of repeated volunteering in upcoming events, alleviating some of the challenges of this form of volunteerism (Cnaan et al., 2017). However, EV are not well understood in the nonprofit sector (Hustinx, 2005; Handy et al., 2006). Understanding the motivations, behaviors and factors contributing to EV would help to clarify participation patterns of these volunteers over time; identifying how to act to increase loyalty and achieve the potential transformation into regular volunteers who provide services steadily, and to establish and maintain the best relationship possible between EV and NPO (Hyde et al., 2014). However, although some previous studies provide an overview about these points, a relevant knowledge gap refers to the use of different channels for nonprofit-episodic volunteer interactions over time.

There are different phases in the relationship between the nonprofit and EV (or EV journey), with different characteristics and conditioning factors, which until now had not been explicitly considered in the literature. The relationship evolves from a pre-event stage in which EV consider the decision of volunteering, look for information, and assess potential alternatives of nonprofits/events, continues with all the activities and tasks EV carry out during the selected event, and extends to a post-event phase including the contacts that EV maintain with the nonprofit after the event. In previous research, attention has been paid to ‘what’ variables or strategies can influence the retention and loyalty of volunteers, but without analyzing ‘when’ they can be most effective (Hyde et al., 2016). Therefore, in this study, in addition to analyzing the effect on episodic volunteer loyalty of various multichannel strategies, or combinations of offline and online channels, the specific moment or stage along the ‘volunteer journey’ will be examined.

Taking the above reasoning into consideration, this chapter attempts to understand how nonprofits may increase EV loyalty (understood as the willingness to provide volunteer services in future one-off events of the nonprofit) through the application of an appropriate MS (i.e. a strategy that implies the simultaneous use of offline and online channels throughout the episodic volunteer experience). Namely, using the most appropriate channels (offline or online) in each phase of the EV journey (pre-event or before the celebration of the one-off event, during the actual celebration of the event, and post-event or after the celebration of the one-off event) may increase EV loyalty.

From the perspective of stakeholder relationship marketing, we attempt to provide a twofold contribution. On the one hand, we apply the concept of multichannel management along the “journey” to the nonprofit environment, an interesting multi-stakeholder context to study the possible implications of this marketing approach. On the other hand, the focus is on volunteers, and particularly in its fastest-growing type, the episodic modality, an under-researched topic within stakeholder relationship marketing in the nonprofit sector, traditionally more focused on relationship with donors or volunteers (Hustinx, 2005; Handy et al., 2006; Hyde et al., 2014). In retailing, multichannel strategies focus on customers, trying to increase their commitment and loyalty to the brand. However, we argue that multichannel strategies can also be applied to all relevant stakeholders beyond customers or users, and most notably to volunteers. For nonprofits, volunteers constitute one of the key stakeholders, and in many cases, a group of vital importance to fulfill their mission. The insights derived can be of interest, additionally, for businesses, because corporate social responsibility has increased the interest of companies in cross-sector partnerships with NPO and in episodic corporate volunteering, encouraged by public administrations through the promotion of patronage and sponsorship laws given the need to outsource many of their social services (Sanzo-Pérez et al., 2015a).

This chapter is structured as follows. Firstly, we introduce a brief overview about the concept of the EV journey and conceptualize multichannel strategies. In addition, in this section we formulate the hypotheses, focused on the effects of multichannel management of the EV on their loyalty. Secondly, we describe the methodology we use to carry out the analysis. Finally, the subsequent sections present the results, discuss the main conclusions and managerial implications, and mention the main limitations and further research directions.

5.2. Literature review and hypotheses formulation

5.2.1. Episodic volunteering

The phenomenon of episodic volunteering has recently grown in popularity. This is a new reality that NPO have to deal with, since most new volunteers seek assignments with a clear beginning, middle and end (Cnaan and Handy, 2005). Episodic volunteering reflects a society in which volunteering activities compete with a multiplicity of personal demands and preferences. Most people experience time constraints which limit their ability to participate in traditional forms of volunteering, but EV fulfill their willingness to volunteer (Safrit and Merrill, 2002). Hustinx and Lammertyn (2003) have suggested several factors that may influence the proliferation of this type of volunteering: low employer loyalty or support coupled with companies relinquishing responsibility for their employees and their communities, the short-term commitments, mass media and culture becoming international, or the easy access of information via the Internet, among others. This situation contributes for "people to seek and engage in short-term experiences that help fulfill their immediate and timely needs, and upon completion allow them to move on to other fulfilling experiences" (Cnaan et al., 2017, p.87). Hence, many people have committed their services only for a one-off event instead of for regular tasks.

Thus, '*episodic volunteers (EV)*' are understood as people that provide volunteer services in the short-term or for one-off events. Episodic volunteering is characterized by committing an afternoon, a day, a weekend, or even a month at a time; and when tasks are completed, the volunteers disappear. The agreement between the nonprofit and this volunteer is short-term, event specific, and usually task specific (Hyde et al. 2014). There is no commonly agreed and accepted consensus on the definition of an episodic volunteer, but there are many variations with the recurring use of duration, frequency, and type of task (Cnaan et al., 2017). EV have been defined by several authors according to one or more of the following: duration of participation (e.g. short-term), frequency of participation in the same event (only 1 or 2 occasions) and type of task (e.g. project-based) (Hyde et al., 2014).

Within the volunteering context landscape characterized by declining hours volunteered per person and an increase of social needs and demands in the short-term, especially since the economic crisis of 2008, NPO continue under pressure to recruit new volunteers and retain existing ones. In parallel, in most cases EV are critical when large numbers of volunteers are needed over a short-time period (Macduff, 2004), such as during disasters or crises (Cnaan and Handy, 2005) or emergencies to provide services to patients or specific community groups, or for one-off community events (Handy et al., 2006). For instance, EV may assist in meal preparation for patients and their families, may provide care activities for minority groups (e.g. people experiencing homelessness), and so on. In addition, episodic volunteering is quite common in sport, cultural and fundraising events (Cnaan et al., 2017).

Thus, a better understanding about the factors that shape the EV process and its outcomes over time and throughout the whole nonprofit-episodic volunteer relationship span, particularly loyalty, is a key issue for NPO and the volunteering sector in general (Hyde et al., 2016), and particularly for communication managers. But, although episodic volunteering is a critical and growing phenomenon, there is still minimal empirical research about this particular type of volunteering (Hustinx, 2005; Handy et al., 2006; Hyde et al., 2014; Hyde et al., 2016). Furthermore, research about this topic has focused its attention mainly on motives and/or satisfaction rather than loyalty and/or engagement (Cnaan and Handy, 2005; Hyde et al., 2016).

Although EV can constitute a very useful resource for NPO, and especially for those organizations that develop and manage many occasional activities, campaigns or specific projects, Hyde et al. (2014) have identified two problems with this type of volunteering: 1) EV reduce volunteer availability for stable commitments, and 2) EV increase turnover and costs for NPO, many of which do not have established programs or the capacity to support episodic engagements. Given this new scenario, and considering that the trend towards EV is clear, it would be necessary to improve the episodic volunteer experience, increasing the likelihood of repeating (i.e. their loyalty to the organization), and attenuating some of the challenges of this type of volunteerism (i.e. joining and turnover costs).

In this sense, we know from previous research on traditional volunteering that feelings of satisfaction and pride in volunteer experience have a strong correlation with the likelihood of repeating the provision of services again. Thus, on the one hand, it is important that NPO's managers focus their efforts on achieving a high level of volunteer satisfaction, because they may need repeated recruiting to carry out such events again (Cnaan et al., 2017). On the other hand, making volunteers proud of the event or organization may lead to stronger commitment and loyalty, because pride is not only a self-conscious individual emotion, but also serves as a way of self-expression and of assertion in social relations, and it appears when one type of behavior is positively valued by others (Decrop and Derbaix, 2010).

5.2.2. Towards loyalty of episodic volunteers: the "episodic volunteer journey"

In the marketing literature, we can find a concept that refers to all phases experienced by a customer in its relationship with firms, the so-called '*customer journey*'. In particular, the term refers to the sequence of interactions, both offline and online, that customers have before and after they achieve a certain aim (e.g. to decide what product or service to purchase and of which brand). McKinsey's marketing and sales practice has spent more than six years studying customer journeys to improve the loyalty of customers towards brands or firms (Edelman and Singer, 2015). The concept 'customer journey' can be understood as the process experimented by an individual, including all contact points – short interactions between customers and firms (Verhoef et al., 2015) – and all channels, preceding and following a potential purchase decision (Court et al., 2009; Anderl et al., 2016). The customer journey is one of the most important research priorities in marketing field, most likely because of the increasing number and complexity of customer contact points and the belief that creating strong and positive customer experiences may improve loyalty (Lemon and Verhoef, 2016).

Along this line of reasoning, the EV management carried out by NPO in the different phases or stages in the nonprofit-episodic volunteer relationship may be a key factor for improving the loyalty of these volunteers. For instance, volunteer supervision from NPO's managers during an event has positive effects on satisfaction and repeated episodic volunteering, and the fact that volunteers are thanked from multiple sources during or after the event brings more satisfaction and pride to the volunteer experience (Cnaan et al., 2017).

As explained in chapter 4, although customers and volunteers present several differences, both stakeholder groups share some common traits, among which we can highlight the following: 1) both constitute a key stakeholder group with regards to firms and NPO, respectively; 2) both have limited resources (money in the case of customers, and available time in the case of volunteers) and have to make a decision about where to invest them; 3) firms and NPO try to establish a positive link with customers and volunteers, respectively, using strategies focused on attract, repeat and retain; 4) these stakeholders decide when to make the purchase or when to collaborate as volunteers (at a specific moment of time), as well as decide the duration; 5) the presence of social values and norms in purchase/collaboration preferences is relevant; and 6) both stakeholder groups receive some type of benefit for their behavior (customers receive products or services in exchange for their money, whereas volunteers receive other benefits in exchange for their time).

Thus, we define '*episodic volunteer journey*' or '*EV journey*' as the process experienced by an individual episodic volunteer, comprising all channels (offline and online) and contact points that EV employ relating to a potential collaboration decision by providing services in a one-off event (with a clear start and end in contrast to traditional volunteering), including the pre-event, event, and post-event stages. This journey begins when the volunteer starts to consider the decision of providing his/her volunteer services sporadically for some event, continues during the period in which he/she effectively participates in the event (activity, project, campaign, and so on), and extends to all those contacts with the nonprofit after the event.

Nowadays, with the interrelation of all different channels and contact points, coupled with the emergence of an increasingly discerning set of well-informed stakeholders (customers and volunteers, among others), a more sophisticated approach is required to help managers (from firms or nonprofits, depending on the case) navigate this new environment, which is less linear and more circular, pushing organizations to develop effective strategies in the different phases for improving the satisfaction and pride level of stakeholders, thus increasing their loyalty (Court et al., 2009).

In marketing literature, the customer journey reflects a circular decision-making process with different phases or stages. On the one hand, and according to the study developed by Court et al. (2009) for McKinsey Consultancy, this journey consists of four phases: 1) *initial consideration*, when customers consider an initial set of products or brands based on their perceptions, previous experiences and the contact with different channels; 2) *active evaluation*, or the process of assessing and researching potential purchases; 3) *closure*, when customers finally select a product at the moment of purchase; and 4) *post-purchase*, when, after purchasing a product, customers build new information for the next journey based on this experience (Court et al., 2009).

Consistent with this research, this circular customer journey can be reduced to only three overall phases: pre-purchase, purchase, and post-purchase (Neslin et al., 2006; Puccinelli et al., 2009). The first phase, pre-purchase, includes the initial consideration and active evaluation phases previously described. The second phase or purchase covers all customer interactions with the brand and its environment at the time of purchase. And finally, the third phase or post-purchase encompasses customer interactions with the brand and its environment after the purchase (e.g. usage or consumption of products, post-sale services or engagement and loyalty, among others) (Lemon and Verhoef, 2016).

In this work, we adapt the three phases by Lemon and Verhoef (2016) to the EV journey, replacing pre-purchase, purchase and post-purchase with '*pre-event*', '*event*' and '*post-event*'. While the phases of the customer journey revolve around the purchase transaction, the phases of the EV journey revolve around the celebration of a one-off event. The *pre-event phase* includes all interactions between EV and the different events organized by those NPO valued in this initial consideration before selecting one of them and deciding to actively collaborate (i.e. identification of motives to volunteer, information search, and evaluation of different options). The *event phase* comprises all EV interactions with the nonprofit during the celebration of the event itself, that can last a few hours, a day, a week, a month, and so on (i.e. final selection of the event and nonprofit, registration or confirmation of the participation, and active collaboration providing services in the one-off event). Finally, the *post-event phase* involves all interactions between the EV and the nonprofit after the celebration of the event (i.e. post-event services provided, any post-event communication with organizers, conducting satisfaction surveys, thanks for the services provided during the event, volunteer engagement and loyalty, among others).

Recently it has been possible to see a significant shift in business strategies for customer loyalty, from primarily reactive to aggressively proactive. Nowadays, firms are designing journeys not only to attract customers but also to keep them, creating customized experiences so that once customers get on the path, they are irresistibly and permanently engaged. Unlike the coercive strategies employed a decade ago to retain customers, with this new strategy they create value for customers – customers remain because they benefit from the journey itself (Edelman and Singer, 2015). This new approach is perfectly applicable to the nonprofit environment. To do so, NPO's managers should design and implement strategies aimed at recruiting and retaining volunteers in each phase of the journey.

In marketing literature, '*customer or brand loyalty'* is a held commitment to repeat the purchase of a preferred product or service (Lee et al., 2015), and it "is explained by favorable attitudes towards brands or retailers and expressed by their consumption or behavior" (Lombart and Louis, 2014, p. 632). Among customers who profess loyalty towards a product or brand, Court et al. (2009) distinguish between active loyalists, who not only purchase a product or service but also recommend it; and passive loyalists, who stay with a brand without being committed to it. Despite demonstrated loyalty, passive customers are open to competitors' messages to see if they find a reason to switch (Court et al., 2009).

In addition, the formation of loyalty has different phases (from lower to higher level of engagement): 1) *cognitive loyalty*, when a product or brand is preferable to other alternatives based on knowledge and assessment of its characteristics; 2) *affective loyalty*, a positive attitude is developed towards the organization, as a consequence of value sharing and the accumulation of experiences and previous satisfactory situations; 3) *conative loyalty*, the customer intends to purchase again, but it is not certain that the transaction really takes place; and 4) *behavioral loyalty*, repeated behavior of purchase and other actions that highlight the customer engagement or involvement with the brand or organization (Dick and Basu, 1994; Viejo-Fernández, 2016). The measure of this last type of loyalty is based on purchasing frequency and amount spent at a retailer compared with the amount spent at other retailers (De Wulf et al., 2001).

Therefore, we build on the commercial concept of conative loyalty and define '*episodic volunteer loyalty*' or '*EV loyalty*' as the willingness and commitment of EV to repeat the provision of volunteer services in other one-off events of a preferred nonprofit organization. That is, the volunteer is willing to collaborate again in another specific event with the same organization. Loyal EV may be active loyalists, who not only repeat providing volunteer services but also recommend it to others; or passive loyalists, who stay as volunteers with a nonprofit without being committed to it, i.e. are open to other NPO's messages without discard the idea of changing their collaborative relationship.

5.2.3. The effect of the multichannel strategy on episodic volunteer loyalty

Within the customer journey, previous literature shows that research should not only be focused on the journeys themselves, but also on what drives these journeys (Lemon and Verhoef, 2016). In this sense, scholars and also practitioners have insistently called for more research on how the management of multiple channels and contact points by organizations in the different phases of the journey may influence customer loyalty (Neslin et al., 2006; Court et al., 2009; Verhoef et al., 2015), and this request can be also extended to the particular case of NPO and EV. In particular, further information is needed to better understand customer motivation and expectations of the value of each channel throughout the journey. Likewise, in the nonprofit sector, one must identify how NPO should manage the channels in the different phases of the journey in order to achieve greater satisfaction and a level of pride felt by the EV and increased loyalty.

Throughout these lines, we define '*multichannel strategy (MS)'* in the nonprofit sector as the strategy that implies the combined use of two or more offline and online channels throughout the different phases of the EV journey. For instance, volunteers can hear about some event or search for information about events and NPO through social media or volunteer platforms on the Internet, then stay in contact with NPO's managers face-to-face during the event, and in the post-event phase be thanked by nonprofits through other channels (email, telephone call, letter through post mail, and so on).

In marketing literature, several authors associate the increase of satisfaction and pride level, as well as the improvement of customer loyalty, to the availability of multiple channels in the customer journey (Viejo-Fernández, 2016). Individuals who use multiple channels demonstrate different behavior to traditional customers. They are better informed, make use of ICT and demand more from those retailers with whom they do business (Rey-Moreno and Medina-Molina, 2016). These customers become very loyal when they find an organization that offers the experience they want (Cook, 2014). Therefore, an appropriate design and implementation of the channels based on citizens' behavior is more likely to result in greater satisfaction, pride and loyalty levels (Rey-Moreno and Medina-Molina, 2016).

In an analogous way, compared to a nonprofit that employs a single-channel strategy, an organization that uses some combination of both offline and online channels to interact with volunteers can add more value by blending the respective strengths of these channels, since each of them presents pros and cons. Online channels provide utilities such as an easier and convenient access to information, time and cost savings to reach a large audience, confidentiality, or two-way direct interactions, but lack the advantages linked to a personal (face-to-face) relationship, and the impossibility of having a personal contact can increase the perceived risk. Personal offline channels (e.g. face-to-face) allow volunteers to receive a personalized and improved service, but they are more costly and can reach a lower percentage of population. For its part, impersonal offline channels (e.g. conventional mass media) are unidirectional and some of them also presume a high investment of resources (e.g. the high cost of advertising on TV), although the message can reach a large audience.

Therefore, each particular channel presents a unique offer to meet stakeholder requirements, and thus contribute to satisfaction, pride and loyalty in a multichannel environment (Kollmann et al., 2012). The combined use of different kinds of channels may lead to a situation in which EV are in a better position to perceive the value provided by the organization, and what the organization can do for them, reducing the perceived risks, and enhancing their trust and involvement. Furthermore, despite the proliferation of online channels in recent years, Eimhjellen (2014) emphasizes that the use of the Internet does not replace offline channels but complements them, and it may strengthen their sustainability and vitality. Internet usage or online channels can positively affect offline channels (and vice versa), and especially face-to-face interaction, through social activities in NPO. Thus, we hypothesize that:

Hypothesis 1 (H1): Overall, the use of a multichannel strategy (MS), combining offline and online channels, by NPO to contact EV throughout the journey will positively influence their loyalty, as compared to the use of a single-channel strategy.

But we can expect that not all combinations of offline and online channels generate the same effect on loyalty. The particular characteristics of the different phases of the EV journey can also play a relevant role in determining the appropriate selection of channels in each phase. Thus, the key question is which specific MS, or combination of channels, can accompany EV in a more satisfactorily manner during each of the different phases of the journey. Due to funding constraints, all types of organizations, but specially NPO, need to allocate their scarce resources in an efficient way, and this requirement may entail that not all types of channels are used in all phases of the journey. To find out, we develop a second-level of analysis to better understand which channels (offline or online) may be used in pre-event, event and post-event phases in order to contribute, to a greater extent, to the increase of volunteer loyalty.

5.2.4. Multichannel strategies in the different phases of episodic volunteer journey

5.2.4.1. Pre-event phase

The pre-purchase phase is characterized by behaviors such as need recognition, information search and consideration of alternatives. In marketing, this first phase of the journey encompasses the customer's experience from the beginning of the process of need recognition, to the consideration of satisfying that need with a purchase (Lemon and Verhoef, 2016). Likewise, in a nonprofit environment, this stage could include the volunteer's entire experience before the celebration of a one-off event.

From the NPO's viewpoint, the objective during this stage may consist of focusing communication and advertising in the initial consideration of volunteering alternatives, by means of two principal types of strategies: 1) generating visibility and awareness among the target of potential volunteers, reaching a larger qualified audience at a possible lower cost; and 2) achieving an appropriate positioning/differentiation for the organization and/or event, helping volunteers gain better understanding of the nonprofit or event when they actively evaluate it in order to satisfy their need to volunteer (Court et al., 2009), so that the organization and/or event turns out to be selected.

Marketing literature has emphasized that both offline and online channels present advantages during the pre-purchase phase. On the one hand, and regarding offline channels, in Higher Education research, Miller and Skimmyhorn (2018) have showed that personal offline channels such as telephone call from the university admissions officer, the existence of active alumni networks or a campus visit invitation may be a more effective method than mass email solicitation for generating applications. Thus, targeted outreach methods (e.g. direct telephone calls) can achieve better results over routine mailings and advertisements in admissions programs at universities (Miller and Skimmyhorn, 2018). However, students make also use of social media in order to obtain additional information (Vrontis et al., 2018).

In the case of the retail sector, Naik and Raman (2003) have showed that strategies utilizing offline channels (especially, face-to-face, TV and print media) can positively affect sales. Other studies have revealed that offline channels are effective for reaching early adopters, while online channels and Internet advertising are only effective for targeting those early adopters who search for more information before making the purchase (Woo et al., 2015). For customers in the inactive state, the offline experience has far more impact than an online experience in increasing purchase incidence, and in migrating customers from the inactive to the active state (Chang and Zhang, 2016).

On the other hand, in retailing, customers tend to search for online reviews on the Internet in order to get information about a particular product and to reduce the risk associated with a purchase (Maslowska et al., 2017), which will eventually generate an interest in purchasing (Jalilvand and Samiei, 2012; Danniswara et al., 2017). Retailers often use mass media online channels (such as social media, banner advisement, websites, blogs, microblogging, wikis, podcasts and Internet forums, etc.) to inform and persuade customers about a purchase decision (Zhou et al., 2013). Social media influence the purchase behavior, opinions about products and personal attitudes (Mangold and Faulds, 2009). It has also been found that customers perceive social media as a more credible source of information than offline channels in this phase (Novotová, 2018). However, many negative reviews reduce the chance of purchasing a product (Maslowska et al., 2017).

Consequently, we expect that:

Hypothesis 2a (H2a): The multichannel strategy (MS1) utilized by NPO to contact with EV that includes, at least, the use of offline channels in the pre-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

Hypothesis 2b (H2b): The multichannel strategy (MS2) utilized by NPO to contact with EV that includes, at least, the use of online channels in the pre-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

5.2.4.2. Event phase

The purchase phase is defined by behaviors such as choice, ordering, and payment. Although this is the shortest stage in the journey, it is key to influence the purchase decision (Lemon and Verhoef, 2016). Thus, using the appropriate channels could encourage volunteers to take the decision of collaborating in a specific event. In this phase, retailing research has placed the most emphasis on the shopping experience (Ofir and Simonson, 2007); in nonprofit marketing, the focus should be placed on the volunteer experience during the event. Based on Court et al. (2009) it would be necessary to shift the focus from the overall positioning of the nonprofit (which has already been selected in this stage) to the efforts that volunteers make to actively collaborate, and the activities and treatment targeted at the moment of the celebration of the one-off event.

Previous literature has highlighted the positive impact that interpersonal communication has on sales. However, this influence varies across the different periods of the buy-in process (Christiansen and Tax, 2000). Usually, face-to-face has a powerful influence during the first half of the journey (pre-purchase and purchase phases) (Mahajan et al., 1990). However, during the second half (post-purchase phase), it is likely to lose much of its power once many people have learned the relevant information about products (Liu and Sutanto, 2012). During the starting period or before purchase, word-of-mouth can activate more of the imitators than at other periods in the process (Paulhus, 1998). In contrast, after purchase, the influence of face-to-face channels on newcomers becomes weaker (Zhou et al., 2013). For this reason, some researchers have found that personal contact is the preferred channel during the purchase phase (Mau et al., 2015).

For instance, in the academic sphere, in order to positively influence the application of students (purchase decision), face-to-face support initiatives (e.g. events, visits, and so on) are essential channels to connect students with campus resources and the people in charge of these resources (Snyder, 1994). These campus resources, advisors and the first-year experience coordinator were able to help students see their potential and help them imagine their future and success.

From the perspective of volunteer research, previous studies have argued that socialization through direct channels is effective to support volunteers' loyalty (Hume and Hume, 2015). In particular, offline channels (especially face-to-face) are effective in addressing trust and personal relevance barriers (Bailey and Clarke, 2001; Riege, 2005; Lee et al., 2010) through the physical presence which helps to build the cycle of commitment (Ballantyne, 2000). Hence, we assume that:

Hypothesis 3 (H3): The multichannel strategy (MS3) utilized by NPO to contact with EV that includes, at least, the use of offline channels (especially face-to-face) during the event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

5.2.4.3. Post-event phase

The third phase of the journey or post-purchase phase includes behaviors such as usage and consumption, engagement, and service requests. This stage covers aspects of the customer's experience, or the volunteer's experience in the nonprofit case, after purchase or event (Lemon and Verhoef, 2016). Along the post-purchase phase, the experience may lead to customer loyalty (and consequently to re-purchase and further engagement), or rather take it again to the beginning of the process, with the customer returning to the pre-purchase stage and considering multiple alternatives. The aim of nonprofits at this point is to make volunteers come back for upcoming events, to feed their trust in the organization, and to keep them satisfied, stimulating an active behavior (Gamboa and Gonçalves, 2014). Furthermore, among other advantages, one must highlight the lower cost of loyal volunteers (e.g. reducing costs for training), a greater willingness to dedicate more volunteer hours, and the actions as word-of-mouth marketing agents for the organization (Gee et al., 2008).

As mentioned above, the impact of face-to-face channels is probably greater during the pre-event and event phases. Thus, in an environment of scarce resources, it would be probably better to focus this type of highly costly channel on these two phases. On the contrary, the increased relevance of online channels is expected as far as the last stage is concerned, due to the two-way (and multi-way) communication paths that such type of channels makes possible.

The marketing literature has highlighted that the use of online channels by organizations (social media, mobile apps or email) will make customers feel more engaged after their purchasing experience or in the post-purchase phase (Vrontis et al., 2018). Similarly, some researchers have demonstrated that volunteering-related use of online channels is positively correlated with the commitment of volunteers (Emrich and Pierdzioch, 2016). Online channel usage has acquired more relevance after the celebration of one-off events due to the greater difficulty of face-to-face meetings (e.g. some NPO thank volunteers for the services provided via email or on social media). Online channels are the most effective at keeping the existing customers active, thus serving the purpose of loyalty (Chang and Zhang, 2016). It is likely that online channels, such as email, Twitter, Facebook, apps or blogs, among others, may positively correlate with brand loyalty along this phase (Taylor and Harrison, 2018). Thus, we hypothesize that:

Hypothesis 4 (H4): The multichannel strategy (MS4) utilized by NPO to contact with EV that includes, at least, the use of online channels in the post-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

As regards the use of online channels by nonprofits in the post-event phase to interact with EV so that they feel more engaged, relationship marketing literature provides relevant information about specific channels. Along this line of reasoning, a third level of analysis has been developed to discern which specific online channels influence loyalty (e.g. social media, mobile applications or email).

In the case of social media, they provide the opportunity to connect with customers using richer media with greater reach (Thackeray et al., 2008). The interactive nature of this type of online channel not only allows organizations to share and exchange information with their key stakeholders, but also involves users in content generation and value creation to better attend their needs. Through social media, organizations can facilitate the creation of relationships with existing as well as new stakeholders and form interactive communities, by providing the tools to better satisfy customers and build loyalty (Sashi, 2012). Laroche et al. (2012, 2013) show that communities established on social media have positive effects on brand loyalty.

In particular, organizations should position themselves on Facebook to start taking maximum advantage of its use and win customer loyalty, not only in the offline sphere, but also in the online environment. Through two-way interactions with its followers on Facebook, organizations can improve customer satisfaction and strengthen relations, both major drivers of loyalty (Gamboa and Gonçalves, 2014). Thus, through Facebook it is possible to influence the real behavior of customers (or volunteers) in repeated purchases (or events). For these reasons, Facebook and other social media can be considered a useful tool for creating loyalty (Novotová, 2018). Evidence has been found of directed tweets as a mechanism for building a follower-base, and of retweets for attracting comments by others. Both are useful to amplify the impact in social media activity and to cultivate the active engagement of other users (Palmer, 2014). Additionally, Twitter is used as an important channel for relationship maintenance and two-way communication. Some studies have suggested that the relationship maintenance strategies utilized in Twitter have been positively related to brand loyalty (Nelson, 2019). Overall, listening, being responsive and attentive to the public concerns are the right way to engage in social media, adding a personal touch in two-way conversations (Li, 2015). These improved relationships result in an increase of brand loyalty. Thus, we assume that:

Hypothesis 4a (H4a): The multichannel strategy (MS5) utilized by NPO to contact with EV that includes, at least, the use of social media in the post-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

Regarding the mobile applications (apps), organizations use this particular online medium as an additional channel to attract new customers and increase brand loyalty among existing ones. They realize that customers utilize a variety of mobile app features to carry out diverse tasks such as searching, retrieving, and sharing information, passing time with entertainment content, navigating maps, or even paying bills. Thus, several firms have started to employ apps with the purpose of increasing brand awareness and enhancing brand experience (Kim et al., 2015).

Recently, the adoption and utilization of mobile applications among corporations has become more popular than other mobile communication marketing tools, encouraging brand loyalty and purchase intention. Furthermore, mobile apps are a more engaging form of interactive advertising and marketing communications than the traditional website format (Kim and Ah Yu, 2016). Taking this into consideration, we hypothesize that:

Hypothesis 4b (H4b): The multichannel strategy (MS6) utilized by NPO to contact with EV that includes, at least, the use of mobile applications in the post-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

In the offline environment, relationships between organizations and customers are often initiated by the organizations through various promotional efforts. However, the Internet offers customers the initiative to establish and retain relationships with retailers, and the possibility to engage in two-way communication for obtaining product-related information and knowledge, due to the interactive nature of the Internet (Bezjian-Avery et al., 1998). Previous research has showed that different relationship marketing tactics (e.g. direct email) and the efforts made by a retailer, have differential impacts on key relationship marketing outcomes (trust, relationship commitment, and behavioral loyalty (De Wulf and Odekerken-Schröder, 2003). Information via email from retailers with whom customers frequently shop might help build and maintain a long-term relationship with them, ultimately leading to behavioral loyalty (Yoon et al., 2008).

Relationship marketing tactics, such as e-mail promotions, are very popular and offer benefits to customers for engaging in relational exchanges (including price decreases, special offers, personalized attention, and customized products). With such benefits, the assumption is that customers will want to develop a relationship with an organization and be rewarded for their loyalty. However, customers may well be satisfied with the service and product delivery, and yet not want to develop a relationship with them (Noble and Phillips, 2004).

The response process to an email could encourage favorable customer behavior, such as creating a new relationship or maintaining a past relationship. Merisavo and Raulas (2004) stress the potential of frequent email marketing for building and maintaining customer loyalty. Nevertheless, too many email solicitations could cause negative attitudes, leading to a dissolution of the relationship (Cases et al., 2010). Therefore, and translating these evidences to the nonprofit-episodic volunteer relationship, we expect that:

Hypothesis 4c (H4c): The multichannel strategy (MS7) utilized by NPO to contact with EV that includes, at least, the use of direct email in the post-event phase, will positively influence their loyalty, as compared to the use of other multichannel strategies.

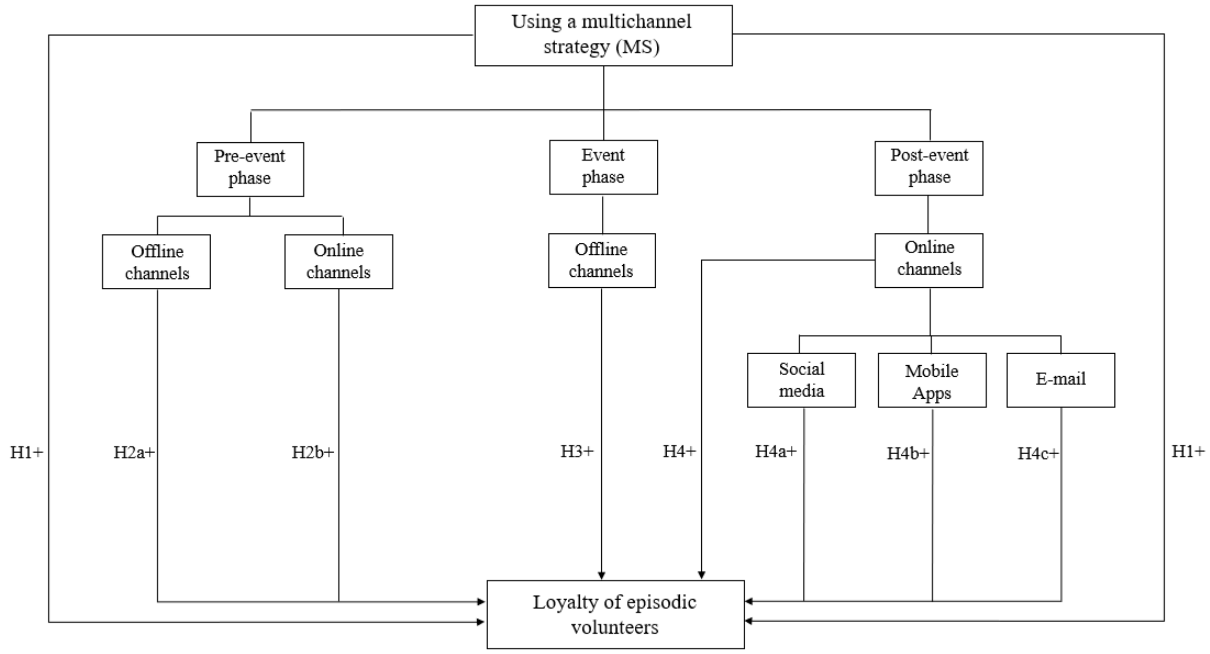
The conceptual model of the empirical analysis is depicted as follows in Figure 5.1.

5.3. Methodology

5.3.1. Data collection and sample description

To test the previously defined research hypotheses, we have conducted a quantitative-based research and surveyed a representative sample of EV of the SRC. To do that, an online questionnaire survey has been developed to primarily determine: 1) the overall profile of EV, based on socio-demographic variables (e.g. gender, age, educational level, occupation, marital status, and so on); 2) the channel(s) through which EV search for information or have knowledge about a particular event, as well as channel(s) utilized by NPO to be in contact with them during an event and in the post-event phase; and 3) the assessment of individual experience as volunteer service providers in a one-off event through some indicators, such as the satisfaction, level of pride or loyalty, among others.

Figure 5.1. Conceptual Model



The SRC has been selected for this research because it is the largest volunteer-based and one of the oldest lay nonprofit in Spain, with 197,061 volunteers, 11,808 employees and income amounting to 618,499,000 euros in 2017 (Spanish Red Cross, 2017). Furthermore, it has an international orientation, a broad social legitimacy, and its brand is highly visible through national fundraising campaigns (Rey-Garcia et al., 2013). It acts in multiple areas: social intervention, assistance and emergencies, childhood and youth, the aged, social exclusion, culture, education, sports events, health, environment, etc.

The survey has been carried out between May 2017 and February 2018. The SRC enabled us to access the national EV census and the online questionnaire has been sent by email to 4,714 volunteers (number of registered EV with an email address), achieving a total of 412 responses that constitute the final sample employed in this research. These EV had recently participated in a one-off event (campaign, initiative, program, project) of the SRC at national level, of a short and determined duration (with a clear start and end, and a duration of hours, days, a couple of weeks, or similar).

From data in Table 5.1, we have obtained the general profile of EV who collaborate with the SRC. The typical profile of the SRC episodic volunteer is male (around 59%), aged between 45 and 54 (26%), single (41.7%), with trade/technical/vocational training studies (34%), and with a full-time occupation (35.4%). This EV profile differs, to a large degree, from the general volunteer profile of the SRC (that includes both regular volunteers and EV). The latter is mostly female (57.2%), aged between 21 and 30 (26.9%), with high school studies (42.5%), and students (21.7%) (Spanish Red Cross, 2017, p. 160).

Although there is no minimum response rate below which survey estimates are necessarily subject to bias (Groves, 2006, p. 650), one of the main problems of a survey-based methodology is the nonresponse bias. To reduce this potential bias, we have carried out the extrapolation method proposed by Armstrong and Overton (1977), based on the assumption that subjects who answer later are comparable to non-respondents. The most common type of extrapolation consists of successive waves of a questionnaire. Each 'wave' refers to the response generated by a stimulus (e.g., a new mailing of the questionnaire as reminder). Subjects who respond in later waves are assumed to have responded because of the increased stimulus and are expected to be similar to non-respondents (Armstrong and Overton, 1977). Using this method, researchers usually present estimates of response rates on key subgroups of the target population (e.g., gender, age, etc.). Commonly, researchers state that there is no evidence of nonresponse bias if the response rates are similar across subgroups (Groves, 2006).

Taking this into account, in this empirical research the potential existence of a nonresponse bias has been assessed by comparing the early versus late respondents in three different waves (see Table 5.1). The first wave of the online questionnaire has been on May 30, 2017, the second wave has taken place on September 12, 2017, and the third on January 3, 2018. Comparing the early respondents (result of the first wave) with the late respondents to whom it has been necessary to send, at least, a second stimulus or reminder (result of the second and three waves), we can assert there are no statistically significant differences in this sample, except for the gender variable (X^2=8,741; α=0.033) (Armstrong and Overton, 1977; Groves, 2006).

5.3.2. Measurement of variables

Several scales have been employed to measure the dependent and independent variables in this research. Firstly, with respect to the dependent variable, the episodic volunteer loyalty, it has been measured with an adapted version of the 'purchase loyalty' concept from Chaudhuri and Holbrook (2001). The item used for measuring EV loyalty was: "*I will be willing to repeat volunteering the next time in other events of the SRC*". The responses to this item have been rated on a 5-point Likert type scale from 1 (strongly disagree) to 5 (strongly agree).

Table 5.1. Sample Description

Descriptors	Total sample of EV of the Spanish Red Cross (N=412)	Sample (First wave) (N=188)	Sample (Second and third waves) (N=224)
GENDER			
Male	59.0%	52.7%	64.3%
Female	39.6	44.7	35.3
AGE			
Younger than 18	0.5	0.5	0.4
18-24	12.1	11.7	12.5
25-34	18.9	18.1	19.6
35-44	20.1	20.2	20.1
45-54	26.0	24.5	27.2
55-64	14.3	14.4	14.3
65 or older	7.3	9.6	5.4
EDUCATIONAL LEVEL			
Some High School Education	7.0	8.0	6.3
High School Diploma	17.7	22.3	13.8
Trade/Technical/Vocational Training	34.0	30.9	36.6
Some Undergraduate Courses	18.7	18.1	19.2
Undergraduate Degree	11.4	9.0	13.4
Some Graduate Courses	1.2	1.6	0.9
Graduate Degree	7.3	7.4	7.1
Professional Degree	1.5	2.1	0.9
Doctoral Degree	0.2	0.0	0.4
MARITAL STATUS			
Single	41.7	43.1	40.6
Married	30.6	29.3	31.7
Divorced	12.1	11.7	12.5
Widow	1.7	2.7	0.9
Cohabitating	12.4	11.2	13.4
OCCUPATION			
Full-time	35.4	32.4	37.9
Part-time	9.5	10.6	8.5
Temporary contracts	8.5	6.4	10.3
Retired	13.1	16.0	10.7
Student	10.4	10.1	10.7
Not in the workforce	22.6	23.9	21.4
VOLUNTEER EXPERIENCE			
0-5 years	50.5	52.7	48.7
6-15 years	30.8	30.3	31.3
16 or more years	17.7	16.5	18.8

The combined use of online and offline channels in the different phases of the EV journey has been considered for measuring the different multichannel strategies. For example, when the SRC interacts with a volunteer via a telephone call in the pre-event, face-to-face during the event and through social media in the post-event phase represents one of the multiple alternatives. Any possible combination that includes (regardless of the phase) at least one offline and one online channel is considered as a MS. For its part, a single-channel strategy consists on the use of a single type of channel in the different phases of the EV journey: 1) using exclusively online channels (one or more online channels) in all the three stages of the EV journey (e.g. contact with volunteers through email, social media or mobile apps); and 2) using exclusively offline channels (e.g. contact with volunteers through telephone and/or face-to-face throughout the whole journey).

Appendix 3 shows the use of different channels throughout the journey. The typology of channels for measuring these independent variables has been created from the systematic review previously conducted and validated through in-depth interviews with independent experts.

The typology of different phases of the EV journey (pre-event, event and post-event) has been adapted from commercial marketing literature (Court et al., 2009; Anderl et al., 2016), consisting of an analogy of the customer journey (pre-purchase, purchase and post-purchase). The eight particular alternatives of multichannel strategies (MS, MS1, MS2, MS3, MS4, MS5, MS6 and MS7) included in this work as independent variables have been measured using a dichotomous variable, whereby 1 meant that the specific MS has been utilized in the EV journey, and 0 meant that the strategy has not been utilized in the journey.

As we can see in Table 5.2, SRC utilizes a MS to interact with more than half of episodic volunteering (almost 55%). Among the most used multichannel strategies, it is necessary to highlight the strategy that uses online channels in the pre-event phase (33.7%), offline channels in the same initial phase (29.4%), as well as the strategy that uses offline channels (especially face-to-face) during the event phase (31.1%). In contrast, the MS least used by SRC to establish contact with EV, includes the use of social media in the post-event phase (only 2.2%). This channel, social media, is used most frequently in the pre-event and event phases.

Finally, other independent variables have been included in the model as control variables. For instance, respondents self-reported their age in years, gender, marital status and years of experience as volunteers. The educational level has been classified into the following categories according to the responses received: 1) some high school education, 2) high school diploma, 3) trade/technical/vocational training, 4) some undergraduate courses, 5) undergraduate degree, 6) some graduate courses, 7) graduate degree, and 8) professional degree. Respondents also self-reported their occupation, depending on the following categories: 1) working full-time, 2) working part-time, 3) working with temporary contracts, 4) retired, 5) student, 6) not looking for a job at this time, and 7) unemployed (looking for a job).

Additionally, taking into account the large number of previous works that have highlighted satisfaction and pride as key antecedents of loyalty, we have decided to incorporate them into the model (Decrop and Derbaix, 2010; Cnaan et al., 2017). The item employed to measure satisfaction was: "*I am satisfied because I was adequately recognized by the SRC*"; and the item utilized to measure pride was: "*I felt proud to be part of this event organized by the SRC*". The responses to both items have been rated on a 10-point scale from 1 (strongly disagree) to 10 (strongly agree).

Table 5.2. % of use of the multichannel strategies included in the model

Variables	Description	% of use in sample
MS	Multichannel strategy that **combines offline and online channels throughout the EV journey**	54.9
MS1	Multichannel strategy that includes, at least, the use of **offline** channels in the **pre-event phase**	29.4
MS2	Multichannel strategy that includes, at least, the use of **online** channels in the **pre-event phase**	33.7
MS3	Multichannel strategy that includes, at least, the use of **offline** channels (especially face-to-face) during the **event phase**	31.1
MS4	Multichannel strategy that includes, at least, the use of **online** channels in the **post-event phase**	27.7
MS5	Multichannel strategy that includes, at least, the use of **social media** in the **post-event phase**	2.2
MS6	Multichannel strategy that includes, at least, the use of **mobile applications** in the **post-event phase**	13.3
MS7	Multichannel strategy that includes, at least, the use of **direct email** in the **post-event phase**	12.1

5.4. Results

In order to find out the possible effects that different strategies utilized by NPO could have on the loyalty of EV, we have estimated eight ologit models (ordered logistic regression) using STATA 14.0 software (see Table 5.3). We have used this type of model because the dependent variable, EV loyalty, is measured by a 5-point Likert scale. It has been necessary to analyze the effect of each MS on loyalty through separate models because each strategy constitutes an alternative in the nonprofit-episodic volunteer relationship.

As expected, results reveal that the utilization of a MS by NPO to contact with EV throughout the volunteer journey positively influences loyalty, thus H1 ($p < .05$) is supported. In a second level of analysis, we have attempted to analyze the 'black box' of 'MS' by analyzing the effects of different types of multichannel strategies on EV loyalty, with the aim of identifying the particular type of channels (offline or online) which should be used in each stage of the journey. Regarding the pre-event phase, those multichannel strategies that include, at least, the use of offline channels do not present significant effects on EV loyalty. Thus, H2a is not supported. Similarly, the use of online channels in this phase to interact with volunteers does not necessarily lead to an increase in loyalty, therefore H2b is not supported. Furthermore, results show that the use of offline channels during the celebration of the one-off event (event phase) does not explain the increase of loyalty, thus H3 is not supported. Finally, the MS that implies at least the use of online channels in the post-event phase is positively linked to the loyalty level of EV. Thus, H4 ($p < .01$) is accepted.

As far as the use of specific online channels in the post-event phase is concerned, results show that the MS utilized by NPO that includes the use of mobile applications (Apps) in the post-event phase is positively associated with the loyalty of volunteers, supporting H4b ($p < .01$). However, significant effects have not been detected in the use of social media or email after the celebration of the event. Therefore, H4a and H4c are not supported (although the coefficients present the expected positive signs).

Finally, analyzing the influence of the socio-demographic variables, we can highlight the following effects. First, the results show a positive relationship between the age of EV and their loyalty. Second, gender, marital status, level of education (except for the professional degree in some models), occupation and years of volunteer experience do not explain the increase of EV loyalty. And additionally, it is necessary to noted that satisfaction and pride levels are positively associated with the EV loyalty in the eight models carried out ($p < .01$).

Table 5.3. Effects of different multichannel strategies on loyalty

Variables	Multichannel strategy in EV journey (MS)	Multichannel using offline channels in pre-event (MS1)	Multichannel using online channels in pre-event (MS2)	Multichannel using offline channels during the event (MS3)	Multichannel using online channels in post-event (MS4)	Multichannel using social media in post-event (MS5)	Multichannel using mobile applications in post-event (MS6)	Multichannel using direct email in post-event (MS7)
Age	**0.319 (0.134***)**	**0.377 (0.189**)**	**0.382 (0.189**)**	**0.343 (0.180**)**	**0.350 (0.179**)**	**0.322 (0.180*)**	**0.371 (0.182**)**	**0.343 (0.179**)**
Gender (reference: male)								
Female	-0.159 (0.257)	0.352 (0.348)	0.349 (0.347)	0.094 (0.329)	-0.017 (0.329)	0.072 (0.326)	0.062 (0.328)	0.078 (0.329)
Marital status (reference: single)								
Married	0.145 (0.347)	-0.344 (0.475)	-0.343 (0.475)	-0.184 (0.448)	-0.142 (0.447)	-0.129 (0.446)	-0.170 (0.447)	-0.159 (0.442)
Divorced	-0.124 (0.425)	-0.246 (0.591)	-0.247 (0.591)	-0.271 (0.563)	-0.419 (0.558)	-0.229 (0.559)	-0.248 (0.558)	-0.267 (0.568)
Widow	-1.008 (0.895)	-1.795 (1.289)	-1.755 (0.278)	-1.185 (0.144)	-1.286 (0.170)	-1.143 (1.140)	-1.031 (1.141)	-1.176 (1.152)
Cohabitating	-0.259 (0.389)	0.023 (0.549)	0.013 (0.545)	-0.089 (0.519)	0.121 (0.529)	0.056 (0.523)	0.157 (0.522)	0.102 (0.518)
Education (reference: some High School Education)								
High School Diploma	-0.542 (0.457)	-0.187 (0.692)	-0.194 (0.690)	-0.105 (0.644)	-0.124 (0.654)	-0.089 (0.642)	-0.166 (0.653)	-0.108 (0.644)
Trade/Technical/Vocational Training	-0.399 (0.351)	0.043 (0.475)	0.028 (0.471)	-0.127 (0.447)	-0.130 (0.446)	-0.142 (0.443)	-0.179 (0.446)	-0.112 (0.444)
Some Undergraduate Courses	-0.121 (0.539)	0.022 (0.696)	-0.002 (0.692)	-0.290 (0.663)	-0.629 (0.651)	-0.178 (0.650)	-0.207 (0.657)	-0.199 (0.657)
Undergraduate Degree	-0.098 (0.409)	0.038 (0.551)	0.027 (0.550)	-0.217 (0.520)	-0.285 (0.522)	-0.243 (0.521)	-0.291 (0.521)	-0.208 (0.518)
Some Graduate Courses	-0.855 (1.017)	-0.864 (1.641)	-0.923 (1.649)	-0.712 (1.557)	-1.027 (1.554)	-0.641 (1.549)	-0.590 (1.556)	-0.682 (1.572)
Graduate Degree	-0.369 (0.505)	-0.241 (0.626)	-0.259 (0.629)	-0.595 (0.603)	-0.666 (0.604)	-0.669 (0.605)	-0.587 (0.599)	-0.527 (0.595)
Professional Degree	**-1.832 (0.899**)**	-1.519 (0.984)	-1.540 (0.981)	**-1.791 (0.969*)**	**-2.128 (0.980**)**	**-1.767 (0.969*)**	**-1.977 (0.977**)**	**-1.777 (0.973**)**
Occupation (reference: working full-time)								
Working part-time	0.425 (0.410)	0.105 (0.547)	0.103 (0.546)	0.468 (0.508)	0.491 (0.510)	0.397 (0.511)	0.490 (0.512)	0.480 (0.508)
Temporary contracts	-0.629 (0.456)	-0.277 (0.663)	-0.272 (0.662)	-0.091 (0.662)	0.129 (0.662)	-0.019 (0.656)	0.099 (0.654)	0.021 (0.649)
Retired	-0.298 (0.489)	-1.054 (0.683)	-1.068 (0.686)	-0.815 (0.644)	-0.777 (0.648)	-0.736 (0.647)	-0.816 (0.648)	-0.800 (0.643)
Student	0.581 (0.490)	0.591 (0.649)	0.594 (0.648)	0.560 (0.631)	0.547 (0.631)	0.558 (0.626)	0.732 (0.641)	0.623 (0.630)
Not looking for a job currently	-0.129 (0.747)	0.302 (0.981)	0.302 (0.982)	-0.071 (0.877)	-0.145 (0.871)	-0.067 (0.875)	-0.037 (0.880)	-0.089 (0.881)
Unemployed (looking for a job)	0.170 (0.356)	0.179 (0.541)	0.165 (0.542)	0.404 (0.501)	0.317 (0.501)	0.443 (0.498)	0.336 (0.499)	0.436 (0.498)
Volunteer experience (reference: 0-5 years)								
6-15 years	-0.314 (0.275)	-0.302 (0.382)	-0.305 (0.384)	-0.515 (0.366)	-0.528 (0.365)	-0.480 (0.366)	-0.470 (0.366)	-0.530 (0.366)
More than 15 years	-0.334 (0.373)	0.068 (0.496)	0.062 (0.500)	-0.231 (0.461)	-0.395 (0.468)	-0.259 (0.462)	-0.166 (0.466)	-0.249 (0.473)
Satisfaction	**0.431 (0.057***)**	**0.452 (0.083***)**	**0.455 (0.082***)**	**0.406 (0.075***)**	**0.425 (0.075***)**	**0.397 (0.074***)**	**0.430 (0.075***)**	**0.410 (0.074***)**
Pride	**0.525 (0.096***)**	**0.516 (0.132***)**	**0.511 (0.129***)**	**0.521 (0.122***)**	**0.513 (0.122***)**	**0.531 (0.122***)**	**0.500 (0.121***)**	**0.525 (0.121***)**
Multichannel strategy (reference: not using this MS, using only offline or online channels separately)								
Using this specific MS	**0.477 (0.248**)**	-0.049 (0.349)	-0.037 (0.351)	0.031 (0.311)	**0.742 (0.317***)**	1.537 (1.152)	**0.752 (0.371**)**	-0.003 (0.398)
	Log likelihood= -275.28 N= 338 LR chi2= 202.88 Prob > chi2= 0.0000 Pseudo R2= 0.2693	Log likelihood= -150.47 N= 197 LR chi2= 113.05 Prob > chi2= 0.0000 Pseudo R2= 0.2731	Log likelihood= -150.47 N= 197 LR chi2= 113.05 Prob > chi2= 0.0000 Pseudo R2= 0.2731	Log likelihood= -167.96 N= 214 LR chi2= 115.45 Prob > chi2= 0.0000 Pseudo R2= 0.2558	Log likelihood= -165.98 N= 217 LR chi2= 123.52 Prob > chi2= 0.0000 Pseudo R2= 0.2712	Log likelihood= -167.58 N= 217 LR chi2= 120.32 Prob > chi2= 0.0000 Pseudo R2= 0.2642	Log likelihood= -166.62 N= 217 LR chi2= 122.25 Prob > chi2= 0.0000 Pseudo R2= 0.2684	Log likelihood= -168.76 N= 217 LR chi2= 117.96 Prob > chi2= 0.0000 Pseudo R2= 0.2590

* p < 0.10; ** p < 0.05; *** p < 0.01 Source: Authors ‘own elaboration using data from STATA software

5.5. Discussion and conclusions

This chapter attempts to fills a gap in an unexplored terrain, trying to identify what specific MS could be effective to increase loyalty among EV. Firstly, results support that effectively using a MS to interact with EV throughout his/her journey leads to an increase in the loyalty level. This insight supports most of the literature reviewed about multichannel management in business organizations (Shankar et al., 2003; Eimhjellen, 2014).

Secondly, evidence shows that multichannel strategies that includes, at least, the use of offline channels in the pre-event phase does not necessarily contribute to the increase of EV loyalty. Likewise, evidence has not been found that using a MS including online channels in this phase influences loyalty. Thus, the multichannel strategies consisting of using offline or online channels in the pre-event phase, utilized by NPO to disseminate information and create awareness about the need for the event, to encourage volunteers to participate in a specific one-off event, or to provide them with the appropriate training before the event, do not necessarily enhance loyalty, as compared to the use of other multichannel strategies.

Thirdly, and in relation to previous studies about the predominant use of offline channels in the purchase phase in for-profit marketing, the application of a MS that includes a personal contact through offline channels during the celebration of an event does not necessarily contribute to the increase of volunteer loyalty, as compared to the use of other multichannel strategies. Although for-profit marketing research confirms that the preferred channel in the purchase phase often remains the one which enables face-to-face contact to the salesperson (Mau et al., 2015); in nonprofit environment, this premise does not always work. The interpretation for this result is related to the fact that NPO lack a ‘physical store’ to celebrate their events. A store understood as a space under the control of the organization where the offline channels involved in interactions with consumers/volunteers typically converge during the purchase/event phase. NPO lack this powerful tool for increased brand loyalty. Instead, interactions with their EV during the event phase tend to take place outdoors (e.g. sports events, emergencies and disasters) or at third party spaces (e.g. soup kitchens, corporate headquarters, hospitals, etc.), and may attract a large influx of people, even unrelated to the event. In this context, the capacity of NPO to effectively deploy their offline channels and to selectively reach their EV is very limited.

Fourthly, previous literature has highlighted that the use of online channels by organizations will make people feel more engaged after their purchase experience or in the post-purchase phase (Vrontis et al., 2018). As expected, online channels are especially relevant after the celebration of one-off events because of the greater difficulty of face-to-face meetings. This insight illustrates that the application of a MS that implies, at least, the use of online channels in post-event phase has a positive effect on EV loyalty.

Finally, we have decided to go further to find out which specific online channels (e.g. social media, mobile apps or email) influence the increase in loyalty. Some researchers have demonstrated that organizations can improve the level of satisfaction and pride, strengthen relations and increase loyalty with key stakeholders through social media, promoting two-way communication and dialogue (Gamboa and Gonçalves, 2014; Novotová, 2018). However, evidence shows that a MS that uses social media or email in the post-event phase does not necessarily contribute to the increase of EV loyalty.

By contrast, results support that the use of mobile applications to communicate with volunteers after the celebration of the event effectively stimulates loyalty. This may be due to the fact that mobile apps represent an emergent self-service technology that has greatly contributed, in recent years, to the rise of mobile experience, and present a number of growing opportunities for NPO seeking to balance volunteer needs with increasing points of interaction (Newman et al., 2018). Compared to social media, mobile apps allow NPO to customize the contents of their post-event interactions to a much larger extent and may facilitate individual commitment during that phase, e.g. allowing EV who have participated in an event to promote climate change awareness to analyze their ecological footprint back home.

To conclude, in the light of the results, the use of multichannel strategies (compared to single-channel strategies) represents a means that significantly improve loyalty among EV. In addition, it is important to note that the MS that contributes the most to increased loyalty involves the use of online channels during the post-event stage. More specifically, mobile apps emerge as a promising channel after the celebration of the event, to thank EV for participating in the one-off event, to provide additional information and services, or to find out their satisfaction and pride level, among others. This result may be due to the current role of smart phones and mobile apps in all spheres of our lives, not only in e-commerce and not only for young people, as well as their growing potential for technological development and personalization.

5.6. Managerial Implications

This research has relevant implications for both academics and practitioners. From an academic perspective, the results suggest that previous literature has treated the influence that different channels exert on the efficient or effective management of volunteers in a too broad sense. As is shown in this work, multichannel strategies can provide advantages in terms of improved EV loyalty, especially when the NPO also differentiate the phases of the volunteer journey. From a practitioner perspective, these results suggest that NPO's managers need to carefully select and consistently combine the most adequate channels depending on the moment of contact with EV (before, during or after the celebration of a one-off event), in order to optimize their willingness to collaborate in future events or campaigns, fostering the loyalty and encouraging the transformation of episodic to regular volunteers.

To achieve this goal, it would be recommendable to segment volunteers based on their age, because results show a positive association between age and EV loyalty, and identify the phase of journey in which they participate (pre-event, event and post-event) with the help of the implementation and use of big data systems. The benefits from segmentation are particularly important in the early phases of the journey (Barwitz and Maas, 2018), i.e. for acquiring new volunteers for one-off events. Thus, this research determines that the selection and implementation of an appropriate MS by nonprofits is key because multichannel strategies may have consequences on different outcomes such as the level of satisfaction, pride or loyalty of episodic volunteering.

Finally, nonprofits and NPO's managers should focus their efforts on recruiting, retaining and increasing the loyalty of active loyalists, volunteers who not only repeat sporadic collaborations with the same nonprofit, but also recommend it to others. Furthermore, although the different EV of a nonprofit are located in different phases of loyalty, the objective of the organization must be to identify which loyalty phase each volunteer is located at, and support all of them to reach the behavioral loyalty phase. Namely, NPO should try to reach a large number of EV who decide to repeat collaborating in other events, and undertake actions that highlight their volunteer engagement with that nonprofits in particular (e.g. disseminate information about events in their personal social media channels, or actively participate in dialogues or two-way communication with the organization, among others).

5.7. Limitations and further research

This research is inevitably accompanied by some limitations. Firstly, due to the novelty of this topic in nonprofit management, we do not have an established body of literature to guide the discussion of the research findings. According to Cnaan et al. (2017, p. 100), "more research is needed to develop emerging management strategies for EV".

Secondly, the empirical study is limited to the Spanish case. However, SRC is one humanitarian nonprofit that acts globally with a large number of volunteers, and of potential interest for any country. Thus, this suggests that obtained results may be generalizable to other countries (belonging to the EU or the rest of the world).

Third and last, as another limitation of this work, we have used an online questionnaire sent via email, that might suffer some bias, despite the attempts to mitigate them. As an example, because the data collection has taken place online, the respondents are EV who have an email address. However, we put all the efforts into reducing possible bias, for instance, by sending the questionnaire to the entire EV database including people who participate in all type of one-off events organized by the SRC.

Regarding a future research agenda, several interesting topics emerge. We have explored the effect of some multichannel strategies, but a more detailed analysis of other different combinations of offline and online channels also deserves attention. Another possibility is analyzing the effect of these multichannel strategies on other types of volunteer loyalty (i.e. cognitive, affective, or behavioral); or even on other EV outcomes, such as satisfaction, pride, or transformation into regular volunteers, among others. It would also be of special relevance to find out the influence of EV antecedents (e.g. social values and norms, motives, previous experiences, time availability and willingness to volunteer, perceptions and attitudes) on the decision to adopt a specific MS by NPO. Furthermore, it could be interesting to examine if there is a moderating effect of the age or the years of volunteer experience in the results obtained in this study.

Another option consists of analyzing the effects of the application of these strategies on other key stakeholders for nonprofits (such as donors, users, beneficiaries or members).

For instance, further research is needed to shed light on the identification of the most appropriate MS that contributes to increase the loyalty of donors, to increase the amounts of donations, to improve the satisfaction of users and beneficiaries, to achieve a greater loyalty of members, or to foster the creation of more partnerships with potential collaborators.

Additionally, in this research, we have analyzed the combined use of multiple channels (offline and online) by the SRC to interact with volunteers, but we do not measure the degree of integration between different channels, or to what extent an omnichannel strategy is carried out, which can constitute an interesting line of future research. It would be necessary to explore the concept of omnichannel in further depth by measuring, in addition to the simultaneous use of the different channels, the degree of integration among them and if the organization interchangeably uses the different channels.

Considering the results referred to the positive impact of using mobile apps on loyalty, it would be of interest a potential study focused on the future developments in this field, such as the use of voice assistances (e.g. Alexa, Google Assistant, Siri, etc.) and their possibilities for NPO.

Finally, it would be interesting to examine these strategies applied to other nonprofit entities, and even make a comparison between different organizations from the nonprofit sector.

Conclusions and implications of the doctoral thesis

Discussion and conclusions

Digital transformation is changing the manner in which organizations interact with stakeholders, boosting interconnectivity and interdependence. In this context, this doctoral thesis has analyzed the antecedents and consequences of the adoption of multichannel (those combining offline and online channels) and omnichannel behaviors (entailing seamless marketing integration across multiple channels) by NPO and their key stakeholders (volunteers, donors, beneficiaries, members, business partners, employees, among others). These behaviors have been framed in a new context of emergence of new technologies and channels that challenges the traditional stakeholder relationship marketing in the nonprofit sector.

In order to face these challenges, this doctoral thesis contributes to future academic research on stakeholder relationship marketing by incorporating the insights on how nonprofits connect and interact with their multiple target publics through multiple channels and tools. Overall, results suggest that NPO are still struggling to manage online channels in their multichannel mix to full potential, underutilizing them in terms of effective two-way interactions with relevant stakeholders. Along this line of reasoning, transition towards omnichannel strategies seems to be in a very emergent stage, as integration of channels in a nonprofit-stakeholder marketing context is still an aspiration for most organizations. However, this is also the case for most firms, as even global retailers are struggling to fulfill customer expectations of a seamless omnichannel experience; not to mention smaller firms that may have started implementing online channels only recently. Thus, the conclusions of this thesis not only are exclusively applicable to practitioners in the nonprofit sphere, but also to how the business sector can learn from the experience of nonprofits as intrinsically multi-stakeholder, purpose-driven organizations.

The contribution of this doctoral thesis is of potential value to both academics and professionals. Its potential utility for academics resides on four main factors: 1) the omnichannel paradigm is applied for the first time to the nonprofit realm in order to better understand the challenges and opportunities that digital transformation entails for nonprofit-stakeholder relationship marketing; 2) this work proposes a comprehensive conceptual framework to understand the implications of multi/omnichannel behaviors in the context of stakeholder relationship marketing in NPO; 3) the proposed conceptual framework is empirically tested and further nuanced in the specific realm of the relationships with a unique and key stakeholder group for nonprofits, i.e. volunteers, with a focus on emerging types of volunteering that are of growing importance in connection to digital transformation; and 4) This study suggests a future research agenda for stakeholder relationship marketing that may shed light also on business and public organizations. Furthermore, this thesis may guide marketing practitioners, not only in the nonprofit sector, but also in 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, or business models for sustainability.

In particular, and according to the results obtained throughout this research, we can draw the following conclusions:

- Responding to the first research question, a conceptual framework that connects the antecedents and consequences of multi/omnichannel behaviors on the side of stakeholders and nonprofits has been proposed in a stakeholder marketing context.

- Existing literature on nonprofit-stakeholder relationship marketing are prevalently distributed in four research clusters or themes: **social media, advocacy, fundraising** and **stakeholder engagement.**

- In response to the second research question, the **main advantages of using online channels/tools** that arise with digital transformation, in comparison with offline or traditional channels/tools, consist of: 1) the **cost-effectiveness** and **interactivity features** of online channels; 2) the utility of online channels to create two-way dialogue with stakeholders (specifically, social media). In contrast, among the main **disadvantages** previous studies highlight is that the effects of social media usage on stakeholder relationships are **below potential** due to the lack of a full understanding of social media tools' properties and capabilities on the side of NPO.

- Responding to the third research question, **nonprofits commonly use online channels to create dialogue in society and influence public opinion (advocacy purposes), and to raise funds and increase the frequency of donations (fundraising purposes).** On the one hand, the relevance of online channels for advocacy purposes lies in trying to influencing debates through the digital news media, as well as shaping the organization's public image via the news media as an alternative to communicate with the general public, and carry out actions of advocacy because they do not receive enough attention from some offline channels. On the other hand, NPO mainly use online channels for fundraising because individual donation decisions are increasingly made online, and the use of offline channels to support their fundraising efforts is expensive and requires a large financial investment, which small and medium-sized nonprofits cannot afford.

- Regarding the fourth research question, the key channels/tools used by nonprofits to build or develop relationships with their stakeholders (in terms of other forms of relationship different than advocacy or fundraising, such as achieving engagement from for-profit partners, reinforcing relationships with key resource providers, etc.) are the following: 1) *online*, especially **social media** and **websites**, because both are perceived as key marketing tools in terms of cost-efficiency, interactivity and capacity to reinforce nonprofit-stakeholder dialogue and stakeholder engagement; and 2) *offline*, **cause-related events** and **charity retail stores**. Cause-related events offer a platform to build emotional engagement and deliver personalized experiences to a diversity of stakeholders. Furthermore, it is necessary to highlight that the Internet does not replace offline channels (especially face-to-face interactions), but rather strengthens their sustainability and vitality.

- In response to the fifth research question, several antecedents have been identified as drivers of the adoption of the omnichannel behavior by volunteers: **personal or psychological factors, acceptance of new technologies, social factors,** and **channel availability**. Firstly, regarding the personal or psychological factors, the motivation to volunteer because the labor carried out by the nonprofit is admirable; to learn or have new experiences; because family, friends or acquaintances advised them; and for being unemployed/retired and having free time, positively influence on the omnichannel behavior by volunteers. The same occurs with the sense of belonging towards the nonprofit (SRC, in this case). Secondly, the social influence perceived by volunteers from their closest environment (especially from family and friends) also stimulates the adoption of an omnichannel behavior. Thirdly and fourthly, the perceived usefulness in the use of ICT by volunteers, as well as the fact of having a space to make proposals through multiple channels, encourage the adoption of an omnichannel behavior by this essential stakeholder.

- **Two different profiles of volunteers in SRC have been identified**, based on their channel usage behavior. On the one hand, **offline-oriented volunteers**, who **mostly use offline channels** such as face-to-face and telephone calls, and essentially do not use online channels, except for email and WhatsApp mobile messaging application in certain cases. And, on the other hand, **omnichannel-oriented volunteers**, who **mostly use online channels**, especially email, WhatsApp and the Red Cross website (but they also use offline channels occasionally). The factors mentioned above have a different effect on the adoption of omnichannel behavior, depending on the profile of the volunteer.

- The antecedents or drivers mentioned above have a different effect on the adoption of omnichannel behavior, depending on the profile of the volunteer. On the one hand, the **motivation to volunteer due to family influence, friends, acquaintances and other social groups**, and the **availability of channels to make proposals** positively influence omnichannel behavior among the **offline-oriented volunteers**. On the other hand, the motivations based on being a **socially committed person and helping others** (humanitarian values), **protective reasons,** and **social influence** perceived, is positively associated with the adoption of an omnichannel behavior for **omnichannel-oriented volunteers**.

- In relation to the sixth research question, results support that **using a MS to interact with EV** throughout his/her journey determines an **increase in their loyalty**. In particular, the application of a MS that implies the use of online channels (especially the use of mobile applications) to interact with EV in the post-event phase has a positive effect on loyalty. However, contrary to expectations, findings show that the use of offline channels during the pre-event and event phases does not explain the increase of loyalty, nor the use of online channels in pre-event, compared with other multichannel strategies.

Implications

This doctoral thesis has implications for both academics and professionals. On the one hand, for academics, because this work suggests a future research agenda and promotes the creation of new theoretical developments and methodological approaches, specially using mixed methods. And, on the other hand, this thesis may contribute to guide marketing practitioners, not only in the nonprofit sector, but also in other multi-stakeholder environments.

Theoretical implications

Through the systematic review and bibliometric analysis carried out, the main lines on which several researchers have investigated were examined. This leads to the identification of the main research gaps on relationship marketing literature, from the nonprofit perspective. New research lines to complete a future agenda on stakeholder relationship marketing, with implications for different sectors, should respond to the following requirements: 1) the need to encompass a broader stakeholder view; 2) the need to create and enhance two-way interactions with stakeholders; 3) the need to jointly analyze online and offline channels/tools, because previous literature has mainly studied them independently, missing the omnichannel perspective; and 4) the need to create new theoretical developments and methodological approaches (especially mixed methods).

More specifically, some relevant theoretical implications of this work are synthesized below:

- It develops an agenda to orient scholars and serve as the basis for future academic research. The upcoming research should focus on the relationships with stakeholders different than donors and for-profit partners (to broaden the stakeholder view), how improving the two-way interactions using online channels appropriately (nonprofit-stakeholder relationship), as well as the joint and integrated management of multiple online and offline channels (omnichannel management).

- It may encourage the creation of new theoretical developments and methodological approaches, specially using mixed methods. Considering that a minority of academic publications on this theme are theoretical (only 2.4%) and use mixed methods (only 16.6%), academics have the opportunity to expand knowledge in the field of nonprofit-stakeholder relationship marketing, developing new theoretical models and combining quantitative methods (statistical analysis) with qualitative ones (interviews, focus groups, among others). These mixed methods enrich the analysis and facilitate the interpretation of the results, making the findings more reliable and solvent.

Practical implications

As practical implications, the overview offered by this research is of particular value for marketing practitioners, not only in the nonprofit sector, but also in businesses and public administrations. Next, we highlight the most relevant practical implications from the conclusions obtained in this study.

- For **NPO's managers**, it would be advisable to establish an optimum mix of online and offline channels in the organization, using them to full potential and in an integrated way for enhancing two-way communications. Likewise, findings recommend segmenting the volunteer base according to their usage profile of online and offline channels, to improve contact and relationship with volunteers. Also, results suggest the importance of providing training and promoting its use among employees and other stakeholders (especially volunteers, donors and users/beneficiaries), as well as testing which channels are the most appropriate and effective to interact with each stakeholder group in the different phases of the relationship. With the implementation of a multi/omnichannel strategy, NPO can see their relationship marketing with relevant stakeholders improved. This may have different implications: 1) *economic implications*, obtaining more resources (e.g. more donors or increased amounts of donations, more (loyal) volunteers, etc.); 2) *social implications*, for example, providing a better service to users/beneficiaries, increasing their satisfaction; and 3) *reputational implications*, recruiting new members, or fostering the creation of strategic alliances with other organizations (from nonprofit sector or from business sector).

- For **business professionals**, this research can also be particularly useful, because firms, as multi-stakeholder actors, can improve their relationship marketing beyond those stakeholder groups that directly provide or receive resources from the firm. Business organizations around the world are striving to understand and serve the needs of a broader range of stakeholders - beyond shareholders and customers - and to embrace purpose in their relationships with society and the planet as a means to assure long-term profits. In the words of the world's largest asset manager, "a company cannot achieve long-term profits without embracing purpose and considering the needs of a broad range of stakeholders… a strong sense of purpose and a commitment to stakeholders helps a company connect more deeply to its customers and adjust to the changing demands of society" (Fink, 2020). We argue that businesses can learn from the experience of NPO in this realm, as the paradigm of multi-stakeholder organizations that embrace public benefit purposes across the economic, social and/or environmental dimensions. To face the challenge of balancing the interest of multiple stakeholders with a strong sense of purpose, businesses can learn from the experience of nonprofits as intrinsically multi-stakeholder, purpose-driven organizations. Like nonprofits, by implementing a MS and promoting omnichannel behavior by its stakeholders (customers, suppliers, employees, shareholders, nonprofits, among others), their interactions will be improved, having economic and reputational implications. Furthermore, businesses can enhance their relationship with civil society and the communities they are embedded through new business-society relationships.

- Last, but not least, the NPO could pressure and try to influence public agenda of the **Administration** at different levels (state, autonomous and local) to make policies that favor cross-sector relationships through multiple online and offline channels. Among other actions that could be carried out from the public sphere, the following stand out: provide funding to organizations (from nonprofit and for-profit sector) to improve their connectivity and stimulate the implementation of multichannel strategies, provide training on the use of ICT and online channels to promote omnichannel behavior by individuals, etc.

Limitations

All investigations have limitations to be analyzed, and the present work is not different. Therefore, this doctoral thesis presents some limitations, susceptible of improvement in future studies. Among them, the following stand out:

- The systematic literature review and bibliometric analysis have been developed using a sample of documents from Scopus and Web of Science databases, limited by the fields selected (business, economics, management, communication and social issues), that only includes peer-reviewed articles published in international journals as type of document, published in English language, and considering a specific period of time (2007 to 2019). Although the reasons for selecting these criteria in the systematic review procedure are justified in this thesis, the fact is that if other criteria are used, the results obtained (the number of references, the content of the literature review, etc.) could be different, and this may cause slight changes in the identified clusters or themes.

- Because of novelty of this topic on stakeholder relationship marketing in nonprofits from a multi/omnichannel management perspective; there is a lack of an established body of academic literature to guide the discussion of the research findings.

- Although numerous antecedents of the omnichannel behavior by volunteers (especially multiple motivations) have been considered in this work, we have not examined all potential determinants.

- Regarding the effects or consequences of the adoption of a multichannel behavior by nonprofits, in this doctoral thesis various combinations of online and offline channels have been considered, taking into account the different phases of the journey (pre-event, event and post-event phase). However, there may be other possible combinations of channels that have not been considered in this study, so their identification and analysis could enrich this research. Similarly, this thesis limits the analysis of the effects on loyalty, but in the future the consequences on other variables could be examined.

- By using the survey as a data collection method, the study carried out is cross-sectional, that is, it refers to a specific period of time. Therefore, although we have obtained a database with reliable responses from a large number of SRC volunteers (impossible to achieve without collaborating with the organization), these responses refer to a specific moment, and not to a temporal evolution. In the future, it would be interesting to be able to carry out a longitudinal study, which requires observation of the volunteers at different time intervals. Additionally, it is necessary to highlight the possible bias derived from the online questionnaire sent via email to volunteers. In order to reduce this bias, SRC has made telephone calls to volunteers who do not have an email address to give them the opportunity to respond to the survey by telephone.

- Another limitation is the consideration of a single Spanish nonprofit and the application of the conceptual framework to a single stakeholder, volunteers. Although the reasons why the SRC has been selected have already been explained in this doctoral thesis, in the future other NPO from Spain and from other countries should be analyzed, as well as other stakeholder groups.

- Finally, we must highlight a final limitation, the difficulty to adequately measure the omnichannel behavior of an individual (in this case, volunteers), entailing seamless marketing integration across multiple channels. In the empirical analysis, we do not measure the degree of integration between different channels, but we consider the interchangeably use of multiple channels by volunteers to interact with the nonprofit as a proxy of the omnichannel concept. In the future, it would be necessary to explore the concept of omnichannel in further depth by measuring, in addition to the interchangeably use of the different channels, the real degree of integration among them.

Further research

Finally, in this section, future research lines resulting from this doctoral thesis are proposed based on the limitations previously identified.

- Develop the future research agenda suggested in chapter 3, to complete the stakeholder relationship marketing literature and contribute to the theoretical advancements on this theme.

- Analyze the influence of other antecedents on the adoption of an omnichannel behavior by volunteers and other NPO’s key stakeholders (such as donors, beneficiaries, employees, members, and so on). Other possible antecedents that could influence on the adoption of an omnichannel behavior by stakeholders are attitudes, interest in specific activities or areas, socioeconomic factors, lifestyles, personality, personal background, etc. Furthermore, it would be interesting to examine the antecedents that may influence different subgroups of omnichannel volunteers (and other stakeholder groups), who use different combinations of channels (offline and online) depending on the stage of the journey.

- Analyze the effects of the application of other multichannel strategies (combinations of online and offline channels that have not been considered in this work) on the adoption of a multichannel behavior by nonprofits. Additionally, apart from loyalty, it would be interesting to analyze other consequences of the application of the different strategies (i.e. the effect on satisfaction, the intention to continue the relationship with the nonprofit, the willingness to recommend others, etc.). For instance, further research is needed to shed light on the identification of the most appropriate strategies that contribute to increase the loyalty of donors and the amounts of donations, to improve the satisfaction of users/beneficiaries, to achieve a greater loyalty of members, or to foster the creation of strategic alliances.

- Analyze the behavior of volunteers and other NPO's key stakeholders at different time intervals. Namely, to study the evolution of the omnichannel behavior of individuals over time, identifying the causes of possible behavioral changes (longitudinal study).

- Develop the empirical analysis carried out in this doctoral thesis with other relevant nonprofits in Spain, and especially with the other singular entities (Cáritas and ONCE), and in other countries (e.g. American nonprofits, European nonprofits). In fact, it would be interesting to compare the results obtained between nonprofits from different countries.

- To finish, create a set of variables or indicators that more accurately measure the concept of omnichannel behavior or the real degree of integration of multiple online and offline channels.

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APPENDICES

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

Nº	Cluster	Authors	Year of publication	Research method	Type of channel(s)/tool(s)	Number of Channels	Channel type	Stakeholders
1	1	Xu and Saxton	2019	Quantitative	Social media	1	Online	Stakeholders
2	1	O'Sullivan and Hughes	2019	Qualitative	Social media (Facebook)	1	Online	Users/beneficiaries/family carers
3	1	Lam and Nie	2019	Quantitative	Social media	1	Online	Community
4	1	Sun and 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 et al.	2016	Qualitative	Social media	1	Online	Stakeholders
10	1	Jung and Valero	2016	Qualitative	Social media; Facebook	1	Online	Stakeholders
11	1	Bernritter et al.	2016	Quantitative	Social media; Facebook	1	Online	Consumers
12	1	Gurman and 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 et al.	2014	Quantitative	Social media (Facebook)	1	Online	Stakeholders
15	1	Paulin et al.	2014	Quantitative	Social media (Facebook)	1	Online	Millennials
16	1	Campbell et al.	2014	Qualitative	Social media	1	Online	Stakeholders
17	1	Khan et al.	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 et al.	2013	Mixed	Social media; Internet; Websites; email	3 or more	Online	Stakeholders
20	1	Crews and 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	1,2	Seelig et al.	2019	Qualitative	Online channels (Website, social media)	2	Online	Stakeholders (supporters)
23	1,2	Ure et al.	2019	Qualitative	Social media (Twitter)	1	Online	Beneficiaries
24	1,2	Tully et al.	2019	Qualitative	Social media (Twitter)	1	Online	Stakeholders
25	1,2	Kulkarni	2019	Quantitative	Blogs, Facebook, Website, Media release	3 or more	Both	Participants
26	1,2	Zhang and Skoric	2019	Qualitative	Online channels (Websites, Weibo, WeChat)	3 or more	Online	News media
27	1,2	Stringfellow et al.	2019	Quantitative	Social media (Facebook)	1	Online	Stakeholders/Users
28	1,2	Galiano-Coronil and MierTerán-Franco	2019	Mixed	Social media (Facebook, Twitter)	2	Online	Public/Audience
29	1,2	Fux and Čater	2018	Qualitative	Social media	1	Online	Stakeholders (supporters)
30	1,2	Shulin and Chienliang	2018	Qualitative	Social media	1	Online	Participants
31	1,2	Guo and Saxton	2018	Quantitative	Social media (Twitter)	1	Online	Stakeholders
32	1,2	Smith	2018	Quantitative	Social media (Facebook, Twitter)	2	Online	Stakeholders
33	1,2	Kim and Yang	2017	Mixed	Social media; Facebook	1	Online	Stakeholders (Users of Facebook)
34	1,2	Zhou and Pan	2016	Mixed	Social media (Weibo)	1	Online	Stakeholders
35	1,2	Chen and Fu	2016	Quantitative	Social media (Microblogs; Weibo)	2	Online	Stakeholders (microblogs audience)
36	1,2	Rodríguez	2016	Qualitative	Social media; Twitter; Facebook	2	Online	Stakeholders (puclic)
37	1,2	Chalmers and Shotton	2015	Quantitative	Social media; News media	2	Online	Stakeholders
38	1,2	Burger	2015	Quantitative	Social media (Facebook; Twitter)	2	Online	Stakeholders
39	1,2	Koch et al.	2015	Quantitative	Social media; Websites	2	Online	Partners; Beneficiaries
40	1,2	Nolan	2015	Quantitative	Social media (Twitter, Facebook)	2	Online	Stakeholders (followers)
41	1,2	Abramson et al.	2015	Qualitative	Social media; Facebook	1	Online	Users
42	1,2	Lee et al.	2015	Qualitative	Twitter	1	Online	Stakeholders
43	1,2	Chapman et al.	2015	Qualitative	Social media	1	Online	Stakeholders
44	1,2	Svensson et al.	2015	Mixed	Social media (Twitter); Internet; Websites	2	Online	Stakeholders
45	1,2	Hether	2014	Qualitative	Social media; Twitter; Facebook	2	Online	Stakeholders
46	1,2	Cho et al.	2014	Mixed	Social media; Facebook	1	Online	Stakeholders (different publics)
47	1,2	Guo and Saxton	2014	Mixed	Internet; Social media	2	Online	Stakeholders (present and potencial)
48	1,2	Saxton and Waters	2014	Quantitative	Social media; Facebook	1	Online	Stakeholders
49	1,2	Guidry et al.	2014	Mixed	Social media; Twitter	1	Online	Members of the public

50	1,2	Paek et al.	2013	Quantitative	Social media (blogs, Facebook; Twitter)	3 or more	Online	Stakeholders (people in general)
51	1,2	Auger	2013	Quantitative	Social media (Facebook; Twitter; YouTube)	3 or more	Online	Stakeholders
52	1,2	Lovejoy et al.	2012	Qualitative	Social media; Twitter	1	Online	Stakeholders
53	1,2	Waters and Lo	2012	Mixed	Social media (Facebook)	1	Online	Stakeholders (virtual stakeholders)
54	1,2	Waters and Jamal	2011	Quantitative	Social media; Twitter	1	Online	Stakeholders (followers)
55	1,2	Waters and Jones	2011	Quantitative	Social media; YouTube	1	Online	Stakeholders (donors, advocates, and volunteers)
56	1,2	Henderson and Bowley	2010	Qualitative	Social media	1	Online	Potential stakeholders
57	1,2	Waters et al.	2009	Qualitative	Social media; Facebook	1	Online	Members
58	1,3	Bhati and McDonnel	2019	Quantitative	Social media (Facebook)	1	Online	Donors
59	1,3	Lucas	2017	Qualitative	Social media; Facebook	1	Online	Donors
60	1,3	Wiencierz et al.	2015	Quantitative	Social media; Facebook	1	Online	Donors and other stakeholders
61	1,3	Saxton and Wang	2014	Quantitative	Social media; Internet; Websites	3 or more	Online	Donors
62	1,4	Ihm	2019	Qualitative	Social media	1	Online	Stakeholders
63	1,4	Maxwell and Carboni	2016	Quantitative	Social media (Facebook)	1	Online	Stakeholders
64	1,4	Powell et al.	2016	Mixed	Websites; Internet	2	Online	Stakeholders (especially customers)
65	1,4	Livermore and Verbovaya	2016	Qualitative	Social media; Facebook	1	Online	Stakeholders
66	1,4	Ihm	2015	Quantitative	Social media (Twitter)	1	Online	Stakeholders
67	1,4	Raman	2015	Mixed	Social media	1	Online	Stakeholders (Donors, Volunteers, etc.)
68	1,4	Wilson	2015	Qualitative	Websites; mobile applications; social media	3 or more	Online	Stakeholders (donors, funders, members)
69	1,4	Eimhjellen et al.	2014	Quantitative	Social media; Facebook; Websites	2	Online	Members; Volunteers
70	1,4	Pavlovic et al.	2014	Mixed	Internet; Social media; Facebook	2	Online	Members and key stakeholders
71	2	Sundstrom and Levenshus	2017	Qualitative	Social media (Twitter, YouTube, Instagram, etc.)	3 or more	Online	Online stakeholders (audiences)
72	2	Winston	2017	Qualitative	Cinema (films) and TV	2	Offline	Members and Donors
73	2	Sisco et al.	2010	Qualitative	Articles (online and offline)	2	Both	Publics and Media
74	2	Jin and Liu	2010	Theoretical	Blogs	1	Online	Publics and blog followers
75	2,3	Weberling	2012	Qualitative	Email and e-Newsletter	2	Online	Stakeholders and Donors (fundraising)
76	2,4	Dong and Rim	2019	Qualitative	Social media (Twitter)	1	Online	Business partners

77	2,4	Cantijoch et al.	2015	Mixed	Internet; Websites	2	Online	Members of a local community
78	2,4	Waters and Lemanski	2011	Quantitative	Internet; Websites	2	Online	Stakeholders (external stakeholders)
79	2,4	Nah	2010	Mixed	Newspapers; Internet	2	Both	Volunteers; Directors
80	2,4	Yeon et al.	2007	Quantitative	Websites	1	Online	Donors, Volunteers, Media (journalist)
81	3	Jones et al.	2019	Quantitative	Press (Newspaper)	1	Offline	Donors
82	3	Sundermann and Leipnitz	2019	Quantitative	Direct mailing	1	Online	Donors
83	3	Yoo and Drumwright	2018	Qualitative	Digital/online channels	1	Online	Donors
84	3	Jackson	2016	Quantitative	Letter	1	Offline	Donors
85	3	Ryzhov et al.	2016	Quantitative	Direct mail	1	Online	Donors
86	3	Thomasm et al.	2015	Quantitative	Direct email	1	Online	Donors
87	3	Hopkins et al.	2014	Quantitative	Ads	1	Offline	Donors
88	3	Waters	2013	Quantitative	Television news	1	Offline	Donors; Media
89	3	Shehu et al.	2013	Quantitative	Direct marketing mailing	1	Online	Donors
90	3	Powers and Yaros	2012	Mixed	Social media; Websites; email; Events	3 or more	Both	Donors
91	3	Cnaan et al.	2011	Quantitative	Internet; Websites	2	Online	Donors
92	3	Waters and Tindall	2011	Quantitative	Media coverage (Online/traditional news media)	3 or more	Both	Donors
93	3	Sargeant et al.	2008	Mixed	Christmas card	1	Offline	Donors
94	3,4	Lee and Blouin	2019	Quantitative	Website	1	Online	Stakeholders (especially donors)
95	3,4	Zhou and Ye	2019	Quantitative	Online channels	1	Online	(Potential) Donors
96	3,4	Blouin et al.	2018	Quantitative	Internet; website	2	Online	Donors
97	3,4	Cao and Jia	2017	Quantitative	Charity Ads	1	Offline	Donors; Beneficiaries
98	3,4	Haski-Leventhal and Foot	2016	Mixed	National educational campaign	1	Online	Donors
99	3,4	Panic et al.	2016	Quantitative	Websites	1	Online	Donors (endorser)
100	3,4	Huang and Ku	2016	Mixed	Websites; Internet	2	Online	Donors
101	3,4	Alfirevic et al.	2015	Mixed	Internet; Radio	2	Both	Online donors (Internet users)
102	3,4	Wiggill	2014	Qualitative	Reports; Newsletters	2	Offline	Donors
103	3,4	Saxton et al.	2014	Quantitative	Website; Internet	2	Online	Donors
104	3,4	Reddick and Ponomariov	2013	Quantitative	Internet; Social media (Twitter, Facebook)	3 or more	Online	Donors

105	3,4	Serban et al.	2011	Mixed	Internet; Websites	2	Online	Stakeholders (target audiences)
106	3,4	Waters	2011	Quantitative	Direct mail; telephone; face-to-face meetings,others	3 or more	Both	Donors
107	3,4	Pratt et al.	2009	Mixed	Internet; Websites	2	Online	Donors
108	3,4	Garcia-Mainar and Marcuello	2007	Quantitative	Internet (and other online channels; TICs)	2	Online	Members; Volunteers; Donors
109	4	Slattery et al.	2019	Qualitative	Websites	1	Online	Volunteers
110	4	Bauer and Lim	2019	Quantitative	Social media	1	Online	Volunteers
111	4	Cox et al.	2018	Quantitative	Internet	1	Online	Volunteers
112	4	Hoefer and Twis	2018	Qualitative	Website	1	Online	Stakeholders
113	4	Olinski and Szamrowski	2018	Quantitative	Websites	1	Online	Stakeholders
114	4	Silva et al.	2018	Qualitative	Internet/Online channels	2	Online	Volunteers
115	4	Kirk and Abrahams	2017	Quantitative	Websites	1	Online	Stakeholders
116	4	Álvarez-González et al.	2017	Quantitative	Internal marketing policies and tools	1	Online	Businesses
117	4	Dush	2017	Qualitative	Social media	1	Online	Clients, staff and stakeholders
118	4	Lyes et al.	2016	Qualitative	Cause-related events	1	Offline	Stakeholders
119	4	Emrich and Pierdzioch	2016	Quantitative	Internet; Websites; Social media; email	3 or more	Online	Volunteers
120	4	Kirk et al.	2016	Quantitative	Website	1	Online	Stakeholders
121	4	Murillo et al.	2016	Quantitative	Internet	1	Online	Consumers
122	4	Tremblay-Boire and Prakash	2015	Quantitative	Websites; Newspapers	2	Both	Stakeholders
123	4	Hume and Hume	2015	Mixed	Events; workshops; newsletters; advertising	3 or more	Both	Staff; Volunteers
124	4	McMahon et al.	2015	Quantitative	Internet; Websites	2	Online	Stakeholders (Communities)
125	4	Eimhjellen	2014	Quantitative	Internet	1	Online	Members, Volunteers and other organizations
126	4	Liu and Ko	2014	Qualitative	Charity retailing	1	Offline	Donors, customers
127	4	Fernando et al.	2014	Qualitative	Online newspapers; Blogs	2	Online	Stakeholders (especially online consumers)
128	4	Denison and Williamson	2013	Qualitative	Website	1	Online	Stakeholders
129	4	Díaz et al.	2013	Qualitative	Websites	1	Online	Donors, Volunteers, Users
130	4	Saxton et al.	2012	Quantitative	Websites	1	Online	Stakeholders
131	4	Rodriguez et al.	2012	Quantitative	Internet; Website	2	Online	Stakeholders

132	4	Helmig et al.	2012	Quantitative	Several media publicity (several channels)	3 or more	Both	Members
133	4	Shafrir and Yuan	2012	Qualitative	Face-to-face; Email	2	Both	Members
134	4	Friedmeyer-Trainor et al.	2012	Quantitative	Websites; Internet	2	Online	Stakeholders
135	4	Saxton and Guo	2011	Quantitative	Websites; Internet	2	Online	Stakeholders
136	4	Schwarz and Pforr	2011	Quantitative	Websites; social media; micro-blogging; podcasts	3 or more	Online	Stakeholders
137	4	Gandia	2011	Quantitative	Internet; Websites	2	Online	Stakeholders
138	4	Susan and Mariko	2011	Quantitative	Unsolicited commercial email; Postal direct mail	2	Both	Consumers
139	4	Zhao et al.	2010	Theoretical	Offline and online channels	2	Both	Government; Donor
140	4	Maguire	2008	Qualitative	Magazine; email	2	Both	Members
141	4	Kenix	2008	Qualitative	Internet	1	Online	Board members and 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 den Heerden and Rensburg	2018	Qualitative	Social media	1	Online	Stakeholders
145	1,2,4	Bellucci and 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	Gálvez-Rodríguez et al.	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 et al.	2015	Quantitative	Social media; Twitter	1	Online	Stakeholders (followers)
151	1,2,4	Uzunoglu and Kip	2014	Qualitative	Websites; Social media	2	Online	Volunteers, members, media
152	1,2,4	Kim et al.	2014	Quantitative	Internet; Websites; Social media (Facebook; Twitter)	3 or more	Online	Stakeholders (Public)
153	1,2,4	Nah and Saxton	2013	Quantitative	Social media (Twitter, Facebook); Mail; Telephone	3 or more	Both	Stakeholders (external publics)
154	1,2,4	Sriramesh et al.	2013	Qualitative	Website; Social media	2	Online	Stakeholders
155	1,2,4	Lovejoy and 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; Internet	2	Online	Stakeholders
157	1,3,4	Campbell and Lambright	2019	Quantitative	Website, Social media	2	Online	Stakeholders
158	1,3,4	Nageswarakurukkal et al.	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 and 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 and Chen	2016	Quantitative	Internet; Websites	2	Online	Donors
164	2,3,4	Bucci and 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 and Koelling	2010	Quantitative	Website	1	Online	Donors and 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 and Koelling	2009	Quantitative	Internet; Websites	2	Online	Donors and media

Appendix 2: Descriptive statistics of the variables included in the model and cluster analysis

Variables	Description	Mean	SD	Min	Max
OMNICHANNEL BEHAVIOR	The adoption of an omnichannel behavior by volunteers	2.87	1.47	1	5
MOTIVATION: HUMANITARIAN VALUES	The motivation to volunteer for being a socially committed person and helping others	8.76	1.56	1	10
	The motivation to volunteer because of perceived social needs	6.32	3.08	1	10
MOTIVATION: UNDERSTANDING	The motivation to volunteer because the labor carried out by Spanish Red Cross is admirable	7.95	2.38	1	10
MOTIVATION: CAREER	The motivation to volunteer to learn or have new experiences	7.32	2.69	1	10
MOTIVATION: SOCIAL ADVICE	The motivation to volunteer because family, friends or acquaintances advised them	3.91	3.13	1	10
MOTIVATION: SELF-STEEM	The motivation to volunteer to take advantage of time and feel useful	7.54	2.51	1	10
MOTIVATION: PROTECTIVE REASONS	The motivation to volunteer for being unemployed and having free time	3.59	3.34	1	10
	The motivation to volunteer for being retired and having free time	2.71	3.05	1	10
SENSE OF BELONGING	The degree to which the volunteer feels part of the Red Cross	7.20	2.54	1	10
USEFULNESS ICT	The perceived usefulness in the use of ICT (email, web browsing, social media, mobile applications, etc.) by volunteers	4.38	0.80	1	5
SOCIAL INFLUENCE	The influence perceived by volunteers from their closest environment (family, friends, etc.)	7.81	2.29	1	10
CHANNELS TO MAKE PROPOSALS	A space to make proposals through multiple channels	6.48	3.07	1	10
USE FACE-TO-FACE	The use of face-to-face by volunteers to interact with NPO	3.98	1.30	1	5
USE POST MAIL	The use of post mail by volunteers to interact with NPO	1.90	1.36	1	5
USE PHONE CALL	The use of phone call by volunteers to interact with NPO	3.60	1.41	1	5
USE EMAIL	The use of email by volunteers to interact with NPO	3.88	1.31	1	5
USE WEBSITE	The use of the organization’s official website by volunteers to interact with NPO	2.87	1.52	1	5
USE SOCIAL MEDIA	The use of social media by volunteers to interact with NPO	2.57	1.55	1	5
USE WHATSAPP	The use of WhatsApp, or other messaging applications, by volunteers to interact with NPO	3.85	1.45	1	5
USE MOBILE APP	The use of the organization’s mobile application by volunteers to interact with NPO	2.22	1.51	1	5
GENDER	The gender of volunteers	0.56	0.50	0	1
EDUCATION	The level of education of volunteers	2.86	0.93	0	4
AGE	The age of volunteers	43.37	15.68	16	99
VOLUNTEER EXPERIENCE	Years of experience as volunteers	7.03	24.18	0	59

Appendix 3. Utilization of different channels throughout episodic volunteer journey (% of usage)

<table>
<tr><th rowspan="2">Phases in the EV journey</th><th colspan="13">Type of channels</th></tr>
<tr><th colspan="8">OFFLINE</th><th colspan="4">ONLINE</th><th>OTHER</th></tr>
<tr><td>PRE-EVENT: How did volunteers hear about this one-off event and what channels did the organization use to deal with volunteers before the celebration of the event?</td><td>Through relatives (6.5%)</td><td>Through friends /neighbors (15.6%)</td><td>Through work (4.2%)</td><td>Through religious community (0.7%)</td><td>Through TV (2.0%)</td><td>Through the radio (0.5%)</td><td>By phone (6.7%)</td><td>Through press or other written media (newspapers, magazines, etc.) (3.3%)</td><td>Through email (22.8%)</td><td>Through some website (6.3%)</td><td>Through social media (9.4%)</td><td>Through some mobile application (9.4%)</td><td>Other channels (12.6%)</td></tr>
<tr><td>EVENT: What channels did the organization use to deal with volunteers during the celebration of the one-off event?</td><td colspan="4">Personally (face to face) (41.2%)</td><td colspan="4">By phone (12.8%)</td><td colspan="2">Through email (15.6%)</td><td>Through social media (1.8%)</td><td>Through some mobile application (25.4%)</td><td>Other channels (3.2%)</td></tr>
<tr><td>POST-EVENT: What channels did the organization use to deal with volunteers after the one-off event?</td><td colspan="4">Personally (face to face) (34.6%)</td><td colspan="4">By phone (12.7%)</td><td colspan="2">Through email (20.4%)</td><td>Through social media (3.4%)</td><td>Through some mobile application (25.8%)</td><td>Other channels (3.1%)</td></tr>
</table>

Appendix 4: Extensive summary of the Doctoral Thesis in Spanish

Las organizaciones no lucrativas son parte del sistema de bienestar y a menudo desempeñan roles complementarios, subsidiarios o innovadores, manteniendo fronteras complejas con el Estado y el sector empresarial (Rey-García, 2018b). Estas instituciones de múltiples grupos de interés integran una característica clave del sector público – propósito de beneficio público, con una característica del sector empresarial – la naturaleza privada (Anheier, 2006). Las organizaciones no lucrativas han ido ganando presencia e influencia en las instituciones europeas a lo largo del tiempo (especialmente desde el año 2000), y su desarrollo institucional destaca por las siguientes características: la consolidación de la función de prestación de servicios, que conlleva una profesionalización progresiva; una pérdida relativa de la intensidad de la función cívico-política: movilización, sensibilización y transformación social; así como una especialización funcional entre las organizaciones de gestión de servicios y aquellas dedicadas al desarrollo de funciones cívicas, de representación y diálogo (Rodríguez-Cabrero y Marbán-Gallego, 2015a).

La forma en que las organizaciones no lucrativas gobierna, gestiona sus actividades e interactúa con sus grupos de interés (incluyendo la forma de recaudar fondos, retener voluntarios, crear alianzas estratégicas, etc.), ha cambiado en las últimas décadas. Esto se debe principalmente a factores temporales (por ejemplo, la crisis económica de 2008, la actual crisis sanitaria y económica producida por la COVID-19); y condiciones estructurales, como los cambios sociodemográficos y el impacto de la transformación digital en el día a día de estas organizaciones y de sus grupos de interés.

Por un lado, con respecto a los factores temporales, y debido a la crisis económica anterior de 2008, las administraciones públicas han recortado sus presupuestos al reducir el número y la cantidad de ayudas y subsidios, mientras que la demanda y las necesidades sociales no han dejado de crecer. Aunque se estimó que las organizaciones no lucrativas recuperarían los niveles de financiación anteriores a la crisis de 2008 a lo largo de este año, con un crecimiento estimado del 3,3% en 2020 (PwC, 2018), la crisis actual de la COVID-19 destruyó esta recuperación. Esta situación ha obligado a las entidades a buscar otros canales y fuentes de financiación, y a reorientar la forma de establecer relaciones con los diferentes grupos de interés (por ejemplo, para recaudar fondos y encontrar apoyo para proyectos a través de campañas de *crowdfunding* o colaboraciones intersectoriales).

Por otro lado, en lo que respecta a las condiciones estructurales, las nuevas TIC se han vuelto esenciales para la gestión eficaz de cualquier organización, incluidas las entidades no lucrativas. Con el apoyo de estas nuevas tecnologías digitales, las organizaciones pueden difundir contenido, promover iniciativas, comunicar próximas campañas, mostrar lo que hacen y cómo lo hacen, resultados, etc., de una manera más efectiva. Las organizaciones no lucrativas deben lograr una comunicación que vaya más allá de la recaudación de fondos, mejorando la presencia social de las entidades, promoviendo la conciencia social, y fomentando la interacción y la comunicación con sus principales grupos de interés (POAS, 2015). Sin embargo, el formato predominante de relación con estos grupos clave continúa siendo la comunicación unidireccional, a pesar de que las TIC brindan servicios multidireccionales y facilitan la comunicación bidireccional (Waters et al., 2011; Lovejoy y Saxton, 2012; Lovejoy et al., 2012; Guo y Saxton, 2014; Svensson et al., 2015).

Las entidades no lucrativas han utilizado tradicionalmente canales offline (por ejemplo, televisión, radio, periódicos, cara a cara, etc.), pero con la transformación digital, nuevos canales y herramientas están disponibles para interactuar con los grupos de interés (Lam y Nie, 2019). A lo largo de esta tesis doctoral, definimos '*canal*' como un medio o punto de contacto a través del cual las organizaciones interactúan con sus principales grupos de interés (Neslin et al., 2006; Beck y Rygl, 2015). Los clasificamos en dos tipos: 1) canales *offline*, medios tradicionales que no requieren el uso de Internet para la comunicación; y 2) canales *online*, puntos de contacto que requieren el uso de Internet para las comunicaciones. Por su parte, se entiende por "*herramienta*" cualquier soporte material, plataforma, software o aplicación específica que opera en un canal de comunicación para establecer contacto entre la organización y sus grupos de interés (Gálvez-Rodríguez et al., 2016).

De la misma forma que las empresas, las organizaciones no lucrativas tienen que adaptarse y evolucionar rápidamente para satisfacer las demandas de la transformación digital. Además de los desafíos que conllevan, las TIC y los nuevos canales y herramientas digitales ofrecen nuevas oportunidades que pueden ayudar sustancialmente a estas entidades a aumentar el impacto y la eficiencia de sus actividades: ayuda humanitaria, prevención de conflictos, cooperación internacional, provisión de servicios sociales, asesoramiento, información y educación en varias áreas, así como funciones de sensibilización (Abud Castelos, 2004).

En línea con lo anterior, es necesario que las organizaciones no lucrativas se adapten a este cambio de paradigma, adoptando una estrategia omnicanal. A partir de la década de los 2000, con el auge de las tecnologías móviles, surge el concepto de multicanalidad, y los usuarios apenas perciben las diferencias entre los canales físicos y virtuales. La última fase evolutiva de la multicanalidad sería la omnicanalidad, entendida como la gestión sinérgica de los numerosos canales y puntos de contacto disponibles de los grupos de interés, de tal manera que se optimice la experiencia de estos a través de los distintos canales y herramientas. Los diferentes canales interactúan entre sí y se usan indistintamente (Verhoef et al., 2015). Pero es necesario destacar que la omnicanalidad es un término reciente que surge en el marketing minorista, y fue mencionado por primera vez en abril de 2012 por Aubrey y Judge (Mirsch et al., 2016). La novedad de este trabajo reside en que, hasta el momento actual, el concepto de omnicanalidad nunca se había aplicado al sector no lucrativo.

Teniendo en cuenta el contexto descrito anteriormente y la falta de investigación empírica identificada en este tema, el objetivo principal de esta tesis doctoral consiste en analizar los antecedentes y las consecuencias de la adopción de la multicanalidad (estrategias que combinan canales *offline* y *online*) y comportamientos omnicanal (que implican una integración de marketing perfecta a través de múltiples canales) tanto por parte de las organizaciones no lucrativas como de sus grupos de interés. Este objetivo principal se aborda a través de los siguientes objetivos específicos:

- Proponer modelos conceptuales que conecten los antecedentes y las consecuencias de los comportamientos multi/omnicanal por parte de las organizaciones no lucrativas y de sus grupos de interés.
- Mapear el campo del marketing de relaciones entre las organizaciones no lucrativas y sus grupos de interés, identificando los temas predominantes en la literatura existente, y proponiendo nuevas líneas de investigación para completar una agenda futura sobre marketing de relaciones con los grupos de interés.
- Analizar los factores o antecedentes clave que pueden influir en la adopción de un comportamiento omnicanal por parte de los voluntarios, mejorando así el marketing de relaciones entre las organizaciones no lucrativas y este grupo de interés, que constituye un recurso esencial y valioso para estas entidades.

- Analizar los efectos o consecuencias de la adopción de un comportamiento multicanal por parte de las organizaciones no lucrativas, mejorando así el marketing de relaciones entre las organizaciones no lucrativas y este grupo de interés. Específicamente, se analiza en qué medida diferentes estrategias multicanal implementadas por las organizaciones no lucrativas pueden aumentar o estimular la lealtad de los voluntarios episódicos.

Para lograr estos objetivos, se desarrolló un estudio empírico utilizando una metodología mixta (cuantitativa y cualitativa). En España, el sector no lucrativo incluye fundaciones, cooperativas sociales, asociaciones de utilidad pública y entidades singulares (Cruz Roja, Cáritas y ONCE). Este trabajo empírico se centra en el subsector de acción social (dentro del sector no lucrativo), y específicamente en Cruz Roja Española, como la mayor organización de voluntariado en España. Se recogieron datos cuantitativos con la colaboración de un total de 8.234 voluntarios de Cruz Roja Española (7.822 voluntarios y 412 voluntarios episódicos) entre mayo de 2017 y mayo de 2019. Las seis preguntas de investigación que aparecen a continuación corresponden a los objetivos específicos mencionados anteriormente (las preguntas 2-4 responden al segundo objetivo específico):

1. ¿Cuáles son los antecedentes y los efectos de los comportamientos multi/omnicanal por parte de las organizaciones no lucrativas y de sus grupos de interés relevantes?

2. ¿Cuáles son las ventajas y desventajas de usar los canales/herramientas online que surgen con la transformación digital, en relación con los canales/herramientas offline o tradicionales?

3. ¿Para qué fines las organizaciones no lucrativas utilizan canales/herramientas online?

4. ¿Cuáles son los canales/herramientas (online y offline) utilizados por las organizaciones no lucrativas para construir o desarrollar relaciones con los grupos de interés clave?

5. ¿Cuáles son los antecedentes o factores clave que influyen en la adopción del comportamiento omnicanal por parte de los voluntarios, entendido como el uso indistinto de canales/herramientas online y offline que proporcionan a los voluntarios múltiples puntos de contacto con las organizaciones no lucrativas?

6. ¿Qué estrategia multicanal específica, entendida como el uso combinado de canales online y offline a lo largo de la experiencia o el viaje del voluntario, podría ser efectiva para aumentar la lealtad de los voluntarios episódicos?

Con respecto a la estructura de esta tesis doctoral, en el primer capítulo desarrollamos una base teórica para contextualizar la relevancia de analizar este tema inexplorado. En el segundo capítulo, detallamos la metodología mixta utilizada para llevar a cabo esta tesis (un análisis de contenido, métodos cuantitativos y cualitativos). En el tercer capítulo, llevamos a cabo una revisión sistemática de la literatura y un análisis bibliométrico, y proponemos nuevas líneas de investigación para completar una agenda futura sobre marketing de relaciones con los grupos de interés, que requiere de mayor atención por parte de los académicos y profesionales del marketing. En el cuarto capítulo, con el objetivo de verificar qué factores o antecedentes afectan positivamente al comportamiento omnicanal de los voluntarios, proponemos un modelo conceptual basado en la revisión de la literatura existente, definimos las hipótesis principales, y realizamos un análisis de clúster jerárquico y un análisis de regresión logística ordinal. En este análisis, se hace una distinción entre dos grupos de voluntarios: aquellos con un perfil más orientado a los canales offline y aquellos con un perfil más orientado a la omnicanalidad. En el quinto capítulo, para explorar qué estrategias multicanal influyen positivamente en la lealtad de los voluntarios episódicos, proponemos un modelo conceptual basado en el examen de la literatura existente, definimos hipótesis, y realizamos un análisis de regresión logística ordinal. Y finalmente, formulamos las principales conclusiones de esta tesis doctoral, detallando también las implicaciones teóricas y prácticas, las limitaciones del estudio, así como las principales líneas de investigación futura que se pueden derivar de este trabajo.

En base a los resultados obtenidos en el marco de esta tesis doctoral, podemos extraer las siguientes conclusiones:

- En respuesta a la primera pregunta de investigación, se ha propuesto un marco conceptual que conecta los antecedentes y las consecuencias de los comportamientos multi/omnicanal por parte de los grupos de interés y de las organizaciones no lucrativas en un contexto de marketing con los grupos de interés.

- La literatura existente sobre el marketing de relaciones entre las organizaciones no lucrativas y los grupos de interés se distribuye predominantemente en cuatro grupos de investigación o temas: **redes sociales, sensibilización, recaudación de fondos** y **compromiso de los grupos de interés.**

- En respuesta a la segunda pregunta de investigación, las **principales ventajas de usar canales/herramientas online** que surgen con la transformación digital, en relación con los canales/herramientas offline o tradicionales, son: 1) las características de coste-efectividad e interactividad de los canales online; 2) la utilidad de los canales online para crear diálogo bidireccional con los grupos de interés (específicamente, las redes sociales). Por el contrario, entre las **principales desventajas** destacan los efectos del uso de las redes sociales en las relaciones con los grupos de interés por debajo del potencial debido a la **falta de una comprensión completa de las propiedades y capacidades de estas herramientas** por parte de las organizaciones no lucrativas.

- Respondiendo a la tercera pregunta de investigación, las **organizaciones no lucrativas suelen utilizar canales online para crear diálogo en la sociedad e influir en la opinión pública (fines de sensibilización), y para recaudar fondos y aumentar la frecuencia de las donaciones (fines de recaudación de fondos)**. Por un lado, la relevancia de los canales online para fines de sensibilización radica en tratar de influir en los debates a través de los medios digitales de noticias, así como en moldear la imagen pública de la organización a través de los medios como una alternativa para comunicarse con el público en general, y llevar a cabo acciones de promoción al no recibir suficiente atención de algunos canales offline. Por otro lado, las organizaciones no lucrativas utilizan principalmente canales online para recaudar fondos porque las decisiones individuales de donación se toman cada vez más por vía telemática, y el uso de canales offline para apoyar sus esfuerzos de recaudación de fondos es costoso, y requiere una gran inversión financiera que las organizaciones no lucrativas pequeñas y medianas no pueden asumir.

- Con respecto a la cuarta pregunta de investigación, los canales/herramientas clave de marketing utilizados por las organizaciones no lucrativas para construir o desarrollar relaciones con sus grupos de interés (en términos de otras formas de relación diferentes a la sensibilización o la recaudación de fondos, como lograr el compromiso de socios con fines de lucro, reforzar las relaciones con proveedores de recursos clave, etc.), son los siguientes: 1) *online*, especialmente las **redes sociales** y **páginas web**; y 2) *offline*, **eventos con causa** y **tiendas minoristas de caridad**. Además, es necesario resaltar que Internet no reemplaza los canales offline (especialmente las interacciones cara a cara), sino que fortalece su sostenibilidad y vitalidad.

- En respuesta a la quinta pregunta de investigación, se han identificado varios antecedentes como impulsores de la adopción del comportamiento omnicanal por parte de los voluntarios: **factores personales o psicológicos, aceptación de nuevas tecnologías, factores sociales** y **disponibilidad de canales**. En primer lugar, con respecto a los factores personales o psicológicos, la motivación para ser voluntario porque el trabajo realizado por Cruz Roja Española es admirable; para aprender o tener nuevas experiencias; porque familiares, amigos o conocidos les aconsejaron; y por estar desempleado/retirado y tener tiempo libre, influyen positivamente en el comportamiento omnicanal de los voluntarios. Lo mismo ocurre con el sentido de pertenencia hacia la organización (Cruz Roja Española, en este caso). En segundo lugar, la influencia social percibida por los voluntarios de su entorno más cercano (especialmente de familiares y amigos) también estimula la adopción de un comportamiento omnicanal. En tercer y cuarto lugar, la utilidad percibida en el uso de las TIC por los voluntarios, así como el hecho de tener un espacio para hacer propuestas, fomentan la adopción de un comportamiento omnicanal por parte de este grupo de interés esencial.

- Se han identificado **dos perfiles diferentes de voluntarios en Cruz Roja Española**, en función de su comportamiento de uso de los canales. Por un lado, los **voluntarios orientados a los canales offline**, que utilizan principalmente canales tradicionales, como el cara a cara y las llamadas telefónicas, y prácticamente no utilizan canales online, excepto el correo electrónico y la aplicación de mensajería móvil de WhatsApp. Y, por otro lado, los **voluntarios orientados a la omnicanalidad**, que utilizan principalmente canales online, especialmente correo electrónico, WhatsApp y la página web de Cruz Roja (pero también usan canales offline).

- Los antecedentes o factores mencionados anteriormente tienen un efecto diferente en la adopción del comportamiento omnicanal, dependiendo del perfil del voluntario. Por un lado, la **motivación para ser voluntario debido a la influencia de la familia, amigos, conocidos y otros grupos sociales**, y la **disponibilidad de un espacio para hacer propuestas** influyen positivamente en el comportamiento omnicanal entre los **voluntarios con un perfil orientado a los canales offline**. Por otro lado, las **motivaciones basadas en ser una persona socialmente comprometida y ayudar a los demás** (valores humanitarios), **razones protectoras**, e **influencia social** percibida se asocian positivamente con la adopción de un comportamiento omnicanal para los **voluntarios con un perfil más orientado a la omnicanalidad**.

- Con respecto a la sexta pregunta de investigación, los resultados respaldan que el **uso de una estrategia multicanal para interactuar con voluntarios episódicos** a lo largo de su experiencia o viaje determina **un aumento en su lealtad**. En particular, la aplicación de una estrategia multicanal que implica el uso de canales online (especialmente el uso de aplicaciones móviles) para interactuar con los voluntarios episódicos en la fase posterior al evento tiene un efecto positivo en la lealtad. Sin embargo, contrariamente a lo esperado, los resultados muestran que el uso de canales offline durante la fase previa al evento y durante el evento no explica el aumento de la lealtad, ni el uso de canales online en la fase pre-evento, en comparación con otras estrategias multicanal.

Además, esta tesis doctoral tiene relevantes **implicaciones prácticas** tanto para académicos como para profesionales. Por un lado, se han identificado implicaciones **para los académicos**, porque este trabajo sugiere una futura agenda de investigación y fomenta la creación de nuevos desarrollos teóricos y enfoques metodológicos, especialmente utilizando métodos mixtos. Y, por otro lado, esta tesis puede contribuir a guiar a **los profesionales del marketing**. No solamente en el **sector no lucrativo**; sino también en el **sector empresarial**, en entornos de múltiples grupos de interés que confrontan el pensamiento empresarial convencional, y particularmente nuevas relaciones emergentes empresa-sociedad en el contexto de asociaciones intersectoriales, estrategias de responsabilidad social corporativa, o modelos empresariales para la sostenibilidad; y en las **administraciones públicas**, para hacer políticas que favorezcan las relaciones intersectoriales a través de múltiples canales.

Como era de esperar, esta tesis doctoral tiene algunas **limitaciones**. Por un lado, la revisión sistemática de la literatura se ha desarrollado utilizando una muestra de documentos de las bases de datos Scopus y Web of Science, limitada por los campos seleccionados (negocios, economía, gestión, comunicación y cuestiones sociales), que solo incluye artículos revisados por pares como tipo de documento y publicados exclusivamente en inglés. Por otro lado, las limitaciones de la investigación empírica son la falta de un cuerpo de literatura consolidado para guiar la discusión de los resultados de esta investigación, debido a la novedad de este tema en el contexto del marketing de relaciones con los grupos de interés; la limitación al caso español; analizar únicamente algunos antecedentes y consecuencias de los comportamientos multi/omnicanal por parte de los grupos de interés y de las organizaciones no lucrativas; y el posible sesgo derivado del cuestionario online enviado por correo electrónico a los voluntarios. Además, debemos resaltar una última limitación, la dificultad de medir adecuadamente el comportamiento omnicanal de un individuo.

Para finalizar, cabe destacar que la **investigación futura** resultante de esta tesis doctoral puede centrarse en la teoría y en la práctica del marketing. Con respecto a los desarrollos teóricos, sería necesario desarrollar las nuevas líneas de investigación propuestas en la agenda futura del capítulo 3, para completar la literatura de marketing de relaciones con los grupos de interés. Y, con respecto a las brechas futuras de investigación para desarrollar empíricamente, podemos destacar lo siguiente. Por un lado, analizar el efecto de los antecedentes o factores clave en la decisión de implementar un comportamiento omnicanal por parte de otros grupos clave de las organizaciones no lucrativas; evaluar otros antecedentes posibles que podrían influir en la adopción del comportamiento omnicanal por parte de los voluntarios, como actitudes, interés en actividades o áreas específicas, factores socioeconómicos, etc. Asimismo, también sería interesante examinar los antecedentes que pueden influir en diferentes grupos de voluntarios omnicanal, que usen diferentes combinaciones de canales (offline y online) según la etapa del viaje o experiencia voluntaria. Por otro lado, sería de especial relevancia analizar los efectos de la aplicación de diferentes estrategias multicanal en otros grupos clave (como donantes, beneficiarios, empresas colaboradoras, empleados o miembros). Por ejemplo, se necesita más investigación para arrojar luz sobre la identificación de las estrategias que contribuyen a aumentar la lealtad de los donantes, las cantidades de las donaciones, para mejorar la satisfacción de los usuarios/beneficiarios, para lograr una mayor lealtad de los miembros, o fomentar la creación de alianzas estratégicas.