

Engaging Millennials Through Mobile Strategy:
Effective Mobile Tools for Nonprofit Organizations to Leverage

Kelly Large

Elon University

Abstract

This study explores ways in which nonprofit organizations can best leverage smartphone devices as a way to engage those of the Millennial generation. Intensive interviews were conducted with four industry professionals to address two primary research questions: to what extent do mobile tools differ in their effectiveness to nonprofit organizations looking to connect with and engage those of the Millennial generation? And which mobile tools will be the most important for these nonprofit organizations to utilize in the future? Findings suggest that mobile websites are currently the most important tool to incorporate in mobile strategy and will remain an effective means for engaging Millennials in the future. SMS and mobile apps also serve as effective and emerging mobile tools. Further research can be explored in the future as mobile technologies develop over time and society adopts new platforms for communication.

Keywords: Millennial, nonprofit, mobile strategy, smartphones

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Over the past decade we have seen a major shift away from traditional forms of communication due to advances in technology and changes in societal norms. The last generation of Americans born in the 20th century has been raised with new means of communication, changing the way that society interacts all together.

According to Meyer and Bloom (2011), “sociologists have long sought appropriate titles for generations, looking for unifying factors between people of a similar age” (p. 1). The name given to the late 20th century generation has been more or less a work in progress. “The Millennial Generation” seems to have stuck the most, although other previous attempts at titles include “Generation Y,” “The Net Generation,” and “The Peter Pan Generation” (Meyer & Bloom, 2011, 1). While the name has been debated, the definition of a “Millennial” is generally agreed upon. According to Kinash (2012), “a Millennial is thought to be a person born between the years 1982 and 2005 – the latest generation of learners to enter schools and attend college” (p. 80).

Millennials have changed the game for businesses and organizations, who are now striving to stay relevant by staying up to speed with evolving communication trends in order best reach their target markets. Nonprofit organizations seek Millennial involvement due to the socially responsible nature of the generation. Millennials’ strong social conscious has been shaped by growing up during significant historical events including tragedy, crisis, and disaster. Events such as 9/11, Hurricane Katrina, and the war in Iraq have influenced attitudes and behaviors towards social responsibility and they living up to that responsibility by volunteering,

educating friends and family on social and environmental causes, and donating (Cone Cause Study, 2006, p. 6).

Nonprofit organizations are altering their marketing strategies to most effectively communicate with and engage Millennials. The rise of mobile technology and smartphone use in recent years has influenced nonprofits to put resources into and focus on developing a solid mobile strategy. Various mobile tools, which are outlined in the literature review following this section, have been incorporated into these mobile strategies in a variety of ways, some proving to be more effective than others.

The current study's purpose is to determine the most useful smartphone tools nonprofits can utilize to connect with and engage the Millennial generation based on opinions of accredited professionals. The research is focused on the current effectiveness of smartphones tools and the projected importance of these tools in the future. There are two major research questions that this study explores:

1. To what extent do mobile tools differ in their effectiveness to nonprofit organizations looking to connect with and engage those of the Millennial generation?
2. Looking to the future, which mobile tools will be the most important for these nonprofit organizations to utilize?

Examining these questions will help determine how nonprofits should shape their mobile strategy to increase engagement with Millennials now and in the future.

Literature Review

1. Characteristics of the Millennial Generation

According to the Cone Millennial Cause Study (2006), the Millennial generation has been referred to as the most civic-minded generation since World War II and suggested to be the most socially conscious consumers to date (p. 2). As stated by Baranyi (2011), according to the Pew Research Center's publication "this generation is liberal, confident, self expressive, and open to change" (p. 4). They are also more ethnically and racially diverse than older generations (p. 3).

It is also important to note that Millennials are the most educated generation to date. As cited by Meyer and Bloom (2010), 39.6 percent of 18 to 24 year olds were enrolled in college in 2008 (p. 1). Their level of education goes hand in hand with their seemingly innate proficiencies in technology and digital platforms. According to Fine (2009), Millennials are "social citizens" and represent an era of citizen participation that combines idealism and digital fluency. They are speaking up for things they believe in and using technology as a medium to spread that word. Online social networks are the "superglue" of millennial activism. These days, it is easier than ever before for Millennials to be involved in social good because they have the incentives and capabilities in place (Fine, 2009, p. 20).

2. Millennials and technology

The Millennial generation is known for being very technically savvy. As stated by Fromm (2011), the Millennial generation is "digital to the core" (p. 56). Unlike older generations, Millennials have had the advantage of growing up during the Information Age. The development of the Internet and Internet technologies during their early life has allowed Millennials to communicate in more advanced ways. "Technology has given them a loud and

powerful voice” (Cone Millennial Cause Study, 2006, p. 1). According to the Pew Research Center, they are most likely to express their opinions through the Internet, social networks, and online video posting (Baranyi, 2011, p. 4). They use online organizing tools to mount protests about issues important to them (Fine 2009, 20).

As cited by Meyer and Bloom (2011), 24% of Millennials identified technology as “the greatest source of their distinctive identity” (p. 1). Most notably, it’s not just about the gadgets but the way they’ve made technology such an important aspect of their social lives. “96% of Millennials have used social networking technology and 55% of users check it one or several times a day” (Meyer & Bloom, 2011, p. 1). This can be related to the rising trend of smartphones in today’s society. With the shift of traditional phones being replaced by smartphones the number of people walking around with “mini-computers” in their pockets is rapidly growing. Mobile phones are the first point of contact with Millennials with channels such as text messages or social networks such as Facebook and Twitter. As cited by Fromm (2011), according to Forrester Research from 2011, the rate of smartphone proliferation is expected to continue increasing in through this year (p. 56). “Millennials expect mobile-friendly websites, Facebook presence, quick responses to tweets and substantial rewards for having the most check-ins of Foursquare or Gowalla” (Fromm, 2011, p. 56). According to recent research by Nielsen, teenagers are sending over 3,000 text messages a month while only making 3 phone calls a month (Meyer & Bloom, 2011, p. 3). This shows that the way Millennials are communicating is progressively changing, making the future of ways to best connect with Millennials somewhat uncertain, but predictions can still be made based off observations and research.

3. Relevant Smartphone Tools for Mobile Marketing

Mobile marketing is one of the fastest-changing channels in marketing today yet it is the least understood channel. Research conducted by the accredited promotional marketing firm, Target Marketing, explored the best practices of mobile marketing. Interviews conducted with mobile marketing experts proved that mobile marketing cannot just be an extension of Web marketing, but should include tools such as SMS, MMS, mobile advertising, mobile Web, apps and QR Codes (McGee, 2011, p. 1). Mike Ricci, Vice President of mobile at Webtrends, an Oregon-based digital analytics firm, explained that even organizations that are leading mobile marketers don't actually have a concrete mobile strategy, but have essentially treated mobile as a detached, experimental medium. According to Ricci, "brands that believe mobile equals Web are fraught with failure" (McGee, 2011, p. 1).

Mobile websites must have a "laser focus" in order to translate into a strong strategic marketing tool. "When on-the-go consumers access the Web [through a mobile device], the tasks they are trying to accomplish are materially different than the desktop Web," explained Joel Morrow, CEO of Mobile Fusion. A mobile website needs to be geared towards an on-the-go user, providing contact information and where to find the organization. According to Morrow, mobile websites should help users finish tasks as quickly and simply as possible (McGee 2011, 2).

Technical obstacles such as screen size and processing power are not the only issues that must be addressed when it comes to differences in mobile, tablet, and Web scenarios (McGee, 2011, p. 2). "Designers need to think about the capabilities that a mobile device has and how these can be used to provide the best user experience," explained Andrew Martin, Vice President of the digital marketing agency, Metia. A user-friendly mobile website provides content relevant

to the on-the-go user in an efficient layout that is easy to navigate. Ricci explains that unlike [internet] email, search, social and display programs, mobile websites are being held back due to the lack of “analytical rigor” they provide. “Mobile analytics and the lack of data and integration with existing CRM systems are some of the obstacles our experts see holding mobile back” (McGee, 2011, p. 2). The analytical element of any marketing tool allows marketers to determine what is or isn’t working in the company’s strategic plan, therefore setting mobile platforms back in the big picture of marketing platforms (McGee, 2011, p. 2).

The explosion of “downloadable native apps” for mobile devices reinforces the fact that users are looking for a different experience on their mobile devices than a company or organizations website, Ricci explained (p. 3). A “native” app means that the marketer is able to tailor the app experience to specific mobile operation systems, such as a smartphone versus a tablet. Like a mobile website, an app for a mobile phone must maximize the user experience and be designed to deliver functionality as quickly and easily as possible (McGee 2011, p. 3). “Way too many brands have blown \$20,000 to \$50,000-plus on iPhone or Droid apps that don’t yield meaningful engagement or achieve any business result,” Morrow informed.

While apps have functional advantages, it is important for companies and organizations to create a mobile strategy first, then integrate the tools and technologies that best correspond with business objectives. (McGee 2011, p. 3). Mobile apps are often hard to execute because the user must be convinced to download and install it, then use it enough to translate into a marketing win. Push notifications are an aspect of mobile apps that have been extremely successful in boosting retention rates of app users. “Push messaging impacts how often users open an app, with apps delivering relevant messaging increasing app engagement by 388 percent for opt-in users versus opt-out users” (Tode, 2012).

Social media apps as a means for marketing are a different story. According to stats released by Flurry Analytics in December 2011, 30 percent of time users spend on apps is spent social networking (Mobile Marketing, 2012, p. 28).

Eric Harber, president and COO of the mobile marketing company, Hipcricket, expresses the importance of offering many different means of interaction in order to best engage smartphone users. This point aligns with what Ricci calls the “three pillars to a successful mobile program:” SMS, mobile Web, and mobile apps. SMS (standard text message) is the first pillar because it is a “ubiquitous means to reach 99 percent of the mobile universe” and facilitates discovery, drives acquisition, and creates a permission-based relationship with the user (McGee 2011, p. 3). SMS and MMS (multi media message) are flexible means for marketing; text message campaigns can have about a 95 percent open rate (Mobile Marketing, 2012, p. 27).

3. Millennials and Nonprofit Organizations

As cited by Baranyi (2011), most nonprofits still mainly use direct mailing as a tool to communicate with potential contributors but success rates have been declining by 20 percent in the last five years (p. 5). New tools are necessary to attract new generations of supporters instead of sticking to the traditional methods of communication. It is beneficial for nonprofits to consider platforms that allow Millennials to interact with one another. A form of engagement unique to Millennials is the way they promote nonprofits and good causes to others. Members of the Millennial generation are more likely to forward emails from nonprofits to their friends, share articles and photos on their social networks (Baranyi, 2011, p. 6).

The study conducted by Baranyi (2011) on volunteerism and charitable giving among the Millennial generation drew conclusions about the most effective ways to provide information to Millennials. His research, rooted from previous studies, suggested nonprofits market the causes

they represent using a multilevel approach, utilizing Internet, social networking, email and other media outlets. He suggests that this is both an effective and economic way to spread information because supporters can easily share information with friends and peers, passing information through various mediums. These grassroots movements are an effective way to create a larger support base for a nonprofit organization (Baranyi, 2011, 23).

Baranyi (2011) found that a large percentage of respondents learned about nonprofits through the school they attend, one of the main differences between previous related studies (p. 23). This difference is most likely due to the participants chosen for the study, which included Millennials enrolled in colleges and universities. He suggested that nonprofits establish connections with higher educational institutions to gain supporters and further their cause. Similarities between the studies show that Millennials allow for an encouraging future when it comes to sustainability of volunteering and financial contributions. There have been consistently high percentages of volunteers in the Millennial generation. It is predicted that because Millennials are currently highly involved volunteers, they will be good financial contributors in the future if they continue to stay supportive of a given organization over time (Baranyi 2011, 24).

The Millennial Impact Report (2012), a research report published by Achieve and Johnson, Grossnickle and Associates, revealed insight into Millennials and their relationships with nonprofit organizations. Surveys distributed to those fitting the Millennial criteria showed results of how young people connect with, involve themselves with, and donate to nonprofit organizations. Results showed the prominence of smartphone usage among Millennials. More than three-quarters of survey respondents (77 percent) reported that they have smartphones (p. 9). Smartphone users have interacted with nonprofits on their mobile devices to read emails or e-

newsletters (67 percent), get updates from an organization (51 percent), and share news about an origination with friends and family (33 percent) (p. 9).

The report concluded that a mobile optimized website is an essential tool for nonprofits and should include contact information that is easy to find. When it comes to mobile apps, Millennials felt that they were not necessary or efficient for individual nonprofits given that mobile websites work on all platforms while apps had to be customized (Millennial Impact Report, 2012, p. 9). Responses from focus groups and survey comments proved that Millennials do not want to receive text messages from nonprofit organizations unless it was regarding volunteer updates (p. 9). The report concluded that in 2011, only 15 percent of Millennials donated to a nonprofit through their smartphone. Of that group, 80 percent donated via SMS (p. 25).

Method

This study uses intensive interviews to address research questions from a variety of perspectives. Participants included nonprofit and marketing professionals with expertise in mobile strategy and Millennial studies. A purposive sample was used due to the qualitative design of the study. Four out of the five people contacted agreed to participate in the study.

The first interviewee was Derrick Feldmann, CEO of Achieve, a creative fundraising firm that develops multi-channel strategies and campaigns for nonprofit organizations. He is the leader of the Millennial Impact research team, a study to understand Millennial engagement in the nonprofit sector. Feldmann frequently attends conferences and speaks on the latest trends in fundraising, online engagement, and Millennials. Prior to founding Achieve, he was responsible for national fundraising efforts at The LEAGUE and Learning to Give organizations. Feldmann is a board member of the International Association of Fundraising Professionals and the Starfish Initiative. He also serves on the Editorial Board of the Nonprofit Board Report.

The second interviewee, Tonia Zampieri, is a freelance consultant in the mobile technology and marketing space for nonprofits, startups and small businesses. She is the founder of The M Gen, LLC., a firm that provides education, strategy, and technology tools to help nonprofits keep up with the rapidly adopting mobile technology. Prior to that, Zampieri worked extensively in the nonprofit sector in development director roles with a focus in utilizing technology to engage individuals and raise money for nonprofits. In 2009 she founded the iHeart Charity and launched one of the first nonprofit focused smartphone apps, Tap-n-Give. The code and name were later sold to Smart Online, where she was hired to launch a new ecommerce fundraising tool. Later, she implemented a marketing campaign to build the lead pipeline of nonprofits interested in mobile strategy and technology products through conducting and

publishing whitepapers and webinars in the mobile app space. Throughout 2010 and 2011, Zampieri spoke at statewide nonprofit conferences about mobile technology, as well as an online virtual conference where she spoke on capturing the millennial generation through the use of mobile technology & engagement.

The next interviewee was Marah Lidey, the Digital Engagement Manager at DoSomething.org, the largest nonprofit in the nation for teens and social change. Lidey manages email and mobile communications and partnerships with a large focus in SMS to engage young people and offer texting experiences for social good. Prior to DoSomething.org, she worked in social media roles at MTV Networks and American Express. At MTV Lidey's role was focused on millennial engagement and at American Express she specialized in writing and basic communications.

The last interviewee, Susan Maravetz, is a business development and marketing professional with over twenty-five years experience delivering software and hardware solutions, consulting services and marketing strategies. She is co-founder and currently Director of Operations at Laughing Soul Media, a company that builds interactive gaming and branding. Prior to Laughing Soul Media, Maravetz co-founded the nonprofit consulting firm The M Gen with Zampieri, the second interviewee described earlier in this section, where she served as the business development director. A graduate of Virginia Tech with a Bachelor of Science degree in Marketing, Maravetz also served as business development director for Smart Online, a mobile application developer focused on the nonprofit marketplace.

Because the four participants have extremely time consuming jobs, they completed the interview through an emailed form (see Appendix A) that included two close-ended questions and seven open-ended questions.

Findings & Analysis

Nonprofit organizations can strategically develop mobile marketing platforms to increase engagement with the Millennial generation. Various smartphone tools differ in effectiveness when it comes to connecting an organization with an individual. Previous research shows that while Millennials are responsive to a multitude of technology platforms, marketers can increase connectivity by developing a mobile strategy that utilizes smartphone tools in specific ways.

Previous studies, as outlined in the literature review, suggest that mobile websites are an essential tool for nonprofits to utilize because it the first point of reference an on-the-go Millennial goes to when looking for information about an organization. It is also put forth that mobile websites and mobile apps are effective mobile tools if they maximize the user experience and are designed to deliver functionality as quickly and easily as possible to the on-the-go user. SMS and MMS have shown to be successful when it comes to Millennials donating to organizations, yet other reports state that Millennials consider “texting” to be a personal means of communication and don’t wish to receive SMS messages from nonprofit organizations unless it regards volunteer opportunities.

The current study’s purpose is to determine the most useful smartphone tools for nonprofits to utilize to best connect with and engage the Millennial generation based on opinions of accredited professionals. The study examined the current effectiveness of various smartphones tools and the projected importance of these tools in the future. The results will determine how nonprofits can shape their mobile strategy to increase engagement with Millennials now and in the future.

Current Effectiveness of Mobile Tools

Respondents were asked to rate five different mobile tools (organization app, social media app, email, SMS/MMS, mobile Web) on their effectiveness as a means of communication for nonprofits looking to engage and connect with Millennials. The following table presents the ratings given by the four interviewees. Ratings ranged from 1 to 5, one being not at all effective and 5 being very effective.

	Mobile app	Social Media app	Email	SMS/MMS	Mobile Web
Feldmann	2	3	4	4	5
Zampieri	3	3	3	4	4
Lidey	2	3	2	5	4
Maravetz	4	4	3	5	4

Zampieri explains that the effectiveness of each mobile tool depends on its functionality and most importantly, what is being communicated through that medium (personal communication, November 13, 2012). Consistent with findings from previous research outlined in the literature review, respondents ranked mobile websites among the highest when it comes to most effective tool. According to Derrick Feldman, CEO of Achieve, Millennials gravitate towards mobile websites when they are seeking information about organizations (personal communication, November 8, 2012). Zampieri explains this further:

“A mobile website is important, for example, if the nonprofit has a physical location where people would go. For example, a homeless pet shelter that has a lot of foot traffic is going to be more effective at getting people in the door if they have a mobile website that gives immediate and clear direction to the shelter.” (personal communication, November 13, 2012)

An organization with a mobile website will rank before non-mobile optimized sites when searched on Google, therefore mobile sites are more visible to the user. Zampieri explained that no one, especially nonprofit organizations, should have two separate websites. “Responsive design” is a website design technique that enables websites to configure to whatever device it is being viewed from (personal communication, November 13, 2012). Therefore, instead of having two separate websites for mobile and desktop, organizations can use the same site and it will reconstruct its parameters depending on the device.

Respondents also ranked SMS/MMS among the highest when it comes to effectiveness of mobile tools that engage Millennials. This is especially interesting because conclusions from previous studies were not consistent. Lidey explained that SMS messaging is very effective because text messages have a 97 percent open rate and teenagers send text messages more than 5010 times per month. “If you do a Google search for ‘Email is...’ the first thing that pops up is ‘Email is for old people’” (personal communication, November, 19 2012). This suggests that engaging target publics through email may be more appropriate for “old people,” while SMS may be more appropriate for Millennials. A nonprofit focused on engaging a Millennial demographic needs to target them on a platform they are already on and understand. Lidey explains that despite the fact that smartphone usage is increasing among this population, SMS remains the primary thing young people use their phones for. This implies that even if every Millennial had a smartphone, the most used mobile tool would still be SMS. Therefore, nonprofits should focus on using SMS to communicate with Millennials. This is a very noteworthy finding. Lidey says:

“Really the question for non-profits should not be: ‘how can I use the perfect combination of all the mobile tools out there?’ rather ‘how can I use the mobile tools that

my audience is already on to the best of my ability?” (personal communication, November 19, 2012)

When it comes to mobile apps, respondents felt that they were moderately effective at engaging Millennials. Open-ended responses suggest that the biggest factor for success of a mobile app depends on its functionality. According to Zampieri, certain nonprofits can do very well at engaging Millennials with a mobile app, but the app must give the user a reason for them to go back (personal communication, November 13, 2012). For example, “if there's a walk or bike-a-thon, mobile apps can be very effective at allowing people to raise more money since they are spending so much more time on their phones than in front of a computer” (personal communication, November 13, 2012). The nonprofits that are often the most successful with mobile apps are typically large, established organizations.

Responses also showed that mobile apps are a great tool for both advocacy and education. Zampieri gave an example of how the National Wildlife Federation has created multiple mobile apps that were used to educate about wildlife habitats through games and exercises. The organization PETA (People for the Ethical Treatment of Animals) ran a very effective campaign that included a mobile app. The app used a badge system to encourage users to sign petitions and send messages to corporations who are using animal tested products (personal communication, November 13, 2012). This form of advocacy is easy for the user and shows substantial results for the organization. It can be suggested from this finding that a simple call to action, such as signing a petition, is extremely effective when incorporated into mobile apps because it is a low maintenance ask of the user.

Maravetz explained that mobile tools are effective if they are unambiguous. “The more specific the tool, the more specific the engagement” (personal communication, November 21,

2012). An open-ended question asked participants to offer any other mobile tools that they considered to be an effective means for engaging Millennials. Both Lidey and Maravetz suggested that push notifications can be an extremely useful tool when integrated appropriately with mobile apps. Because push notifications provide a direct connection to the mobile user and make a specific request, there is a higher likelihood of a positive response (Maravetz, personal communication, November 21, 2012). This ties into Zampieri's explanation of how mobile apps should be used as an advocacy tool. Maravetz gives the example, "a push message that requests a supporter respond to an advocacy action or an email, that then connects to a Facebook share" will engage users because of its specificity and directness. Lidey comments a mobile app designed to inherently integrate daily reminders is especially effective (personal communication, November 19, 2012). Push notifications seem to be a somewhat undiscovered tool to leverage the visibility of a nonprofit organization's mobile app on a users smartphone device.

The Future of Mobile Tools for Nonprofits

The study also explored participant's predictions for the future of mobile tools and successful mobile strategy. Respondents were asked to rate the same five mobile tools (organization app, social media app, email, SMS/MMS, mobile Web) on how important to Millennial engagement each tool will be in upcoming years. This question was asked so conclusions could be drawn as to what is working now versus what is expected to be effective in the long run. The following table presents the ratings given by the four interviewees. Ratings ranged from 1 to 5, one being not at all effective and 5 being very effective.

	Mobile app	Social Media app	Email	SMS/MMS	Mobile Web
Feldmann	1	4	4	4	5
Zampieri	5	4	3	2	5
Lidey	4	4	1	5	5
Maravetz	4	4	3	5	5

Overall, participants predicted that mobile websites, SMS, and mobile apps will be the most important mobile tools for nonprofit organization's to incorporate in their mobile strategy. Mobile web is believed to be important in the future for the same reason it is effective now: it will continue to be used by people who are on-the-go and seeking information about a nonprofit organization (Feldmann, personal communication, November 8, 2012). Zampieri believes that mobile web isn't going anywhere because it is "required for brick and mortar nonprofits who get foot traffic, and for those who collect a large number of small donations online" (personal communication, November 13, 2012).

Lidey and Zampieri had similar predictions about mobile apps but differing perspectives on the future of SMS as effective engagement. Lidey believed that mobile apps will continue to evolve over time and marketers will find ways to get constituents coming back daily or weekly and engaging with their mobile apps. However, she felt strongly that SMS will continue to be the top platform used on mobile phones. "It is the preferred form of communications across any mobile platform" (personal communication, November 19, 2012). Zampieri, on the other hand, predicted that SMS would not be as effective in the long run. She commented on the success of mobile apps compared to other tools:

“SMS/MMS may be an initial way to engage but I don't think it will be a long term communication strategy with millennials. I think the more highly engaging mobile apps, when armed with the right engagement techniques and tools for adding ongoing value to an individual's life will do the best” (personal communication, November 13, 2012).

While Zampieri's rating and predictions about SMS differ from other respondents, it is important to note that she was suggesting that SMS would not hold a users attention for a long period of time, while mobile apps do. Lidey suggests SMS will be a reliable mobile tool in future years.

Maravetz predicted that mobile apps would continue to emerge as technology develops over time. She also predicted that NFC, near field communication, is a tool that will emerge in the future. She believes that near field communication will be used as a way for users to interact in proximity and immediacy, providing easy access for users to things such as education, monetary exchange, data exchange and recognition (personal communication, November 21, 2012). Although it seems that nonprofits have not tapped into near field communication as a main aspect of mobile strategy, it is a tool that nonprofits should be aware of keep track of as the technology develops.

Overall, a successful mobile strategy will depend on how mobile tools are leverage and executed. Zampieri concluded, “Tools are only as effective as the content that is being delivered. If content is not A. relevant, B. engaging, C. illicit a call to action, D. inclusive, it will not be effective and money will be lost” (personal communication, November 13, 2012).

It is important to note that while the four interviewees are accredited professionals with expertise in marketing, mobile strategy, Millennials, and the nonprofit sector, their perspectives and predictions cannot be considered as fact. The conclusions that can be drawn from their

feedback are based off of their own research and experiences; therefore it is important to note that bias can exist.

Conclusion

Nonprofit organizations must develop marketing strategies that are resilient due to continuously changing communication platforms and advancements in technology. A solid mobile strategy can help nonprofit organizations communicate with and engage Millennials due to the large existing presence of the Millennial generation on smartphone devices. Determining the most useful smartphone tools nonprofits can utilize to connect with and engage the Millennial generation will allow them to execute mobile marketing goals and alter their strategy as technology develops in the future. Because mobile tools and capabilities are an emergent topic, future research can be conducted to determine how Millennial trends shift and how nonprofits can shape their mobile strategy to stay relevant as trends change.

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Appendix



How NPOs Engage Millennials Through Mobile Strategy

The way the American people communicate is constantly changing. Over the past decade we have seen a major shift away from traditional forms of communication due to advances in technology and changes in societal norms. The youngest generations of Americans are being raised with new means of communication, changing the way that society interacts all together. Businesses and organizations must stay up to speed with changing communication trends in order to stay relevant and be able to best communicate with their target markets.

The purpose of my research is to determine the most useful smartphones tools nonprofits can utilize to connect with and engage the Millennial generation based on opinions of accredited professionals. The research is focused on the current effectiveness of smartphones tools and the projected importance of these tools in the future. There are two major research questions that this study explores:

1. To what extent do mobile tools differ in their effectiveness to nonprofit organizations looking to connect with and engage those of the Millennial generation?
2. Looking to the future, which mobile tools will be the most important for these nonprofit organizations to utilize?

Professional Background

The following question exists to get a better understanding of your professional background.

What is your current job title and role? Describe your professional experience relevant to the study (experiences in the nonprofit sector, marketing, emerging technologies, mobile acquisition, Millennial studies, etc.)

The following section includes questions about the EFFECTIVENESS of various smartphone tools used by NPOs.

1 close-ended question followed by 3 open-ended questions

*Open-ended questions are broad in order to allow for the most room for you to expand on your answers.

On a scale of 1 to 5, how effective is each smartphone tool as means for NPOs to engage and connect Millennials?

	1 not at all effective	2	3	4	5 very effective
Mobile App (specific to organization)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media App	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SMS/MMS Messaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why are some tools more effective than others?

What successes have you seen from nonprofits using your top ranked tools?

Are there any tools missing from the list above that are worth noting?

The following section includes opinion based questions on the future of NPOs and their use of smarphone tools.

1 close-ended question followed by 2 open-ended questions

*Open-ended questions are broad in order to allow for the most room for you to expand on your answers.

In your opinion, on a scale of 1 to 5, how will each smartphone tool emerge in IMPORTANCE to NPOs aiming to engage and connect Millennials in upcoming years?

	1 not at all important	2	3	4	5 very important
Mobile App (specific to organization)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media App	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SMS/MMS Messaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why will some tools be more important than others?

Are there any emerging mobile technologies that have not been listed above?

Wrapping up

Use this final section to mention any other professional insight or opinions you have on the topic of NPOs and mobile tools related to the Millennial generation.