GENERATIONAL PREFERENCES IN MARKETING MEDIUM SELECTIONS OF ANIMAL ADOPTIONS IN NONPROFIT ORGANIZATIONS: A CORRELATIONAL STUDY

by

Natalie Casale

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ABSTRACT

Community leaders of nonprofit animal rescue organizations have options in determining if investing donated dollars in digital marketing or social networking services are profitable communication strategies for advertising adoptive companion animals. The alternative is to continue with traditional marketing tactics. Pet adopters may seek gratification of marketing mediums differently based on generational differences. Providing the leaders generational preferences of marketing mediums could present the proper tools for adopting out companion animals before euthanasia. This correlational study addressed the marketing preferences of advertising homeless animals from adoptive parents for generational cohorts Matures, Baby Boomers, Xers, and Millennials. A selfdesigned survey was distributed to 249 adoptive parents at the premises of the two participating nonprofit animal rescue organizations for a three-month period. The survey questions were designed to assist in providing information to the problem. The specific problem is homeless companion animals may not be marketed properly satisfying the gratifications based on generational differences of potential adoptive parents. The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. A Spearman's rho correlation coefficient was calculated for marketing medium tactics used to advertise homeless pets. The study revealed a relationship between a generational cohort and it's marketing medium preferences radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram. The results suggested advertising on these marketing mediums is preferred by the younger generations, Millennials and Xers.

DEDICATION

I dedicate my research in loving memory of my mother who departed this earth one year after I started my doctoral program. Thank you for teaching me to follow my passion, exercise my mind each day, and appreciate the arts and philosophy. May your beautiful soul look down upon me, smiling proudly of my accomplishments. This study is also dedicated to the community leaders of Wag On Inn Rescue and Monmouth County SPCA, sacrificing their time for the welfare of animals.

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Chapter 1

Introduction

American Society for the Prevention of Cruelty to Animals (ASPCA) and The Humane Society of the United States (HSUS) reported an estimated three to four million animals are euthanized yearly in the United States (ASPCA, 2013; The Humane Society of the United States [HSUS], 2013b). Nonprofit animal rescue organizations have the challenge of locating the right adoptive parents for animals in desperate need of a home (White, Jefferson, & Levy, 2010). Expenditures of nonprofit organizations come from donations (Elson & Weld, 2011). Nonprofit animal rescue organizations must strategically use these funds for multiple expenses including marketing and welfare of homeless companion animals (Ready, 2011). Community leaders of nonprofit animal rescue organizations underused marketing mediums, such as print advertisements, direct mailings, and social networking services to attract potential adopters (Knight & Coate, 2010). Adopters may seek gratification of marketing mediums differently based on generational differences. The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey.

Four generational cohorts represented potential animal adopters in this correlational study: Matures, Baby Boomers, Xers, and Millennials. Life events and core values categorize age groups into generational cohorts (DeMeuse & Mlodzik, 2010; Leung, 2013). Matures are persons born between 1929 through 1945 (DeMeuse & Mlodzik). This age group is also referred to as Swingers or World War II-ers (DeMeuse &

Mlodzik). This generation is considered frugal and strict with rules, born during the hardship of war and the Great Depression (DeMeuse & Mlodzik). Baby Boomers are persons born between 1946 through 1964 (DeMeuse & Mlodzik). This generation was born after World War II and a thriving economy. (DeMeuse & Mlodzik), Baby Boomers are considered optimistic (DeMeuse & Mlodzik). Xers or Generation X are persons born between 1965 through 1979 (DeMeuse & Mlodzik). This generation was born during corporate downsizing, creating the need to look frequently for jobs (DeMeuse & Mlodzik). Millennials are persons born between 1980 through late 1990s (DeMeuse & Mlodzik). This age group is also referred to as Generation Y or Gen Y. (DeMeuse & Mlodzik). Millennials are considered technically savvy, born with access to the Internet, cell phones, and social media (DeMeuse & Mlodzik). These differences in generational cohorts could affect preferences of marketing mediums regarding the adoption of homeless animals.

New Jersey Department of Health Infectious and Zoonotic Disease Program reported of the 105 participating shelters, 91,047 cats and dogs were brought into shelters in 2012 (State of New Jersey Department of Health, 2013). Thirty percent of these animals were euthanized (State of New Jersey Department of Health). The common general problem is the overcrowding of shelters (The Humane Society of the United States [HSUS], 2013a). The economic crisis of 2007 (Ready, 2011), natural disasters (Zottarelli, 2010), puppy mills (Kenny, 2012), dog fighting (Lee, Gibbons, & Short, 2011), and feral cats (Slater, Garrison, Miller, Weiss, Drain, & Makolinski, 2013) are contributing factors to this problem.

Albert Einstein stated, "The world will not be destroyed by those who do evil, but by those who watch them without doing anything" (Johnston, 2013, p. 23). Providing community leaders of nonprofit animal rescue organizations generational preferences of marketing mediums could provide the proper tools for adopting out companion animals before euthanasia. These leaders need to understand the human needs and gratifications of marketing outlets per peer group, justifying the expenditure of fundraising dollars to find potential adopters.

Digital marketing and social networking services are a growing marketing trend for businesses and nonprofit organizations (Qualman, 2011b; Witzig, Spencer, & Galvin, 2012). Organizational leaders can hire and train employees to implement social networking services for business growth and visibility (Qualman). Eighty-four percent of business-to-business marketers use some form of social networking services (Aberdeen Group, Inc., 2013). Eighty-one percent of nonprofits hosted a Facebook page in 2012, an increase of 30% from 2011 (Blackbaud, 2013). Although the page exists, community leaders of nonprofit organizations, including animal rescue organizations do not have accessible funds or experienced employees to take advantage of this new marketing phenomenon (Lovejoy & Saxton, 2012).

Leaders of nonprofit animal rescue organizations have options in determining if investing donated dollars in digital marketing or social networking services is a profitable communication strategy for advertising adoptive companion animals or continuing with traditional marketing (Lovejoy & Saxton, 2012). Understanding the generational cohorts of adoptive individuals are attracted to what types of mediums may provide effective decision making in the choices of marketing to potential adopters. Distributing donated

dollars into effective marketing resources to the right adoptive parent may help in the reduction of euthanized animals.

Background of the Problem

The number of homeless animals increases each year creating overpopulation of pets for animal rescue organizations willing and able to provide temporary shelter and health care (ASPCA, 2013). Nonprofit organizations rely on effective marketing strategies for attracting individuals to adopt homeless companion animals (Knight & Coate, 2010). Marketing skills is progressively changing with the new movement of digital marketing and social networking services (Qualman, 2011b). Most businesses, including large companies, do not have the expertise in the fast growing technology of marketing Internet applications and tools (Parameswaran & Whinston, 2007). Leaders of nonprofit organizations, including animal rescue organizations, have concern determining the value of spending money on advertisement of traditional marketing, digital marketing, or social networking services (Qualman). The numerous marketing mediums available are depicted in Figure 1.

Research design of study portraying marketing choices available to potential pet adopters

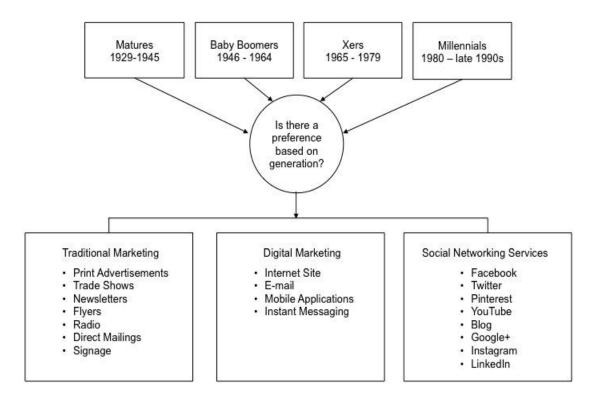


Figure 1. Generations represent the independent variable of this correlational study. The plethora of marketing mediums categorized as traditional marketing, digital marketing, and social networking services depicts the dependent variables of this study.

This correlational study examined the behavior of human needs based on the relationships between generational cohorts of the adoptive parents and marketing mediums available for adopting a companion animal. Benefits discovered in this correlational study may help community leaders of these nonprofits for marketing success, attracting potential adopters, and reducing the number of euthanized pets.

Several organizations attempted to gather statistical information of the number of euthanized pets without success (The HSUS, 2013a). Gathering an accurate number per

rescue and per state could provide communities the seriousness of the problem (The HSUS). The HSUS and Asilomar Accords congregated efforts to gather data, such as the number of adopted pets and euthanized animals (The HSUS). This statistical information will not be accurate until each nonprofit animal rescue organization participates in this effort (The HSUS).

According to Saul (2011), the development of the World Wide Web and Petfinder provided nonprofit animal rescue organizations the opportunity to market homeless pets before euthanasia. Petfinder provides each participating animal shelter an opportunity of marketing tactics, such as e-mails, Facebook postings, and Twitter messages of homeless companion animals (Saul). Saul credited Petfinder 60% of United States adopted animals. This benefit pertains to the nonprofit animal rescue organizations using Petfinder consistently (Saul).

According to Catlaw and Holland (2012), animal rescue organizations have made progress reducing the number of euthanized animals. The HSUS (2013b) noted a decrease of euthanized companion animals from the 1970s to 2012. The number of household pets has increased during this time, 67 million to 135 million (The HSUS). These facts (Catlaw and Holland; The HSUS) prove community leaders of organizations promoting animal welfare were able to market homeless pets reducing the issue of euthanasia of healthy companion animals.

Nonprofit animal rescue organizations face different challenges since the 1970s (The HSUS, 2013b). The economic crisis of 2007 created a reduction in government funding to nonprofit organizations (Farrow & Yuan, 2011; Pope, Isley, & Tutu, 2009; Ready, 2011). Nonprofit organizations, including animal rescue shelters, rely heavily on private

donations (Farrow & Yuan). Pet owners losing homes and savings during this crisis have increased the number of relinquished pets, some immediately terminated (Weng & Hart, 2011).

Natural disasters, such as hurricanes and tornados have created more misplaced, lost, and relinquished companion animals (Zottarelli, 2010). Volunteers of nonprofit animal rescue organizations attempt to find the owners of these pets through microchip, websites, or social media (Macias, Hilyard, & Freimuth, 2009; Zottarelli). The loss of 600,000 pets (HurricaneKatrinaRelief.com, 2013) during Hurricane Katrina brought awareness to government leaders the significant issues of evacuees unable to bring pets to shelters (Zottarelli).

Lacking laws protecting animals provides an opportunity for operation of puppy mills (Hens, 2009; Kenny, 2012) and breeding pit bulls for dog fighting (Lee et al., 2011). Puppy mills are breeding farms comprised of dogs bred in unsanitary conditions with inadequate diets and no medical care (Hens; Kenny). Unhealthy dogs from puppy mills and dog fighting are brought to nonprofit animal rescue organizations (Kenny). These unhealthy animals are not treatable for this reason is euthanized (Kenny).

The overpopulation of stray cats remains uncontrollable (Slater et al., 2013). The HSUS reported 50 million feral cats in the United States (The Humane Society of the United States, 2013c). Slater et al. noted existing animal shelters promote trap-neuter-control programs, eliminating free roaming cats.

Animal advocate organizations, such as ASPCA, HSUS, and Petfinder continue to promote and educate the community of the increasing number of homeless pets (ASPCA, 2013; The HSUS, 2013a, Saul, 2011). Individual animal advocates established notoriety

through television series among the animal rescue community (Cesar Millan, 2013a; Jackson Galaxy, 2014a; Victoria Stilwell Enterprise, 2014b). Familiar names of educating people regarding animal welfare include Cesar Milan (Cesar Millan), Victoria Stilwell (Victoria Stilwell Enterprise), and Jackson Galaxy (Jackson Galaxy).

Digital and social marketing leaders arose with the growth of the Internet and social media tools (Pawel, 2013). Erik Qualman is an author and international keynote speaker in the growing trend of marketing (Renee, 2010). Beth Kanter, Allison Fine (Kanter & Fine, 2010), and Heather Mansfield (Mansfield, 2012) are recognized authors and social media experts for nonprofit organizations.

The consequence for community leaders and animal advocates ignoring the need for properly marketing homeless pets is the death of a healthy pet (Knight & Coate, 2010). HBO aired a documentary *One Nation Under Dog* (Home Box Office [HBO] & Schaffer, 2012). This film included the gassing of healthy, adoptable dogs (HBO & Schaffer). Gas chambers are a common form of euthanasia (National Conference of State Legislatures, 2010). The film depicted several dogs placed into a dumpster; the lid was closed; and the gas was turned on killing each dog (HBO & Schaffer). The lid was opened placing more alive dogs into the dumpster on top of the dead dogs from the previous killing (HBO & Schaffer). Effectively marketing to potential pet adopters may not eliminate the problem but can save the life of many adoptable companion animals (Knight & Coate).

Statement of the Problem

Qualman (2011b) suggested the new phenomenon of social networking services has created a plethora of marketing methods for businesses to hire experts to learn the different mediums. Melton and Hicks (2011) argued nonprofits lack the funding to hire

marketing experts. Animal rescue organizations are experiencing overcrowding of homeless animals in desperate need of finding adoptable parents (ASPCA, 2013). The general problem is despite access to the overwhelming marketing mediums of traditional media, digital marketing, and social networking services (Knight & Coate, 2010), nonprofit animal rescue organizations cannot save the three to four million unwanted animals euthanized yearly in the United States (ASPCA).

The specific problem is homeless companion animals may not be marketed properly satisfying the gratifications based on generational differences of potential adoptive parents. This correlational study examined the relationship among four generations of the adoptive individual to the variety of marketing mediums selected to locate the homeless animal. These generations included Matures born 1929 through 1945, Baby Boomers born through 1946 through 1964, Xers born 1965 through 1979, and Millennials born 1980 through late 1990s (DeMeuse & Mlodzik, 2010). If the relationship between the generational cohort and marketing medium preference exists, community leaders of animal rescue organizations may benefit in the investment of media experts with the knowledge of marketing mediums that create a positive attitude for advertising homeless pets.

Purpose of the Study

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. This correlational study compared the relationship between the independent variable generational cohort of the adoptive individual and the dependent variable

marketing mediums, over a three-month period. The survey population represented two animal rescue organizations in Monmouth County, New Jersey. They are Monmouth County Society for the Prevention of Cruelty to Animals (MCSPCA) and Wag On Inn Rescue. Each varies in size of animal capacity and animal care specialty, but the marketing messages are the same, finding adoptive parents of homeless animals before euthanasia.

Digital marketing and social networking services are a growing trend with many unknowns of it's marketing benefits (Brennan & Croft, 2012). Research is still in progress to discover new knowledge of this phenomenon (Lacho & Marinello, 2010) and it's connection strategies (Ellison, Steinfield, & Lampe, 2011). What are certain are the desires of people to connect and build relationships with others and businesses using digital marketing and social networking services (Brennan & Croft). Traditional marketing methods may prove more valuable to specific generations for attracting potential adopters. The information in this correlational study may prove valuable for leaders of animal rescue nonprofit organization in their attempts to find adoptive individuals before euthanizing homeless pets. Understanding the human needs of marketing gratifications of each generational cohort may help these organizations discover effective marketing mediums to funnel the information into the preferred marketing venue.

Significance of the Study

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New

Jersey. Understanding the marketing mediums generations find gratifying based on human needs may assist animal welfare leaders the knowledge to create effective communication strategies. Without this information, these leaders could waste fundraising dollars on useless advertisements of pets in need before the decision of euthanasia.

Significance of the study to the field. Relatively 47% of American households own a dog, 46% own at least one cat (The HSUS, 2013b). Nonprofit animal rescue organizations can develop marketing strategies to target households without a pet.

Reaching out to those who can adopt a companion animal is half the population (The HSUS). Understanding marketing benefits of traditional marketing, digital marketing, and social networking services for each generational cohort could target the appropriate audience of these methods saving the lives of adoptable pets.

The growth of digital marketing and social networking services presents organization leaders challenges of hiring and maintaining knowledgeable and skilled workers (Melton & Hicks, 2011; Qualman, 2011b; Witzig et al., 2012). Leaders of nonprofit animal rescue organizations primarily focus on the welfare of the animals (Gaarder, 2011). The next priority is determining effective marketing strategies for the raising and spending of donated dollars (Cullom & Cullom, 2011). According to Melton and Hicks (2011), marketing strategies in nonprofit organizations are not important. Marketing is not used or has low priority from other tasks (Melton & Hicks). Providing these leaders information of marketing potential of beneficial mediums for each generational cohort may assist in the welfare of the homeless companion animals.

Significance of the study to leadership. Animal activists speak for the welfare of animals (Gaarder, 2011; Lund, Eggertsson, Grondahl, & Eggertsdottir, 2010; McDowell, Burns, & Lepczyk, 2011). Those interested in the welfare of companion animals operate a nonprofit organization (Gaarder; Lund et al.; McDowell et al.). Approximately 3,500 animal rescue organizations exist in the United States (The HSUS, 2013b). Roughly six to eight million cats and dogs are brought to these shelters (The HSUS). Half of these animals are euthanized (ASPCA, 2013; The HSUS).

Community leaders of nonprofit animal rescue organizations save companion animals for the welfare of the animal, not for profit (Long & Kulkarni, 2013). These leaders sacrifice personal time and money for the protection of animals (Long & Kulkarni). Nonprofit animal rescue organizations have multiple needs for one homeless pet (Ready, 2011). These organizations operate on donated dollars, covering the rescue, veterinarian care, food, shelter, grooming, and marketing of homeless pets (Ready).

Spending donated dollars effectively on communication strategies provides money for other needs (Kuna & Nadiv, 2013). Economic challenges developed from the housing crisis in 2007 (Ready, 2011) created changes in organizational development in nonprofit organizations (Kuna & Nadiv). Nonprofit organizations need funds to create a service (Kuna & Nadiv). Allocating donated dollars to appropriate marketing strategies of homeless pets may open funds for other needs of the animal rescue organization.

Understanding the marketing potential of the plethora of marketing techniques available to these leaders could educate leaders of animal shelters the most beneficial marketing mediums.

Nature of the Study

A quantitative method with a correlational design was chosen for this correlational study. A quantitative correlational research method and design was appropriate for this correlational study in assessing the relationship between the variables of interest providing information on the common marketing mediums preferred by the different generations of the adoptive individual. The problem of this correlational study is current, identifying the large number of companion animals euthanized in the United States. The purpose was to examine if a relationship exists between the dependent variables choices of marketing mediums and the independent variable of generational preferences for each cohort.

A self-developed survey instrument tailored to the attitudes and behaviors of preferred marketing mediums from potential adopters of a dog or cat was issued (see Appendix A). A random sample of adopters from two animal rescue organizations of Monmouth County, New Jersey, were asked to participate in taking the survey. These participants represent the independent variable of this correlational study.

The goal of this correlational study was to determine if marketing medium preferences exists per generation. According to Ready (2011), good communication strategies exist if understanding preferences of marketing choices of the target public including the grouping of the age of the audience. Generational assumptions exist pertaining to desires of marketing choices (Leung, 2013; Loroz & Helgeson, 2013). Miller (2013) discussed the Millennials born into the digital age possess a natural tendency to use social media, the only preference this generation understands. The preferences of Millennials to use social networking services for adopting pets were

examined in this correlational study. The assumption Matures and Baby Boomers do not use social networking services for searching potential companion animals were also investigated.

Overview of the research method. A quantitative method was chosen for this correlational study. Quantitative researchers seek facts and causes of human behavior, identifying variables to measure differences and quantifying the problem (Cooper & Schindler, 2002). A quantitative method provides statistical data, testing the hypotheses of the question designed to provide inquiry to the purpose of the study (Cooper & Schindler). The dependent variables in this correlational study quantified generational preferences of adoptive parents, converting responses to numerical data based on a five-point Likert-type scale survey selections. The independent variable marketing mediums represented the category of data analyzed.

Qualitative researchers look at the essential character or nature of something not the quantity, such as how much or how many (Taylor & Bogdan, 1998). According to Taylor and Bogdan, the focus of qualitative research is the perspective of the experiences of a person. A qualitative method would not be appropriate because the lived experiences of the population (Taylor & Bogdan) do not capture the relationships of the preferred marketing mediums for choosing a homeless animal based on the generational differences of the adoptive individual.

Overview of the design appropriateness. A correlation design was chosen for this correlational study. The correlational design was appropriate because it tested if a relationship exists between the study's variables (Cooper & Schindler, 2002).

Correlational research is considered an observational research because the experimenter

conducting the research cannot manipulate variables (Cooper & Schindler). The variables are naturally occurring, observed or compared in pre-existing conditions (Cooper & Schindler). An experimental design would not be appropriate for this correlational study because there was not a variable selected for the researcher to manipulate (Campbell & Stanley, 1966). In an experimental design, the researcher introduces change in a variable, monitoring the effect (Campbell & Stanley). The variables in this correlational study were not manipulated. The focus of this correlational study examined the relationships of generational preferences and marketing mediums for advertising adoptive companion animals in a naturally occurring setting.

A researcher conducting a correlational study begins with an idea there is a possible relationship between two variables (Cooper & Schindler, 2002). According to Cooper and Schindler, a researcher cannot make statements concerning cause and effect on the basis of correlational research because the researcher does not know the direction of the cause. Also, another variable not identified at the time of the experiment could cause different results and expectations (Cooper & Schindler).

A consent form was provided to the adoptive parent at the time of adoption (see Appendix B). Interested persons were provided an invitation letter (see Appendix C) and hardcopy of the survey to complete along with the routine adoption papers from the participating nonprofit animal rescue organizations. The data were entered into the Statistical Package for the Social Sciences (SPSS) software. The survey was administered in a three-month time frame.

The questions on the self-designed survey were developed to provide information to the variables of this correlational study. Questions one through four were direct inquires about the adoptive parent. Questions five through 11 examined the details of the adoption of a pet. Participants next were prompted to Likert items in questions 12 through 23, inquiring preferences of marketing tactics for advertising homeless pets. Likert items were correlated, statistically calculated, and statistically analyzed.

According to Grimm & Yarnold (1995), correlational statistics yields a number referred to as the coefficient of correlation. The coefficient may be positive or negative, varying from -1.00 to 1.00 (Grimm & Yarnold). Scores are paired and correlated to create the correlation coefficient that indicates the degree of relationship between the variables of interest (Grimm & Yarnold).

Research Question

The research question supported the method used to gather and inspect the data for the study (Cooper & Schindler, 2002). The research question to lead this correlational study was as follows: Is there a relationship between a generational cohort and it's marketing medium preferences? The hypotheses were developed to answer the research question.

Hypotheses

The focus of the study hypotheses associated marketing mediums and the four generations of the adoptive individual. The hypotheses guided the research process, predicting what may or may not support the data (Cooper & Schindler, 2002). These following hypotheses were derived from the research question:

H₁₀: There is no relationship between a generational cohort and marketing medium preferences.

H1_a: There is a relationship between the generational cohort and marketing medium preferences.

Theoretical Framework

The basis of this correlational study originated from the development of innovative technical marketing mediums unaffordable to nonprofit organizations (Knight & Coate, 2010). Digital marketing and social networking services are a new phenomenon changing the way people and businesses communicate with each other (Qualman, 2011b). The sudden emergence and growth of this technology is creating opportunities for people to keep in the know (Lacho & Marinello, 2010). The objective of this correlational study was to test the relationships between the variables providing information on the common marketing resources used by a variety of age groups for nonprofit animal rescue organizations.

The literature review of this correlational study demonstrates limited research in digital marketing and social networking services of nonprofit organizations. Lovejoy and Saxton (2012) recognized the need for nonprofit organizations to make good use of Twitter, one of many social networking services. The gap of knowledge reported in Lovejoy and Saxton's research are the potential of other popular social networking services and the benefits to specific nonprofit organizations, such as animal rescues. Witzig et al. (2012) studied the benefits of LinkedIn for nonprofits, small businesses, and large businesses. Witzig et al. confirmed the importance and success of social media in nonprofit organizations but specific to the marketing potential of the services from LinkedIn.

The literature review revealed studies of animal rescue organizations focusing on the welfare of the animals. The ASPCA researchers published several peer-reviewed journals. Research included techniques preventing euthanasia of dogs guarding food (Mohan-Gibbons, Weiss, & Slater, 2012), attractive social behaviors for adoptable feral cats (Slater et al., 2013), and potential negative desire to adopt pet based on the value of adoption fees (Weiss & Gramann, 2009). McDowell at al. (2011) conducted a quantitative correlational study of trends animal welfare organizations participates in the reduction of homeless pets of Hawaii. The gap of information regarding animal rescue organizations is the communication strategies benefiting the welfare of homeless companion animals.

Maslow's hierarchy of needs. The theoretical framework for this correlational study was guided from Maslow's hierarchy of needs (1943). Maslow depicted five motivational needs experienced by most humans in a hierarchal structure. Levels lowest to highest include physiological, safety, social, esteem, and self-actualization (Maslow). The lowest level of physiological need must be met before progressing to the next level, safety (Maslow). A person will progress to each level as each need is met until reaching the highest level, self-actualization (Maslow). Life changing events could disrupt the movement to a higher level or fall back (Maslow). Maslow posited human behavior and decision making are inspired by one of the five areas of needs.

The progression of needs is different for each generational cohort (Harriman, 2011; Kapoor & Solomon, 2011; Wolfe, 2005). An individual interprets decisions or actions based on personal values (Maslow, 1943). Matures born during the Great Depression started at the bottom of Maslow's hierarchy of needs (Harriman; Wolfe). This generation

experienced basic human concerns of physiological needs including food, water, and sleep (Harriman; Wolfe). Baby Boomers were provided physiological needs from Matures, therefore were born motivated to achieve the next level, safety (Harriman; Wolfe). Baby Boomers desired the need to love and belong due to live experiences of changes in politics and civil right movements (Harriman, Wolfe). This hierarchy of need will always have significant value to this generation (Harriman, Wolfe).

According to Kapoor and Solomon (2011), Millennials were born with physiological and safety needs provided by their parents. Matures and Baby Boomers struggled to meet these individual human needs (Kapoor & Solomon). These generations experienced the progression to climb the hierarchy whereas the Millennials did not have these moments of struggle (Kapoor & Solomon). Millennials born during the rapid advancement of technology are known to progressively meet self-actualization faster than other generational cohorts (Kapoor & Solomon).

Shankar, Venkatesh, Hofacker and Naik (2010) conducted a study based on needs for the generational cohort Millennials could vary based on geographic location. Shankar et al. demonstrated a Millennial's human needs for mobile devices varied based on values and lived experiences reflected by geographic location. A Millennial residing in a poverty area desire a mobile device for physiological and safety needs (Shankar et al.). Wealthy Millennials born during economic prosperity have human needs for a mobile device based on self-actualization (Shankar et al.). Shankar et al. study demonstrated the importance of understanding Maslow's hierarchy of needs regarding the generational cohort preferences in marketing products or services.

Marketing successfully persuades a prospective customer to purchase a product or service (Achrol & Kotler, 2012). Achrol and Kotler argued successful marketing must meet at least one Maslow's hierarchy of needs. Individuals are motivated by the activities or outcomes valued (Achrol & Kotler). Product or service design, positioning, and pricing developed from human needs create positive advertisement messages (Cao, Jiang, Oh, Li, Liao, & Chen, 2012). The underlying message of the advertisement entices a person to the actual purchase has met one or more basic human needs (Cao et al.). The connection to potential customers relies on the human rather than the media itself (Cao et al.). Understanding the marketing for each generational cohort based on human needs provide effective communication strategies for businesses and nonprofit animal rescue organizations.

Uses and gratifications theory. Maslow (1943) described each hierarchy of need as a behavioral drive intriguing a person in the direction to gratify those needs. According to Blumler and Katz (1974), media is used to satisfy a need. Development of digital marketing and social networking services created an audience with social and psychological needs, such as the need to search for information on the Internet, amusement, pleasure, and self-identity (Leung, 2013). These new technologies created a need to explore the underpinning of this correlational study regarding Blumler and Kantz' uses and gratifications theory.

Current research of digital marketing and social networking services consider the analysis of positive behaviors is enticing individuals to desired medium choices (Chung & Austria, 2010; Kwak, 2012; Leung, 2013; Lim & Ting, 2012; Macias et al., 2009; Taylor, Lewin, & Strutton, 2011; Urista, Dong, & Day, 2009; van-Dijck, 2013).

Marketers understanding the attitudes, behaviors, and gratifications of these personal preferences provide an opportunity of creating successful communication strategies (Chung & Austria; Kwak; Leung; Lim & Ting; Macias et al.; Taylor et al.; Urista et al.; van-Dijck). Uses and gratifications theory is the needs derived or gratifications expected from a personal choice of media (Blumler & Katz, 1974). According to Blumler and Katz, there are several justifications for using communication strategies, as there are media consumers. Blumler and Katz suggested underlying needs of a person would drive the preferable choice of media.

The popularity of digital marketing and social networking services peeked interest of researchers to understand the media choices a person selects. Taylor et al. (2011) studied motivation behavior of consumers accepting advertisements online. Chung and Austria (2010) and Lim and Ting (2010) studied the gratification of marketing advertisements to purchase online. Kwak (2012) used the uses and gratifications theory to understand the role social media played in interpersonal communications. Urista et al. (2009) studied why young adults are attracted to social media sites MySpace and Facebook. These studies used the uses and gratifications theory as the framework of research. Each study analyzed the attitudes and gratifications a person experienced in selecting digital marketing or social networking services.

Blumler and Katz (1974) uses and gratifications theory provided this correlational study foundation investigating the underlying gratifications of social media use and attitudes toward marketing messages. Communication strategies must create a positive attitude and gratification (Blumler & Katz). Marketing messages whether traditional media, digital marketing, or social networking services must provide gratification for a

potential adopter to want to use the medium (Blumler & Katz). Uses and gratifications theory provided additional insight of communication strategies community leaders of nonprofit rescue organizations media effectiveness attracting animal adaptors.

Definition of Terms

According to Leedy and Omrod (2010), clarification of terms must be defined in use of a study. The changes in technology create adjustments in terminology (Linstone, 2010). These definitions of terms were provided for clarification of use in this correlational study.

Digital marketing. Technology platforms built with Web 1.0 technologies including websites and electronic mail (Lacho & Marinello, 2010). Excludes social media built on Web 2.0 platforms (Gunawardena, Hermans, Sanchez, Richmond, Bohley, & Tuttle, 2009).

Marketing medium. Advertising method an organization promotes products or services (Sprague & Wells, 2010). Methods include word-of-mouth, newspaper, Internet, and social media applications (Sprague & Wells).

Social media. User-driven websites built on technological foundations of Web 2.0 (Dubose, 2011) providing open participation and conversations creating community and connectedness through online media (Sekharaiah & Khan, 2009). Social media represents the channel a person visits for entertaining as selecting a television station (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011). Social media websites include MySpace, Facebook, Twitter, wikis, blogs, YouTube, and Skype (Dubose). Conversations cannot be deleted or corrected for personal or business social media sites (Edosomwan et al.).

Social networking services. Social platforms for building individual or company web pages allowing connectivity to others (Sekharaiah & Khan, 2009). These platforms are accessed online creating a community network for sharing profiles, testimonials, ideas, activities, events, and comments with others (Donde, Chopade, & Ranjith, 2012).

Traditional marketing. Methods of marketing used before the World Wide Web. Mediums of marketing include newspapers, magazines, radio, and television (Kerin, Hartley, & Rudelius, 2013). This method of marketing reaches out to individual consumers (Kerin et al.).

Assumptions

The first assumption was that the knowledge of the participant provided ability to answer the questions accurately to benefit of the community leaders of the nonprofit animal rescue organizations. The assumption was that the views, beliefs, and perceptions of the participant allowed the ability to answer the questions honestly. The final assumption was that the participant understood the terminology used in the self-developed survey.

Scope and Limitations

The scope of this correlational study focused on nonprofit animal rescue organizations in Monmouth County, New Jersey. The correlations between variables generations and marketing preferences were analyzed. The participants selected were based on the adopters of cats and dogs. Rabbits, birds, hamsters, and other animals considered adoptable other than cats and dogs were not considered for this correlational study.

The data were collected through a self-developed questionnaire issued to adopters of two selected animal rescue organizations. These two participating organizations represent common welfare practices of dog and cat adoptions reducing the concerns of generalizability of the sample data. The findings of this correlational study may be generalized, supporting marketing strategies of dog and cat adoptions for nonprofit animal rescue organizations supporting the well-being of the animals. Lack of generalizability may occur for nonprofit animal rescue organizations that practice euthanasia. Generalizability provides the possibility the sample data is valid for the entire population (Cooper & Schindler, 2002). This self-made survey instrument might affect the validity and reliability of this correlational study. A pretest of the survey was administered to remove potential failures or issues.

A field test and pilot study was conducted to reduce limitations of this correlational study regarding the validity and reliability. The field test relied on input of two leaders of the participating nonprofit animal rescue organizations. Ten potential adopters from the participating nonprofit animal rescue organizations were asked to participate in the pilot study, ensuring instructions and questions were easy to follow.

Limitation of this correlational study was reliability of reachable information of adoptable parents. The researcher cannot control the number of people adopting during the three-month period of distributing the self-made survey. The second limitation was the researcher had to rely on the dedication of employees from the participating nonprofit animal rescue organizations to distribute the survey. If the researcher and employees do not distribute the survey during a high volume day of adoptions, this would be information lost to this correlational study. The third limitation was the number of

selected individuals participating in the survey. The expectation was to sample 248-260 adopters to meet 95% confidence level and 5% confidence interval. The fourth limitation was collecting enough information for each generational cohort substantially to represent each age group. The last limitation was the potential time constraints to administer the survey, meeting sample expectations and retrieving significant information for each generational cohort.

Delimitations

This correlational study focused on adoptable companion animals residing in Monmouth County, New Jersey. This region of the United States does not have as a significant issue of euthanized animals such as the Southern States (American Humane Association, 2013). A study of an area with a significant poverty or economic hardship could change results.

Generation Z consists of a person born after 1999 (DeMeuse & Mlodzik, 2010). Due to the age requirements of adoption, Generation Z was not included in this correlational study. This generation may have influence on parental choices to adopt a pet but would not be considered a final decision maker.

Summary

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. Chapter 1 provided detail of the correlational study examining these relationships. This correlational study explored the adopters of cats and dogs of two nonprofit animal rescue organizations residing Monmouth County, New Jersey. A random sample of

participants was selected from those who adopted during the three-month collection of data, asking permission to take the survey.

The number of companion animals relinquished to nonprofit animal rescue organizations continues to affect communities of the United States. Community leaders choose to euthanize animals based on overpopulation of shelters, aggressive behavior of companion animal, and health issues of pets. Marketing adoptable pets to potential pet parents may decrease the number of euthanized animals. The information from this correlational study provided community leaders of nonprofit animal rescue organizations the beneficial marketing tools for advertising homeless pets to the appropriate audience.

Chapter 2 provides a literature review of the studied marketing medium variables.

Details of emergence of animal welfare organizations describe the importance of animal welfare and the leaders who support this issue. Current research described provides insight the gap of knowledge this correlational study has to offer.

Chapter 2

Review of the Literature

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. The objective of this literature review was further to examine the medium choices of marketing for community leaders of nonprofit animal rescue organizations. This review begins with a history of the design chosen for this correlational study. The literature next provides a chronological analysis of animal welfare development of organizations and the emergence of it's community leaders. Detailing the importance of animal advocates provided an understanding the need to supply information for the problem of this correlational study: significant number of companion cats and dogs euthanized daily in the United States (ASPCA, 2013; The HSUS, 2013b). The review next includes an explanation of traditional marketing mediums. Marketing campaigning remained traditional until the evolution of technology creating choices of digital marketing. The historical review continues with an investigation of the development of new technologies of social networking services, influencing the development of a plethora of available marketing tools. The literature review concludes with the research of generational differences and how these distinctions affect the choices of marketing mediums.

Current studies were examined including research of animal welfare, traditional marketing, digital marketing, and social networking services. Community leaders of nonprofit animal rescue organizations focus on searching for permanent parents of these

unwanted animals (Gaarder, 2011; White et al., 2010). These leaders of nonprofit animal rescue organizations do not have the time or skills to consider the new phenomenon of digital marketing or social networking services (Melton & Hicks, 2011). Limited research was available to examine the communication strategies of these nonprofit organizations during the years of the evolution of advertising, including the phenomenon of social media.

Title Searches, Articles, Research Documents, Journals Researched

Articles were researched of the general topic for nonprofit animal rescue organizations and marketing tactics collected 102 peer-reviewed journals, 16 books, and 36 Internet sites (See Table 1). Combinations of words were used to manually search through results. Several challenges arose fine-tuning search criteria for this research. The history of marketing methods for nonprofit animal rescue organizations proved nonexistent in peer-reviewed journals. Marketing practices of nonprofit animal rescue organizations were limited in documentation. Searches on animal welfare retrieved significant information in regard to farm animals. The plethora of social media created obstacles of fine-tuning key word searches for relatable information. Key word terminology of social networking services continued to change as social media applications and experts evolved and survived. Several articles had further articles, authors, and statistics additionally retrieved for this review.

Peer reviewed journals were searched in the University of Phoenix Library and
Monmouth County Library databases. Combination of databases included EBSCOhost,
Gale PowerSearch, JSTOR, ProQuest, ProQuest Dissertation, University of Phoenix
Dissertations and Theses. Keyword searches included word combinations of animal

welfare, community leader, community leadership, marketing, nonprofit, pet, social networking services, and social media. Additional Internet searches included Google Scholar and University of Phoenix eBooks. Manual searches were conducted at traditional libraries as well, including retrieval of searched article not available online.

Table 1

Literature Reviewed in Support of the Research Area

| Types of Research | Number | Number | Number Used |
|------------------------|----------|----------|-------------|
| Materials | Searched | Reviewed | |
| Peer-Reviewed Journals | 144 | 108 | 103 |
| Non Peer-Reviewed | 5 | 4 | 2 |
| Articles | | | |
| Internet Sites | 36 | 36 | 24 |
| Books | 20 | 20 | 16 |
| Movies | 1 | 1 | 1 |
| Total | 206 | 169 | 146 |

History of Correlational Design

The study of social science includes scientific method of researching behavior of people in communities (Babbie, 2002). A researcher of social science examines a phenomenon affecting the society (Babbie). The phenomenon of new technologies has created excessive choices of marketing mediums. The emergence of social science and development of technology in the 1960s created a need for understanding human behavior with quantitative methods. Quantitative research is a practice of study investigating a social phenomenon with methods of statistical analysis and measurements of statistical data (Cooper & Schindler, 2002). Researchers select a design representing the different types of control of the variables in question (Cooper & Schindler). Design choices of quantitative methods include descriptive, correlation, quasi-experimental, and

experimental (Cooper & Schindler). This correlational study investigated the correlation of behaviors from the animal adopters and the preferences of the new marvel of marketing mediums.

Francis Galton is the founding father of the statistical concepts correlation, regression, and standard deviation (Curran-Everett, 2010; Richard, 2012). Galton's first experiment in the revelation of correlation and regression was the study of changes in generations of sweet-pea seeds (Curran-Everett; Griffin, 1931). The purpose of this study was to understand heredity, a passion of Galton's and cousin Charles Darwin (Curran-Everett). Galton wanted to prove traits were hereditary therefore the human race could be improved with selecting mates that would enhance and improve human characteristics (Curran-Everett). This experiment instead introduced the concept of linear regression and correlation (Curran-Everett; Griffin). Galton concluded the offspring of peas were closer to the mean of the experiment (Curran-Everett). Galton named this measurement reversion that eventually became know as regression (Curran-Everett). Galton created a chart identifying correlation between the offspring of peas, creating a line that sloped representing linear regression and correlation coefficients (Curran-Everett; Griffin).

Galton (1888) explained correlation does not imply causality. Two variables might be associated with each other because a common cause is shared (Galton). Galton discussed correlation the examination of two organs. A variation of these two organs averaging more or less in the same direction represents the co-relation of the variables (Galton). Galton explained this result of variation could be affected by common causes.

Galton further investigated the concept of regression and correlation with a study of human traits of fathers and sons with student Karl Pearson (Curran-Everett, 2010; Griffin,

1931; Sheynin, 2010). Galton designed the scatter plot diagram to graph the data representing the degree the sons resemble the fathers (Sheynin). Pearson fine-tuned the development of the measurement of correlation labeling this method Pearson product-moment correlation coefficient (Sheynin).

Pearson continued research of correlation design leading to the development of the Pearson chi-squared test and the Pearson correlation (Sheynin, 2010). Pearson founded the Biometrical Society and Biometrika, the first mathematical statistics and biometry journal (Sheynin). Charles Spearman extended the Pearson product-moment correlation coefficient to the Spearman's rank correlation coefficient (Spiegelman, 2010). Spearman developed this statistical concept for situations the variables are not normally justified, creating a need for a non-parametric statistical measurement (Spiegelman).

Hypothesis testing with correlation examines the changes in one variable are associated with changes in another variable (Sheynin, 2010). The method and design for this correlational study statistically demonstrated the understanding for the history and development for correlation, the correlation coefficient, Pearson's product-moment correlation coefficient, and Spearman's rank correlation coefficient. The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey.

Historical Overview

Promoting kindness to animals began with Henry Bergh, ensuring the ethical treatment to stray dogs (Harde, 2009). Henry Bergh created the American Society for the Prevention of Cruelty to Animals (ASPCA) in 1866 located New York City (Harde:

Wang, 2012). The ASPCA organization developed the first anticruelty laws, leading the community of New Yorkers protecting animals including pets, strays, and farm animals (Wang). Awareness of the ASPCA inspired animal welfare activists, creating Society for the Prevention of Cruelty to Animals (SPCA) in major cities of the United States by late 1890s (Wang).

Explanation of the significant population of unwanted pets in the United States include puppy mills (Kenny, 2011), irresponsible breeding (Lee et al., 2011), and feral cats (Slater et al., 2013). Unwanted pets are brought to shelters for various reasons: behavior problems, lack of time caring for a pet (Hens, 2009), medical reasons, financial constraints (Weng & Hart, 2012), and relocation (Lund et al., 2010). Economic recession beginning December 2007 has affected the ability of pet owners financially caring for their pets therefore relinquishing pets (Weng & Hart).

People working together building effective lives and workplaces in a community create favorable social capital (Ellison et al., 2011). Companion animals are viewed as a substitution of children, friends, or workers (Hens, 2009). Pets become part of social capital (Arkow, 2013). According to Arkow, pets provide positive social capital for the owner and community. Walking a friendly dog in a community park builds relationships among neighbors (Arkow).

Breeding and domestication of animals created a need for social responsibility of owners, breeders, and communities (Hens, 2009). Obstacles of interference of these relationships occurred contributing to the overpopulation in animal shelters (Hens). People have moral obligations controlling animal issues in the community such as stray dogs, intimidation of dog breeds, behavioral problems, training issues, and puppy mills

(Hens). Pet owners promoting a healthy, friendly animal within the community provides knowledge homeless companion animals are beneficial additions to the family, not the negative issues (Arkow, 2013).

The introduction to Web 1.0 developing into Web 2.0 opened many choices of marketing methods (Agarwal, Mondal, and Nath, 2011). Agarwal et al. explained this paradigm shift in marketing a challenge because one marketing method will not fit one solution of advertisement campaigning. A history of the evolution of community leadership for animal welfare and the paradigm shift of marketing methods are further explained.

Community Leadership

Table 2 depicts the emergence of community leaders fighting for animal welfare began in 1866 (Harde, 2009; Wang, 2012). Leaders of animal-rights activists began with Henry Bergh who established the ASPCA in New York City in 1866 (Harde; Wang). Pioneering figure of American animal protection, Caroline Earle White, co-founded the Pennsylvania SPCA in 1867 and American Anti-Vivisection Society in 1883 (Harde). Harde declared White's activism continues the practice for SPCAs, animal-rights organizations, and activist against animal experimentation. In 1868, humane educator George T. Angell founded the Massachusetts SPCA (Harde).

American Humane Association (AHA) was founded in 1877 from 27 delegates of humane organizations (American Humane Association, 2013). The purpose of the organization protected the welfare of children and animals (American Humane Association). Fred Myers, Helen Jones, Larry Andrews, and Marcia Glaser left AHA in 1954, forming the National Humane Society (Unti, 2004). Myers' focus for this

organization was to address animal welfare issues local organizations could not (Unti). The National Humane Society changed the name to The Humane Society of the United States in 1956 (Unti).

Canadian Marshall Saunders desired educating children humane treatment of animals (Harde, 2009). Saunders communicated animal welfare with several books (Harde). Saunders wrote several children books, initializing the education for children about ethical treatment of animals (Harde). Saunders most popular book *Beautiful Joe* published in 1893 depicts the view of a dog mistreated by his owner (Harde). Saunders believed animals had souls, teaching children the respect and responsibility toward animals (Harde). This practice of kindness to animals created an understanding for the need of ethical treatment of animals (Harde).

Betsy Banks Saul and Jared Saul founded Petfinder.com in 1996 (Petfinder, 2013b).

The couple took advantage of the availability of the World Wide Web, developing a website connecting potential pet adopters to homeless companion animals (Petfinder).

The first prototype used data from animal rescue organizations in New Jersey (Petfinder).

Animals are brought or returned to shelters because of behavioral problems (Hens, 2009). Several leaders of companion animal trainers presented through television series the easiness of resolving these issues (Cesar Millan, 2013b; Jackson Galaxy, 2014a; Victoria Stilwell Enterprise, 2014a). Cesar Millan educated people with dog training techniques on the television series *Dog Whisperer* broadcasted 2004 to 2012 (Cesar Millan). Millan continues advocating the importance of dog care and training through social media sites (Cesar Millan). Victoria Stilwell provided dog training instructions and responsibility of dog ownership with the television series *It's Me or the Dog* aired 2005

to 2008 (Victoria Stilwell Enterprise). Stilwell continues educating owners through digital and social media a resolution of dog behavior problems, providing a safe home atmosphere for the family and the dog (Victoria Stilwell Enterprise, 2014b). Cat behaviorist Jackson Galaxy helps owners rehabilitate destructive cats to happy cats (Jackson Galaxy). Jackson shares cat training techniques on a television series. Broadcasting *My Cat From Hell* began May 7, 2011 (Jackson Galaxy, 2014b).

Erik Qualman is considered a business international leader and expert in the new paradigm of advertising, digital marketing, and social networking services (Renee, 2010). Qualman founded LinkedIn, a social media application for connecting professionals and organizations (Renee). His past professional experiences include lead marketer for Travelzoo, EarthLink, and Yahoo (Renee). His books *Socialnomics* and *Digital Leader* review the importance of business leaders embracing the plethora of marketing mediums (Qualman, 2011a; Qualman, 2011b).

Leaders of marketing of social media tools for nonprofit organizations include

Allison Fine (Carpenter, 2011), Beth Kanter (Carpenter; Creative Commons Attribution,

2014; Fast Company, 2013), and Heather Mansfield (Gilroy, 2010). Each provides

information for nonprofits in general, not specific service types, such as animal rescue

organizations (Kanter & Fine, 2010; Mansfield, 2012). Kanter was recognized in 2009 by

Fast Company Magazine as one of the most influential women in technology (Fast

Company). Kanter and coauthor Katie Delahaye Paine received the Terry McAdam

Nonprofit Book Award in 2013 for *Measuring the Networked Nonprofit* (Creative

Commons Attribution). Kanter educates leaders of nonprofit organizations through

books, websites, blogs, YouTube videos, Facebook, Twitter, Google+, LinkedIn, and Pinterest (Creative Commons Attribution).

According to Gaarder (2011), women tend to dominate as animal activists. Gaarder confirmed in a qualitative study, women relate personal experiences to the activities of the animals needing rescue (Gaarder). Comparison of abuse, violence, neglect, lack of opinion, powerless, physical appearance, and motherly instincts lure women into an animal activist role more so than men (Gaarder). Markovits and Queen (2009) concluded women become involved in dog rescue for voicing the right of the animal, viewing animals with same rights as humans.

Community leaders of nonprofit animal rescue organizations dedicate time and money protecting homeless animals (Long & Kulkarni, 2013). These social workers create change in the community (Long & Kulkarni), providing social justice for homeless companion animals (Pierce & Bekoff, 2012).

Table 2

The Emergence of Community Leaders

| Timeline | Turning point of community leaders | |
|----------|--|--|
| 1866 | Henry Bergh created the ASPCA in New York City | |
| 1867 | Caroline Earle White co-founded the Pennsylvania SPCA | |
| 1868 | George T. Angell founded the Massachusetts SPCA | |
| 1877 | Delegates from 27 human organizations founded American | |
| | Humane Association | |
| 1883 | Caroline Earle White co-founded American Anti-Vivisection | |
| | Society | |
| 1893 | Canadian Marshall Saunders published Beautiful Joe | |
| 1954 | Fred Myers, Helen Jones, Larry Andrews, and Marcia Glaser | |
| | founded National Humane Society, renamed HSUS in 1956 | |
| 1996 | Betsy Banks Saul and Jared Saul deployed Petfinder.com | |
| 2004 | Cesar Millan, Dog Whisperer | |
| 2005 | Victoria Stilwell, It's Me or the Dog | |
| 2009 | Erik Qualman published Socialnomics | |
| 2010 | Beth Kanter and Allison Fine published The Networked Nonprofit | |
| 2011 | Jackson Galaxy, My Cat from Hell | |
| 2012 | Heather Mansfield published Social Media for Social Good | |

Note: Information for the turning point of community leaders in 1866, 1867, 1868, 1883, and 1893 retrieved from Harde (2009); in 1877 retrieved from American Humane Association (2013); in 1954 retrieved from Unti (2004); in 1996 retrieved from Petfinder (2013b); in 2004 retrieved from Cesar Millan (2013b); in 2005 retrieved from Victoria Stilwell Enterprise (2014a); in 2009 retrieved from Qualman (2011b); in 2010 retrieved from Kanter and Fine (2010); in 2011 retrieved from Jackson Galaxy (2014b); and in 2012 retrieved from Mansfield (2012).

Emily Weiss, shelter research and development lead for the ASPCA, has conducted research for different needs of homeless pets for the organization (Fantuzzi, Miller, & Weiss, 2010; Mohan-Gibbons et al., 2012; Slater et al., 2013; Slater, Miller, Weiss, Makolinski, & Weisbrot, 2010; Weiss, Dolan, Garrison, Hong, & Slater, 2013; Weiss & Gramann, 2009; Weiss, Miller, Mohan-Gibbons, & Vela, 2012; Weiss, Slater, & Lord, 2012). Weiss and colleagues conducted several studies published in peer-reviewed journals (Fantuzzi et al.; Mohan-Gibbons et al.; Slater et al.; Slater et al.; Weiss et al.; Weiss & Gramann; Weiss et al.; Weiss et al.). Each study did not examine the marketing

benefits of reaching potential adopters (Fantuzzi et al.; Mohan-Gibbons et al.; Slater et al.; Slater et al.; Weiss & Gramann; Weiss et al.; Weiss et al.). The studies by Weiss and colleagues focused on animal welfare of cats and dogs, providing information to the animal care community better to serve homeless pets (Fantuzzi et al.; Mohan-Gibbons et al.; Slater et al.; Weiss et al.; Weiss & Gramann; Weiss et al.; Weiss et al.).

Weiss et al. (2012) conducted a quantitative correlational study understanding why adopters chose particular pets in shelters. This study provided an understanding of the importance of finding homes for many unwanted animals (Weiss et al.). Five adoption agencies of the United States affiliated with the APSCA were asked to participate in the study (Weiss et al.). The purpose for the selection of these facilities was not provided (Weiss et al.). Each agency had a facility for potential adopters to view and interact with homeless cats and dogs (Weiss et al.). A survey was administered and completed by 1,491 visitors of the participating facilities (Weiss et al.). Seven questions were asked to determine the reasons for selecting a pet for adoption, such as behavior, appearance, interaction, and personality (Weiss et al.).

Weiss et al. (2012) determined the methods people use to find lost pets. Results concluded appearance and social behavior with adopter were important to adopting a cat or dog at the facility (Weiss et al.). Information gathered from the study provides community leaders of nonprofit organizations and pet owners best practices searching for lost companion animals (Weiss et al.). Weiss et al. confirmed adopting pets presented as gifts does not increase the relinquishment of these animals.

Guarding food is considered aggressive behavior in dogs (Mohan-Gibbons et al., 2012). Companion animals brought into rescues with this trait are euthanized (Mohan-Gibbons et al.). Mohan-Gibbons et al. confirmed with research dogs with this characteristic are adoptable, making good pets.

More cats are euthanized in the United States as opposed to dogs (ASPCA, 2013). Finding adopters for cats before these healthy animals are killed intrigued several studies by Weiss and colleagues (Fantuzzi et al., 2010; Slater et al., 2010; Weiss & Gramann, 2009). Slater et al. evaluated methods United States animal welfare agencies use to socialize incoming cats. Slater et al. (2013) determined socialization methods for feral cats. Best practices derived from the quantitative correlational study assisted in preparing stressed cats into wanted pets (Slater et al.). Weiss and Gramann confirmed cats are adopted regardless if a fee is charged to the adopting parent. Study conducted by Fantuzzi et al. (2010) suggested cats at eye level would more likely be adopted as oppose to cats hiding, sleeping, or playing in other areas of view from the potential adopter.

Hamilton (2010) conducted a qualitative case study to understand the challenges animal rescue organizations encounter dealing with the overpopulation of homeless pets. Hamilton chose this method and design to capture the diverse issues Florida communities are experiencing with the increasing high rate of euthanasia of dogs and cats. Hillsborough County Animal Services (HCAS) was selected to participate in the study because it resides in the Florida county that performs the highest number of euthanized homeless pets (Hamilton). Hamilton collaborated data obtained from personal interviews, workload reports, meeting minutes, budget information, and adoption statistics from the HCAS.

Hamilton (2010) concluded potential resolution to homeless companion animals within the community includes collaboration of organizations involved with pets, adaptive leadership, and the concept of small wins. Communities operate differently with different stakeholders therefore one size does not fit all (Hamilton). Stakeholders interested in the issue include taxpayers, community government agencies, veterinarians, humane groups, animal trainers, boarding facilities, retailers, and breeders (Hamilton). Hamilton implied the complexity of this issue provides no simple answer although leadership involvement is key to the success of the issues.

McDowell et al. (2011) performed a quantitative correlational study to determine if temporal changes occurred in animal shelters of Hawaii. Hawaiian Humane Society of Oahu, Hawaii was selected to participate in the study because of government and community efforts to reduce the number of homeless pets (McDowell et al.). Oahu has had a decrease in homeless pets assumed effected with new animal welfare laws and educational programs (McDowell et al.). Records were collected to gather data from 1975 to 2008 indicating an animal was brought to the animal shelter because of a surrender of pet or admitting a stray (McDowell et al.). The researchers noted animals that were microchipped, returned to owner, adopted, euthanized, and sterilized (McDowell et al.). These statistics were correlated with the population of the Oahu during the same years of the data collection (McDowell et al.).

Variables of interest included records of admittance, surrender, return, euthanasia, sterilization, and adoption of cats and dogs (McDowell et al.). McDowell et al. obtained existing information from the participating nonprofit animal rescue organization residing in Hawaii, therefore led to the choice of method and design. Generational preferences and

marketing analysis was not considered in this study. Introduction to programs such as Cat Identification Program has assisted in a decrease of admittance of cats (McDowell et al.). Correlation of other variables was not effected by changes in programs, Hawaiian lifestyles, or environmental, therefore further studies were recommended (McDowell et al.).

Traditional Marketing

Media outlets of traditional marketing included television, radio, print advertising (Hill & Moran, 2011), direct mail, fliers, signage, trade shows (Lacho & Marinello, 2010), and word of mouth (O'Brien, 2011). These outlets were established and used before the development of the World Wide Web (Hill & Moran; Lacho & Marinello; O'Brien). Newspapers and magazines accessed through mobile devices are considered venues of digital marketing (Berman & Kesterson-Townes, 2012).

Organizations producing traditional marketing advertising are typically privately or government owned (Kerin et al., 2013). Traditional marketing mediums attract customers with a single sale or idea (O'Brien, 2011). Delivery time of traditional outlets could take days or months to produce and distribute (Kerin et al.).

Advertising animal cruelty or homeless pets before the introduction of computers was considered simple (Agarwal et al., 2011). Word of mouth, newspapers, newsletters, or books explained the concerning issues of animal abuse and overpopulation of companion animals residing in shelters (Agarwal et al.). ASPCA and HSUS started marketing animal welfare issues with publications. HSUS publications began with HSUS News, NAHEE Journal, and Shelter Sense (Unti, 2004). The HSUS offers magazine publications, categorized by animal welfare concern (Unti).

Marketing tools available before the development of computer technologies were simple because there were less of them (Qualman, 2011a). Studies specific to the use of traditional marketing for nonprofit animal rescue organizations were difficult to locate. Searches conducted for this section of the literature review included marketing, traditional, newspaper, radio, animal welfare, companion animal, and dog. Two current peer-reviewed journals (Farrow & Yuan, 2011; Croson, Handy, & Shang, 2009) demonstrate the use of traditional marketing in nonprofit organizations.

Animal rescue organizations mail flyers and newsletters with general information in regard to adoptable pets and fundraisers. Farrow and Yuan (2011) noted the problem with direct mailings is that people move without follow-up. New residents may not be aware of local shelters or services (Farrow & Yuan, 2011).

Croson et al. (2009) conducted a quantitative correlational and exploratory study analyzing the desire of a person to donate to nonprofit organizations, understanding how to increase levels of donations. Information was gathered from answering questions after listening to advertisements on radio stations (Croson et al., 2009). Croson et al. indicated nonprofit organizations benefit in donations advertised on public radio stations.

Croson et al. (2009) concluded increase in social information through public radio stations increased the perception of description social norms. Leaders of nonprofit organizations can create an increase in awareness of previous donations by others, enticing others to donate to an existing good cause (Croson et al.). Behavior of potential donors or existing donors proved to contribute donated dollars because of perception created (Croson et al.).

Changes in television viewing and radio availability will change the norm of traditional marketing (Cha & Chan-Olmsted, 2012; Maier, 2010). Television programs are viewable on computers, accessing a network Internet site (Cha & Chan-Olmsted). Organizations pay for online advertisements forcing users of YouTube to view before watching video selection (Wu, Lim, & Dong, 2014). Radio programs are accessible on iTunes and iRadio ("Sony, Spotify," 2012). These new technologies are considered the growth of advertisement in a digital marketing platform (Cha & Chan-Olmsted; Maier; Wu et al.).

Digital Marketing

The evolution of digital marketing began with the development of e-mail (Bogawar & Bhoyar, 2012). Ray Tomlinson sent the first e-mail in 1971 (Bogawar & Bhoyar). British engineer Tim Berners-Lee created the World Wide Web (WWW) in 1989, originally designed for scientists to share information between universities (Agarwal et al., 2011). The public obtained Web 1.0 WWW access in 1993, opening a read-only website marketing opportunity for large organizations (Agarwal et al.). The development of the World Wide Web (WWW) opened new digital marketing method opportunities, social software effecting communication (Sekharaiah & Khan, 2009).

Digital marketing mediums include Internet sites, e-mail (Lacho & Marinello, 2010), mobile applications (Berman & Kesterson-Townes, 2012; Facebook, 2014; Twitter, 2014), and instant messaging (Curran, Morrison, & McCauley, 2012; Edosomwan et al., 2011). United States Census Bureau (2014) reported in 2012, 78.9% households have at least one computer at home and 74.8% have Internet access. Majority surveyed implied

Internet access was not wanted, followed by too expensive (United States Census Bureau).

E-mail is a computer-mediated communication tool (Farrow & Yuan, 2011). Edosomwan et al. (2011) discussed the use of e-mail is a one-to-one relationship. The sender and receiver must have an account to exchange information (Edosomwan et al.). One person distributes e-mail to several saved recipients (Farrow & Yuan). E-mails provide marketers a medium of communication to consumers (Hill & Morgan, 2011). The businessperson must rely on recipients to share the e-mail (Farrow & Yuan). People changing e-mail addresses is another issue of relying on this marketing medium (Farrow & Yuan).

A popular Internet site for nonprofit animal rescue organizations is Petfinder (Saul, 2011). This website provides digital marketing opportunity for nonprofit animal rescue organizations to enter homeless pets into an online database (Saul). Potential adopters enter search criteria based on location of adopter and animal type preference (Saul). Matched information provides the adopter the animal rescue organization responsible for the homeless pet (Saul).

Founders of Petfinder encourage nonprofit animal rescue organizations the services offered by the Internet technology company (Saul, 2011). Participating animal rescue organizations can e-mail, tweet, or post to Facebook animals listed on Petfinder (Saul). A person browsing the site has the same capabilities (Saul). Saul, co-founder of Petfinder, encouraged Generation Z volunteer involvement at a local rescue, posting pictures and information about homeless companion animals.

The creation of the WWW opened opportunities of marketing digitally with Internet sites, e-mail (Lacho & Marinello, 2010), mobile applications (Berman & Kesterson-Townes, 2012; Facebook, 2014; Twitter, 2014), and instant messaging (Curran et al., 2012; Edosomwan et al., 2011). Large businesses lost marketing experts with the surge of digital marketing and social networking services (Qualman, 2011b). Studies reviewed included Internet use of pet health (Kogan, 2012) and shopping online (Lim & Ting, 2012).

Kogan (2012) conducted a quantitative correlational study examining the generational choices of Internet searches for pet health information. Independent variables of behaviors including reasons, reliability, ease, trustworthiness, and emotions were questioned (Kogan). Age, education, and gender were the dependent variables of the study (Kogan). Two veterinarian offices were randomly selected (Kogan). Each office personnel randomly selected 100 candidates for distribution of the survey (Kogan).

Kogan (2012) created a self-made survey based on inputs of veterinarians and pet owners. The survey was updated based on a pilot study (Kogan). Kogan created and tailored the survey to provide current information lacking for research regarding Internet searches, specifically in the interest of veterinarians and pet owners.

Kogan (2012) inferred use of Internet searches for general information varies on age and education. Kogan studied preferences of seeking knowledge for the health of a pet. Kogan concluded relationships of dependent variables age, gender, or education did not exist between independent variable behavioral preferences for searching pet health information on the Internet. Majority of pet owners prefer searching the Internet for

health pet information after visiting the veterinarian to confirm recommendations (Kogan).

Lim and Ting (2012) executed a quantitative study to understand consumer attitudes and intentions for online shopping on the Internet. Blumler and Katz (1974) uses and gratifications theory described the base of the research to determine what motivates consumers to shop online (Lim & Ting). Lim and Ting explored three dimensions of consumer attitude, including entertainment gratification, informativeness gratification, and web irritation. Lim and Ting wanted to explore opportunities for leaders and marketers the knowledge of Internet online shopping best to serve and attract consumers. A questionnaire study based on web-specific scenarios provided data collected for research (Lim & Ting). The questionnaire survey captured data of the dependent and independent variables for conducting factor, correlational, and regression analysis (Lim & Ting).

Lim and Ting (2012) concluded attitudes of entertainment and informativeness gratification to consumers create an inspirational virtual marketplace. Internet sites unorganized or not user-friendly create feelings of irritation therefore consumers develop a negative attitude and unwillingness to shop online (Lim & Ting). Quality information providing informative and useful knowledge to the online shopper will entice his or her decisions, performance, and effectiveness of Internet shopping (Lim & Ting). This correlational study may provide information attracting consumers to nonprofit animal rescue organizations social networking sites can develop a communication strategy involving clear, organized social networking sites with entertaining and informative marketing messages.

Social Networking Services

Web 1.0 technologies provided publishing capabilities of digital marketing on the WWW (Gunawardena et al., 2009). Web 2.0 technologies allowed users of social media sites participation and communication abilities (Gunawardena et al.). Web 2.0 created opportunities for consumers to contribute to WWW (Agarwal et al., 2011), creating a plethora of social media applications. The technological platforms available to develop social media from Web 2.0 tools are known as social networking services (Dubose, 2011). These services include Facebook, LinkedIn, Twitter, (Donde et al., 2012; Wilson, 2009), LinkedIn (Donde et al.), and MySpace (Wilson).

The first social networking site SixDegrees.com launched in 1997, creating a media platform for sharing information with others through the web (Ahmad, 2011; Boyd & Ellison, 2007; Johnson, 2011). The site failed to promote the usefulness of socializing online, closing in 2000 (Zhou, Xu, Li, & Josang, 2011). The next wave of multiple social networking sites began in 2003: MySpace launched August 2003 (Wilson, 2009); LinkedIn launched May 2003 (Lacho & Marinello, 2010; Wilson).

LinkedIn serves as a networking platform for professionals (Lacho & Marinello, 2010). Users share business information similar to a resume, such as work history, expertise, and professional goals (Lacho & Marinello). Other purposes as a marketing tool: introduction to potential clients, discovered for potential business opportunities, gain information about others or companies, and the company posts job listings (Lacho & Marinello).

Facebook launched in February 2004, created by Mark Zuckerberg (Edosomwan et al., 2011; Lacho & Marinello, 2010; Marandi, Little, & Hughes, 2010; Wilson, 2009).

The original purpose of this application was connecting campus students from Harvard University online for social gatherings (Lacho & Marinello; Marandi et al.). Facebook user group expanded in 2005 starting with students from other colleges, eventually to any person older 13 years (Marandi et al.). Facebook provides free access to a diverse group of people located globally of a different race, sex, and professions sharing interest (Curran et al., 2012). Facebook users join conversations within user groups sharing messages, photos, and videos (Edosomwan et al.). Communication practices on Facebook include meeting new people, maintaining relationships with existing connectivity, and selecting friendships with others with potential common interests (Ellison et al., 2011).

Twitter launched in 2006 (Edosomwan et al., 2011; Wilson, 2009). Lovejoy and Saxton (2012) considered this site the largest microblogging Internet interface. Twitter provides the ability to send 140 character messages to global users (Dubose, 2011). Popularity of this tool developed from connecting to celebrities and instant text messaging (Edosomwan et al.). Users follow and communicate with celebrities, businesses, and people with similar interest (Edosomwan et al.).

Pinterest launched in March 2010 (Jacques, 2012). The social media application is a visual marketing tool, advertising with images, websites, and comments (Jacques). Marketers of businesses can learn what your customer wants (Jacques).

Instagram provides users ability to share photos and videos on Facebook, Twitter, Tumblr, and Flickr (Abbott, Donaghey, Hare, & Hopkins, 2013). This social networking service launched in October 2010 (Abbott et al.). The Instagram application allows users to take photos or videos with a smart phone (Abbott et al.).

Google+ launched a beta trail on June 28, 2011 (Curran et al., 2012). Google+ provides similar features to Facebook including instant messaging (Curran et al.).

Google+ features connection to others with similar interests of the profile user (Curran et al.).

The paradigm of technology created choices for marketers to communicate with consumers in a virtual world (Anjum, More, & Ghouri, 2012) with no limitations of time and location (Chung & Austria, 2010). Some social media sites, such as SixDegrees.com did not offer social gratifications for surviving this new trend (Zhou et al., 2011). Facebook, Twitter, and Google+ leaders understood the technical opportunities, creating a need for communicating online or social computing (Sekharaiah & Khan, 2009). Table 3 depicts the growth in active users confirms the gratifications of these social networking services (Digital Insights, 2013).

Table 3

Active Users on Social Networking Services

| Social Networking Service | Total Users in 2013 |
|---------------------------|---------------------|
| MySpace | 36 million |
| LinkedIn | 238 million |
| Facebook | 1.15 billion |
| Twitter | 500 million |
| Pinterest | 70 million |
| Instagram | 130 million |
| Google+ | 500 million |

Note: Information for Total Users in 2013 retrieved from Digital Insights (2013).

Users of social networking services access social media sites with computers, tablets, and smart phones (Parsons, 2013). Connecting social networking services on smart phones provided an opportunity for consumers to browse company products and services

outside of the home or office (Parsons). Facebook launched it's mobile application in 2007 (Facebook, 2014). Leaders of Twitter and Apple merged resources creating Twitter mobile application accessible on iPhone devices (Twitter, 2014). This shift in technology created a social platform Twitter users were gratified to use this communication ability on the go (Ready, 2011).

Farrow and Yuan (2011) described social media a public display whereas traditional and digital marketing are informational. Social media applications provide people and businesses opportunities to connect with friends, family, colleagues, or customers (Curran et al., 2012; Lacho & Marinello, 2010). Users form groups of interest, converse with comments, input recommendations, highlight likes of postings, or share information on an online platform (Lacho & Marinello).

Social media enables a person to communicate openly with others that have access to social media applications, such as Facebook and Twitter regardless of location (Sekharaiah & Khan, 2009). This share of information has no cost (Sekharaiah & Khan). Businesses save money sharing company information on social media applications (Sekharaiah & Khan). The growing interest of social networking services provides business opportunity for promoting products or services (Donde et al., 2012). Accessing Facebook pages provides information to a large number of opinions and authors; this includes what a friend likes on another friend's page (Farrow & Yuan, 2011).

Leaders of organizations must use social media for building good images of the organization (Norris & Porter, 2011). According to Dubose (2011), social media applications provide opportunity for a business to promote brand recognition, products,

and services. Social networking services provide marketing opportunity for advertising products or services to a large community of users (Lacho & Marinello, 2010).

Facebook users check accounts at least five times per day in 2013 (Digital Insights, 2014). This time spent increased the viewing of advertisements on Facebook (Hill & Moran, 2011), a significant marketing opportunity for businesses and nonprofit organizations. Social networking services provide continuous viewing and feedback, reaching audiences 24/7 (Hill & Moran). This option steers away advertisement of traditional marketing (Hill & Moran).

As a marketing tool, Facebook is more personal (Lacho & Marinello, 2010) than digital marketing and other social networking services mediums. For businesses, the fan page is used to promote products or services (Lacho & Marinello). Creating a free fan page on this social media website is an easier option for business marketers to set up as opposed to an Internet site (Lacho & Marinello). Facebook and Google+ media applications provide the ability to share photographs and videos (Curran et al., 2012). These additional features on Facebook and Google+ may provide nonprofit animal rescue organizations the option to promote homeless companion animals and upcoming fundraiser events.

Nonprofit organizations can benefit with social networking services for free communication of building relationships with stakeholders, potential donors, volunteers, and neighbors (Ready, 2011). Building marketing strategies with social media applications, such as Facebook and Twitter will grow the image of the organization (Ready). Positive social media interest potentially attracts donors (Ready).

Although costly, Ready (2011) suggested members of nonprofit organizations regularly manage social media accounts by an outside vendor. Social networking services not maintained will lose consumer interest, brand appeal, and image of organization (Ready). Ready noted nonprofit organizations should not rely on social media alone for advertisement needs.

Social networking services provide many benefits traditional and digital marketing cannot provide (Agarwal et al., 2011). Sharing ideas, knowledge, experiences, photos, and videos virtually 24 hours a day between employees, management, and consumers (Donde et al., 2012). Marketers communicate with potential customers, receive feedback from consumers, and create brand awareness (Anjum et al., 2012). Social media communication markets real-time happenings (Anjum et al.).

Social networking services have disadvantages (Agarwal et al. 2011; Edosomwan et al., 2011). Negative feedback cannot be deleted (Edosomwan et al.). Consumers can control brand image with social media (Agarwal et al.). An organization that decides to promote with social media applications must be aware of potential negative remarks hindering the reputation of the business (Agarwal et al.; Edosomwan et al.)

According to Agarwal et al. (2011), social media created a platform for social change. Individuals build strong ties and frequently communicate on social networking services, developing an emotional relationship with the organization shared (Farrow & Yuan, 2011). Sekharaiah and Khan (2009) implied a need for studying behavior of persons using social networking services. During the course of this literature review, several studies (Brennan & Croft, 2012; Chung & Austria, 2010; Farrow & Yuan, 2011; Hu,

Poston, & Kettinger, 2011; Lipsman, Mudd, Rich, & Bruich, 2012; Lovejoy & Saxton, 2012; O'Brien, 2011) emerged with interest in the new phenomenon of social media.

Lipsman et al. (2012) studied the marketing importance of the newsfeed on Facebook. Data of online behavior was collected from comScore Social Essentials product (Lipsman et al.). Lipsman et al. concluded social-media brand impressions derived from fans that like a post from the company page and friends of the fans who like the company page.

Lovejoy and Saxton (2012) studied Twitter usage for nonprofit organizations.

Lovejoy and Saxton collected Twitter messages from the top 100 charitable nonprofit organizations of 2008. Lovejoy and Saxton chose a quantitative study based on analyzing historical data of text messages on Twitter. Lovejoy and Saxton determined three nonprofit related functions of tweeting messages to the public: information, community, and action. Lovejoy and Saxton finalized 12 categories for a nonprofit microblogging on Twitter. A few of these categories included information, giving recognition, response solicitation, promoting an event, and selling product (Lovejoy & Saxton). Dialog with Twitter was not a priority (Lovejoy and Saxton).

Hu et al. (2011) studied nonadopters of social networking services. The theoretical framework of this study was examined upon the technology acceptance model and innovation diffusion theory (Hu et al.). A quantitative method was appropriate for Hu et al. based on the self-developed survey. This survey captured Likert-7 items categorized by various interested theories and models (Hu et al.).

A random sample of undergraduate and graduate students from three universities participated in the study (Hu et al., 2011). Generational differences were not considered, therefore the study conducted by Hu et al. did not demonstrate the myth older generations

are not interested in social networking services. Hu et al. concluded accepting this hedonic-oriented technology, nonadopters search for use, enjoyment, and social influence.

Brennan and Croft (2012) conducted an exploratory study of social media marketing tools used by 10 top technology companies. This method was selected based on Brennan & Croft's literature identifying the lack of marketing research conducted for the new technology of social media. These companies use B2B marketing, not B2C (Brennan & Croft). Data were collected through text mining of 20 articles identified from five digital marketing information social centers for marketing researchers (Brennan & Croft). Brennan and Croft concluded these 10 companies' best practices of social media for B2B marketing included LinkedIn, Facebook, Twitter, and blogging.

Farrow and Yuan (2011) conducted an exploratory study of desires contributing to nonprofit organizations through Facebook postings. The study focused on funds donated by college alumni, noting these institutions rely significantly on private donations (Farrow & Yuan). Farrow and Yuan suggested if a person volunteers for nonprofit organizations, the likelihood of donating to a nonprofit is significant (Farrow & Yuan). This study examined the personal messages posted on the alumni Facebook group of the participating colleges, separated from e-mails and newsletters that are informational (Farrow & Yuan). An electronic survey was administered to the participating colleges through random sampling of e-mail addresses (Farrow & Yuan). This self-designed survey identified variables design to capture the gap in the literature and existing research (Farrow & Yuan). Farrow and Yuan concluded the frequency of communication on Facebook would build social ties.

Chung and Austria (2010) conducted an experimental study to understand the perception of marketing messages on social media for online shoppers. Blumler and Katz (1974) uses and gratifications theory provided the research foundation investigating the underlying gratifications of social media use and attitudes toward marketing messages on social networking services (Chung & Austria). Chung and Austria used two research methods to collect and analyze data: interviews and surveys.

Interview questions captured detail of participant's attitude and gratifications of social media use (Chung & Austria, 2010). The self-designed survey represented the measurement of relationships between variables social media and online shopping regarding gratification, attitude, and value (Chung & Austria). Social media marketing messages were analyzed in relation to entertainment, social interaction, and information gratification (Chung & Austria). Chung and Austria also explored the hedonic values online shoppers desired from positive social media marketing messages.

Chung and Austria (2010) concluded gratifying marketing messages of interaction and information on social media would create a positive attitude for a person to shop online. Entertainment was not significant concluding social media has become a part of the daily life of an online shopper (Chung & Austria). Marketers can attract consumers with interactive messages through social media, creating an opportunity to build existing relationships (Chung, & Austria).

O'Brien (2011) conducted a qualitative study, analyzing the changes in relationships for building marketing messages from traditional to social networking services. O'Brien used triangulation approach methodology because of the newness of social media in research. Word of mouth is important in traditional and social networking services

marketing (O'Brien). Marketing on social media provides an opportunity to stay anonymous (O'Brien). O'Brien discussed the importance of reevaluating marketing strategies with social media because of significant differences from traditional marketing. O'Brien concluded most important, changing a one-dimensional traditional marketing approach to a multidimensional social networking services approach.

Generations

Persons born within a date range experiencing similar lifestyles are grouped by generations (Williams, Page, Petrosky, & Hernandez, 2010). Born in different generations create different set of values and attitudes based on life experiences (Urick, 2012; Williams et al.). Marketing products or services focused on generations creates effective communication strategies targeting the needs and gratifications of a group of people with shared values (Williams et al.). The marketing focus of this correlational study was the need for adoptive parents of homeless companion animals. Generations analyzed in this correlational study included Matures born 1929 through 1945, Baby Boomers born through 1946 through 1964, Xers born 1965 through 1979, and Millennials born 1980 through late 1990s (DeMeuse & Mlodzik, 2010).

Understanding preferences based on values of each generation would help organization's marketing (Williams et al., 2010). The Matures generation values family, morals, and ethics (Williams et al., 2010). This generation was born during the Great Depression, therefore are conservative with spending money on frugal products or services (DeMeuse & Mlodzik, 2010; Williams et al.). Matures grew up with music and television (Williams et al.). Majority of Matures are predicted retired in the United States (Williams et al.).

Baby Boomers had opportunity to work in a prosperous United States economy (DeMeuse & Mlodzik, 2010; Williams et al., 2010). This group of people is optimistic valuing family, education, work, and careers (DeMeuse & Mlodzik; Williams et al.). The personal computer and Internet became popular during this generation (Williams et al.).

Xers, also known as Generation X, are born during economic struggles, a time jobs were no longer permanent (DeMeuse & Mlodzik, 2010; Williams et al., 2010). Family values are different from Matures and Baby Boomers because of the increased divorce rate (Williams et al.). This generation lives in survivor mode, not interested in dedicated time or energy into a career (DeMeuse & Mlodzik; Williams et al.). New technologies change the experiences of life for this generation each day (Williams et al.). Xers desire to lead or create new businesses that are technically challenging (Williams et al.).

Millennials, also referred to as Generation Y, grew up with the technical development of social networking services (DeMeuse & Mlodzik, 2010; Williams et al., 2010). This generation of people can multi-task, wanting to fix problems (Williams et al.). Electronic devices and game systems are the norm (DeMeuse & Mlodzik; Williams et al.). This generation is extremely talented technically (DeMeuse & Mlodzik; Williams et al.). Millennials will send a text message for communicating to a parent, not thinking to pick up the phone (Williams et al.). Growing up with the Internet has created self-awareness of personal imagine (Williams et al.).

Organizations targeting generational preferences based on technology experiences and preferences created effective communication strategies (Williams et al., 2010). Williams et al. recommend developing brand loyalty tactics for younger people of generations Xers and Millennials. Williams et al. also recommend catering to needs of

aging Baby Boomers. Marketers must be mindful Matures could be technically challenged (Williams et al.).

Loroz and Helgeson (2013) conducted an exploratory study analyzing marketing preference differences of Baby Boomers and Generation Y. Loroz and Helgeson concluded research supports the idea Generation Y customers value material possessions more than Baby Boomers. According to Loroz and Helgeson, Baby Boomers and Generation Y represent the largest generational cohorts in the United States. Loroz and Helgeson measured the following traits: consumer values, materialism, importance of brand signaling, religiosity, responsible consumption, personality traits, self-monitoring, dispositional guilt, and concern for empathy.

Two surveys were administered to parents visiting participating universities and students of the parents surveyed (Loroz & Helgeson, 2013). The first survey was designed to capture the Baby Boomer's response to the study variables (Loroz & Helgeson). Questions were focused on the importance of brand signaling and concern for responsible consumption (Loroz & Helgeson). The second survey collected traits based on the student, or Generation Y's values (Loroz & Helgeson). Questions were geared toward behaviors of image, extravagance, and greed from advertisement samples (Loroz & Helgeson).

Loroz and Helgeson (2013) noted generational differences with consumer values that are materialistic. Measures important to Generation Y included consumer values, brand signaling, and extravagance (Loroz & Helgeson). Baby Boomers showed preference of advertisements marketing corporate social responsibility, such as eco-friendly packaging and products that do not harm the environment (Loroz & Helgeson). Loroz and Helgeson

(2013) concluded Generation Y is more open to advertisement on new technologies including social media applications and digital devices. Generation Y demonstrated positive attitudes for marketing (Loroz & Helgeson). Organizations focusing on this generation could increase market power (Loroz & Helgeson).

Donde et al. (2012) conducted a quantitative study collecting data with a self-designed questionnaire. Donde et al. used simple random sampling, requesting 100 Mumbai residents as the sample size for the study. Survey questions with choices asked the reasons for spending time on social media, if the participant believes is addicted to social media, the frequency of days on social media, the total time for each or week spent on social media, and the specific time of day using social media (Donde et al.). The survey captured quantifiable data, such as the social networking services used and the number of times accessed during a given period (Donde et al.). Statistics calculated to analyze data included Pearson chi-square to test the four hypotheses of the study (Donde et al.).

Donde et al. (2012) concluded Generation Y uses social networking services to connect with people globally, not as a source to replace face-to-face communication. These services, such as Facebook, Twitter, and LinkedIn allow free speech with peers located globally, reducing stress of the college students studied in a competitive environment (Donde et al.). Donde et al. noted Generation Y students are not addicted to social networking services.

Leung (2013) studied the link of social media to gratifications of social media per generation. Generations include Baby Boomers, Gen-X, and Net-Gen (Leung).

Theoretical framework uses and gratifications theory was used in this pilot study

(Leung). Literature review provided current research narcissistic characteristics are strong with usage of social networking services (Leung). Leung explored if a relationship exist between the gratifications of social media use to narcissism behaviors.

Leung (2013) conducted a telephone survey in Hong Kong, China. Respondents ages 18 – 69 agreed to participate in a phone interview (Leung). A self-design survey was used to capture the correlation variables of the research question (Leung). Survey questions focused on social and affection needs, venting negative feelings, recognition needs, and cognitive needs using social media using a 5-point Likert scale (Leung).

Leung (2013) discovered a link between social media use and narcissism of the Baby Boomer generation. Narcissist traits included the need for posting attractive photos and maintaining a large number of virtual friends on Facebook (Leung). Leung concluded generational differences did not exist satisfying social needs.

Conclusions

Studies in regard to animal rescue organizations were minimal. Most studies regarding animal welfare pertained to farm animals considered outside the scope of this research. Other studies directly involving nonprofit animal rescue organizations do not consider marketing techniques.

Pope et al. (2009) concluded small nonprofit organizations agree with the importance of marketing to survive. Lack of funding, marketing expertise, and time establish barriers to proceed with successful marketing (Pope et al.). Weng and Hart (2012) confirmed the economic recession beginning 2007 affected the adoption of dogs but not a problem of euthanasia. Weng and Hart suggested animal rescue organizations promote adoption of animals to reduce the number of euthanized animals.

Humans determine the welfare of domesticated animals (Lund et al., 2010). Majority of decisions to euthanize an animal include overpopulation, behavioral problems, or training issues (Lund et al.). Providing community leaders the appropriate marketing mediums for advertising homeless pets could reduce the number of euthanized animals finding difficulty locating a forever home.

Summary

Digital marketing and social networking services opened new marketing opportunities, focusing on e-image of the business (Agarwal et al., 2011). Effectiveness of marketing with these new mediums can solve social issues (Helmig & Thaler, 2010), including the overpopulation of homeless companion animals. Regardless of marketing methods, community leaders of nonprofit animal rescue organizations must monitor the image, volunteers, and revenue through the use of these tools, maintaining the organization's mission and vision (Cullom & Cullom, 2011). Self-designed surveys were necessary to collect data for specific research of digital marketing (Kogan, 2012; Lim & Ting, 2012), social networking services (Chung & Austria, 2010; Farrow & Yuan, 2011; Hu et al., 2011); and generations (Donde et al., 2012; Leung, 2013; Loroz & Helgeson, 2013).

This review of the literature demonstrated a lack of evidence research existed for marketing homeless companion animals. The need for empirical evidence provided community leaders of nonprofit animal rescue organizations potential marketing mediums for presenting to the community homeless pets searching for a home. The methodology used in this correlational study including the population surveyed and data

analysis techniques is presented in Chapter 3. The design of this correlational study demonstrated the insight of generational preferences of marketing mediums, old and new.

Chapter 3

Methodology

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. The relationships of the generation of the adoptive parent impacted by the phenomenon, the plethora of marketing mediums was investigated for potential preferences of advertisement for homeless pets. Marketing mediums were categorized as traditional marketing, digital marketing, and social networking services. Understanding the potential relationships of marketing mediums for each generational cohort may provide nonprofit animal rescue organization leaders efficient communication strategies. A self-designed survey (see Appendix A) was issued to the sample frame, animal adopters of two nonprofit animal rescue organizations residing in Monmouth County, New Jersey.

Chapter 2 of this correlational study featured community leaders of nonprofit animal rescue organizations and the available communication strategies, detailing the plethora of marketing medium choices. The literature review demonstrated a gap in research of communication strategies for adoptable pets before euthanasia. The literature review identified the need for self-designed surveys collecting data for research regarding digital marketing, social networking services, and generations. Providing nonprofit animal rescue organizations communication strategies advertising homeless companion animals may reduce the number of animals euthanized.

Chapter 3 of this correlational study contains explanation of the selected research method and appropriateness of design choice. A description of the population and participants are further detailed. Explanation of the data collected and analyzed provides reason of the purpose of the survey instrumentation. This chapter concludes with a discussion of validity and reliability.

Research Method and Design Appropriateness

The research method chosen for this study was quantitative. This research method comprises the gathering of information, bridging concepts with the collected data explaining the relationships among the studied variables through the administration of theory and hypotheses (Cooper & Schindler, 2002). A quantitative study collects numerical data (Cooper & Schindler). The data for this correlational study was numerical, using a survey instrument with a five-point Likert-type scale. A qualitative study is non-numerical, using open-ended questions (Taylor & Bogdan, 1998), therefore not appropriate for this correlational study.

A correlational research design was appropriate for this study, determining the existence of relationships and patterns (Cooper & Schindler, 2002) between the generational cohort of animal adoptive parents and the preferred marketing medium choices. Limitations of correlational design research include the inability to identify patterns of cause and effect (Cooper & Schindler). Experimental designs explore cause and effect relationships (Campbell & Stanley, 1966) therefore not appropriate for this correlational study.

Correlational design for this study was an examination of the stated hypotheses, focused on the relationships of the dependent and independent variables (Cooper &

Schindler, 2002). The independent variable of this correlational study was the generational cohort of the adoptive parent. The dependent variable was the marketing medium preferences for nonprofit animal rescue organization to advertise adoptable pets. The correlation of the independent and dependent variable provided an answer to the research question: Is there a relationship between a generational cohort and it's marketing medium preferences?

Research Question

This correlational study was an investigation of the research question to determine whether correlation existed between the variables: generations of adoptive parents and preferred marketing mediums. The following research question was asked providing answers to the phenomenon of marketing choices: Is there a relationship between a generational cohort and it's marketing medium preferences?

Hypotheses

The hypothesis tested in this correlational study questioned the marketing medium preferences of each generation for adoptable homeless companion animals. Dependent variables of marketing mediums choices were categorized as traditional marketing, digital marketing, and social networking services. Generational cohorts in this correlational study included Matures, Baby Boomers, Xers, and Millennials. The following hypotheses were tested in this correlational study:

H₁₀: There is no relationship between generational cohort and marketing medium preferences.

H1_a: There is a relationship between the generational cohort and the marketing medium preferences.

Population and Sample Frame

The research population for this correlational study is the United States. The researcher had access to conducting surveys at the nonprofit animal rescue organizations in Monmouth County, New Jersey. According to Petfinder (2013a), 454 nonprofit animal rescue organizations reside in New Jersey, 36 in Monmouth County. The assessable population is the sample frame in Monmouth County, New Jersey. Of the 36 rescue organizations in Monmouth County, New Jersey, two agreed to participate (see Appendices D and E). The population of this correlational study included two nonprofit animal rescue organizations of Monmouth County, New Jersey: MCSPCA and Wag On Inn Rescue. These nonprofit animal rescue organizations provided permission to survey the animal adopters and notified the adopters a research study was to occur within the organization (see Appendices D and E). Persons who walked into the participating animal rescue organizations adopting a cat or dog were provided the self-made survey (see Appendix A) distributed with the nonprofit organization's adoption packet. The survey was offered in a three-month period. The estimated total of adopters provided by the participating organizations based on prior number of adoptions from both organizations was 765 during a three-month timeframe.

These organizations selected provided different generations of participants. Each facility requires a different audience for the homeless animals residing in each facility. The MCSPCA recues companion animals including dogs, cats, rabbits, birds, hamster, and reptiles. The MCSCPA is located in two areas of Monmouth County, New Jersey: Eatontown and Freehold. Wag On Inn Rescue saves healthy youthful cats and dogs. Wag On Inn Rescue does not have a physical location. This rescue operates by foster parents,

showcasing homeless dogs and cats at adoption outreaches in local pet stores. These variations of facilities may provide a different opinion of preferences for each generational cohort.

Simple random sampling technique was used for the research. According to Salkind (2006), simple random sampling is best used when members of the population are similar to each other. Animal adopters are similar in the act of guardianship of a homeless companion animal before euthanasia. Number of animals adopted in 2013 from the two selected nonprofit animal rescue organizations for this correlational study was approximately 765 cats and dogs. The sample size table provided by The Research Advisors (2006) determined the number of participants responding for 95% confidence with 5% margin error total 248-260 subjects.

Informed Consent

Confidentiality of participants was critical to the current research. A consent form (see Appendix B) was required of each participant, acknowledging the contributor has read and agreed upon attendance before responding to the study. The consent form was attached to the survey describing the importance of confidentiality of personal information of the participant. Personal information included the subject's gender, generational cohort, if an employee of a rescue organization, and if a volunteer or foster of a rescue organization.

The consent form included an overview of the study, informing the participants responses were confidential and anonymous guaranteeing individual names and responses will not appear in the findings. Participants under the age of 18 were not invited to participate. The subject can choose to withdraw participation of the study at

any time. The researcher contact name, e-mail address, and phone number were provided in the consent form (see Appendix B) and invitation letter (see Appendix C). A business card with the researcher's name, e-mail address, and phone number was also provided attached to a dog or cat treat bag for participants to take home. The business card guaranteed the participant could contact the research at any time after leaving the nonprofit animal rescue adoption location.

Confidentiality

Information provided by each nonprofit animal rescue organizations pertaining personal information of participants was removed immediately after surveys were sent. The consent form was provided before responding to the survey described the importance of confidentiality of personal information of the participant (see Appendix B). Names and specific ages were not requested in the survey. The participant was provided the option to withdraw from the study at any time.

The nonprofit animal rescue organizations stored the collected surveys in a locked box. Employees of each rescue organization who signed the non-disclosure agreement (see Appendix F) had access of the survey for distribution. Participants were asked to drop the survey in a locked box at the rescue organization's premise when complete. The locked box remained at each organization's premises until the study was complete. The surveys were collected on a weekly basis, stored at the researcher's office at home. Employees did not handle the survey form after distribution. The researcher will store the responses in a database for a period of three years. Data will be eliminated clearing the database and shredding all forms.

Subject identity and data were confidential and private by alphanumerically coding the consent form and survey responses. Participating organizations were coded for potential differences based on facility versus foster care. For example, Monmouth County SPCA started with M; first consent form and survey were coded M1. Wag On Inn Rescue started with W; first consent form and survey were coded W1. If the participant chose to withdrawal from the study after the consent form and survey have been submitted separately in a locked box residing at the nonprofit animal rescue organization, the researcher could identify the participant's name on the consent form using the code to match to the appropriate survey for removal.

Geographic Location

This correlational study consisted of persons adopting cats and dogs from the two selected nonprofit animal rescue organizations residing in Monmouth County, New Jersey. The participating animal rescue organizations provided the survey (see Appendix A), consent form (see Appendix B), invitation letter (see Appendix C) to adoptive parents at the time of adoption. Data access and use permission forms have been approved by each participating nonprofit animal rescue organization. A copy of the template is provided in Appendices D and E.

Data Collection

Survey instrumentation was used in this correlational study. The Marketing

Preferences for Animal Welfare Survey (MPAWS) is a self-developed survey. The

MCSPCA and Wag On Inn Rescue provided the survey to adopting parents, requesting
these potential participants to please participate for the potential benefit of homeless
companion pets. See Appendix C for invitation letter requesting survey participation. The

data collected for this survey (see Appendix A) was a hard copy provided to the adopter at the time of adopting a companion animal. Persons who walked into the participating animals rescue organizations adopting a cat or dog were provided the self-designed survey.

Two animal rescue organizations agreed to allow locked boxes on premise. Adopters filled out a survey as an additional part of the adoption application. The survey (see Appendix A), consent form (see Appendix B), and invitation letter (see Appendix C) were included in the adoption packet. The adopter signed a consent form (see Appendix B), filled out survey questionnaire (see Appendix A), and removed the consent form and survey from the adoption packet, placing both documents in a locked box separate from adoption center paper work.

Employees of the participating animal rescue organizations distributed the survey (see Appendix A), consent form (see Appendix B), and invitation letter (see Appendix C). Each employee who distributed the self-made survey signed a non-disclosure agreement (see Appendix F). The survey was offered in a three-month period. The surveys were collected on a weekly basis by the researcher. Information from each survey was entered into the SPSS software. Data items collected include information regarding the generation of the pet adopter participant, the marketing tactics used for adopted pet if any, and the marketing preferences of the subject for advertising homeless companion animals. Respondents who adopted dogs or cats were maintained for this correlational study.

Instrumentation

This correlational study was designed to examine the relationship between individuals distinguished by generations and marketing method preferences. A survey was best for assessing perceptions of media use based on the personal assessments of the respondent and not observations of behavior. The self-designed Marketing Preferences for Animal Welfare Survey (MPAWS) was used in this correlational study (see Appendix A). This survey questioned the purpose for use of preferred marketing mediums, creating gratification to the observer. The survey questionnaire was grouped by three categories:

(a) about participant, (b) about the adoption of the pet, and (c) preferences of marketing tactics for advertising homeless pets. The survey was estimated to complete in 10 minutes.

The first section of the survey entitled about you, questioned the gender and generation of the participant. The generation was most important to the current survey, determining if marketing medium preferences vary for each generation. Additional questions were asked to determine if there was a bias to certain nonprofit animal rescue organizations and the communication strategies used. These questions included if the participate is an employee, volunteer, or foster for an animal rescue organization.

The second section detailed the actual adoption of the pet from the two participating nonprofit animal rescue organizations. Question regarding the type of pet guaranteed removal from this correlational study companion animals other than cats and dogs.

Marketing mediums used if any, were categorized as traditional marketing, digital marketing, and social networking services.

The last section of questions gathered information of the preferences of marketing mediums. Preferences were measured using a five-point Likert-type scale, representing ordinal data. Evaluating desired choices for each generation of the numerous marketing tactics might provide leaders of nonprofit animal rescue organizations effective communication strategies.

Validity and Reliability

Validity and reliability of a study refers to the accuracy and integrity concluded from results (Christensen, Johnson, & Turner, 2010). A well-defined plan and course of action following the plan ensure validity (Christensen et al.). This correlational study relied on the accuracy of the information provided by adoptive parents in the survey developed for this type of research. Reliability in research "refers to consistency or stability of scores" (Christensen et al., p. 143). In this correlational study, reliability referred to the consistency of participants, the parents of companion animals.

Internal validity focuses on if the study was planned and designed correctly (Christensen et al., 2010). The selection of participants for this correlational study could pose an internal threat of validity. Misunderstood questions and terminology in the survey could also create a threat to the internal validity of this research.

External validity focuses on the quality findings are representative of people, place, and treatment of variables (Christensen et al., 2010). External validity also determines if the results can be generalized in similar situations and type of participants (Christensen et al.). Results from this correlational study might not pertain to other nonprofit animal rescues in other states because environment, laws, and value of companion animals could be different in other geographic locations. These factors pertain to those areas that

practice euthanasia (Kenny, 2012). Generalizability may be applied to nonprofit animal rescue organizations operating in the best interest of the health and safety of the companion animal.

A field test and pilot study was conducted to test the validity and reliability of the self-made survey instrument (see Appendix A), Marketing Preferences for Animal Welfare Survey (MPAWS). The field test consisted of two leaders of the participating animal rescue organizations. These individuals evaluated the self-designed instrument, ensuring relevance and appropriateness for the sample population.

The focus group of the pilot study represented dog and cat adopters of the participating animal rescue organizations in Monmouth County, New Jersey. The results of this pilot study were excluded from this correlational study. Selecting participants with similar experiences from the animal rescue organizations provided consistency between the pilot and overall study. Ten participants randomly selected were invited to take the pilot survey. Feedback from the pilot study was discussed onsite, immediately following the completion of the survey. The goal of the pilot study was to validate accuracy of the design of MPAWS instrument, confirming the survey was workable and realistic.

Feedback from the field test and pilot test enhanced the validity and reliability of the questions developed in the self-design survey instrumentation. Both provided an opportunity to clarify and improve questions to capture the potential relationship of generational cohorts and marketing mediums of animal adopters. Adjustments made to the survey based on feedback ensured instructions and questions were easy to understand.

Data Analysis

The data were collected on a weekly basis. The statistical program selected for performing analysis of data was SPSS. The response data from the survey was entered into the SPSS software.

The first two sections of the survey represented numerical or discrete data. The about you section of the survey determined demographic statistics. The second section accounted for what happened with the actual adoption of the companion animal. This information was valuable for understanding the marketing mediums available for potential adopters and choices made at the time of adoption.

The third section of the survey represented ordinal data, the explorations of the relationships between variables generation of adoptive parents of companion animals and marketing mediums. The coefficient of correlation was the degree of these relationships (Steinberg, 2011). Spearman rho ranks the difference of correlation, ranging between values -1.00 and +1.00 (Steinberg). Categories of correlation coefficient include: -1.00, strong negative relationship; 0.00, no relationship; and +1.00, strong positive relationship (Steinberg). A positive correlation coefficient indicated a need further to examine a linear regression model and multiple regression analysis (Steinberg).

The test of the hypotheses included the examination of testing the significance of the relationship of the variables in the study (Steinberg, 2011). The hypothesis test demonstrates a relationship exists or implies null hypotheses, no difference in the relationship (Steinberg). A null hypothesis indicates the theory presented in the study cannot be proved (Steinberg). This correlational study used the common choice of significance level, 0.05 to test the significance of the hypotheses (Steinberg).

Summary

Chapter 3 provided an explanation of the research method and design appropriateness for this correlational study. Details of the population, sampling, consent, confidentiality, data collection, data analysis, instrumentation, reliability, and validity were further described. Chapter 4 contains the results of this correlational study based on the explained attributes in Chapter 3.

Chapter 4

Results

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive animal parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. The number of homeless pets euthanized in the United States is notably high in the United States (ASCPA, 2013; The HSUS, 2013b). The specific problem is homeless companion animals may not be marketed properly satisfying the gratifications based on generational differences of potential adoptive parents.

A self-made survey instrument was distributed to animal adopters of two participating nonprofit animal rescue organizations, addressing the problem, purpose, and research question. Generations eligible for adopting animals included in this correlational study were Matures (persons born 1929 through 1945), Baby Boomers (persons born 1946 through 1964), Xers (persons born 1965 through 1979), and Millennials (persons born 1980 through 1999). Chapter 4 begins with the validation of the self-made survey instrument based on a field test and pilot study. Details of the data collection process, analysis of the data, findings, presentation of the results, and summary are also detailed in Chapter 4.

Field Test and Pilot Study

A field test was administered to one leader of each participating nonprofit animal rescue organization. The participating leaders of MCSPCA and Wag On Inn Rescue confirmed the questions created in the self-made survey instrument were appropriate for

the sample population. The 23 questions were reviewed to ensure the appropriateness for potential animal adopters. No changes were needed from the field test.

Ten adopters from the participating nonprofit animal rescue organizations were asked to participate in the pilot study. Six adopters from MCSPCA and four adopters from Wag On Inn Rescue agreed to participate. The results of the pilot study were not part of the data collected for the study.

Several suggestions were provided to ensure the instructions and questions were easy to follow. Newspaper was added to print advertisement in Question 9 to clarify the type of traditional marketing tactic. Questions 10 and 14 regarding current marketing medium choices of the pet adoption and preference of an Internet site was changed to a website. Internet site did not clarify the question regarded the website of the nonprofit animal rescue organization. Questions 18 through 23 were regrouped for easy understanding. Questions regarding nonprofit animal rescue organizations working with retailers, pet day cares, pet groomers, and pet trainers were listed together, followed by questions regarding the importance of Internet presence and use of Petfinder.

Several participants were confused with the section labeled about the adoption of your pet. Instructions responding the type of pet adopted were removed from the general information provided at the beginning of the section. Current marketing medium choices referred in questions 9, 10, and 11 were fit to one page. An explanation with clear directions was added to the page, simplifying the information needed from the participant.

A test of reliability was conducted before the distribution of the self-designed survey for data collection. Cronbach's alpha was used to determine the reliability of the self-

made instrument. Cronbach's alpha is commonly used to determine the reliability of questions containing multiple items forming a scale (Cronbach, 1984), such as the five-point Likert-type scale used in the self-made survey. The survey is considered reliable if the same results were repeatedly produced when used under similar conditions (Cronbach, 1984). A coefficient of .700 or higher is considered reliable (Cronbach, 1984).

Table 4 depicts the results using Cronbach's alpha for measuring internal consistency of the self-made survey. The Cronbach alpha for the ordinal data represented in questions 12, 14, and 16 regarding marketing mediums was .935 (N = 21 items). Test of reliability was also conducted for each marketing medium category: traditional marketing, digital marketing, and social networking services. The Cronbach alpha for traditional marketing strategies was .899 (N = 8 items), digital marketing tactics was .834 (N = 5 items), and social networking services were .922 (N = 8 items). The self-designed survey was confirmed reliable based on each category of ordinal data scored higher than .700.

Table 4

Reliability Statistics for Scale Constructs

| Constructs | Cronbach α | N of items |
|-------------------------------|------------|------------|
| Marketing Mediums | .935 | 21 |
| Traditional Marketing Mediums | .899 | 8 |
| Digital Marketing Mediums | .803 | 5 |
| Social Networking Services | .932 | 8 |

Data Collection Process

Data were collected at two nonprofit animal rescue organizations residing in

Monmouth County, New Jersey. The target number of completed surveys was 248-260

based on obtaining a 95% confidence level and 5% confidence interval. Two hundred forty-nine surveys were collected for the current study, randomly selected pet adopters from the MCSPCA and Wag On Inn Rescue. Both nonprofit animal rescue organizations experienced a high volume of homeless pets needing a permanent home.

The researcher distributed surveys to pet adopters in the adoption centers and adoption outreach events for the MCSPCA. Adoption centers are located in Eatontown and Freehold, New Jersey. One hundred fifty-two pet adopters (61.04%) agreed to sign a consent form and completed each question on the self-design survey.

The researcher attended multiple adoption outreaches for Wag On Inn Rescue. The researcher and two employees of Wag On Inn Rescue who signed the non-disclosure agreement (see Appendix F) distributed the surveys to pet adopters at the adoption outreaches. Ninety-seven (38.96%) animal adopters agreed to participate in the study. Consent forms were accepted and signed. Each question on the self-made survey was completed.

The invitation letter (see Appendix C), consent form (see Appendix B), and self-designed survey instrument (see Appendix A) was included in the MCSPCA and Wag On Inn Rescue's adoption package. The researcher and employees who signed the non-disclosure agreement from the participating nonprofit animal rescue organizations (see Appendix F) were the allowed persons presenting the self-made instrument to the adopting parent or parents. The signed consent form and completed survey were stored in a locked box at the adoption location. Distribution of the surveys occurred with the researcher present. The researcher brought the locked box home to a secure location.

A bag of dog or cat treats was offered as a thank you to the adopter. The researcher's name, e-mail address, and phone number were provided on a business card attached to the treat bag. The attached business card ensured the participant's survey could be pulled from the research if the participant decided to be removed after leaving the adoption facility, event, or outreach.

The data collected from the self-made surveys was entered into SurveyMonkey the same day the adoptions occurred. The researcher reviewed each survey after the number of expected surveys was completed to ensure the accuracy of entering the data manually. The data items collected in SurveyMonkey were downloaded into a Microsoft Excel spreadsheet, exported into the SPSS software. The paper copies of the survey were stored in a locked cabinet in the researcher's home. The paper copies will be shredded three years after the study is complete.

Research Participants and Demographics

Descriptive data comprised of the animal adopter's generation and the marketing tactics used to adopt a pet. The participant's generational cohorts were as follows: Matures were 13 (5.22%); Baby Boomers were 88 (35.34%); Xers were 87 (34.94%); and Millennials were 61 (24.50%). Participants for this correlational study adopted pets from the MCSPCA or Wag On Inn Rescue. A total of 152 (61.04%) participants adopted pets from the MCSPCA. Wag On Inn Rescue participants were 97 (38.96%) adoptive parents. Of the total participants, 20.08% (N = 50) were male and 79.92% (N = 199) were female. Although the self-designed survey asked for gender, the researcher observed the female of the adopting family completed the survey. Participants from MCSPCA and Wag On Inn Rescue adopted cats (N = 67, 26.91%) or dogs (N = 170, 73.09%).

Question 3 and 4 of the self-made survey confirmed the participant is an employee, foster, or volunteer of a nonprofit animal rescue organization. Forty-four (17.67%) of the 249 participants were employees, volunteers, or fosters (see Table 5). The researcher ran the Spearman correlation test without the data to confirm potential bias opinions did not change the results.

Table 5

Frequency and Percentages for Participant Associated with Animal Rescues

| Generational | Employees | Volunteer or Foster | Percent of |
|---------------------|-----------|---------------------|---------------------|
| Cohort | | | Participants |
| Matures | 1 | 2 | 1.20% |
| Baby Boomers | 2 | 17 | 7.63% |
| Xers | 1 | 13 | 5.62% |
| Millennials | 1 | 7 | 3.21% |
| Totals | 5 | 39 | 17.67% |

Note: N = 44

Two hundred forty-nine participants adopted a pet from MCSPCA and Wag On Inn Rescue. Adopters who walked into the MCSPCA facilities were interested in looking at the homeless animals. Those who walked into the store hosting the Wag On Inn Rescue adoption outreach either visited to adopt a pet or shop at the store unexpectedly becoming interested in the homeless animal. Walk-ins were the most common practice used by adopters looking for a homeless pet (N = 170, 68.27%) followed by Petfinder (N = 29, 11.65%), Facebook (N = 20, 8.03%), website (N = 20, 8.03%), print advertisement (N = 4, 1.61%), trade shows (N = 2, .80%), e-mail (N = 2, .80%), radio (N = 1, .40%), and television (N = 1, .40%), respectively.

Visiting a facility, adoption event, or adoption outreach was a major occurrence for adopting a pet. Total animal adoptions walking into the facility is 170. The generational

cohorts most often adopted a pet from walking into a facility or outreach were Xers (N = 58, 34.12%) and Baby Boomers (N = 54, 31.76%). Millennials represented 27.06% (N = 46) of walk-ins and Matures were 7.06% (N = 12).

The results presented generational differences in frequency of total adoptions and the percent of adoptions based on walk-ins of the MCSPCA and Wag On Inn Rescue adoption locations for each generational cohort. Matures generation had the highest percentage of adoptions (92.31%) occurred from walking into the facility. Millennials adopted 75.41% based on visiting the adoption facility or outreaches, followed by Xers (66.67%) and Baby Boomers (61.36%) respectively.

The marketing strategies used to adopt the pet were categorized as traditional marketing mediums, digital marketing mediums, and social networking services. Digital marketing was most frequent (N = 51, 20.48%) justified from the high number of adoptions influenced by Petfinder (N = 29. 11.65%). Traditional marketing mediums included print advertisement (N = 4, 1.61%), tradeshows (N = 2, .80%), radio (N = 1, .40%), and television (N = 1, .40%), totaling eight adoptions (3.21%). Digit marketing mediums were website (N = 20, 8.03%), e-mail (N = 2, .80%), and Petfinder (N = 29, 11.65%). Most common social networking service used in the adoptions was Facebook (N = 20, 8.03%). The most common marketing tactic used by the participants adopting a pet from MCSPCA and Wag On Inn Rescue was Petfinder.

Community leaders of nonprofit rescue organizations have the opportunity to work with other businesses related to the welfare of pets. Questions 18 – 21 asked participants if working with these organizations to market homeless pets could help find the pet an adopter. Questions were asked based on a five-point Likert-type scale, strongly

disagree =1 through strongly agree = 5. Table 6 depicts the question, mean, and standard deviation. The results for each question averaged agree to strongly agree. Community leaders of nonprofit animal rescues can confirm the time spent working with other pet related businesses can help find adopters for homeless pets.

Table 6

Other Marketing Options

| Survey Question | Mean | SD |
|---|------|------|
| Q18: Is it important for a rescue to work with pet retailers, | 4.56 | .664 |
| such as PetSmart or Petco? | | |
| Q19: Is it important for a rescue to work with pet boarding, | 4.23 | .751 |
| such as pet day care facilities? | | |
| Q20: Is it important for a rescue to work with pet groomers? | 4.19 | .788 |
| Q21: Is it important for a rescue to work with pet trainers? | 4.38 | .714 |
| Q22: Is it important for a rescue to have Internet presence? | 4.65 | .578 |
| Q23: Is it important for a rescue to have a presence on | 4.48 | .752 |
| Petfinder.com? | | |

Note: The mean is the average sum of all responses based on a five-point Likert-type scale. The standard deviation (SD) demonstrated a slight variation from the mean for each question.

Businesses create a webpage for presence on the Internet. Community leaders of nonprofit animal rescue organizations may not have the time or money to invest in creating and maintaining a website. Question 22 asked participants the importance for nonprofit animal rescue organization to have a presence on the Internet. The average rating of a five-point Likert-type scale, strongly disagree =1 through strongly agree = 5 totaled 4.65 (see Table 6). The mean indicated the importance of a website adopters believe would help save homeless pets.

Petfinder.com provides a common website for nonprofit animal rescue organizations to use to promote homeless animals. Community leaders of nonprofit animal rescue

organizations can use Petfinder.com in replace of a website, eliminating the time and work needed to create an Internet page for the organization. Petfinder.com provides the same template webpage for each nonprofit animal rescue organization. The ability to personalize a design on Petfinder.com is not an option. Question 23 asked participants the importance for nonprofit animal rescue organizations to have a presence Petfinder.com. The average rating of a five-point Likert-type scale, strongly disagree = 1 through strongly agree = 5 totaled 4.48 (see Table 6). The mean implied the importance for adopters to search homeless pets on Petfinder.com.

Data Analysis Procedures

The target population of nonprofit animal rescue organizations of Monmouth County, New Jersey, included 249 animal adopters from the two participating animal rescue organizations. The self-made survey instrument consisted of 23 questions. The animal adopter participants were provided an invitation letter (see Appendix C), consent form (see Appendix B), and self-designed survey instrument (see Appendix A). Each participant signed a consent form and completed each item in the self-made survey.

The researcher manually entered the survey information into SurveyMonkey after distributing the self-design survey at the MCSPCA adoption centers and Wag On Inn Rescue adoption outreaches. The researcher ensured the data were accurately inputted in SurveyMonkey by confirming the totals for each question equaled the total number of surveys entered. A Microsoft Excel spreadsheet was downloaded from SurveyMonkey after all surveys were collected, accumulated, and confirmed accurately entered. The Microsoft Excel spreadsheet was imported into the SPSS software.

Question 2 presented a selection of age ranges based on generational cohorts Matures, Baby Boomers, Xers, and Millennials. The data is categorical and ordinal, representing the independent variable of the study. Questions 12, 14, and 16 are ordinal data based on a five-point Likert-type scale, representing the dependent variables of the study. Options available for each marketing medium preference were strongly disagree, disagree, neither disagree nor agree, agree, and strongly agree. Descriptive statistics was captured to provide the mean, median, mode, and standard deviation for each marketing medium. Spearman's rho was used to test for significant correlations of the independent and dependent variables. Table 7 depicts the results of Spearman's rho for each marketing medium preference.

Research Question and Hypotheses

The research question was composed to elicit marketing preferences of animal adopters of the two participating nonprofit animal rescue organizations residing in Monmouth County, New Jersey. The dependent variable marketing preferences were differentiated based on the independent variable, generational cohorts. The research question of this correlational study investigated: Is there a relationship between a generational cohort and it's marketing medium preferences?

The study tested the research question with the following hypotheses:

H₁₀: There is no relationship between a generational cohort and marketing medium preferences.

H1_a: There is a relationship between the generational cohort and marketing medium preferences.

A correlation of the participant's generational cohort with each marketing medium preferences tested the hypothesis and the null hypothesis. Spearman's rho was used to test the significance between the two ranked, ordinal variables. Two-tailed was selected in the SPSS software for testing the significance, representing .05 level. The level of significance informed if the null hypothesis should be rejected, implying there is no relationship between the two variables. A two-tailed significance test signifies a 5% probability rejecting a true null hypothesis, controlling a type 1 error.

Findings

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive animal parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. Two hundred forty-nine animal adopters participated in the study. The findings included a review of mean, median, mode, and standard deviation effects of marketing medium preferences and the correlation of Spearman's rho, determining the relationship of marketing medium preferences and generational cohorts of adoptive parents.

Table 7 depicts the mean, median, mode, and standard deviation for each marketing medium tactic for all participants. The mean represents the average of the total scores representing the selection of strongly disagree to strongly agree. Median and mode are commonly used with ordinal data, such as the marketing medium preferences of the study. Median is the number in the middle and handles outliers well. Mode is the most popular or frequent number. Standard deviation provided a range of variation from the average of production.

Seven of eight traditional marketing medium tactics were consistent with the median and mode equal to agree, or a rank = 4. Median and mode equal to strongly agree with rank = 5 indicated most interested marketing medium tactics from all generations. Digital marketing mediums website and Petfinder, and social networking mediums Facebook were consistent with rank = 5, or strongly agree. Appendix G provides the mean, median, mode, and standard deviation for each marketing medium tactic for all participants based on generational cohorts.

Table 7

Descriptive Statistics for Marketing Medium Preferences

| Marketing Mediums | Mean | Median | Mode | SD |
|-------------------------------|------|--------|------|-------|
| Traditional Marketing Mediums | | | | |
| Print Advertisement | 3.84 | 4 | 4 | .969 |
| Trade Show | 3.57 | 4 | 4 | 1.127 |
| Newsletter | 3.76 | 4 | 4 | .984 |
| Flyer | 3.73 | 4 | 4 | .918 |
| Television | 3.94 | 4 | 4 | .988 |
| Radio | 3.67 | 4 | 4 | 1.057 |
| Direct Mailing | 3.39 | 3 | 3 | 1.109 |
| Signage | 3.61 | 4 | 4 | 1.045 |
| Digital Marketing Mediums | | | | |
| Website | 4.59 | 5 | 5 | .610 |
| E-mail | 3.89 | 4 | 4 | 1.028 |
| Mobile Applications | 3.88 | 4 | 4 | .975 |
| Text Messaging | 3.19 | 3 | 3 | 1.165 |
| Petfinder | 4.43 | 5 | 5 | .855 |
| Social Networking Services | | | | |
| Facebook | 4.32 | 5 | 5 | .921 |
| Twitter | 3.78 | 4 | 3 | 1.049 |
| Pinterest | 3.71 | 4 | 3 | 1.027 |
| YouTube | 3.92 | 4 | 5 | 1.013 |
| Blog | 3.69 | 4 | 3 | 1.031 |
| Google+ | 3.72 | 4 | 3 | 1.021 |
| Instagram | 3.88 | 4 | 5 | 1.015 |
| LinkedIn | 3.39 | 3 | 3 | 1.095 |

Note: N = 249; Each strategy is based on the original scale: (1) strongly disagree, (2) disagree, (3) neither agree or disagree, (4) agree, and (5) strongly agree.

Appendix G provides descriptive statistics mean, median, mode, and standard deviation for each marketing medium preferences: traditional marketing, digital marketing, and social networking services. Generational cohorts were presented for each marketing medium. The comparison for each generational cohort depicted a significant difference in mean with Facebook for Millennials and newsletters for Matures.

A Spearman's rho correlation coefficient was calculated for each marketing medium tactic (see Table 8). A Spearman's rho correlation coefficient test indicated if there is a

relationship between two variables, measured on an ordinal scale. Spearman's rho correlation coefficient ranges from -1 to +1, closer to 1 indicates a strong correlation and -1 implies a negative association between the ranked, ordinal data. Radio ($r_s = -.131$) and blog ($r_s = .143$) indicated a positive correlation between the marketing tactic and the generational cohort. Mobile applications ($r_s = .167$), Facebook ($r_s = .300$), Twitter ($r_s = .231$), Pinterest ($r_s = .179$), YouTube ($r_s = .196$), and Instagram ($r_s = .374$) indicated a strong positive correlation between the marketing tactic and the generational cohort.

Table 8

Correlations of Marketing Mediums and Generational Preferences

| Marketing Mediums | Spearman's rho | Significance (2-tailed) |
|-------------------------------|----------------|-------------------------|
| | (r_s) | <i>(p)</i> |
| Traditional Marketing Mediums | | |
| Print Advertisement | 010 | .873 |
| Trade Show | .049 | .444 |
| Newsletter | 020 | .752 |
| Flyer | .099 | .118 |
| Television | .095 | .134 |
| Radio | .131 * | .039 |
| Direct Mailing | .031 | .627 |
| Signage | 002 | .997 |
| Digital Marketing Mediums | | |
| Website | .049 | .440 |
| E-mail | .083 | .189 |
| Mobile Applications | .167 ** | .008 |
| Text Messaging | 008 | .902 |
| Petfinder | .037 | .562 |
| Social Networking Services | | |
| Facebook | .300 ** | .000 |
| Twitter | .231 ** | .000 |
| Pinterest | .179 ** | .005 |
| YouTube | .196 ** | .002 |
| Blog | .143 * | .024 |
| Google+ | .026 | .682 |
| Instagram | .374 ** | .000 |
| LinkedIn | .036 | .573 |

Note: N=249; * Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed).

The correlation of the sample is statistically significant if the two-tailed significance test is less than .05. The test of significance confirmed the random sample represents the population. The significance for radio (p = .039) mobile applications (p = .008), Facebook (p = .000), Twitter (p = .000), Pinterest (p = .005), YouTube (p = .002), blog (p = .024), and Instagram (p = .000) is less than .05, the choice of significance level for the correlational study. A two-tailed test of significance suggested enough evidence from the

data collected confirmed a positive correlation exists, therefore rejecting the null hypothesis.

A Spearman's rho correlation coefficient was calculated without participants representing employees, volunteers, or fosters of animal rescue organizations (N = 205) for each marketing medium tactic (see Table 9). The test confirmed generational differences for marketing medium preferences radio (r_s = -.159, p = .023), mobile applications (r_s = .218, p = .002), Facebook (r_s = .332, p = .000), Twitter (r_s = .281, p = .000), Pinterest (r_s = .224, p = .001), YouTube (r_s = .267, p = .000), blog (r_s = .156, p = .025), and Instagram (r_s = .417, p = .000) remained significant. The test concluded additional digital marketing medium e-mail (r_s = .199, p = .004) indicated a positive correlation between the marketing tactic and the generational cohort.

Table 9

Correlations of Marketing Medium Preferences without Animal Rescue Participants

| Marketing Mediums | Spearman's rho | Significance (2-tailed) |
|-------------------------------|----------------|-------------------------|
| | (r_s) | <i>(p)</i> |
| Traditional Marketing Mediums | | |
| Print Advertisement | 017 | .804 |
| Trade Show | .052 | .457 |
| Newsletter | 019 | .782 |
| Flyer | .114 | .105 |
| Television | .110 | .116 |
| Radio | .159 * | .023 |
| Direct Mailing | .035 | .616 |
| Signage | .053 | .454 |
| Digital Marketing Mediums | | |
| Website | .116 | .099 |
| E-mail | .156 * | .025 |
| Mobile Applications | .218 ** | .002 |
| Text Messaging | .001 | .986 |
| Petfinder | .069 | .324 |
| Social Networking Services | | |
| Facebook | .332 ** | .000 |
| Twitter | .281 ** | .000 |
| Pinterest | .224 ** | .001 |
| YouTube | .267 ** | .000 |
| Blog | .199 ** | .004 |
| Google+ | .054 | .442 |
| Instagram | .417 ** | .000 |
| LinkedIn | .051 | .468 |

Note: N=205; * Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed).

Summary

Chapter 4 provided a review of the field test and pilot study, data collection process, explanation of the research participants and demographics, data analysis procedures, review of the research question and hypotheses, and the findings of the collected survey data. The results suggested a correlation of generational cohorts and marketing medium tactics radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and

Instagram existed using a significance level of .05. Chapter 5 presents the recommendations and conclusion of the findings.

Chapter 5

Conclusions and Recommendations

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. A self-design study instrument was used to collect the data. Two nonprofit animal rescue organizations from Monmouth County, New Jersey, allowed permission to distribute the self-made survey to adoptive parents. Spearman's rho determined existing relationships between marketing medium preferences and generational cohorts of adoptive parents.

The main premise for conducting this correlational study was to provide marketing strategies to community leaders of nonprofit animal rescue organizations. The overwhelming number of homeless pets is creating some nonprofit animal rescue organizations to euthanize adoptable animals (ASPCA, 2013; State of New Jersey Department of Health, 2013; The HSUS, 2013b). Community leaders of nonprofit animal rescue organizations distribute donated funds on the rescue of the animal, veterinary care, food, shelter (Ready, 2011), fundraisers, and marketing (Kuna & Nadiv, 2013). Leaders must determine the worth of spending donated funds to hire marketing experts, trust volunteers, or become knowledgeable in the use of available marketing tools.

Understanding the marketing potential of the plethora of marketing techniques available to leaders of nonprofit animal rescue organizations provide information of the most beneficial marketing mediums for attracting pet adopters. This correlational study examined the human needs and gratifications of marketing adoptable pets. Chapter 4

detailed the data collection process, research participants and demographics, data analysis procedures, and findings. Chapter 5 presents a summary of findings, limitations, conclusion, recommendations, and proposed future research studies.

Summary of Findings

The purpose of this correlational study was to determine if a relationship exists between the generational cohort of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. The MCSPCA and Wag On Inn Rescue nonprofit animal rescue organizations allowed permission of distributing the self-made survey to adoptive parents for this study. Dedicated community leaders, desperately searching for adoptive parents for homeless animals, operate at both facilities. Two hundred forty-nine adoptive parents completed the self-designed survey. Generational cohorts of the participants represented Matures (N = 13, 5.22%), Baby Boomers (N = 88, 35.34%), Xers (N = 87, 34.94%), and Millennials (N = 61, 24.50%). Baby Boomers, Xers, and Millennials were well represented in this study. A small percent of Matures participated in the study. This may indicate Matures are not adopting a homeless pet as often or as willing as the other three generations.

The self-designed survey included questions regarding the possible marketing methods of the adoption of the pet. Walking into the facility to consider adopting a homeless pet (N = 170, 68.27%) was the most frequent method participants used for adopting a pet at the MCSPCA and Wag On Inn Rescue. This indicated pet adopters did not consider marketing methods of the pet adopted before entering the facility or attending the adoption event. Community leaders of nonprofit may want to consider

developing communication strategies to entice potential adopters for visiting the facility or attending an adoption event.

The research question of the current study stated: Is there a relationship between a generational cohort and it's marketing medium preferences? A Spearman's rho correlation coefficient test was used to determine if a relationship existed between the independent variable generational cohorts and dependent variable marketing mediums. The self-designed survey provided common marketing practices for traditional marketing, digital marketing, and social networking services. Preferences were captured based on a 5-point Likert-type scale. Options for traditional marketing included print advertisement, trade show, newsletter, flyer, television, radio, direct mailing, and signage. Website, e-mail, mobile applications, text messaging, and Petfinder represented digital marketing tactics. Social networking services included social media applications
Facebook, Twitter, Pinterest, YouTube, blog, Google+, Instagram, and LinkedIn.

A positive correlation existed between marketing tactics and generational cohorts radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram. The findings suggested community leaders of nonprofit animal rescue organizations should consider generational differences for these marketing tactics. Younger generations Millennials and Xers preferred these marketing tactics for advertisement of homeless pets. Baby Boomers and Matures did not have liking to these marketing mediums. Community leaders of nonprofit animal rescue organizations investing donated funds into advertisements of homeless pets using these marketing mediums provide the human needs and gratifications of attracting Millennials and Xers.

The findings did not indicate generational differences in marketing preferences print advertisement, trade show, newsletter, flyer, television, direct mailing, signage, websites, e-mail, text messaging, Petfinder, Google+, and LinkedIn. The literature of this study suggested lack of evidence research existed for marketing strategies of homeless pets for community leaders of nonprofit animal rescue organizations. Building effective community strategies based on the findings of this study will help advertise adoptable homeless pets to the appropriate audience, potentially reducing the number of pets euthanized in the United States.

Limitations

Several limitations existed for this correlational study that may have had a bearing on the results. A limitation of this correlational study was collecting significant data to represent each generational cohort. Matures generational represented 5.22% (N = 13) of the total participants. Although a limitation of the study, the results could indicate the Matures are not able or willing to care for homeless pets.

A second limitation of the study was the possibility participants were distracted from the excitement of adopting a pet to answer the self-designed survey questions honestly. The self-made survey was distributed with the adoption package that included adoption papers, veterinarian records, information for follow-up care, and history of the pet. Filling out adoption forms and making payment for the adopted pet could have diverted attention from answering the questions truthfully provided on the self-made survey.

A third limitation of this correlation study did not analyze the purpose of walking into the facility or adoption event. This study results determined the most common purpose for considering adopting a pet was walking into the facility (N = 170, 68.27%).

Questioning the potential marketing tactic to walk into the facility could have changed the results.

A fourth limitation was the absence of questioning potential adopters looking for breed specific canines and felines. This was not questioned on the self-made survey. Questioning the marketing preferences of advertising specific breeds could have altered the results of this correlational study. Community leaders of nonprofit organizations focus on the welfare of the animal. The breed of the adoptable pet is not a concern of the leader although is to some adopters.

A fifth limitation of this correlational study was the validity and reliability of the self-made survey. A field test and pilot study was conducted to clarify questions were understandable to adoptive animal parents. Cronbach's alpha test was conducted to ensure five-point Likert-items presented on the self-designed survey were reliable.

A sixth limitation of the study was distributing the survey to a sample of adopters in Monmouth County, New Jersey. The two participating nonprofit animal rescue organizations in this study represent common animal welfare practices. Both organizations do not use euthanasia as a resolution to make room for newly rescued pets or unavailable foster parents. The results of this study could be generalized with nonprofit rescue organizations with similar practices.

Conclusion

The self-design survey instrument was used to capture the marketing preferences of animal adopters for homeless pets. This correlational study analyzed if the marketing preferences were different for each generational cohort comprised of Matures, Baby Boomers, Xers, and Millennials. According to Williams et al. (2010), determining

marketing preferences per generation helped marketers develop successful communication strategies.

Two hundred forty-nine surveys were completed. Data analysis for this correlational study used Spearman's rho. The result was a correlation existed between generational cohorts and marketing mediums radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram. A strong positive significant relationship existed between generational cohorts and mobile applications, Facebook, Twitter, Pinterest, YouTube, and Instagram. A positive significant relationship existed between radio and blog.

Recommendations

The results of this correlational study can enhance the adoption process of homeless companion animals, reducing the number of euthanized animals in the United States. The outcome of the study can provide nonprofit animal rescue organizations a plan for effectively spending expenditures by answering the research question: Is there a relationship between a generational cohort and it's marketing medium preferences? This correlational study provided insight into any relationship that existed between the variables generational cohorts and marketing mediums.

The analysis of the collected data demonstrated relationships did exist between generational cohorts and marketing mediums radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram. These results imply younger generations prefer these marketing tactics for advertisement of homeless pets.

Understanding human needs and gratifications of marketing tactics preferred by younger generational cohorts provides valuable information to community leaders of nonprofit animal rescue organizations to develop better communication strategies.

The benefits of this correlation study will improve the financial distribution of donated funds. Allocating donated dollars to appropriate marketing strategies of homeless pets will open funds for other needs of the nonprofit animal rescue organization. The findings of the study can provide marketing preferences to improve communication strategies of advertising homeless pets. This correlational study concluded spending donated funds on marketing mediums: radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram will reach out to potential adopting pet parents based on strong generational preferences by Millennials and Xers.

Proposed Future Research Studies

This correlational study investigated the generational differences of marketing medium preferences. The findings of this correlational study implied other questions for further research. Several recommendations are provided for future research to address the issue of the significant number of euthanized animals in the United States.

A qualitative study would capture the reasons for choices of marketing mediums.

Understanding marketing tactics motivational and gratifying to each generation could justify the importance of the preferred choices. Other questions for consideration should analyze the possibility shared-life experiences affects the ability or desire to adopt a pet. Xers may believe the costs of owning a pet does not fit a lifestyle in constant need to find work due to layoffs and downsizing. Another consideration for a qualitative study is to analyze how many adoptions are from foster parents. Nonprofit animal rescue organizations may want to focus on attracting foster parents, hoping for permanent ownership of the homeless pet.

The data collected for this study indicated a majority of participants walked into the facility or adoption outreach for the consideration of adopting a pet. A study could determine if marketing tactics for walk-ins are sufficient or could improve to attract additional potential adopters. The study should investigate the need for personal contact with a pet versus the attraction on marketing mediums. A distinction between nonprofit animal rescue organizations with and without a physical location would need clarification questioning if differences would attract different pet adopters.

Successful fundraisers would generate significant donations to provide health care, training, pet grooming, and marketing the homeless pet. A correlational study investigating relationships between the generational cohort and fundraising could provide information to improve communication strategies. A qualitative case study could give detail fundraisers desired by donators of the nonprofit animal rescue organization.

A study identifying choices of adopting a pet is driven by needs or desires could benefit the community leaders of nonprofit animal rescue organization the homeless pets most likely to be adopted. Needs for a homeless pet would include specific or hypoallergenic breeds. Desires for adopting specific pets would include animals showcased in movies and television programs, or puppies and kittens versus older pets.

The overpopulation of homeless pets in the United States may remain an issue for the next generation. A study investigating this generation could provide imperative information for educating children and young adults the need to resolve the issue of euthanizing healthy homeless animals. Several nonprofit animal rescue organizations offer internships for high school and college students. Researching the benefits of these programs could determine the concern of animal welfare from the next generation.

Summary

Reducing the number of euthanized animals cannot be solved immediately with one resolution. Providing community leaders of nonprofit animal rescue organizations information to market homeless pets based on the preferences of animal adopters could save a few healthy pets from euthanasia. Developing communication strategies based on the findings of this study could find homes for healthy homeless pets before the decision of euthanasia. Community leaders of nonprofit animal rescue organizations can save time investigating or using preferred marketing tactics by animal adopters. Donated funds can be allocated to the marketing preferences radio, mobile applications, Facebook, Twitter, Pinterest, YouTube, blog, and Instagram, reaching out to potential adopters based on generational preferences preferred by the younger generations, Millennials and Xers.

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Appendix A

Marketing Preferences for Animal Welfare Survey (MPAWS)

| Marketing Preferences for Animal Welfare Survey (MPAWS) |
|---|
| About you: |
| General information about the person who adopted the pet. |
| 1. What is your gender? |
| Male |
| Female |
| 2. What age range were you born? |
| Born 1929 - 1945 |
| Born 1946 - 1964 |
| Born 1965 - 1979 |
| Born 1980 - 1999 |
| Other |
| If Other (please specify) |
| |
| 3. Do you work for an animal rescue? |
| Yes |
| ○ No |
| 4. Do you volunteer or foster for an animal rescue? |
| Yes |
| ○ No |
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Marketing Preferences for Animal Welfare Survey (MPAWS)

About the adoption of your pet: General information about the adoption of your pet. Please note: If you are adopting more than one pet, please respond to this section of questions (5-11) regarding the experience of one pet based on best practices of marketing from the animal rescue organization. 5. What type of pet did you adopt? Cat Other Other (please specify) 6. Which of the following shelters did you adopt your pet? Monmouth County SPCA Wag On Inn Rescue 7. Did you walk into one of the MCSPCA Adoption centers (Eatontown, Freehold, or Middletown) to adopt your dog or cat without the acknowledgement of a marketing campaign? Yes ○ No 8. Did you walk into an adoption outreach at a local pet store (PetSmart, Petco, or Pet Valu) for Wag On Inn Rescue to adopt your dog or cat without the acknowledgement of a marketing campaign? ○ No

Marketing Preferences for Animal Welfare Survey (MPAWS) About the adoption of your pet (continued): The researcher is looking for responses of potential advertising that intrigued you to adopt your pet. For example, did you see your pet advertised on NJ News Channel 12? You would select television for question 9. Did you see your pet on a Facebook page before meeting your pet in-person? You would select Facebook for question 9. Did you consider adopting your pet from one of the following traditional marketing tactics? Print Advertisement Radio Trade Show - for example a Pet Expo Direct Mailings Signage - for example a biliboard Newsletters - In form of paper Television Other If Other (please specify) 10. Did you consider adopting your pet from one of the following digital marketing tactics? Petfinder.com Website O No E-mail - including newsletters Mobile Application Other Text Messaging If Other (please specify) 11. Did you consider adopting your pet from one of the following social networking services marketing tactics? Facebook Google+ Twitter Instagram Linkedin () Pinterest YouTube) Other () Blog If Other (please specify)

| Marketing Pref | erences for Ar | nimal Welf | fare Survey (M | IPAWS) | |
|-------------------------|--------------------------|------------------|--|------------------|------------------|
| Preferences for | marketing tac | tics | | | |
| The following question | ns pertain to your prefe | erences of mark | eting tactics. | | |
| If you are not familiar | with the marketing tac | tic (method of a | dvertising), please sele | ct "Neither Agre | e nor Disagree." |
| | | | narketing tactic. Conside to consider spending fu | | |
| 12. Would you pr | efer animal rescu | es to use an | y of the following | traditional r | narketing |
| tactics? | | | | | |
| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree |
| Print Advertisement | 0 | 0 | O | 0 | 0 |
| Trade Show | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| Newsletter - paper | Ö | Ŏ | Ö | Ŏ | Ö |
| Flyer | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| Television | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| Radio | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| Direct Mailing | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| Signage | Ŏ | Ŏ | Ŏ | Ŏ | Ŏ |
| 13. Are there oth | er choices of trad | itional mark | eting not listed yo | u would pre | fer? |
| To Are there ou | er onorocs or trad | THOUSAND THE | eting not noted ye | a would pro | |
| 14 Would you pr | afar animal rascu | as ta usa an | y of the following | dinital mark | eting tactics? |
| 14. Would you pi | | | Neither Agree nor | _ | • |
| | Strongly Disagree | Disagree | Disagree | Agree | Strongly Agree |
| Website | Q | Ŏ | Ö | Ŏ | Ö |
| E-mall | Ö | O | Ö | Ö | O |
| Mobile Applications | Ŏ | Q | Ŏ | Ö | Q |
| Text Messaging | Q | Ŏ | O | Ŏ | Q |
| Petfinder.com | 0 | 0 | 0 | 0 | 0 |
| 15. Are there oth | er choices of digi | tal marketin | g not listed you w | ould prefer? | |
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Marketing Preferences for Animal Welfare Survey (MPAWS) Preferences for marketing tactics (continued): 16. Would you prefer animal rescues to use any of the following social networking services marketing tactics? Neither Disagree nor Strongly Disagree Disagree Agree Strongly Agree Agree Facebook Twitter Pinterest YouTube Blog Google+ Instagram Linkedin 17. Are there other choices not listed you would prefer? 18. Is it important for a rescue to work with pet retailers, such as PetSmart or Petco? Neither Disagree nor Strongly Disagree Strongly Agree Agree Preference for animal rescues to work with pet retallers 19. Is it important for a rescue to work with pet boarding, such as pet day care facilities? Neither Disagree nor Strongly Disagree Disagree Agree Strongly Agree Agree \bigcirc 0 Preference for animal rescues to work with pet boarding facilities 20. Is it important for a rescue to work with pet groomers? Neither Disagree nor Strongly Disagree Disagree Agree Strongly Agree 0 \bigcirc Preference for animal rescues to work with pet groomers 21. Is it important for a rescue to work with pet trainers? Neither Disagree nor Strongly Disagree Disagree Agree Strongly Agree Agree 0 \bigcirc Preference for animal rescues to work with pet

| Marketing Prefe | rences for A | nimal Welf | are Survey (N | MPAWS) | | |
|--|-------------------|---------------|----------------------|--------|----------------|--|
| Preferences for marketing tactics (continued): | | | | | | |
| 22. Is it important for a rescue to have Internet presence? | | | | | | |
| | Strongly Disagree | Disagree | Neither Disagree nor | Agree | Strongly Agree | |
| Preference for animal rescues to have updated Internet site | 0 | 0 | Agree | 0 | 0 | |
| 23. Is it important | for a rescue to l | have a preser | nce on Petfinder. | com? | | |
| • | Strongly Disagree | Disagree | Neither Disagree nor | Agree | Strongly Agree | |
| Preference for animal rescue to have presence on Petfinder.com | 0 | 0 | Agree | 0 | 0 | |
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Appendix B

Informed Consent



INFORMED CONSENT: PARTICIPANTS 18 YEARS OF AGE AND OLDER

Dear Participant,

My name is Natalie Casale and I am a student at the University of Phoenix working on a Doctoral degree. I am doing a research study entitled Generational Preferences in Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A Correlational Study. The purpose of the research study is to investigate the relationship between generational differences of the adoptive parent and the marketing medium preferences regarding homeless animals temporarily residing in Monmouth County, New Jersey. The understanding of these preferences will assist animal rescue organizations to sufficiently reach out to the community of potential adopters for homeless pets.

Your participation will involve a survey of 23 questions. Sections of the survey include: information about you, confirming your generation; about the adoption of your pet; and your preferences for marketing tactics desired for animal adoptions. The survey should take approximately 10 minutes. You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any penalty or loss of benefits. The results of the research study may be published but your identity will remain confidential and your name will not be made known to any outside party.

In this research, there are no foreseeable risks to you.

Although there may be no direct benefit to you, a possible benefit from your being part of this study is providing animal rescue organizations marketing tactics for homeless companion animals. The participating organizations market with donated dollars. This information will potentially benefit the spending of donated funds to the best-spent marketing mediums, such as informative Internet sites, Facebook updates, or Twitter messages.

If you have any questions about the research study, please call me at 732-233-2452 and nataliecasale@mac.com. For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

As a participant in this study, you should understand the following:

- You may decide not to be part of this study or you may want to withdraw from the study at any time. If you
 want to withdraw, you can do so without any problems.
- Your identity will be kept confidential.

Current version 032012

- Natalie Casale, the researcher, has fully explained the nature of the research study and has answered all of your questions and concerns.
- 4. Data will be kept in a secure and locked area. The data will be kept for three years, and then destroyed.
- 5. The results of this study may be published.

"By signing this form, you agree that you understand the nature of the study, the possible risks to you as a participant, and how your identity will be kept confidential. When you sign this form, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here."

| (□) I accept the above te | rms. () I do not accept the above terms. | (CHECK ONE) |
|------------------------------|---|-------------|
| Signature of the interviewee | Date | |
| Signature of the researcher | Date | |
| | | |

Appendix C

Invitation Letter Requesting Survey Participation

Subject: Participation request for Marketing Preferences for Animal Welfare Study (MPAWS)

You are invited to participate in a research study to benefit finding the perfect adopters for homeless companion animals. This study is conducted by Natalie Casale, a student at the University of Phoenix, School of Advance Studies who is working on earning a Doctor of Management in Organizational Leadership degree.

In this study, you will be asked to complete a survey of 23 questions for an estimated duration of 10 minutes. Your participation in this study is voluntary. Attached is a consent form explaining there are no foreseeable risks to you for participating. Please be certain to sign the consent form, submitting this form with the survey in the lockbox located at the facility. You can terminate participation of the survey at any time.

Information collected in this study will benefit the rescue organization marketing homeless pets, using preferred advertisement tactics for potential adopters searching for a homeless companion animal. An understanding of the results of this information will assist the rescue organization to develop an effective communication strategy. This will save time and money, providing more time for the welfare of the homeless animals. If you are uncertain of the marketing tactics discussed, please select "Neither Agree nor Disagree" to ensure accuracy of information collected.

If you have any questions regarding the survey, please contact Natalie Casale at 732-233-2452 or nataliecasale@mac.com. For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

Please complete the survey along with your adoption packet.

Your participating is appreciated!

Appendix D

Data Access and Use Permission



DATA ACCESS AND USE PERMISSION

Monmouth County SPCA

Please check mark any of the following statements that you approve regarding the study and data described below:

| i nereby authorize <u>Natalie Casale</u> , a sti | ident of University of Phoenix who is conducting a |
|---|---|
| research study titled or described as follows: Gener | rational Preferences in Marketing Medium Selections |
| of Animal Adoptions in Nonprofit Organizations | : A Correlational Study; access to, and use of, the nor |
| identifiable archival data described as follows: adop | ters of cats and dogs for participation in self- |
| designed survey; for use in the aforementioned re- | search study. In granting this permission, I understand |
| the following (please check mark each of the followi | ing as applicable): |
| The data will be maintained in a secure | and confidential manner. |
| The data may be used in the publication | n of results from this study. |
| This research study must have IRB app | roval at the University of Phoenix before access to the |
| data identified here is provided to Natalie Casale | |
| Access to, and use of, this data will not | be transferred to any other person without my/our |
| express written consent. | |
| The source of the data may be identified | ed in the publication of the results of this study. |
| Relevant information associated with the | nis data will be available to the dissertation chair, |
| dissertation committee, school as may be needed for | or educational purposes. |
| Jab. | 5/6/14 |
| Isa Fowler | Makly Chale |
| Signature | Researcher Signature/Acknowledgement |
| Client Service and Outreach Manager | 5/6/2014 |
| 260 Wall Street, Eatontown, NJ 07724 | Date |
| | |



DATA ACCESS AND USE PERMISSION

Wag On Inn Rescue

| Please check mark any of the following statements that you approve regarding the study and data describe | ed |
|--|--------|
| below: | |
| I hereby authorize Natalie Casale, a student of University of Phoenix who is conducting a | |
| research study titled or described as follows: Generational Preferences in Marketing Medium Selec | tions |
| of Animal Adoptions in Nonprofit Organizations: A Correlational Study; access to, and use of, the | e non- |
| identifiable archival data described as follows: adopters of cats and dogs for participation in self- | |
| designed survey; for use in the aforementioned research study. In granting this permission, I underst | tand |
| the following (please check mark each of the following as applicable): | |
| The data will be maintained in a secure and confidential manner. | |
| The data may be used in the publication of results from this study. | |
| This research study must have IRB approval at the University of Phoenix before access to | the |
| data identified here is provided to Natalie Casale | |
| Access to, and use of, this data will not be transferred to any other person without my/our | |
| express written consent. | |
| The source of the data may be identified in the publication of the results of this study. | |
| Relevant information associated with this data will be available to the dissertation chair, | |
| dissertation committee, school as may be needed for educational purposes. | |
| | |
| michile Wise 5/4/14 | |
| Michele Wise Date | |
| | 0 |
| Muchile Wie 5/4/14 Casalu Co | sale |
| Signature Researcher Signature/Acknowledgement | t |
| 5/1/2011 | |
| Treasurer | |
| P.O. Box 221, Oakhurst, NJ 07755 Date | |

Appendix E

Premises, Recruitment and Name (PRN) Use Permission



PREMISES, RECRUITMENT AND NAME (PRN) USE PERMISSION Monmouth Count SPCA

Please complete the following by check marking any permissions listed here that you approve, and please provide your signature, title, date, and organizational information below. If you have any questions or concerns about this research study, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

I hereby authorize Natalie Casale, a student of University of Phoenix, to use the premises (facility identified below) to conduct a study entitled Generational Preferences in Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A Correlational Study.

I hereby authorize Natalie Casale, a student of University of Phoenix, to recruit subjects for participation in a conduct a study entitled Generational Preferences in Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A Correlational Study.

I hereby authorize Natalie Casale, a student of University of Phoenix, to use the name of the facility, organization, university, institution, or association identified above when publishing results from the study entitled Generational Preferences in Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A Correlational Study.

A CO

10119

Signature

Isa Fowler

Date

Name

Client Service and Outreach Manager

Title

Address of Facility

260 Wall Street, Eatontown, NJ 07724



PREMISES, RECRUITMENT AND NAME (PRN) USE PERMISSION Wag On Inn Rescue

Please complete the following by check marking any permissions listed here that you approve, and please provide your signature, title, date, and organizational information below. If you have any questions or concerns about this research study, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

| hereby authorize Natalie Casale, a student of University of Phoenix, to use the |
|--|
| premises (facility identified below) to conduct a study entitled Generational Preferences in |
| Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A |
| Correlational Study. |
| hereby authorize Natalie Casale, a student of University of Phoenix, to recrui |
| subjects for participation in a conduct a study entitled Generational Preferences in |
| Marketing Medium Selections of Animal Adoptions in Nonprofit Organizations: A |
| Correlational Study. |
| hereby authorize Natalie Casale, a student of University of Phoenix, to use |
| the name of the facility, organization, university, institution, or association identified above |
| when publishing results from the study entitled Generational Preferences in Marketing |
| Medium Selections of Animal Adoptions in Nonprofit Organizations: A Correlational Study. |
| Muchile Will 514114 |
| Signature Date |
| Michele Wise |
| Name |
| Treasurer |
| Title |
| Address of Facility |

P.O. Box 221, Oakhurst, NJ 07755

Appendix F

Non-Disclosure Agreement



Non-Disclosure Agreement

Isa Fowler of Monmouth County Society for the Prevention of Cruelty to Animals (SPCA) acknowledges that in order to provide the services to Natalie Casale (hereinafter "Researcher") who is a researcher in a confidential study with the University of Phoenix, Inc., Isa Fowler of Monmouth County SPCA must agree to keep the information obtained as part of its services (as more fully described below) confidential. Therefore the parties agree as follows:

- The information to be disclosed under this Non-disclosure Agreement ("Agreement") is described as follows and shall be considered "Confidential Information": MPAWS selfdesigned survey and consent form. All information shall remain the property of Researcher.
- Isa Fowler of Monmouth County SPCA agrees to keep in confidence and to use the Confidential Information for distributing survey data only and for no other purposes.
- 3. Isa Fowler of Monmouth County SPCA further agrees to keep in confidence and not disclose any Confidential Information to a third party or parties for a period of five (5) years from the date of such disclosure. All oral disclosures of Confidential Information as well as written disclosures of the Confidential Information are covered by this Agreement.
- Isa Fowler of Monmouth County SPCA shall upon Researcher's request either destroy or return the Confidential Information upon termination of this Agreement.
- Any obligation of Isa Fowler of Monmouth County SPCA under this Agreement shall not apply to Confidential Information that:
 - a) Is or becomes a part of the public knowledge through no fault of Isa Fowler of Monmouth County SPCA
 - Isa Fowler of Monmouth County SPCA can demonstrate was rightfully in its possession before disclosure by Researcher/research subjects; or
 - c) Isa Fowler of Monmouth County SPCA can demonstrate was rightfully received from a third party who was not Researcher/research subjects and was not under confidentiality restriction on disclosure and without breach of any nondisclosure obligation.
- Isa Fowler of Monmouth County SPCA agrees to obligate its employees or agents, if any, who have access to any portion of Confidential Information to protect the confidential nature of the Confidential Information as set forth herein.
- Isa Fowler of Monmouth County SPCA shall defend, indemnify and hold the Researcher and the University of Phoenix harmless against any third party claims of damage or injury of any kind resulting from Isa Fowler of Monmouth County SPCA use of the

Confidential Information, or any violation of by Isa Fowler of Monmouth County SPCA of the terms of this Agreement.

- 8. In the event Isa Fowler of Monmouth County SPCA receives a subpoena and believes it has a legal obligation to disclose Confidential Information, then Isa Fowler of Monmouth County SPCA will notify Researcher as soon as possible, and in any event at least five (5) business days prior to the proposed release. If Researcher objects to the release of such Confidential Information, Isa Fowler of Monmouth County SPCA will allow Researcher to exercise any legal rights or remedies regarding the release and protection of the Confidential Information.
- 9. Isa Fowler of Monmouth County SPCA expressly acknowledges and agrees that the breach, or threatened breach, by it through a disclosure of Confidential Information may cause irreparable harm and that Researcher may not have an adequate remedy at law. Therefore, Isa Fowler of Monmouth County SPCA agrees that upon such breach, or threatened breach, Researcher will be entitled to seek injunctive relief to prevent Isa Fowler of Monmouth County SPCA from commencing or continuing any action constituting such breach without showing or providing evidence of actual damage.
- The interpretation and validity of this Agreement and the rights of the parties shall be governed by the laws of the State of New Jersey.
- 11. The parties to this Agreement agree that a copy of the original signature (including an electronic copy) may be used for any and all purposes for which the original signature may have been used. The parties further waive any right to challenge the admissibility or authenticity of this document in a court of law based solely on the absence of an original signature.

IN WITNESS WHEREOF, each of the undersigned has caused this Agreement to be duly executed in its name and on its behalf:

| | f Third Party/Vendo | r: <u>1</u> 3d + | OW | er | |
|----------------|---------------------|------------------|-----|--------|-------|
| Signature: 🔼 | ab. D | | | | |
| Address: 30 L | are Drive | ocean | NJ | 07712 | |
| Date: 5/6/1 | | | | | |
| , , , | | \ | 1 | 1 | |
| Printed Name o | f Resgarcher: | atalie | Cas | are | |
| Signature: | Masalu (| 'asalin | | | |
| Address: | 5/6/2014 | 159 NI | 746 | with | ne, |
| Date: | 5/6/2014 | a'Al | 820 | us KTO | 17739 |
| | 1 / | | | | |



Non-Disclosure Agreement

Michele Wise of Wag On Inn Rescue acknowledges that in order to provide the services to Natalie Casale (hereinafter "Researcher") who is a researcher in a confidential study with the University of Phoenix, Inc., Michele Wise of Wag On Inn Rescue must agree to keep the information obtained as part of its services (as more fully described below) confidential. Therefore the parties agree as follows:

- The information to be disclosed under this Non-disclosure Agreement ("Agreement") is described as follows and shall be considered "Confidential Information": MPAWS selfdesigned survey and consent form. All information shall remain the property of Researcher.
- Michele Wise of Wag On Inn Rescue agrees to keep in confidence and to use the Confidential Information for distributing survey data only and for no other purposes.
- 3. Michele Wise of Wag On Inn Rescue further agrees to keep in confidence and not disclose any Confidential Information to a third party or parties for a period of five (5) years from the date of such disclosure. All oral disclosures of Confidential Information as well as written disclosures of the Confidential Information are covered by this Agreement.
- Michele Wise of Wag On Inn Rescue shall upon Researcher's request either destroy or return the Confidential Information upon termination of this Agreement.
- Any obligation of Michele Wise of Wag On Inn Rescue under this Agreement shall not apply to Confidential Information that:
 - a) Is or becomes a part of the public knowledge through no fault of Michele Wise of Wag On Inn Rescue
 - Michele Wise of Wag On Inn Rescue can demonstrate was rightfully in its possession before disclosure by Researcher/research subjects; or
 - c) Michele Wise of Wag On Inn Rescue can demonstrate was rightfully received from a third party who was not Researcher/research subjects and was not under confidentiality restriction on disclosure and without breach of any nondisclosure obligation.
- Michele Wise of Wag On Inn Rescue agrees to obligate its employees or agents, if any, who have access to any portion of Confidential Information to protect the confidential nature of the Confidential Information as set forth herein.
- Michele Wise of Wag On Inn Rescue shall defend, indemnify and hold the Researcher and the University of Phoenix harmless against any third party claims of damage or injury of any kind resulting from Michele Wise of Wag On Inn Rescue use of the

Confidential Information, or any violation of by Michele Wise of Wag On Inn Rescue of the terms of this Agreement.

- 8. In the event Michele Wise of Wag On Inn Rescue receives a subpoena and believes it has a legal obligation to disclose Confidential Information, then Michele Wise of Wag On Inn Rescue will notify Researcher as soon as possible, and in any event at least five (5) business days prior to the proposed release. If Researcher objects to the release of such Confidential Information, Michele Wise of Wag On Inn Rescue will allow Researcher to exercise any legal rights or remedies regarding the release and protection of the Confidential Information.
- 9. Michele Wise of Wag On Inn Rescue expressly acknowledges and agrees that the breach, or threatened breach, by it through a disclosure of Confidential Information may cause irreparable harm and that Researcher may not have an adequate remedy at law. Therefore, Michele Wise of Wag On Inn Rescue agrees that upon such breach, or threatened breach, Researcher will be entitled to seek injunctive relief to prevent < Michele Wise of Wag On Inn Rescue from commencing or continuing any action constituting such breach without showing or providing evidence of actual damage.</p>
- The interpretation and validity of this Agreement and the rights of the parties shall be governed by the laws of the State of New Jersey.
- 11. The parties to this Agreement agree that a copy of the original signature (including an electronic copy) may be used for any and all purposes for which the original signature may have been used. The parties further waive any right to challenge the admissibility or authenticity of this document in a court of law based solely on the absence of an original signature.

IN WITNESS WHEREOF, each of the undersigned has caused this Agreement to be duly executed in its name and on its behalf:

| Printed Name of Third Party/Vendor: | michile Wise |
|-------------------------------------|--------------------------|
| Signature: Muchile | Wie 1 |
| Address: P.O. YSOX 22 | 29 Oakwry 11 Donis |
| Date: 5/4/14 | , , |
| Printed Name of Researcher: | alie Casale |
| Signature: Wasalle Con a | ele. |
| Address: 159 P. Lovett. Av | e little siver, PJ 67731 |
| Date: 5/4/2014 | |



Non-Disclosure Agreement

Jayne Cleveland of Wag On Inn Rescue acknowledges that in order to provide the services to Natalie Casale (hereinafter "Researcher") who is a researcher in a confidential study with the University of Phoenix, Inc., Jayne Cleveland of Wag On Inn Rescue must agree to keep the information obtained as part of its services (as more fully described below) confidential. Therefore the parties agree as follows:

- The information to be disclosed under this Non-disclosure Agreement ("Agreement") is described as follows and shall be considered "Confidential Information": MPAWS selfdesigned survey and consent form. All information shall remain the property of Researcher.
- Jayne Cleveland of Wag On Inn Rescue agrees to keep in confidence and to use the Confidential Information for distributing survey data only and for no other purposes.
- 3. Jayne Cleveland of Wag On Inn Rescue further agrees to keep in confidence and not disclose any Confidential Information to a third party or parties for a period of five (5) years from the date of such disclosure. All oral disclosures of Confidential Information as well as written disclosures of the Confidential Information are covered by this Agreement.
- Jayne Cleveland of Wag On Inn Rescue shall upon Researcher's request either destroy or return the Confidential Information upon termination of this Agreement.
- Any obligation of Jayne Cleveland of Wag On Inn Rescue under this Agreement shall not apply to Confidential Information that:
 - a) Is or becomes a part of the public knowledge through no fault of Jayne Cleveland of Wag On Inn Rescue
 - b) Jayne Cleveland of Wag On Inn Rescue can demonstrate was rightfully in its possession before disclosure by Researcher/ research subjects; or
 - c) Jayne Cleveland of Wag On Inn Rescue can demonstrate was rightfully received from a third party who was not Researcher/research subjects and was not under confidentiality restriction on disclosure and without breach of any nondisclosure obligation.
- Jayne Cleveland of Wag On Inn Rescue agrees to obligate its employees or agents, if any, who have access to any portion of Confidential Information to protect the confidential nature of the Confidential Information as set forth herein.
- Jayne Cleveland of Wag On Inn Rescue shall defend, indemnify and hold the Researcher
 and the University of Phoenix harmless against any third party claims of damage or
 injury of any kind resulting from Jayne Cleveland of Wag On Inn Rescue use of the

Confidential Information, or any violation of by Jayne Cleveland of Wag On Inn Rescue of the terms of this Agreement.

- 8. In the event Jayne Cleveland of Wag On Inn Rescue receives a subpoena and believes it has a legal obligation to disclose Confidential Information, then Jayne Cleveland of Wag On Inn Rescue will notify Researcher as soon as possible, and in any event at least five (5) business days prior to the proposed release. If Researcher objects to the release of such Confidential Information, Jayne Cleveland of Wag On Inn Rescue will allow Researcher to exercise any legal rights or remedies regarding the release and protection of the Confidential Information.
- 9. Jayne Cleveland of Wag On Inn Rescue expressly acknowledges and agrees that the breach, or threatened breach, by it through a disclosure of Confidential Information may cause irreparable harm and that Researcher may not have an adequate remedy at law. Therefore, Jayne Cleveland of Wag On Inn Rescue agrees that upon such breach, or threatened breach, Researcher will be entitled to seek injunctive relief to prevent < Jayne Cleveland of Wag On Inn Rescue from commencing or continuing any action constituting such breach without showing or providing evidence of actual damage.</p>
- The interpretation and validity of this Agreement and the rights of the parties shall be governed by the laws of the State of New Jersey.
- 11. The parties to this Agreement agree that a copy of the original signature (including an electronic copy) may be used for any and all purposes for which the original signature may have been used. The parties further waive any right to challenge the admissibility or authenticity of this document in a court of law based solely on the absence of an original signature.

IN WITNESS WHEREOF, each of the undersigned has caused this Agreement to be duly executed in its name and on its behalf:

| Printed Nat | ne of Third Party Vendor: Jayne Cleve and |
|-------------|---|
| Signature: | (line Pur by 0 |
| Address:/ | 2 Clydes date O., Red Bank, MTOTO, |
| Date: Ma | 4,2014 |
| Printed Nar | ne of Researcher: Natalic Casale |
| Signature: | Makku Casale |
| Address: _ | 155, NONTE WEAT AVE WHE STONY, NTONS |
| Date: | 5/4/2014 |

Appendix G

Descriptive Statistics for Each Generational Cohort and Marketing Mediums

Descriptive Statistics for Traditional Marketing Medium Preferences

| Traditional Marketing Mediums | Mean | Mode | Median | SD |
|-------------------------------|------|------|--------|-------|
| Print Advertisement | | | | |
| Matures | 4.00 | 4 | 4 | .707 |
| Baby Boomers | 3.85 | 4 | 4 | 1.045 |
| Xers | 3.80 | 4 | 4 | .860 |
| Millennial | 3.85 | 4 | 4 | 1.062 |
| Trade Show | | | | |
| Matures | 3.85 | 4 | 4 | .801 |
| Baby Boomers | 3.53 | 4 | 4 | 1.061 |
| Xers | 3.46 | 4 | 4 | 1.139 |
| Millennial | 3.72 | 4 | 5 | 1.253 |
| Newsletter | | | | |
| Matures | 4.31 | 4 | 4 | .630 |
| Baby Boomers | 3.76 | 4 | 4 | 1.039 |
| Xers | 3.55 | 4 | 4 | .886 |
| Millennial | 3.92 | 4 | 4 | 1.038 |
| Flyer | | | | |
| Matures | 3.38 | 3 | 3 | .870 |
| Baby Boomers | 3.76 | 4 | 4 | .959 |
| Xers | 3.57 | 4 | 4 | .884 |
| Millennial | 3.98 | 4 | 4 | .866 |
| Television | | | | |
| Matures | 4.00 | 4 | 4 | 1.080 |
| Baby Boomers | 3.84 | 4 | 4 | 1.004 |
| Xers | 3.92 | 4 | 4 | .918 |
| Millennial | 4.10 | 4 | 5 | 1.044 |
| Radio | | | | |
| Matures | 3.62 | 3 | 3 | 1.121 |
| Baby Boomers | 3.59 | 4 | 3 | .990 |
| Xers | 3.56 | 4 | 4 | 1.053 |
| Millennial | 3.93 | 4 | 5 | 1.124 |
| Direct Mailing | | | | |
| Matures | 3.31 | 3 | 3 | 1.032 |
| Baby Boomers | 3.41 | 3 | 4 | 1.024 |
| Xers | 3.33 | 3 | 3 | 1.075 |
| Millennial | 3.46 | 4 | 5 | 1.298 |
| Signage | | | | |
| Matures | 3.77 | 4 | 4 | .725 |
| | | | | |

| Baby Boomers | 3.68 | 4 | 4 | 1.001 |
|--------------|------|---|---|-------|
| Xers | 3.45 | 4 | 4 | 1.065 |
| Millennial | 3.72 | 4 | 5 | 1.127 |

Note: N = 249; Each strategy is based on the original scale: (1) strongly disagree, (2) disagree, (3) neither agree or disagree, (4) agree, and (5) strongly agree.

Descriptive Statistics for Digital Marketing Medium Preferences

| Digital Marketing Mediums | Mean | Mode | Median | SD |
|---------------------------|------|------|--------|-------|
| Website | | | | |
| Matures | 4.23 | 4 | 5 | .832 |
| Baby Boomers | 4.67 | 5 | 5 | .496 |
| Xers | 4.52 | 5 | 5 | .607 |
| Millennial | 4.66 | 5 | 5 | .680 |
| E-mail | | | | |
| Matures | 3.77 | 4 | 4 | .927 |
| Baby Boomers | 3.93 | 4 | 4 | .907 |
| Xers | 3.75 | 4 | 4 | 1.081 |
| Millennial | 4.07 | 4 | 5 | 1.124 |
| Mobile Applications | | | | |
| Matures | 3.69 | 3 | 3 | .855 |
| Baby Boomers | 3.77 | 4 | 4 | 1.003 |
| Xers | 3.82 | 4 | 4 | .947 |
| Millennial | 4.18 | 4 | 5 | .958 |
| Text Messaging | | | | |
| Matures | 3.23 | 3 | 3 | .927 |
| Baby Boomers | 3.26 | 3 | 3 | 1.099 |
| Xers | 3.08 | 3 | 3 | 1.213 |
| Millennial | 3.25 | 3 | 3 | 1.247 |
| Petfinder | | | | |
| Matures | 4.31 | 5 | 5 | .855 |
| Baby Boomers | 4.47 | 5 | 5 | .787 |
| Xers | 4.44 | 5 | 5 | .773 |
| Millennial | 4.41 | 5 | 5 | 1.055 |

Note: N = 249; Each strategy is based on the original scale: (1) strongly disagree, (2) disagree, (3) neither agree or disagree, (4) agree, and (5) strongly agree.

Descriptive Statistics for Social Networking Services Preferences

| Social Networking Services | Mean | Mode | Median | SD |
|----------------------------|------|------|--------|-------|
| Facebook | | | | |
| Matures | 3.38 | 3 | 3 | .870 |
| Baby Boomers | 4.14 | 4 | 5 | 1.030 |
| Xers | 4.43 | 5 | 5 | .830 |
| Millennial | 4.64 | 5 | 5 | .684 |
| Twitter | | | | |
| Matures | 3.38 | 3 | 3 | .870 |
| Baby Boomers | 3.56 | 3 | 3 | 1.038 |
| Xers | 3.86 | 4 | 5 | 1.036 |
| Millennial | 4.07 | 4 | 5 | 1.047 |
| Pinterest | | | | |
| Matures | 3.38 | 3 | 3 | .870 |
| Baby Boomers | 3.57 | 3 | 3 | 1.015 |
| Xers | 3.74 | 4 | 3 | .970 |
| Millennial | 3.93 | 4 | 4 | 1.124 |
| YouTube | | | | |
| Matures | 3.31 | 3 | 3 | .855 |
| Baby Boomers | 3.86 | 4 | 4 | 1.008 |
| Xers | 3.86 | 4 | 4 | .967 |
| Millennial | 4.21 | 5 | 5 | 1.051 |
| Blog | | | | |
| Matures | 3.31 | 3 | 3 | .751 |
| Baby Boomers | 3.64 | 4 | 3 | 1.085 |
| Xers | 3.63 | 4 | 4 | .891 |
| Millennial | 3.92 | 4 | 5 | 1.159 |
| Google+ | | | | |
| Matures | 3.38 | 3 | 3 | .768 |
| Baby Boomers | 3.68 | 4 | 3 | 1.056 |
| Xers | 3.90 | 4 | 4 | .863 |
| Millennial | 3.59 | 3 | 5 | 1.189 |
| Instagram | | | | |
| Matures | 3.08 | 3 | 3 | .760 |
| Baby Boomers | 3.59 | 3 | 3 | 1.057 |
| Xers | 3.93 | 4 | 4 | .873 |
| Millennial | 4.41 | 5 | 5 | .938 |
| LinkedIn | 1 | | | .,,,, |
| Matures | 3.08 | 3 | 3 | .760 |
| Baby Boomers | 3.40 | 3 | 3 | 1.056 |
| Xers | 3.45 | 3 | 3 | 1.020 |
| Millennial | 3.36 | 3 | 3 | 1.304 |

Note: N = 249; Each strategy is based on the original scale: (1) strongly disagree, (2) disagree, (3) neither agree or disagree, (4) agree, and (5) strongly agree.

Appendix H

Confidentiality Statement



GENERATIONAL PREFERENCES IN MARKETING MEDIUM SELECTIONS OF ANIMAL ADOPTIONS IN NONPROFIT ORGANIZATIONS: A CORRELATIONAL STUDY NATALIE CASALE

CONFIDENTIALITY STATEMENT

As a researcher working on the above research study at the University of Phoenix, I understand that I must maintain the confidentiality of all information concerning all research participants as required by law. Only the University of Phoenix Institutional Review Board may have access to this information. "Confidential Information" of participants includes but is not limited to: names, characteristics, or other identifying information, questionnaire scores, ratings, incidental comments, other information accrued either directly or indirectly through contact with any participant, and/or any other information that by its nature would be considered confidential. In order to maintain the confidentiality of the information, I hereby agree to refrain from discussing or disclosing any Confidential Information regarding research participants, to any individual who is not part of the above research study or in need of the information for the expressed purposes on the research program. This includes having a conversation regarding the research project or its participants in a place where such a discussion might be overheard; or discussing any Confidential Information in a way that would allow an unauthorized person to associate (either correctly or incorrectly) an identity with such information. I further agree to store research records whether paper, electronic or otherwise in a secure locked location under my direct control or with appropriate safe guards. I hereby further agree that if I have to use the services of a third party to assist in the research study, who will potentially have access to any Confidential Information of participants, that I will enter into an agreement with said third party prior to using any of the services, which shall provide at a minimum the confidential obligations set forth herein. I agree that I will immediately report any known or suspected breach of this confidentiality statement regarding the above research project to the University of Phoenix, Institutional Review Board.

Printed Name

Date

Date

Date

Date

Current version 032012