Nonprofit adaptation to Web 2.0 and digital marketing strategies

Julia C. Krueger
Florida Gulf Coast University

Diana L. Haytko
Florida Gulf Coast University

ABSTRACT

As digital media proliferates, nonprofits have an incredible opportunity to expand their reach and message, to help achieve their mission, opening the doors to more donor support, engaging and supporting existing and potential volunteers, and advocating their mission and brand to new constituents, near and far. Research has shown that a digital marketing initiative can lead to more donor support, more awareness, engagement and retention, and new opportunities. However, nonprofits are late to this digital space due to slashed budgets, unqualified and/or not enough personnel, hesitation and lack of knowledge, and limited resources. Nonprofits need to adapt and evolve in the digital space or they will continue to see lost opportunities as competition advances and evolves with these market opportunities.

With the evolution of technology and the versatile components it provides, digital marketing can provide constituents of nonprofits an experience that is all about connection. The two way interaction is exactly what nonprofits need in order to connect with all stakeholders. Nonprofits need to find the right employees to run this space, look to the free or low cost opportunities already available, and educate themselves about the opportunities in the Web 2.0 world. If digital marketing is not a priority, nonprofits will continue to see lost opportunity and fall further and further behind.

Keywords: nonprofit, digital marketing, social media, web 2.0

DIGITAL MARKETING: WEB 2.0

Digital marketing in the Web 2.0 age has, greatly evolved as technology, behaviors, and communications transform. Erragcha and Romdhane (2014) suggest that Web 2.0 is the shift from action marketing to interaction marketing. The aim is to engage consumers in content. The principal of Web 2.0 marketing is to integrate consumers at all levels in the marketing process, allowing interaction in customers' participation. Chakarbarti and Berthon (2012) believe Web 2.0 is where the technical infrastructure supporting the social phenomena of collective media allows users to collaborate with each other. Today, online consumers are all about interaction and collaboration.

Tiago and Verissimo (2014) found that Web 2.0 and the evolution of web-based technology represents a social revolution in the ways in which those technologies are used. Firms wishing to communicate with their customers and participate in information sharing over the Internet create global improvements in communication technology, which sets the stage for major shifts in digital marketing strategies. Marketers recognize the importance of digital marketing and thus invest significant financial resources in its development and implementation (Weinberg & Pehlivan, 2011).

Tiago and Verssimo (2014) indicate that digital marketing is highly important and a priority for managers as 82% of manager's rate digital marketing important in building their brand, 78% of managers rate it important in improving consumer knowledge, and 70% of managers rate its importance in heightening communication flow. One marketing director in this study stated, "Digital media is important for 'establish[ing] direct dialogue with the consumer," (page 705), while another stated, "The most important factor for the involvement of companies in digital media is the very low investment required when compared with traditional media," (page 706). Through this study, 45% of surveyed firms intend to employ more employees whose focus will be digital marketing.

Budden, Anthony, and Jones (2011) found that the growth of web-based platforms geared towards online social behavior has modified human activities, habitats, and interactions. The research suggests that the real world relationships have moved to the virtual world of digital dimension allowing individuals to share knowledge, entertain one another, and promote dialogue amongst different cultures. As technology evolves, and humans evolve and change with it, so will the activity of marketing.

The digital age will continue to change marketing strategies. WebDam's (2014) study on digital marketing says from 2013, 55% of marketer's worldwide increased digital marketing budgets and that in 2014, $135 billion will be spent on new digital marketing collateral. Within this study they also found that 52% of all marketers have found a customer via Facebook, B2B companies that blog generate 67% more leads, and videos on landing pages increased conversions by 86%. Investment in Internet advertising will exceed investment in other media in the near future (Barnard, 2012).

What is included in digital marketing? Tiago and Verissimo (2014) digital marketing channels most frequently used include corporate websites (90% of respondents), followed by social networking sites like Facebook (73%), LinkedIn (46%), and Twitter (42%). Email, blogging, mobile, search, videos, and viral marketing are also a major part of an integrated digital marketing strategy. While digital marketing is an opportunity for all organizations, nonprofits has some adaptation struggles and need a focus on Web 2.0.

NONPROFIT INDUSTRY SETBACKS

IRS Business Master File (2014), state that the nonprofit industry includes organizations that reinvest in themselves with surplus money versus profit, working for shareholders, or individuals. These organizations can be government, charitable organizations or nongovernmental organizations (NGO's). In this file, they stated that there are 1,429,801 tax exempt organizations in the United States. In 2012, nonprofits accounted for 9.2% of all wages in the United States (Roger, Blackwood, & Pettijohn, 2012).

As the industry evolves and nonprofits proliferate, nonprofit organizations face many challenges as competition is broad but charitable giving is limited. Designed to meet current operational needs at best, the annual budget of most nonprofits never allows for levels of expansion, enhancement, growth, and new programming that their leaders desire in order to fulfill the missions of the organization (Walker, 2005).

Funding is a continued problem in the nonprofit sector. Levine and Zahradnik (2012) report that state funding sources are down, individual donors and foundation giving is down and competition in the nonprofit sector for funding is much higher. "Do more with less is a recurring theme," (Levine & Zahradnik, page 40). Waters (2010) indicate that nonprofits lag behind public and private sectors as they wait to see how other nonprofits incorporate the new communication outlets into their budgets and daily operations. Levine and Zahradnik (2012) state that even though nonprofits struggle with constrained resources and the competitive environment, management of nonprofit organizations need to be held to a higher standard of accountability than for profit organizations as they have more at stake. Nonprofits need to adapt and evolve, more than ever before.

DIGITAL MARKETING OPPORTUNITIES AND NONPROFIT EXECUTION

Neff and Moss (2014) suggest that nonprofits are slow adapters to the digital marketing space. Unfortunately, nonprofits have stricter budgets, slower growth potential, and later adaption cultures than other businesses, due to the competition for funds and volunteers essential for growth. Mansfield (2014) states, "Nonprofit technology experts and advocates have been warning the nonprofit sector for years that mobile and social media were going to transform nonprofit communications and fundraising in profound ways, but a global recession that forced nonprofits to slash their budget and implement hiring freezes made it impossible to upgrade their systems," (page 310).

Nonprofits must continue to think about how the internet is accessed and used by their constituents; and to think about their effectiveness in the ever-changing world (Modarres, 2011). Digital adaptation, marketing, and understanding of Web 2.0 is an opportunity nonprofits need to embrace to fuel their cause and keep up with the ever-changing behaviors of people, the driving force behind their cause.

The social Web 2.0 space, digital marketing, and online presence is undoubtable essential for nonprofits. Nonprofit web opportunity research from Ingenhoff and Koelling (2009) found that the interactivity brought by advanced technologies are an opportunity to communicate with interested publics, including donors, supports, clients and the media. A nonprofit marketing strategy needs compelling content through website articles, blogs, e-newsletter, status updates, tweets, and pins that will evoke empathy and trigger the impulse in donors and supporters to take action on behalf of the nonprofit (Mansfield, 2014). Godon, Knock and Neeley (2009) indicate

that the consequences of having a small web presence for nonprofits will result in the loss of potential clients, volunteers and donors, as well as appearing outdated.

Websites are the oldest opportunity in the digital space. Walters and Feneley (2013) report that the stewardship of demonstrating gratitude for supporters (in a nonprofit) is best suited on a virtual platform to cultivate those relations. Reciprocity, responsibility, and reporting are the measures in order to make sure that constituents are involved in this relationship nurturing. The report concluded that the nonprofits websites are the best digital place to express this gratitude that is needed.

Some nonprofits haven't even entered the digital space at all. McMahon, Seaman and Buckingham (2011) found that only 46% of nonprofits (through their study) have a website, indicating concerns that nonprofits are not meeting the needs of those they serve. Research from Kang and Norton (2004) of 100 nonprofit organizations' websites found that although 85% of the websites included e-mail addresses as contact information, most sites did not utilize interactivity to its full potential, an important opportunity in which to engage constituents. Interactivity, as important on websites, can also be conducted through social media.

Social media is a huge opportunity in the digital space. Luttrell (2014) defines social networking sites as communities of people gathering online with similar interests or relationships to share information and currently, 70% of the internet population uses social media sites. Mansfield (2014) estimates in 2015, the majority of adults will get their information from social networking sites versus search engines.

Davis, Piven and Breazeale (2014) suggest that social media may be the only way to deliver two-way interactions with brands. The model includes 5 core drivers that are unique to opportunities to enhance relationships and brand identity: functional, emotional, self-oriented, social and relational. Unfortunately, Lovejoy and Saxton (2014) state that nonprofits' social media message strategies aren't capitalizing on the two-way symmetrical communication intended for interaction with the public and they are only sharing information in a one-way dimension. Nonprofits must master techniques in order to accurately succeed in social networking and two-way interaction. Mansfield (2014) suggestions of interactivity include storytelling, understand engagement, engage authentically, curate content, don't automate, understand mobile, and understand visuals and video.

Vertical Response (2013) reports that for nonprofits, social media is the biggest way to engage constituencies across all departmental platforms, and doing it accurately can be the least expensive avenue. It is a win-win for nonprofits. The study states that 61% of nonprofits are spending more time on social media than a year ago. Four times the number of nonprofits have increased their social media budget than those who decreased their budget. Auger (2013) study on social media and nonprofits found that that these sites allow nonprofits a place to ethically persuade people to their point of view, providing thanks and recognition, and soliciting feedback and to communicate messages. Social media can be a very powerful opportunity to reach more potential advocates in order to help complete their mission.

Cho, Schweickart, and Haase (2013) report and recognize the value social media provides for engaging with publics and provide that many organizations have eagerly adopted and actively used social media as a part of their communication efforts. Unfortunately, research from Burt and Taylor (2003), showed that nonprofits are not using these sites to their fullest potential as much private and public sectors who have adapted the new social interaction technologies. Neff and Moss (2014) suggest nonprofits are late because they went looking at the future and did not develop the programs, projects, and capacity that social media would bring to the world.

Campbell, Lambright, and Wells (2014) study of nonprofits and social media found that many nonprofits had a limited view of social media, did not recognize its full potential, or long-term opportunity. Other barriers to social media for nonprofits in this study include institutional policies, concern that social media is inappropriate because of an organization's target population, organizations were reluctant to use social media because of client confidentiality concerns, and lack of the capacity and staff expertise to manage social media.

Although some nonprofits aren't executing accurately and some are still cautious of this space, others are adapting great and are paving the way for their local affiliations and peers. Mano (2013) concludes that the Internet is a viable realm of activity for promoting social causes, and nonprofit organizations are highly motivated to invest in online platforms to develop effective communication with potential supporters and increase social awareness. This study found that online contributions and online voluntary engagement for nonprofits are both high if nonprofits are accurately using the internet, social media sites, and digital marketing. Basically, if nonprofits adapt to Web 2.0, it will help them with some of the financial struggles they endure.

SOCIAL MEDIA PLATFORM CHOICES

Surprisingly, Facebook is only in its 10th year of existence while Twitter is in its 8th year and these two provide an outstanding opportunity for organizations (Springer, 2014). PewResearch (2014) state that 71% of online adults use Facebook. Saxton and Waters (2014) found that Facebook is a number one opportunity in order to build community support. A similar study by Cho, Scheickart and Haase (2013) report that nonprofit organizations who use Facebook only for information dissemination are limiting public engagement and relationship building opportunities. Nonprofits need to utilize two-way symmetrical communications. This is the most useful for organizations to build and maintain relations and also the most conduce to engage the public with the organization.

Twitter is also a major digital marketing opportunity for nonprofits. PewResearch (2014) states that Twitter, a short message service that allows users to broadcast real-time messages of 140 characters or less, has about 19% of all Internet users. Lovejoy and Waters (2012) suggest that Twitter is hyped for relationship-building efforts, however nonprofits are primarily using the site to send out information, using only one-way communication. Twitter followers expect organizations to be more active, and can be a great tool for stakeholder engagements, but this study shows that nonprofits are using it ineffectively in their strategic communications and are puzzled over how to use best. Nonprofits need to understand the platform and how to involve their followers on Twitter.

Social Media site YouTube, houses extensive video content and is a digital marketing phenomenon. Trimble (2014) reports that online videos are the future of internet marketing content. According to a study by Cisco VNI (2014), by 2017 video will account for 69% of all consumer internet traffic. Nielsen claims 64% of marketers expect video to dominate their strategies in the near future (Trimble, 2014). Waters and Jones (2011), studied nonprofits and the use of videos on YouTube and reported on the study of 100 official nonprofit YouTube videos, they found 88% are experimenting but only half were active users. They also found that nonprofits are using videos to inform and educate about their mission, programs and services but are missing the mark on advocacy, volunteering, and fundraising. Finally, videos created were using outside stories versus using internal stories, portraying stories not focused on the mission at hand.

YouTube offers a great, free feature to nonprofits. YouTube for Nonprofits includes a donate button at the end of videos, live streaming, call to action overlays, video annotations and production resources (YouTube, 2014), all free to the nonprofit. YouTube can help to build the brand and enhance public impressions of the organization. Nonprofit organizations need to focus and prioritize understanding this marketing opportunity or they might have lost opportunities.

Mobile Marketing is another digital marketing opportunity. As of January 2014, 90% of American adults had cell phones, 58% have smartphones, and 42% own a tablet (PewResearch, 2014). To stay ahead of the curve, nonprofits need to have mobile plans in place to optimize for these devices.

Blogging is also an important tool for nonprofits. Mark Satterfield, CEO of Gentle Rain Marketing, stated, "Blogging connects organizations with people in their communities who might volunteer or donate money, and that can bring a nonprofit's mission to life… a blog can take on the human voice of the organization, connecting and engaging constituents who will be more likely to donate their time and offer financial support," (Sullivan, 2014, Page 6). Satterfield encourages informative, optimistic blogs to engage current and potential constituents in the face of growing volunteer service and funding competition.

Email remains the main technology for the way people interact with brands and information on the web (Feil, 2014). Gesenhues (2014) reports that nonprofits held the fourth highest open rate, 24.3% (out of 14 industries), as well as the fourth highest click through rate at 4.2%. Acxiom (2013) states email is a preferred method to consumers. 73% of consumers prefer email to direct mail or text messages and it has more influence on purchases and decision making than direct mail or social media. Nonprofit Tech for Good reports that more online donations are made from click in an e-newsletter than any other source (Mansfield, 2014). It also stated that social media is not taking over email, but it enhancing it. Although some critics believe email is falling by the wayside (Feil, 2014), email is still a great opportunity in an integrated digital marketing strategy.

Viral marketing spreads like a virus; it gets spread from one person to the next, and in the case of marketing, through social media and digital communication tools. This strategy has evolved alongside communication and social networking channels. It leads to explosive visibility of the message that is being dispersed. It has worked well for many corporations, but also in the nonprofit industry, with the most recent, ALS Ice Bucket Challenge. As of September 2014, the Ice Bucket challenge fuelled a record 113.3 million dollars (Silverman and Gellman, 2014). Petrescu (2014) confirms that successful viral campaigns can regularly produce more than 1 million impressions, with standouts reaching ten times that number.

Search marketing such as search engine optimization and paid search are also still important opportunities in digital marketing. Factors today in search engine optimization (organic search) include relevant terms, content, Google+, Facebook, Twitter and Pinterest interactions, keywords and HTML setup (Nanji, 2014). If nonprofits are utilizing social media and internet marketing effectively, they have the opportunity to rank higher in search giving them more opportunity to be found. Top search engine Google, even offers free tools to nonprofits called, Google for Nonprofit and helps nonprofits with discounted or free products including Google ad grants to get free Google adwords, Google Apps for nonprofits, Google earth outreach grants, and One Today by Google which is free access to a mobile fundraising program (Google, 2014).

NONPROFIT ADAPTATION AND STAFFING IN MARKETING

Kotler and Levy (1969) indicated that from the beginning, marketing was considered a business activity and nonprofits didn't see themselves in the business world, thus not having or grasping an understanding of marketing. Kotler (1979) indicated that marketing lagged dramatically in adoption by non-profit organizations. According to Bendapudi (1996) it was not until the 80's/90's that nonprofit organizations introduced marketing into their activities, realizing that it may help their organizations missions.

Even in 2009, Dolnicare and Lazarevki (2009) indicated that nonprofits still demonstrate a lack of understand of the principals of marketing. The research found that only a small amount of staff that were in the marketing departments actually had marketing training (1/5) and/or education in the marketing field (18%). This study indicates that many of the nonprofit organizations are far away in reaching their full potential with marketing. This may be a reason why nonprofits are slower in understanding and adopting to new marketing strategies and techniques.

Driving a culture of innovation will create success in nonprofits so finding the right people is important. Nonprofits need to find the people with the right drive, with general inquisitiveness, a desire to understand how things work, with an interest of entrepreneurial activities (Neff & Moss, 2014). Perhaps that's the "digital natives"? Tapscott (2008) believes digital natives, people who have grown up online and with technology (born in the years after 1979) in their daily lives, are the ones who have reinvented interaction and have transformed all facets of our society into a social transformation. Mansfield (2014) states the skills necessary to perform digital marketing techniques in a nonprofit are vast and digital natives might be the niche. These skills for digital marketing staff include creative thinking, writing, photo and video editing, HTML knowledge, multi-tasking, community building and leadership.

Nonprofits continue to struggle with this workforce diversity. The greatest diversity and inclusion challenge is retaining staff under 30 (Nonprofit HR Solutions, 2013). The greatest problem is the limited budget constraints. According to Hamann and Foster (2014), nonprofit employee's also have higher workloads than their public counterparts, because nonprofit employees are mission driven, they may be more committed to their cause than to their organizational job responsibilities and goals.

Nonprofits slow adaption to principals of marketing and business as well as not having the right people in place to strategically execute digital marketing functions could be a determinant of why nonprofits are behind. Not all nonprofits are behind though. Some are taking the ranks and creating a digital space that is helping them achieve their mission.

SUCCESS STORIES WITH CLEAR RESULTS

Many nonprofits are using digital platforms already in their campaigns. Nonprofits are being bold, creative, and taking risks more than ever, and social media and digital marketing is the way to do this. While sometimes this can lead to criticism, for the most part, it leads to opportunities that can actually help carry out their mission.

In 2012, WATERisLIFE Organization created a video/image campaign called "hashtag killer" that went viral and became very successful. The video is called First World Problems Anthem and has 6.445 million hits on YouTube (TheGiftOfWater, 2012). The video and image campaign have residents of Haiti reading comments from the hashtag #firstworldproblems. In

Table 1 (Appendix), you see a boy in a house of shambles stating, "[I hate it when] I have to write my maid a check, but forget her last name." The tagline and call to action is "#firstworldproblems are not problems. Donate to help bring clean water to those in need." The chief creative officer of WATERisLIFE says, "the project encourages people to think before they tweet. There are much more important problems in the world than not getting a hot latte in the morning," (Payne and Friedman, 2012). Impressive Magazine has stated it was one of the best campaigns. During the course of the campaign, a million days' worth of clean water were donated, they raised awareness, water, and helped people with serious problems (Husar, 2013). Table 2, (Appendix) shows the YouTube slide where it has received almost 6.5 million views. WATERisLIFE included their website and "donate now" button at the end of their video.

WATERisLife portrayed a very real issue, raising awareness about a serious situation in our world. They showed modern people that their "serious" problems are minute compared to real problems elsewhere. This video is informative and educational, but the powerful light is the message of raising funds for water, a serious need. They used the platform of video as the message was strong, powerful and that a viral element because of the creativity behind it.

In 2014, Internet Advertising Competition (2014) awarded The United States Holocaust Memorial Museum, Web Marketing Association's Best Nonprofit Online Campaign. For the 20th Anniversary National Tour, they wanted to raise awareness for the museum, inspire supporters, launch their fundraiser and honor the museum. Using technology and a creative campaign, the museum was able to achieve these objectives. Table 3 (Appendix) depicts the ads from the campaign asked intriguing questions such as "What if Hitler had Access to the Internet?" "Does Memory have the Power to Change the World?" These are serious, powerful relatable questions that connect with supporters of the nonprofit.

It is clear the museum has embraced digital technology. The advancement and continuous engagement of the museum online certainly show digital marketing is a priority. Table 4 (Appendix), shows they have six social networking sites: 113K Facebook likes, 197K followers on Twitter, 139K followers on Google+, 3K subscribers on YouTube with many videos and views, a Pinterest and Instagram account, a blog, newsletters, a mobile website and a museum app, podcasts and purchases on iTunes U. The user-friendly website packed with relatable content is available in 14 language options with an online encyclopedia, research index, events and a donate button on every page, generated for connection and interaction with people. The nonprofit understands and effectively utilizes digital marketing which creates a connected community to help preserve and educate this historical museum and movement. The museum has embraced new age technology to continue to connect with people and in 2013 alone, was visited by more than 12 million people, representing 226 countries and territories (United States Holocaust Memorial Museum, 2014).

Monterey Bay Aquarium, a California nonprofit aquarium, mission is to help inspire conservation of the oceans. They've proven to be a digitally involved organization, setting the bar for other nonprofits. Top Non Profits (2014) has listed the aquarium as the 23rd best nonprofit on the web, ranking on factors such as Facebook (392K likes) and Twitter (48.5K followers), home page ranking prediction, Alexa rank, and responsibility and transparency on Charity Navigator. Table 5 (Appendix) includes a Facebook post with 4K likes and 700+ shares, and a Twitter feed with 117 retweets, showing the engaged users. Table 6 (Appendix) depicts the aquariums mobile website that includes interactive activities, like voting, surveys, live web cams, and wallpaper. Also found on their website are links to podcasts, family activities, a blog, mobile

app, and links to their other social media sites like YouTube, Pinterest, Instagram and Twitter (Monterey Bay Aquarium, 2014).

Make-a-Wish America is proven to be a digital innovator. It ranks #82 on Top Nonprofit (2014) best nonprofit on the web. Facebook analyst Ayres (2014) lists the nonprofit as #44 as a must-follow Facebook page for nonprofit and charities. Make-a-Wish America is in 100 Nonprofits in 2013 for the Nonprofit Times and (based on revenue) ranks 75th (Hrywna, 2013). Table 7 (Appendix) shows the homepage of the website where it depicts an image of a boy and a short preview of his story. If you click on the image you'll learn more about his story. On the simple website, there are videos, stories, and ways to help as well as links to social media such as Facebook (617K likes) Twitter (178K followers) and Pinterest (Make-a-Wish, 2014). Table 6 (Appendix) shows 1 of 17 boards on Make-a-Wish Pinterest site (with 4K followers) called PIN-spiration which includes 3,600+ followers alone (Make-a-Wish America, 2014). Make-a-Wish is a trailblazer of digital marketing opportunities for nonprofits and already has so much depth, and they seem to stay cutting-edge as their engagement and organization is doing well.

CONCLUSION

Digital marketing is vastly evolving alongside technology transformation and human behaviors. As Web 2.0 creates digital interaction preferred by customers, marketing strategies will follow suit. Marketing managers are understanding and investing resources and staff in this space. Unfortunately, nonprofits lag behind for profit organizations who are already embracing and effectively dominating digital marketing.

People who are part of the digital space are the drivers of nonprofit existence and prefer the digital social interaction and connection. Advocacy, stewardship, engagement, and gratification are preferred drivers on digital platforms but nonprofits continue to miss the mark. Budgets, staff capacity, understanding and reluctantly, institutional policies, and privacy are concerns that nonprofits have in entering this space. Although valid concerns, as the world strives forward, nonprofits need to as well. A focus on digital marketing executed correctly, can potentially alleviate budget, volunteer, and advocacy concerns (reasons they might not be digital in the first place).

Research and results prove strategies with social media sites, mobile marketing, email, websites, viral, and search marketing will create an integrated marketing foundation needed in nonprofits to be successful at achieving their mission. Trends suggest video, mobile, and social media will only continue to proliferate so all organizations need to adapt now, more than ever. Nonprofits who dominate the digital space continue to enhance their strategy, reinvest in the digital market and technology, and continue to stay on top. Some nonprofits are just entering web 2.0 and are cautious. Others who continue to have reservations will continue to lag behind. Nonprofits need to hire the right people who understand and can execute these new technologies. Nonprofits need to focus time and investment in digital marketing. Doing so will put them closer at achieving their mission.

APPENDIX

Table 1: YouTube #FirstWorldProblems Anthem Video (TheGiftOfWater, 2012).

Table 2: YouTube #FirstWorldProblems Anthem Video Donate Now (TheGiftOfWater, 2012).
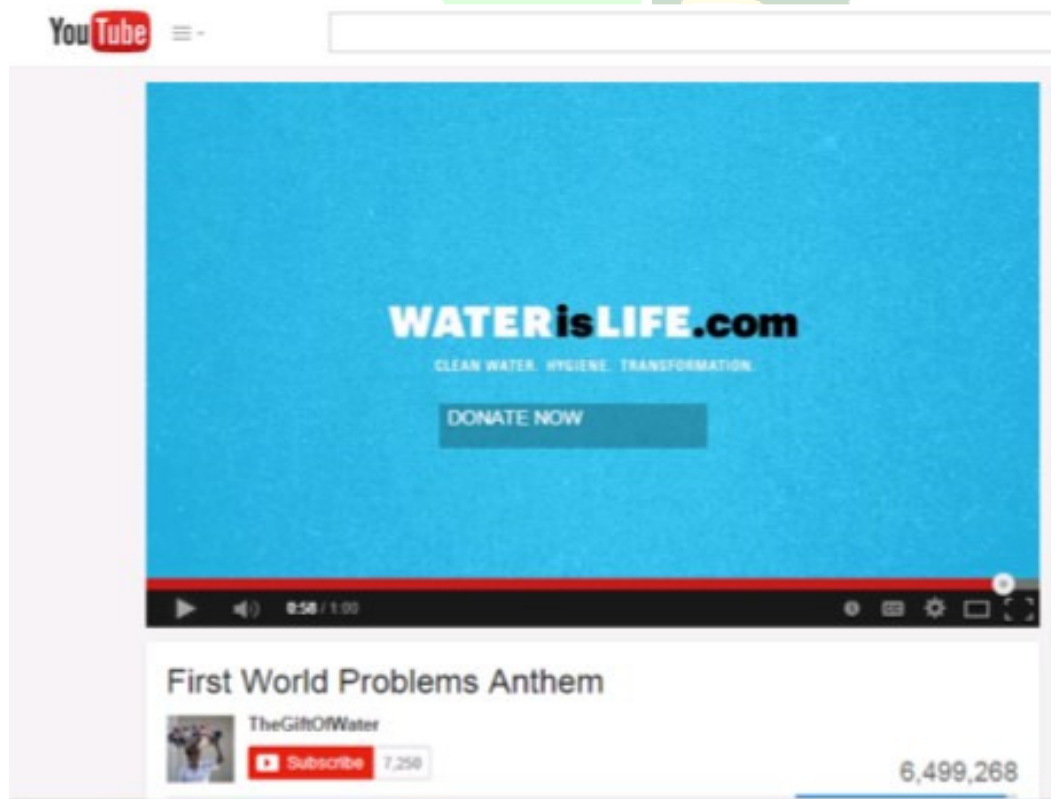
Table 3: Award winning digital ads from The United States Holocaust Memorial Museum campaign (Internet Advertising Competition, 2014).

Table 4: The United States Holocaust Memorial Museum interactive website and social media platforms (The United States Holocaust Memorial Museum, 2014).
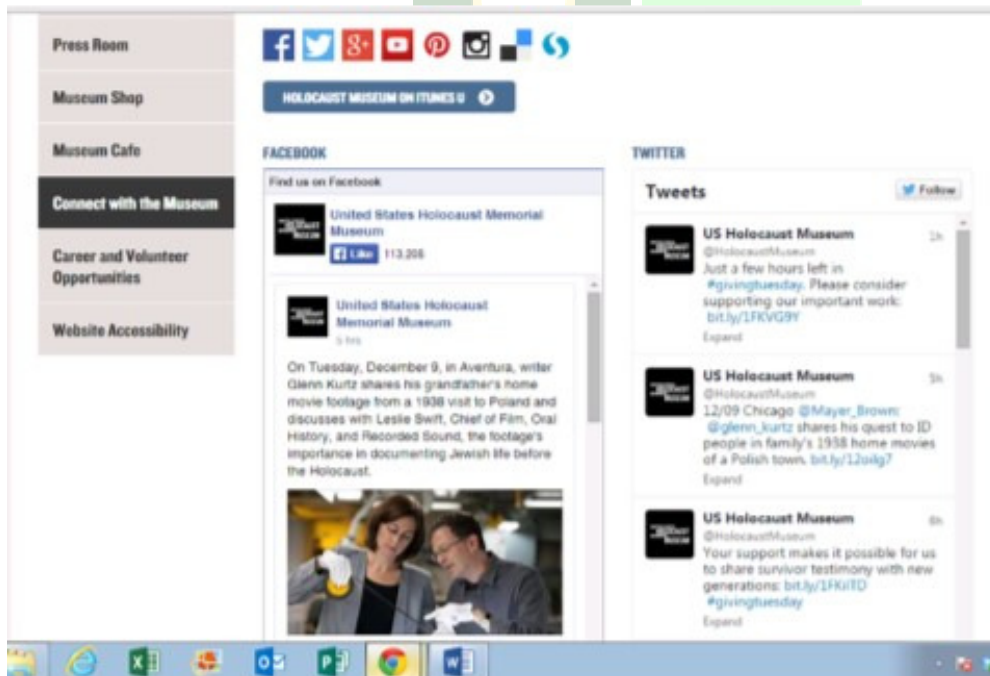
Table 5: Monterey Bay Aquarium Facebook (Monterey Bay Aquarium, 2014) and Twitter (Monterey Aquarium [MontereyAq] (2014) Posts and Engagement
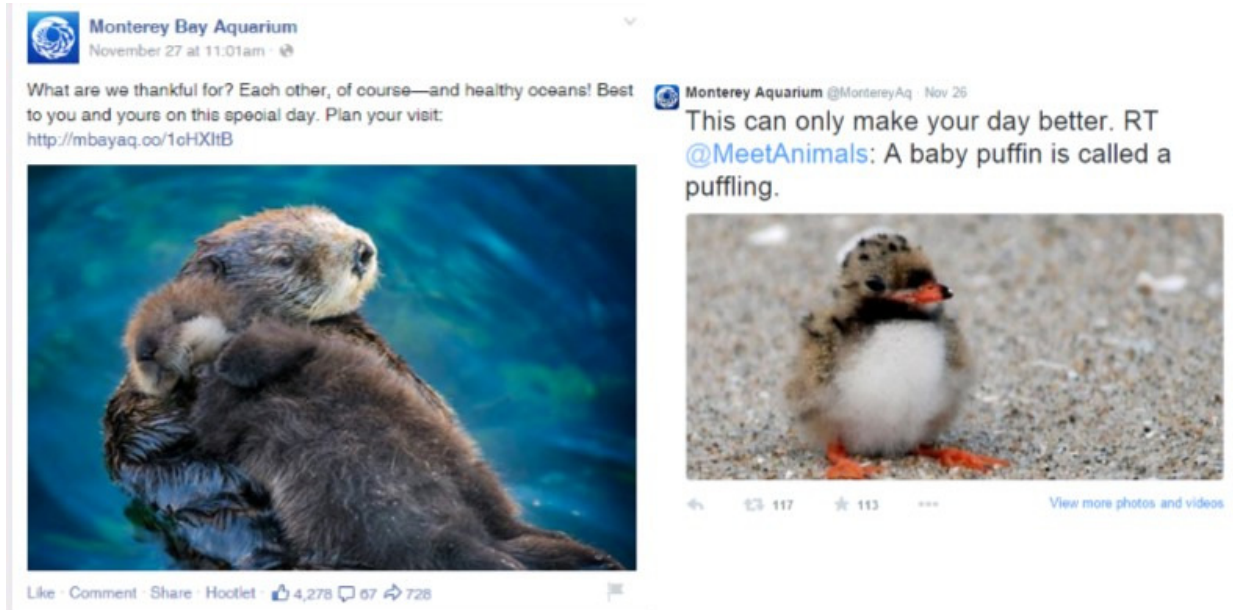

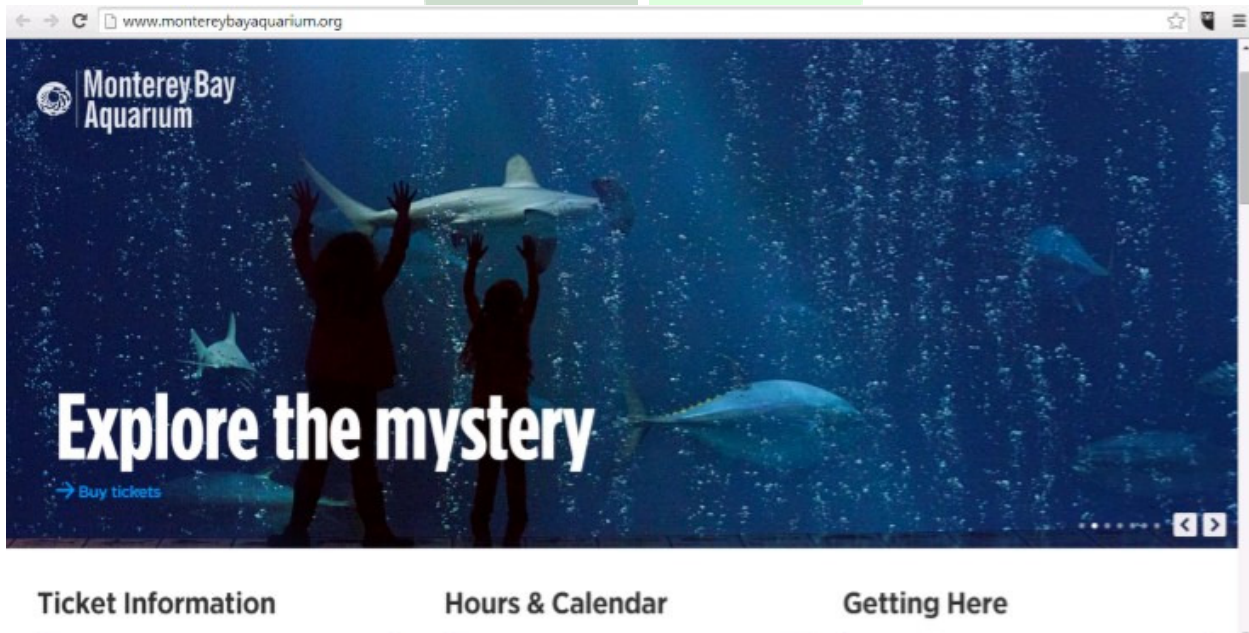Table 6: Monterey Bay Aquarium Home Page (Monterey Bay Aquarium, 2014).

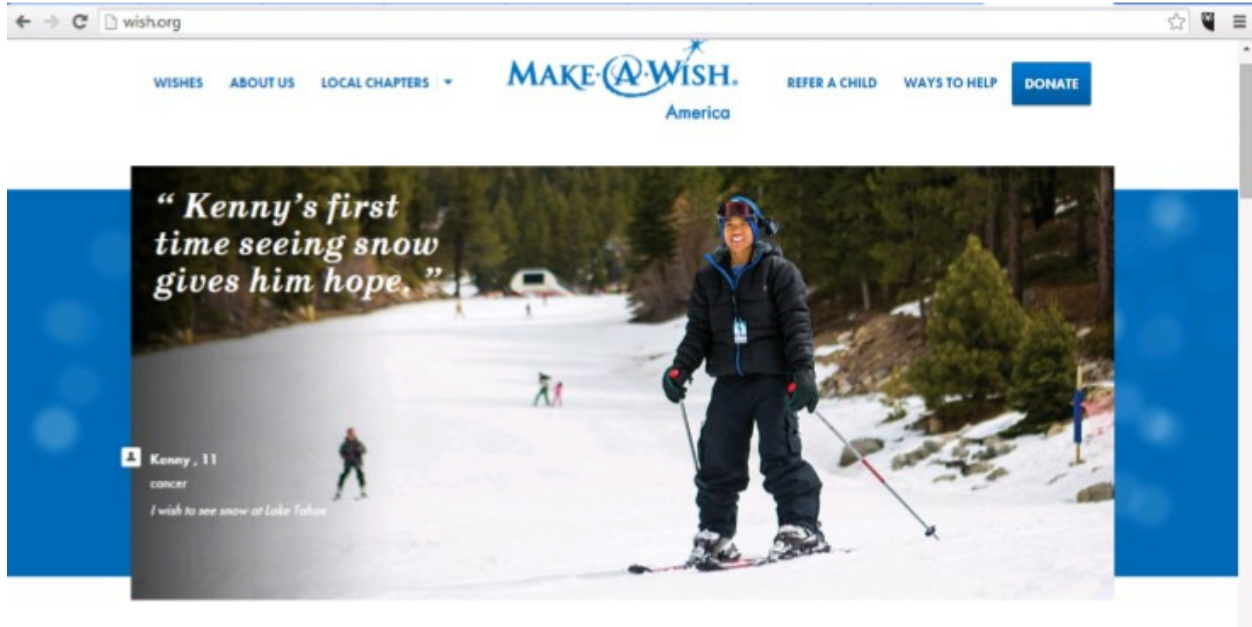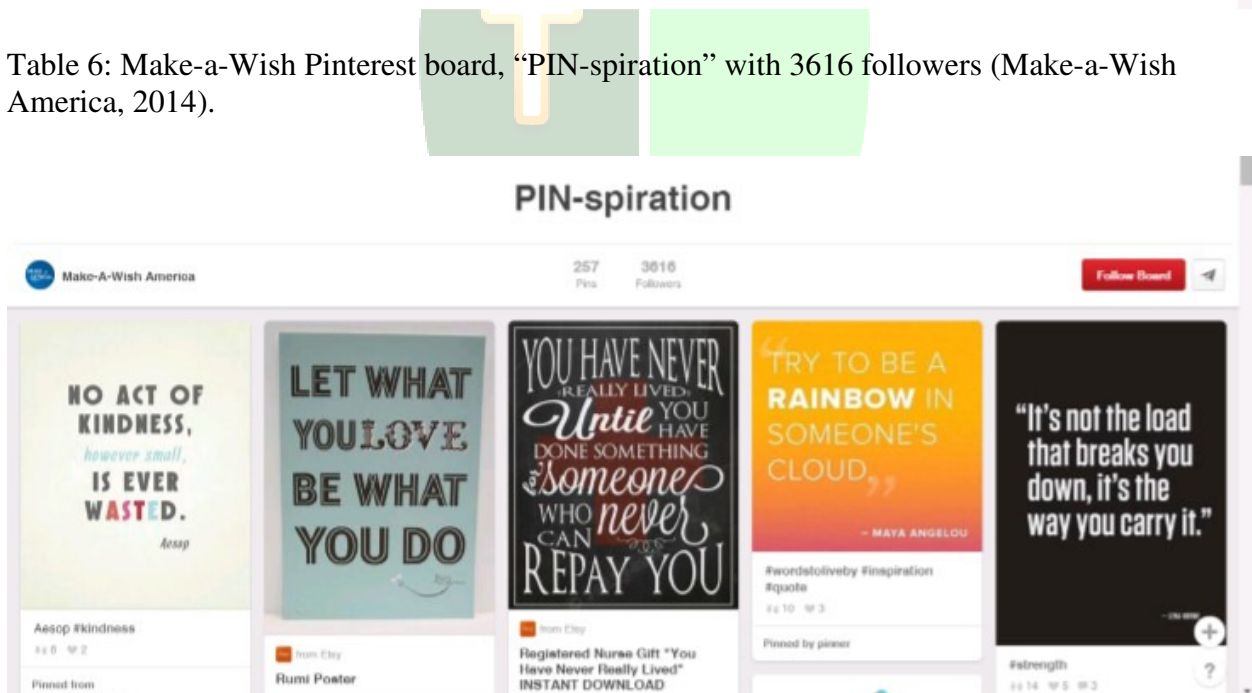Table 6: Make-a-Wish Website Home Page (Make-a-Wish, 2014)

Table 6: Make-a-Wish Pinterest board, "PIN-spiration" with 3616 followers (Make-a-Wish America, 2014).

REFERENCES

Acxiom. (2013). *Email Marketing and Mobile Device Survey*. Retrieved from
        http://www.acxiom.com/resources/email-marketing-mobile-devices-survey/

African Wildlife Foundation. (December 1, 2014). Retrieved from http://www.awf.org/

Auger, G. (2013). Fostering democracy through social media: Evaluating diametrically opposed
        nonprofit advocacy organizations' use of Facebook, Twitter, and YouTube. *Public
        Relations Review, 39(4), 369-376.*

Ayres, S. (2014). *60 Must-Follow Facebook Pages for Non-Profits & Charities*. Retrieved from
        http://www.postplanner.com/must-follow-facebook-pages-for-non-profits-charities-ngos/

Barnard, J. (2012, October 1). *ZenithOptimedia releases September 2012 advertising expenditure
        forecast*. Retrieved from http://www.zenithoptimedia.com/zenithoptimedia-releases-
        september-2012-advertising-expenditure-forecasts/

Bendapudi, N., Singh, S.N., & Bendapudi, V. (1996). Enhancing helping behavior: an integrative
        framework for promotion planning. *Journal of Marketing, 60(3), 33-49.*

Budden, C. B., Anthony, J. F., Budden, M. C., & Jones, M. A. (2011). Managing the evolution of
        a revolution: Marketing implications of Internet media usage among college students.
        College Teaching Methods and Styles Journal, 3(3), 5-10.

Burt, E., & Taylor, J. (2003). New technologies, embedded values, and strategic change:
        Evidence from the U.K. voluntary sector. *Nonprofit and Volunteer Sector Quarterly,
        32(1), 115-127.*

Campbell, D. A., Lambright, K.T., & Wells, C. J. (2014). Looking for Friends, Fans, and
        Followers? Social Media Use in Public and Nonprofit Human Services. *Public
        Administration Review. 74(5), 655-663*

Chakarbarti, R., & Berthon P. (2012). Gift Giving and Social Emotions: experience as content.
        Journal of Public Affairs. 12(2), 154-161.

Cho, M., Scheickart, T., & Haase A. (2013). Public Engagement with Nonprofit Organizations
        on Facebook. *Public Relations Review. 40(3), 565-567.*

Cisco VNI. (2014, June 10). *Cisco Visual Networking Index: Forecast and Methodology, 2013–
        2018.* Retrieved from http://www.cisco.com/c/en/us/solutions/collateral/service-
        provider/ip-ngn-ip-next-generation-network/white_paper_c11-481360.html

Davis, R., Piven, I., & Breazeale, M. (2014). Conceptualizing the brand in social media
        community: The five sources model. *Journal of Retailing and Consumer Services. 21(4),
        468-481.*

Dolnicare, S. & Lazarevski, K. (2009). Marketing in Non-Profit Organizations: An International
        Perspective. *International Marketing Review, 26(3), 275-291.*

Erragcha, N. & Romdhane, R. (2014). Social Networks as Marketing Tools. *Journal of Internet
        Banking and Commerce. 19(1), 1-12.*

Feil, S. (2014). 5 Trends Defining Email Today. *Adweek, 55(39), 1-7.*

Gesenhues, A. (2014, June 11). *2014 Silverpop Email Marketing Metrics Benchmark Study*.
        Retrieved from http://www.silverpop.com/Documents/Whitepapers/2014/Email-Marketing-
        Metrics-Benchmark-Study-2014-Silverpop.pdf

Google (2014). *Google for Nonprofits*. Retrieved from http://www.google.com/nonprofits/join/

Gordon T.P., Knock C.L., & Neely D.G. (2009). The role of rating agencies in the market for
        charitable contributions: An empirical test. *Journal of Accounting and Public Policy,
        28(6), 469-484.*

Hamann, D.J. & Foster, N.T. (2013). An Exploration of Job Demands, Job Control, Stress, and Attitudes in Public, Nonprofit and For Profit Employees. *Review of Public Personnel Administration, 34(4), 322-355.*

Hrywna, M. (2013, November 1). *The NPT 2013 Top 100.* Retrieved from http://www.thenonprofittimes.com/news-articles/the-npt-2013-top-100/

Husar, M. (2013, September 9). *#firstworldproblem Campaign.* Retrieved from http://impressivemagazine.com/2013/09/09/hashtag-killer-firstworldproblems/

Internet Advertising Competition. (2014). *Best Non-Profit Online Campaign.* Retrieve from http://www.iacaward.org/iac/winner.asp?eid=13245

Kang, S., & Norton, H.E. (2004). Nonprofit organizations' use of the World Wide Web: Are they sufficiently fulfilling organizational goals? *Public Relations Review, 30(3), 279–284.*

Kotler, P. & Levy, S.J. (1969). Broadening the concept of marketing. *Journal of Marketing, 33(1), 10-15.*

Kotler, P. (1979), Strategies for introducing marketing into non-profit organizations. *Journal of Marketing, 43(1), 37-44.*

Levine, H. & Zahradnik, A.G. (2012) Online Media, Market Orientation, and Financial Performance in Nonprofits. *Journal of Nonprofit & Public Sector Marketing, 24(1), 26-42.*

Lovejoy, K. & Waters, R. D. (2012). Engaging stakeholders through Twitter: How nonprofit organizations are getting more out of 140 characters or less. *Public Relations Review, 38(2), 313-318.*

Luttrell, R. (2014). *Social Media: How to Engage, Share, and Connect.* Lanham, MD: Rowman & Littlefield Publishers.

Make-a-Wish America (2014). *PIN-spiration* [Pinterest Board]. Retrieved from URL: http://www.pinterest.com/makeawishfdn/pin-spiration/

Make-a-Wish. (2014). Retrieved from http://wish.org/

Mano, R. (2014). Social Media, Social Causes, Giving Behavior and Money Contributions. *Computers in Human Behavior. 31, 287-293.*

Mansfield, H. (2014). *Mobile for Good.* New York, NY: McGraw-Hill Education.

McMahon, S., Seaman, S., & Buckingham, J. (2011). Nonprofit adaptation of websites and website types. *Journal of Marketing Development and Competitiveness, 5(6), 43-50.*

Monterey Aquarium [MontereyAq] (2014, November 26). *This can only make your day better. RT @MeetAnimals: A baby puffin is called a puffling* [Tweet]. Retrieved from https://twitter.com/MontereyAq/status/537693970814734337

Monterey Bay Aquarium. (2014, November 27). *What are we thankful for? Each other, of course—and healthy oceans! Best to you and yours on this special day. Plan your visit: http://mbayaq.co/1cHXItB* [Facebook Status Update]. https://www.facebook.com/montereybayaquarium/posts/10152843739202482:0

Monterey Bay Aquarium (2014). Retrieved from http://www.montereybayaquarium.org/

Modarres, A. (2011). *National Civic Review.* Hoboken, NJ: John Wiley & Sons, Inc.

Nanjo, A. (2014, September 15). *The top Google Search Rank factors in 2014.* Retrieved from http://www.marketingprofs.com/charts/2014/26006/the-top-google-search-rank-factors-in-2014

NCCS Business Master File (2014, June). *IRS Business Master File.* Retrieved from http://nccsweb.urban.org/PubApps/search.php

Neff, D. J. & Moss, R. C. (2011). *The Future of Nonprofits*. Hoboken, NJ: John Wiley & Sons, Inc.

Nonprofit HR Solutions. (2013). *Nonprofit Employee Trend Survey*. Retrieved from http://www.nonprofithr.com/wp-content/uploads/2013/03/2013-Employment-Trends-Survey-Report.pdf

Payne, E., & Friedman, C. (2012, October 23). *Viral Ad Campaign hits #firstworldproblems*. Retrieved from: http://www.cnn.com/2012/10/23/tech/ad-campaign-twist/

Petrescu, M. (2014) *Viral Marketing and Social Networks*. New York, NY: Business Expert Press.

PewResearch. (2014). *Mobile Technology Fact Sheet*. Retrieved from http://www.pewinternet.org/fact-sheets/mobile-technology-fact-sheet/

Roger, K. L., Blackwood, A.S. & Pettijohn, S.L. (2012, October 12). *The Nonprofit Almanac 2012*. Washington, DC: The Urban Institute Press.

Saxton, G.D. & Waters, R. D. (2014). What do Stakeholders Like on Facebook? Examining Public Reactions to Nonprofit Organizations' Informational, Promotional, and Community-Building Messages. *Journal of Public Relations Research, 26(3), 280-299.*

Silverman, R. E. & Gellman, L. (2014, September 14). *Ice Bucket Challenge: When Success Creates Problems of Its Own*. Retrieved from http://online.wsj.com/articles/ice-bucket-challenge-when-success-creates-problems-of-its-own-1410810931

Springer, R. (2014). *A Social Media Compliance Update*. Retrieved from http://www.econtentmag.com/Articles/Editorial/Feature/A-Social-Media-Compliance-Update-Ten-Years-Later-97903.htm

Sullivan, K. (2014). To attract and engage followers, create 'one voice' for your organization's blog. *Nonprofit Business Advisor, 2014(302), 5-7.*

Tapscott, D. (2008). *Growing Up Digital: The Rise of the Net Generation*. New York, NY: McGraw-Hill.

TheGiftOfWater (2012, October 3). *First World Problems Anthem* [Video File]. Retrieved from https://www.youtube.com/watch?v=fxyhfiCO_XQ

Tiago, M. T. & Verissimo, J. M. (2014). Digital Marketing and Social Media: Why Bother? *Business Horizons, 57(6), 703-708.*

Top Nonprofits. (2014). *Top 100 Nonprofits on the Web*. Retrieved from http://topnonprofits.com/lists/best-nonprofits-on-the-web/

Trimble, C. (2014, July 2). *Why online video is the future of content marketing*. Retrieved from http://www.theguardian.com/small-business-network/2014/jan/14/video-content-marketing-media-online

United States Holocaust Memorial Museum (2014). Retrieve from: http://www.ushmm.org/

Vertical Response (2013). *Nonprofits investing more time and money on social media.* Retrieved from http://www.verticalresponse.com/blog/non-profits-investing-more-time-money-social-media/

Walker, J.I. (2005). *Nonprofit Essentials: The Capital Campaign.* Honoken, NJ: John Wiley & Sons, Inc.

Walters, R. & Feneley, K. (2013). Virtual Stewardship in the age of new media: have nonprofit organizations' moved beyond Web 1.0 strategies. *International Journal of Nonprofit and Voluntary Sector Marketing, 18(3), 216-230.*

Waters, R. D. (2010). *The Use of Social Media by Nonprofit Organizations*. Handbook of
    research on social interaction technologies and collaboration software: Concepts and
    trends. 1420-1432.

WebDam. (2014). *20 Captivating Marketing Statistics*. Retrieved from URL:
    http://www.webdam.com/2014-marketing-statistics-infographic/

Weinberg, B. D., & Pehlivan, E. (2011). Social spending: Managing the social media mix.
    Business Horizons, 54(3), 275-282.

YouTube. (2014). *YouTube Nonprofit Program*. Retrieved from
    https://www.youtube.com/nonprofits