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Millennials on the Move, but to Where?

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Millennials on the Move, but to Where?

Understanding Millennial Geographic Preferences

Bethany Gump, Zach Kisor, Shelby Hoge, Ashley Cosher, Kristi Mitchell, and Derek Carson

4/2/2016

The Millennial generation is a large and powerful market segment. This cohort is graduating from college and is searching for work at the same time that its predecessor generation, the Baby Boomers, are retiring. This unique epoch in American business brings both conflict among generational divides and opportunity for corporate America. Companies that can leverage millennial talent will sustain competitive advantages over those who cannot, simply due to size of this generation (Nielsen, 2014). To leverage this talent, companies must first understand the millennial as a whole, not simply as an employee. Companies must focus their attention on this generation's personality as molded by recent economic events and its upbringing by Generation X. This focus includes millennial preferences, professionally and recreationally. This research will confirm and refute claims based on years of research to help companies to recruit and retain this talent. Specifically, the team will consult the J.M. Smucker Company by providing information to market Northeast Ohio through an understanding of the geographic preferences of Millennials. The team will illustrate that in order to effectively recruit and retain Millennials, companies must understand that Millennials are not merely looking for a job. They are looking for a way of life.

It is important to first understand the moving patterns across the U.S to find out why people are attracted to a particular area. In 2015, the two regions with the most inbound moving activity were the South and the Pacific Northwest as indicated in Figure 1 on the following page (United Van Lines, 2015). The top reasons these movers migrated to the Northwest region include: company transfer/new job, retirement, and proximity to family (United Van Lines, 2015). The survey showed that the long-term trend of people relocating to the Northwest were due to a technology boom in capital cities such as Portland and Seattle (through companies such as Boeing and Microsoft) and the expanse of outdoor space in national and state parks (United

Van Lines, 2015). Moving trends towards the South reflect the aging Baby Boomer population's desire to relocate to warmer climates for their retirement. For the third year in a row, the Northeast region had the highest number of residents moving out of state with New Jersey, New York, and Illinois topping the list of outbound moves. Ohio ranked fifth on the top ten list of outbound moves (United Van Lines, 2015).

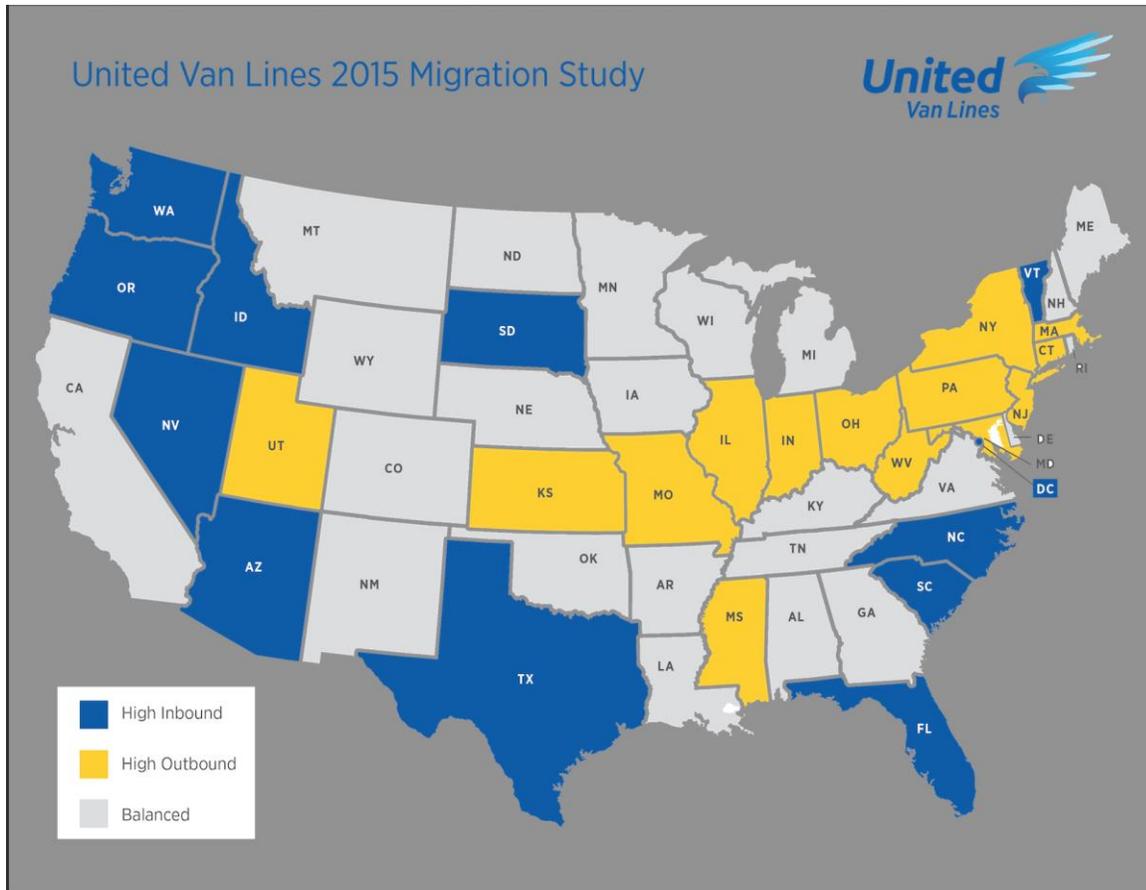


Figure 1: United Van Lines. (2015).

The implication of slow population growth as a result of high outbound moving activity is confirmed by data collected since the 2010 U.S Census. Ohio reported having over 11.5 million residents, making it the seventh largest state in the nation (United States Census: Ohio, 2010). However, the title of being one of the largest states in the nation may be in jeopardy.

According to 2013 population data, Ohio's population has grown by a meager 0.3% since the 2010 census (Exner, 2014). Interestingly, the majority of this growth has come from international immigration into the state, totaling approximately 50,000 new foreign residents (United States Census: Ohio, 2010). This is due to metropolitan cities', like Cleveland, increased efforts to attract more immigrants, in hopes of boosting the economy through international investment and adding to the workforce. The states with high population growth as of 2013 include: Texas (5% growth), Florida (4%), California (3%), Colorado (4.76%), Utah (5%), and Washington (3.67%) (United States Census: Ohio, 2010). This is consistent with the United Van Lines Mover's Study in 2015, which indicated a trend towards Southern and Northwest regions. Ohio companies like Smucker should therefore not be concerned with the high outbound moving activity due to retirement, but should be concerned by the second most popular reason for outbound moves: job relocation and new job opportunities.

To further investigate the explosive population growths, this team analyzed three cities based on the higher percentage change in the number of college graduates per state, as detailed in Figure 2 on the following page: Austin, Texas, Denver, Colorado, and Pittsburgh, Pennsylvania. The team chose to study these cities to understand what factors or venues are causing these significant percent changes in these cities. Noticeably, Denver ranked third at a 47% increase in college graduate population from 2000 to 2012, Austin ranked fourth with 44%, and Pittsburgh (selected to represent a city in the Midwest to best model the Cleveland/Orville area) ranked tenth with 29%.

Percent change in the number of college graduates aged 25 to 34, from 2000 to 2012

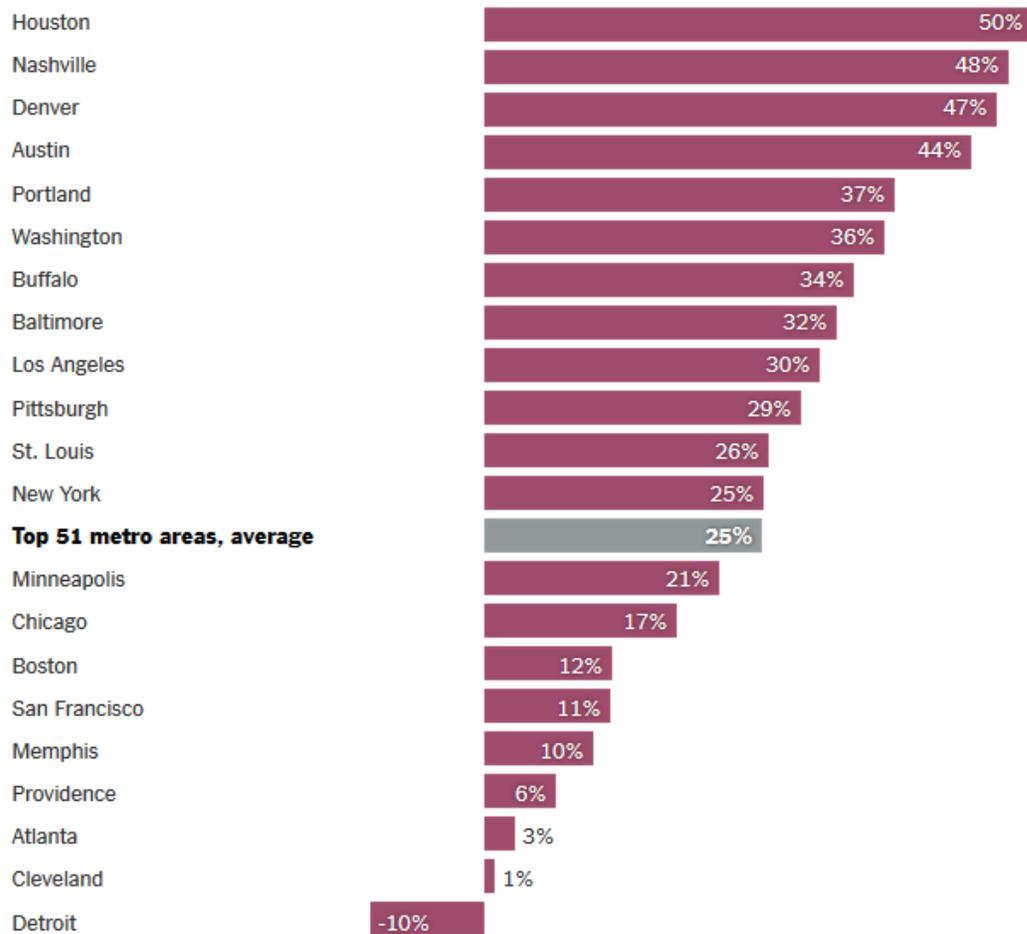


Figure 2: Miller. (2014, October 20).

Texas' capital, Austin, is the fourth largest city in the state, with a steadily growing population of over 880,000 residents (United States Census: Texas, 2010). Austin's population has been on the rise since a spike in early 2000, according to data from the U.S Census Bureau. Austin residents have access to a world renowned music scene with over 200 venues featuring acts from rock to country to jazz, giving them the opportunity for a different night-out experience every night (Austin Nightlife, n.d.). The strong economy of the city attracts inbound movers of all ages, particularly Millennials. Globally known companies such as 3M, Visa, Dell, and Whole

Foods, among others, are headquartered in the Austin area (Raney, 2015). Austin is one city that offers the fast-paced living conditions Millennials desire.

Moving North, Pittsburgh, Pennsylvania is popular for Millennials seeking the lure of city life. Pittsburgh ranked fourth in mobility, ninth in food, and eleventh in entertainment in the nation (Gilat, 2014). Based on the percentage of residents that use public transportation, average taxi fare, and average price for a gallon of gas, Pittsburgh ranked first based on the 230,000 people that use it daily (Varga, 2014). Pittsburgh has multiple types of public transportation, such as busses, trains, and Uber because public transportation is statistically important to Millennials. Research suggests that Millennials prefer walking to driving by a wider margin than any previous generation (Varga, 2014). To further this claim, three-quarters of American 17-year-olds were licensed to drive in 1978. By 2008, the percentage had dropped to 49% (Dollinger, 2015). 70% of Millennials report regularly utilizing multiple alternatives to the car, including public transportation (Varga, 2014). This trend has a profound impact in real estate, neighborhood development, and high-density millennial population in cities. This move to public transport is based on Millennial's desire for meaning, or to make a difference. Researchers explained that Millennials continue to select public transport due to "ease of use, lower environmental impact, and the sense of community it fosters" (Varga, 2014).

Denver, also known as the Mile High City, is located on high rolling plains, just 12 miles east of the front range of the Rocky Mountains. Denver's population is approximately 634,265 people, ranking it the 23rd most populous city in the United States (Denver, The Mile High City, n.d.). The city's population growth is fueled by heavy influxes of Hispanics (31% of total population) while African Americans make up an additional 10% (Denver, The Mile High City, n.d.). The region has seen 1.7% growth rate per year between 2007 and 2012 (Denver, The Mile

High City, n.d.). The city caters to the adventurous Millennials as the city boasts nearly 300 days of sunshine, numerous hiking paths such as Pikes Peak and the Colorado Trail, and diverse festivals such as the nation's largest Cinco de Mayo celebration, Longs Peak Scottish Irish Festival, and the Denver Pride Fest.

Entertainment, dining and shopping venues, and outdoor activities are common throughout Austin, Pittsburgh, and Denver. Known as the "Live Music Capital of the World," Austin has diverse music venues offering shows every night. The Continental Club is one of the oldest venues in Austin showcasing acts in blues and rock (Austin Nightlife, n.d.). Austin also embraces its Texas culture with its country dance halls where guests can learn the traditional "Texas Two-Step" (Austin Nightlife, n.d.). Pittsburgh offers four different casinos: Rivers Casino, Meadows Racetrack Casino, Mountaineer Casio and Racetrack, and Wheeling Island Hotel Casino, each boasting numerous hotels and table games and thousands of slot machines (Keppler, 2012). On the south side, coffee shops such as The Club Café hold live music nearly seven days a week, restaurants like the Double Wide Grill, a barbeque-centric joint, offer both vegetarian and non-vegetarian meals housed in a converted gas station, and numerous neighborhoods cater to Spanish, French, and Italian cuisine (Keppler, 2012). In Denver, an initiative called the Denver B-Cycle promotes bike such that people can rent and ride the 85 miles of paths surrounding the city (The Mile High City, n.d.). At the same time, naturalists can enjoy the 42 state parks all located within 30 minutes to 3 hours of Denver which boast over 500 miles of walkable trail (Colorado State Parks Map, 2015). Figure 3 outlines the various opportunities to hike and explore natural Denver without a significant financial burden, as the entrance fee per vehicle is approximately 7 to 9 dollars (Colorado State Parks Map, 2015).



Figure 3: Colorado State Parks Map (2015).

Companies that treat the millennial generation as people with lives outside of work first and then employees will be seen as more desirable because they leverage work-life balance. Work life balance is highlighted in cities such Austin, Pittsburgh, and Denver through their activity venues (theatres, nature trails, unique eats, etc.). However, companies themselves must also have a culture that appreciates work life balance to retain Millennials. Excessive overtime hours and a boss that does not allow flexibility ranked the third and fifth most common reasons for leaving a company in the US, just below career progression and pay (Ernst and Young, 2015). This is unsettling as 46% of managers, 39% of which are Millennials, are working 40 plus hours a week with stagnated compensation compared to prior generations (Ernst and Young, 2015). However, retention rates

have increased at companies where part-time telecommuting, self-directed scheduling, three to six month sabbaticals, and 12 week paid maternity leave have been instated (Bannon, Ford, Meltzer, 2011). To Millennials, companies offering flexibility appear genuine and authentic, of which both qualities are highly regarded by this cohort when career searching (Nielsen, 2014). Companies do this by promoting the culture of cities such as Austin, Pittsburgh, and Denver to balance the stresses associated with work.

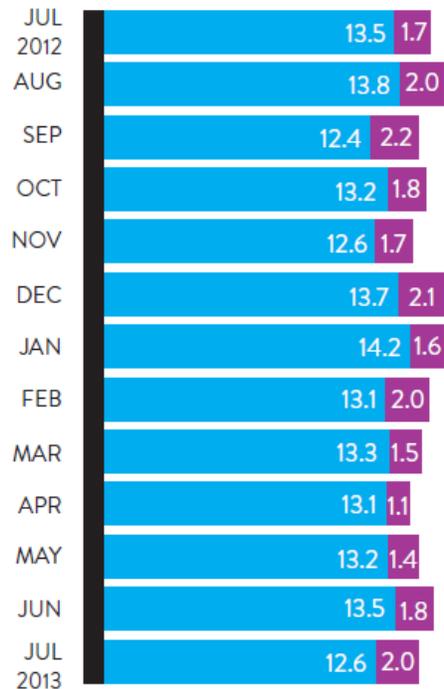
After analyzing the moving trends for the entire state of Ohio and trends in cities most impacted by millennial movement, the team looked into trends within the Northeast Ohio region. This region has experienced great population loss, with an estimated 60,000 residents leaving from 2010-2015 (Exner, 2011). According to Exner's article (2011), the top destinations for outbound Clevelanders include: Franklin County (Columbus, OH), Maricopa County (Phoenix, AZ), Mecklenburg County (Charlotte, NC), and Clark County (Las Vegas, NV). The top reasons recorded by movers for migrating to these four regions were retirement and job transfer/new job. Cleveland's population has been on the decline since 1950 (Piipparinen, Russel, & Post, 2016). Cleveland now ranks as the 48th largest city in the U.S., but was once ranked 5th. The median age of the Cleveland population is 33, which is on the upper range of the millennial generation. Baby Boomers and young adults account for the largest age segments of the city (Piipparinen, Russel, Post, 2016). In order to combat the rising loss of population and attract new, younger residents, the region must work together to add jobs and prosperity to the Northeast Ohio area.

With the extent of the population loss Northeast Ohio has experienced, it is not surprising that Millennials are struggling much more than their predecessors, the Boomers. The Bureau of Labor Statistics' Misery Index, which calculates economic well-being, unemployment, and inflation rates*, reveals this daunting realization in Figure 4 on the following page. Overcoming

*Inflation rates vary amongst age based on how much money each age group spends to maintain their respective standard of living despite fluctuations in the strength of the dollar.

financial obstacles has molded the personality of this generation. Sixty nine percent of Millennials do not feel they are financially sound enough to maintain their desired lifestyle, yet 88% believe they will be able to in the near future (Nielsen, 2014).

AGES 20 TO 24 YEARS



AGE 55 AND OVER

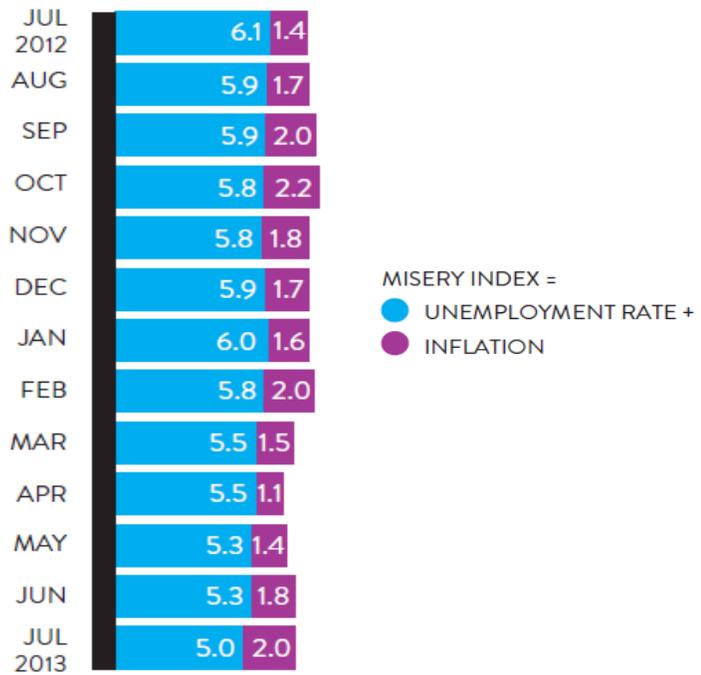


Figure 4: Nielsen. (2014).

Millennials are balancing coping with these financial constraints by moving to the cities to fulfill their urban desires. Counteracting decentralization to revitalize urban areas is referred to as the *Fifth Migration* by urban researchers (Piiparinen, Russel, & Post, 2016). Approximately 40% of Millennials say they would like to live in an urban area within the next year alone, generating huge opportunity for city planners (Nielsen, 2014). Specifically, 62% prefer to live in the type of mixed-use spaces found in urban centers, where they can live close to diverse restaurant, shopping, and health options (Nielsen, 2014).

This movement has kick started the concept of *New Urbanism*, which takes successful urban design principles and applies them to suburban development based on some facets Millennials value, including diverse community design, access to public transportation, mixed housing types (townhouses and apartments), green areas for community gatherings and parks, and other options that align with Millennial preferences (Piiparinen, Russel, & Post, 2016).

To lessen the financial burden associated with living in a city, two in three Millennials are renting and prefer to do so with roommates (Pew Research Center, 2013). At the onset of the Recession in 2011, 14% of Millennials returned from owning a home to renting living spaces, compared to the 4% of the total population (Pew Research Center, 2013). In that time, 43% of Millennials ages 25-36 are living with roommates to negate costs (Pew Research Center, 2013). The percentage of young adults living at home with their parents is at its highest since 1940 (Pew Research Center, 2013). In 2014, about 42% of young men and 36% of young women resided with their parents or relatives which is in part due to the 13% and 8% unemployment rate for young Millennials (20-24) and older Millennials (25-34), respectfully as of 2013 (Pew Research Center, 2013). These area preferences confirm the claim that Millennials desire to live in cities but only the wealthier sect is able (Piiparinen, Russel, & Post, 2016; Nielsen, 2014).

The challenge to Smucker is selling the idea of living in Northeast Ohio to the young talent they target. One significant area to boast is the incredibly low cost of living in Ohio, especially the cities surrounding Orrville. The state as a whole has a low median for monthly rent, \$585, which ranks Ohio as the twelfth lowest state in 2015, according to Simply Map (2016). In addition, the median value of housing in Ohio is \$132,964 compared to the national average, \$179,531 (Simply Map, 2016). Perks of living near and working at Smucker include living within an hour of the second largest city in the state, while paying rent that is among the

lowest in the country. Cost of living evaluations also take into consideration expenses such as food, clothing, transportation, and entertainment within a certain area. The team compared the cost of living index in Akron, Ohio with the cost of living in Austin, Texas. Austin, a top destination for Millennials, and found the cost of living in Akron to be 16% cheaper, where housing was specifically 33% cheaper (Cost of Living Index, 2016). The Tax Foundation published a comparative image of what a potential consumer could buy with \$100 in each state. Figure 5 illustrates those findings below. Ohio ranked eighth highest in the country just behind West Virginia and Kentucky whereas Washington DC ranked the lowest at \$84.60 per \$100. Smucker recruiters have great potential in broadcasting these findings to prospective employees country-wide.

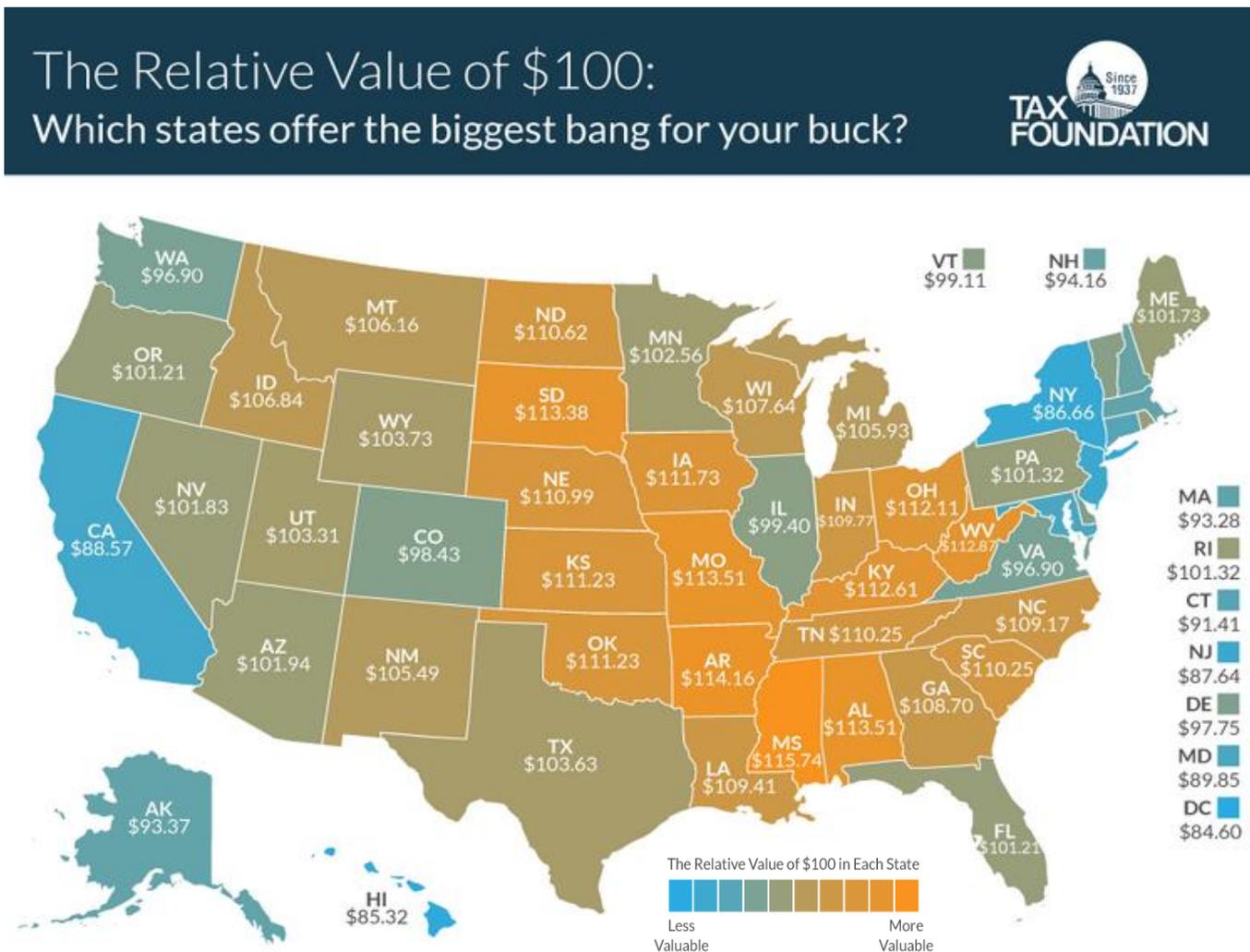


Figure 5: Cole, A., Stone, L., & Borean, R. (2014, August 8).

Upon understanding the geographic preferences of Millennials, the team wanted to assess competitors inside (for competition purposes) and outside (for benchmarking purposes) the retail food market to discern how these companies hire and retain Millennials. In doing so, the team conducted research to discover why employees relocate. The decision to relocate is multifaceted, and most that choose to move require their employer to help meet an extensive list of wants and needs (Bannon, Ford, and Meltzer, 2011). The majority look for transfer packages including assistance selling their current home, help purchasing a new home, full coverage of moving expenses, temporary storage, and a welcome packet (Common Relocation Packages, n.d.). Those with families typically look for many benefit offerings, such as childcare assistance, spousal job support, and funds to travel if their family does not relocate at the same time (Bannon, Ford, and Meltzer, 2011).

One company outside of the food industry that has seen great success with their relocation packages is Digi-Key, an electronics supplier in Thief River Falls, Minnesota. In 2013, Thief River Falls had a population of just over 8,700 (Fisher, 2014). The company's headquarters tripled from 2002 to 2014, housing 1,000 to 2,850 employees (Fisher, 2014).

Digi-Key's vice president of HR, Rick Trontvet, stated, "We've just got more jobs here than we've got people." Smucker faces a similar problem, with select job openings remaining unfilled for long periods of time (Fisher, 2014). Unlike Smucker however, Digi-Key has found unique ways to entice employees to transfer to the Thief River Falls area.

The company provides its employees transportation from heavily populated communities such as Bagley, Crookston and East Grand Forks communities to Digi-Key (Fisher, 2014). This reduces the employee's cost of commuting as the bus route is free. The bus also provides amenities, including Wi-Fi, to make the ride more enjoyable (Fisher, 2014). Second, the

company offers a cash bonus to those relocating sixty or more miles to Thief River Falls (Fisher, 2014). A third way Digi-Key attracts employees to their small town is through employee referrals. Any worker who suggests a new hire who stays for more than six months receives a \$500 bonus (Fisher, 2014). Most notably, Digi-Key attracts college-level students through their scholarship program. The program offers to pay half of a student's tuition, while they work part-time for the company (Fisher, 2014). The student must agree to work full-time after graduation in order to be eligible for the scholarship program. To Millennials, this is a convincing proposition.

Today, 59% of people aged 25-29 have attended some college (a 27% increase from 1970) and 31% earning a Bachelor's degree, making this generation the most educated (Levenson, 2010; Nielsen, 2014). Millennials have nearly doubled the percentage of college credentials than the Baby Boomers and start of generation X, indicating how important higher education is. The higher percentage of educated Millennials begs the question of how are students paying for school? Student loans accounted for over \$1 trillion, making it the second largest category of household debt in the United States (The Council of Economic Advisers, 2014). As student loan debt per student has increased from \$24,000 in 2004 to \$30,000 in 2012, Millennials are marrying later, utilizing public transport instead of buying a car, and renting apartments with family and friends to delay these costly milestones in their lives (The Council of Economic Advisers, 2014; Nielsen, 2014). Digi-Key's tuition program feeds both the millennial desires for higher education and minimizes the financial burden incurred.

The final way Digi-Key attracts employees is by providing full medical coverage with no co-pays or deductibles. Employees benefit from dental insurance and life insurance policies, 401K matching, and profit-sharing plans as well (Fisher, 2014). Through research, Digi-Key

found that a main concern for current job seekers is health coverage. Therefore, they feel that offering a unique health insurance policy is a powerful and rare recruiting tool. Although Digi-Key faces geographical challenges, its rapid expansion in 2014 is funding its innovative recruiting schemes that have proven successful and possibly replicable.

In addition to offering quality relocation packages, it is important for companies to express the full value of a career in a small town. According to James Wright, a partner with Bridge Technical Talent, “You have to educate the hiring managers to sell the city as well as the opportunity.” (Grensing-Poppha, 2014) One company that does this well is Consol Energy, located in Canonsburg, Pennsylvania. Consol Energy is headquartered in a town with a population of less than 9,000 (About CONSOL Energy, n.d.). Approximately thirty minutes outside of Pittsburgh, Pennsylvania, Consol Energy advertises their proximity to the large city by highlighting events in and around Pittsburgh on their website (About CONSOL Energy, n.d.). Mentioning Pittsburgh and their relationship with the big city helps make it known that although Consol Energy is in a small town, the ‘big city’ lifestyle is not far away.

Inside the consumer foods market, Smucker’s competitors such as Kraft Heinz, General Mills, and Hershey also have implemented innovative retention techniques similar to Digi-Key and Consol Energy. These efforts require that Smucker reevaluate their role and innovation strategies in the market to differentiate themselves or risk losing their consumer base. Kraft Heinz, General Mills, and Hershey all have practical yet creative ways to grow their employee base that Smucker could learn from, replicate, and improve.

The Kraft Heinz Company is the third largest food and beverage company in North America, and the fifth largest in the world, owning eight different \$1 billion brands. Some of their well-known brands are: Kraft, Heinz, Capri Sun, Jell-O, Kool-Aid, Lunchables, and

Maxwell House. The Kraft Heinz Company has employees in 45 different countries, and last year had \$29.1 billion in net sales. Due to their recent merger, the company is co-headquartered in Pittsburgh, Pennsylvania and Chicago, Illinois (The Kraft Heinz Company, n.d.).

Kraft Heinz uses multiple recruiting tactics to attract members of the millennial generation to their company via their website. Along with listing their headquarter locations on their website, Kraft Heinz highlights a video of the city of Pittsburgh. This convincing recruitment tool showcases employees answering questions about activities in the city and why they love living there. Further, at the bottom of their *University Relations* page, there is an enticing question asking, “Do you have what it takes?” along with a link to their application. This question, although challenging in nature, resonates with Millennials who, statistics show, desire challenge and opportunity. 56% of millennial survey respondents from Pricewaterhouse Coopers (2011) felt they could advance to higher managerial roles in their careers. This millennial ambition is double-edged. Companies are reaping the effects of a strong work ethic but are beginning to encounter cross-generational discourse. When asked if senior-level management could relate to younger workers, 69% responded no and 34% said their “personal drive could be intimidating to other generations” (Pricewaterhouse Coopers, 2011). Kraft Heinz has sought to bring these generations together with strong human resource elements, such as mentoring. On their *University Relations* page, corporate trainees are “hand-selected and sponsored by our CEO/Zone President” and learn from both industry experts and other executives within the company (Kraft Heinz Company, n.d.).

The application process following is interactive. The company asks in what region of the world the potential employee is looking to work. This appeals to members of the millennial generation because it illustrates opportunities for cultural emersion, showcasing the desire for

diverse experiences. This decision to appeal to the global Millennial is imperative; according to Nielsen Company (2014) marketing reports, Millennials are the most diverse generation, consisting of 14% first generation and 12% second generation immigrants. Millennial Hispanic populations are expected to grow over 167% by 2050, which confirms research findings that 38% of Millennials are bilingual in English and Spanish, a 73% increase from 2003 (Nielsen, 2014). As 71% of Millennials have keen interest to work abroad, companies like Kraft Heinz and others are recognizing and taking steps to meet this need in (Pricewaterhouse Coopers, 2011). Figure 6 illustrates the top locations Millennials desire to work by country origin, the most popular being the United States, the United Kingdom, and Australia. In the intertwined global economy Smucker and Kraft Heinz find themselves in, companies that consider short-term, overseas assignments for Millennials will keep their interest and retain this talent (Pricewaterhouse Coopers, 2011).

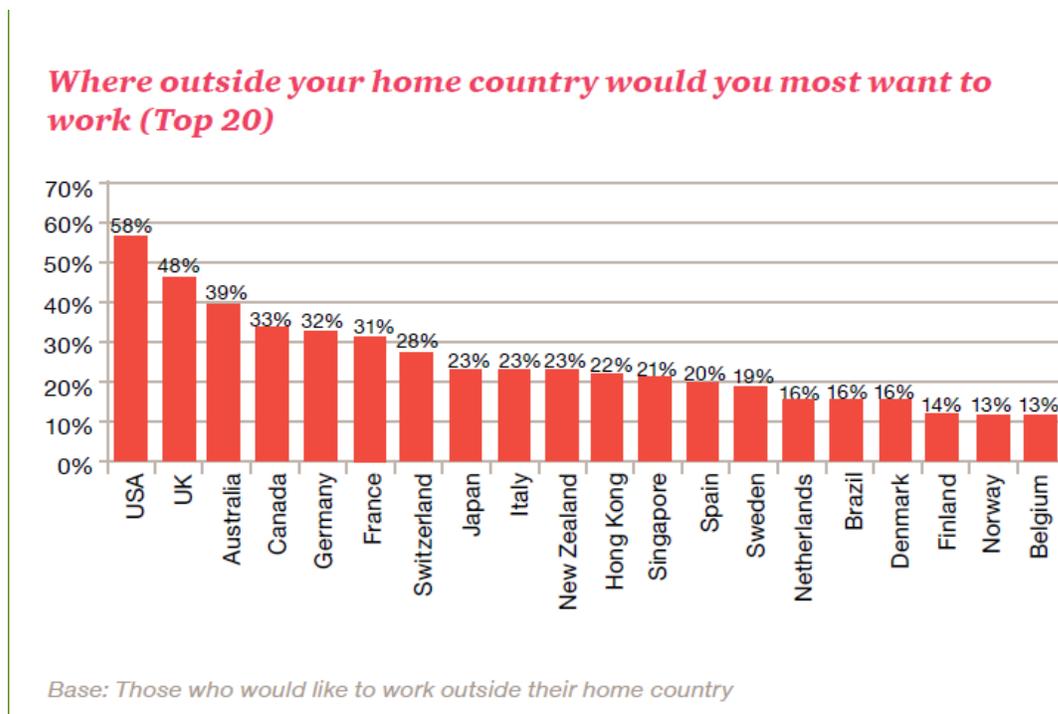


Figure 6: Pricewaterhouse Coopers. (2011).

The Hershey Company is a consumer food company that specializes in chocolate and candy. Hershey generates around \$7.4 billion in annual revenue and employs almost 22,000 people all over the world (The Hershey Company Profile, n.d.). Some of the best-known brands that The Hershey Company owns are: Reese's, Jolly Rancher, Ice Breakers, and Brookside. Hershey has also become competitive on a global scale by manufacturing these goods in India, Brazil, Mexico, Canada, China, Japan, and Korea (The Hershey Company Profile, n.d.).

Hershey faces the challenge of being located in the small town of Hershey, Pennsylvania, with a population of 14,257 (The Hershey Company Profile, n.d.). Similar to Smucker, this is an unattractive aspect of The Hershey Company. To combat this challenge, The Hershey Company has worked alongside the community to create Hershey Park, attracting visitors with museums and thrill-rides from around the world. Founder Milton Hershey saw the potential in investing not just in a company but in the town of his business. He believed these investments would increase the morale of his employees and thus the likelihood of them remaining with the company (Milton S. Hershey, n.d.). Alongside Hersey Park, he built schools, churches, parks, recreational facilities, and a trolley system to cater to the community at large. To other industrial giants of the time, Milton's investments were ridiculed because he focused on the wellbeing of his employees, not on output and revenue (Milton S. Hershey, n.d.). Hershey's slogan, "The sweetest place on Earth", commands as positive a sentiment today as it did years ago because the company was guided under the principles of an entrepreneur who valued work life balance.

Another consumer food company that uses unique recruiting techniques is General Mills, Inc. General Mills is headquartered in Minneapolis, Minnesota, and last year had \$17.6 billion in net sales (General Mills, n.d.). Some of their iconic brands include: Betty Crocker, Cheerios, Pillsbury, Häagen-Dazs, and Chex-Mix (General Mills, n.d.). General Mills demonstrates their

innovative techniques by providing links to their new product line for 2016 on their website. Although these initiatives are not directly targeted at the millennial generation, they demonstrate progressive innovation of the company. General Mills also provides a way for potential employees to stay connected with the company and notifies them of job openings, via email, as well (General Mills, n.d.).

General Mills is a strong company that showcases their focus on corporate social responsibility (CSR), or commitment to economic development, ethical behavior, and healthy well-being of internal and external stakeholders (T. McGlone, Spain, & V. McGlone, 2011). Kraft Heinz, Hershey, and General Mills emphasize sustainable, green business models and philanthropy, both of which are forms of CSR. Kraft Heinz partnered with Stop Hunger Now and Feed America to donate over 2 billion meals to the homeless (Kraft Heinz Company, n.d.). In Ghana and Ivory Coast, Hershey is educating farmers in efficient farming techniques and equipping them with mobile phones to communicate, resulting in a 45% greater cocoa yield (The Hershey Company Profile, n.d.). Hershey has also committed to sending zero waste to landfills in all 11 of their manufacturing plants in the United States (Hershey's Shared Goodness, n.d.). General Mills' CEO, Ken Powell, joined nine other CEOs from other food companies to accelerate climate action by signing a letter that encourages forming a global climate coalition (Heine, 2015).

The philanthropic and social good values held by these companies align with the beliefs of many Millennials. 69% of Millennials would refuse to work at a company that does not value CSR while 79% say they want to work for a company that cares about its contribution to society (T. McGlone, Spain, & V. McGlone, 2011). Millennials demand their workplaces to act responsibly because on the whole, Millennials value supporting non-profits and volunteering.

Nielsen Company (2014) found that despite the harsh economic environment Millennials find themselves in, 75% gave a financial contribution to a non-profit in 2011. Even though their contributions are limited (the majority being under \$100), Millennials supplemented their giving by volunteering their time; nearly 57% completed volunteer work during 2014, totaling more than any generation (T. McGlone, Spain, & V. McGlone, 2011; Nielsen, 2014). Their emphasis on green technology and sustainable business practice is also evident due the increase in public transit, citing the lesser impact on the environment as a reason to use the bus, for example, than to drive a car (Varga, 2014; Nielsen, 2014).

As companies continue to compete for the brightest and most skilled workforce, Millennials find themselves in the midst of corporate America's pull. Millennials, unlike any generation before them, will not hesitate to turn down a job offer that they feel does not align with their personal and professional goals and values (Nielsen, 2014). Companies that can market a lifestyle to Millennials that aligns with these goals and values will successfully market and retain them. The Hershey Company posted Figure 7 on their homepage for prospective jobseekers. The team found that it epitomized what drives the Millennials to pick one company over another because it artfully balances a sturdy career, work life balance, and future security.



Figure 7: The Hershey Company

The team's secondary research proved that Millennials are searching for great life more than a great job. Millennials look for entertainment and cultural activities and also opportunities to enjoy the outdoors, as seen by the Millennial residents' attraction to cities like Austin, Texas and Denver, Colorado. Millennials are looking for housing that is affordable (because they are still paying off significant college loans) yet near city attractions. The team's research found that Millennials consequently delay making large purchases such as homes and cars, indicating that they are interested in budgeting their money and utilizing public transport when available. The team desires to show Millennials that Northeast Ohio is an affordable, diverse, and entertainment-enthralled area to live and to begin a professional career.

The team plans to construct a relocation assistance website for potential new candidates highlighting the unique aspects of multiple cities in Northeast Ohio. The team elected to focus on a website as their medium because Millennials do much of their research using the internet and also value convenience. This website will give a potential candidate, who could be relocating from cities around the United States, a quick access to cost-of-living estimators, information on nearby cities and suburbs, and testimonials from employees who have already relocated and work for the company. The team hopes to use a pool of demographically diverse users to judge the website's functionality before recommending it to The J.M. Smucker Company.

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