MILANO GRADUATE SCHOOL
Fall 2009

Marketing in Nonprofit and Public Organizations CRN 4294

Mondays, August 31 – December 14, 2009 6:00 - 7:50 p.m.

Instructor: Bonnie McEwan
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Course Summary

This course charts the strategic marketing process in nonprofit and public organizations, from research and planning through execution and evaluation. Students learn how to research and analyze a market, conduct a marketing audit, develop positioning and branding strategies, determine the various elements of the marketing mix, create an implementation plan and assess the results.

The course provides students with a hands-on marketing experience by consulting with worthy nonprofit organizations to create a comprehensive marketing plan that the client organization will actually use. This term we are working with four client organizations, all of which focus on arts and culture.

The coursework is organized in four primary parts, which reflect the strategic marketing planning process: Research, Strategy, Tactics and Evaluation. Working in teams of three or four, students engage in a real-time strategic marketing process, which results in a finished marketing plan for their clients. Each class session is divided into three parts: 1) A status review of the progress being made for each client, 2) Time for student questions and idea sharing on the consulting process, and 3) Discussion of marketing theory and practice as laid out in the course text.

Assignments and Grading

This course is highly participative. Students are expected to complete the assigned readings on schedule, attend class and additional outside meetings and complete specific tasks related to the research, analysis and development of an excellent marketing strategy for our clients. Students are expected to contribute heavily to class discussions. In so doing, students will demonstrate the marketing competencies that they are learning during the semester.

Students will keep a journal that documents and reflects upon their accomplishments and the skills they have gained through the project. The journal's contents must be supported by the student's work experiences during the project and also by the ideas and concepts contained in the course readings. Students will also write at least one story about the project that is suitable for publication on the *MAKE WAVES* blog, *Ripples and Wipeouts* (www.makewavesnotnoise.com/resources/blog) and/or the blog of Milano School Dean Lisa Servon (http://tinyurl.com/mx85ck) and/or one of the Milano School's social media properties (Facebook, LinkedIn, et. al.)

Grading Formula:

Class participation and skills demonstration: 30% of final grade

- The instructor will meet privately with each student team at least once during the semester to provide feedback based on observations of the group's work performance and associated skill development.
- Each student will receive an individual grade for class participation.

Journal and blog posts: 30% of final grade

- Journals must be handed in to the instructor periodically in order to check students' progress. The final journal is due on 12/7/09.

Finished marketing plan (grade shared by team): 40% of final grade

- Client feedback will comprise a prominent part of this grade.

Required Text

Marketing Management for Nonprofit Organizations, Third Edition
Adrian Sargeant, Oxford University Press, 2009
ISBN: 978-0-19-923615-2

The textbook is available at Barnes & Noble on Fifth Ave. at 18th Street, as well as online from various sources.

Incompletes

The instructor will authorize a grade of incomplete only in unusual circumstances that clearly demonstrate student hardship, such as a death in the family or a medical situation.

Class Schedule:

Session 1 – August 31
Introductions, Course Overview, Client Team Assignments, Journals, Blogs
The Nature of Nonprofit and Public Marketing
Reading for discussion: Chap. 1, with special emphasis on pp. 23 – 45

Week of September 7
Client Meetings: Because of Labor Day, there is no class session this week. However, student teams are expected to hold initial, in-person meetings with their clients sometime during this week and come to class on September 14 prepared to present an overview of your client organization to your classmates.

Session 2 – September 14 – The Research Phase, Pt. 1
Client Profiles: 10-minute presentations by student teams (strict time limit)
Discussion: Marketing Orientations

- Organization Orientation, Market Orientation, Societal Orientation
- Reading for discussion: pp. 45 – 72

Session 3 – September 21 – The Research Phase, Pt. 2
Client Status: Students should have work agreements signed by client.
Consulting Progress: Questions, problems, etc. regarding client work
Discussion: The Strategic Marketing Planning Process

- Where we are, where we're going, how we'll get there
- Reading for discussion: Chap. 3, pp. 79 - 99

Session 4 – September 29** -- The Research Phase, Pt. 3
(Note: This is a **TUESDAY**. Monday is a holiday.)
Client Status: Students should be working on client marketing audits.
Consulting Progress: Questions, problems, etc. regarding client work
Discussion: Marketing Research

- Types, tools and techniques
- Reading for discussion: Chap. 4, pp. 100 - 121

Session 5 – October 5 – The Strategy Phase, Pt. 1
Client Status: Students should be working on client SWOT analysis.
Consulting Progress: Questions, problems, etc. regarding client work
Discussion: Marketing Objectives and Strategic Direction

- SMART objectives & strategy options
- Reading for discussion: Chap. 5, pp. 122 – 131

Session 6 – October 12 – The Strategy Phase, Pt. 2
Client Status: Students should be writing objectives & determining strategy.
Consulting Progress: Questions, problems, etc. regarding client work
Discussion: Audience Segmentation and Positioning

- Relationship to goals; segmentation criteria; relative positioning
- Reading for discussion: Chap. 5, pp. 131 – 155

Session 7 – October 19 – The Strategy Phase, Pt. 3
Client Status: Teams should have finished final objectives and master strategy.
Consulting Progress: Questions, problems, etc. regarding client work
Discussion: Branding

- What it is & isn't; applications to nonprofits and government
- Reading for discussion: Chap. 6, pp. 156 – 177

TEAMS MEET WITH INSTRUCTOR THIS WEEK TO REVIEW AUDITS AND SWOT ANALYSES.

Session 8 – October 26 – The Tactics Phase, Pt. 1
Client Status: All research and strategic planning should be complete.
Consulting Progress: Reflections on your experience so far
Discussion: Arts Marketing

- Current issues in marketing of the arts; online arts marketing tactics
- Reading for discussion: Chap. 10, pp. 303 - 335

Session 9 – November 2 – The Tactics Phase, Pt. 2
Client Status: Teams meet with clients this week to review progress.
Consulting Progress: Help with structuring your client meetings.
Discussion: The Marketing Mix

- Quality, value, price, product and channels
- Reading for discussion: Chap. 7, pp. 180 - 198

JOURNALS DUE BY BEGINNING OF CLASS

Session 10 – November 9 – The Tactics Phase, Pt. 3
Client Status: 10-minute team reports on client meetings (strict time limit)
Consulting Progress: Revising strategy based on client feedback
Discussion: More on the Marketing Mix

- The Biggest of the Ps – Promotion; Logistics
- Reading for discussion: Chap. 7, pp. 198 - 214

Session 11 – November 16 – The Evaluation Planning Phase
Client Status: Revisions complete. Start developing tactics.
Consulting Progress: Getting client approval on revisions
Brainstorming Session – Teams meet to develop promotion tactics and evaluation strategies for each.

- There is no reading required for this class session.

Session 12 – November 23 – Integration and Presentation
Client Status: Goals and strategy approved. Tactics & evaluation plan set.
Consulting Progress: Questions, comments, etc.
Discussion: The Final Presentation

- How to structure; PowerPoint v. narrative; examples
- There is no reading required for this class session.

Session 13 – November 30
Client Status: Teams should have PowerPoint presentations completed. **Make presentations to your clients no later than Friday, December 11.**
Discussion: Three teams present PowerPoints to the entire class for critique prior to their final client meeting.

Session 14 – December 7
Client Status: Some teams should have made final presentation to their clients. Others should have firm appointments to do so ***no later than Friday, December 11.***
Discussion: Two teams present PowerPoints to the entire class for critique prior to the final client meeting.
Course evaluations filled out.

Session 15 – December 14
Client Status: Work completed and clients delirious with gratitude. Teams smug.
Discussion: Reflections on the course experience: highlights and lowlights.

Classroom Location:
6 East 16th Street, Room 704
Please arrive promptly at 6:00 p.m.

Client Information:

Confirmed:

Chapel of Sacred Mirrors -- http://www.cosm.org/
Heart of Brooklyn -- http://www.heartofbrooklyn.org/
Jenny Rocha Dance Theater -- http://www.jennyrocha.com/

Pending:

Willie Mae Rock Camp for Girls -- http://www.williemaerockcamp.org/
Young Audiences -- http://www.youngaudiences.org/

Current as of 8-17-09