Course Description: Developing and executing an organization’s marketing strategy can be a complicated process, but is integral to raising money, increasing visibility, recruiting ambassadors/advocates/supporters and building a movement to achieve its mission. This is particularly true in the 2000’s as organizations have faced the growth of the Internet and e-commerce. Not-for-profits are now competing with businesses and social entrepreneurs for attention, likes, hits, donations and votes. These mission-driven organizations may be in such areas as government, the arts, health and human services, education, and the environment.

In order to be facile in this economy and time, all aspects of a not-for-profit must be extremely adept and aware of the need to work together internally to have an impact. In most cases this needs to be accomplished with limited staff and financial resources.

In this course, students will start by learning elements of a broad based approach to marketing and branding and will then narrow in on “getting it done” by focusing on the nitty-gritty. They will tap into knowledge about organizations with which they are familiar and expand their horizons by learning about others.

Learning objectives: Upon successful completion of this course students will:
● Develop critiquing skills to assess corporate and not-for-profit brands and branding elements and communications tools
● Understand the basics of 'Branding,' and ‘Framing’ in the not-for-profit space
● Be able to conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis
● Develop SMART marketing/communications plan to understand an organization’s niche and grasp new direction for a campaign (goal, objectives, audiences/stakeholders, decision-makers, your brand, your niche and tactics)
● Recognize and draft stories that aptly portray an organization's core mission and vision
● Identify general insights into and tools to 'get it done" – including the breadth of marketing tools available; tools for organizations existing on a shoestring budget; timelines that work for your organization and workflow; pointers to gain buy-in from staff, board, and others to work cross-functionally; and tools and metrics to evaluate your results.

The class will include interactive discussion, case studies, small group work, interaction with special guests and will draw upon the experience of the students.

GRADING:
Students will be graded on Assignments, Class Participation and Presentations:
All assignments will be graded based on a number of points possible. The total attainable points for the class will be approximately 300. Students will be graded on a curve. My philosophy is that the average grade should be a B+. "Purple cows" will stand out and receive higher grades.

At the beginning of each class several students must give a 1-minute presentation -- commentary about what they learned during the last week from class, readings, assignments or the world based upon what we're learning. Please come to class with the expectation that you may be called on for a presentation.

● Midterm, Final = 30 points
● Class / Online Discussion Participation = 15 points
● Assignments, One-minute Presentations, Extra Credit = 10 points
● Questions for special guests, case for midterm, completion of Survey Monkey, Initial observations, other small assignments = 5 points

NOTE: Assignments are due by 11:55pm the Sunday night before class unless otherwise outlined in the syllabus or if approval is received in advance from the professor. Approved extensions will be accepted until midnight before the following class and may receive a grade reduction of 1-2 points. Assignments may not be accepted after this time and will receive 0 points. This is because each week’s assignment builds on the last session, key solutions may be disclosed in following classes, students will fall behind if they don’t keep up. Grades will be lowered one step (A- to B+) for each assignment not turned in without advance permission.

Office Hours: Tuesdays before class (from 3:30-4:10) at Kimmel Center Market Place or by appointment.

STUDENT EXPECTATIONS: The following are outlined for student understand and clarity. They are designed to facilitate a successful class with robust discussion and learning.

● Electronic devices (phones, tablets or computers) may be needed for class discussion and in-class assignments/group work. Written note taking, however, is preferred over use of computers to facilitate discussion.
● Classes may not be recorded.
● Please read the syllabus on a regular basis.
● No plagiarism. Please read the Wagner policy

http://wagner.nyu.edu/students/policies/academic-code
● Attendance is mandatory and will be taken at each class. This is due to the number of special guests and key in-class discussions. Please arrive on time so as not to miss what is being discussed and so as not to disturb those in attendance. Missed classes may negatively impact your grade. 2 missed classes = 1 step reduction. Example is from A- to B+.
Extenuating circumstances must be discussed with professor in advance.
● Class participation is mandatory. As this is a communications class, all students are expected to ask pertinent questions, make comments and engage in the class discussion whether aloud or using technology. Please be respectful in class. Comments should be kept to no longer than 1 minute.
RESOURCES FOR USE THROUGHOUT THE SEMESTER

- [http://www.brandingstrategyinsider.com/](http://www.brandingstrategyinsider.com/)
- Seth Godin: Permission Marketing concepts (Permission Marketing and others are really great books by Seth) [http://sethgodin.typepad.com/seths_blog/2008/01/permission-mark.html](http://sethgodin.typepad.com/seths_blog/2008/01/permission-mark.html)
- Beth Kanter
- Media Post blogs
- Kissmetrics
- Kivi [http://www.nonprofitmarketingguide.com/resources/](http://www.nonprofitmarketingguide.com/resources/)
- Big Duck
- George Lakoff Blog: [https://georgelakoff.com/blog/](https://georgelakoff.com/blog/)
- Amy Cuddy TED Talk [https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en](https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en)
- Capacity Interactive Blog
- Power of Communications by Helio Fred Garcia
- HBR: Harvard Business Review
- Getting to Yes
MIDTERM (DUE Sunday, June 11, 11:55pm) (30 points)
Take a deeper dive into understanding the brands of two organizations. (All must receive approval before you move forward. See details below about getting approval.

Issues to consider may include modern or traditional dance, museums, hunger, homelessness, women's health care (Global or US,) poverty, economic or social justice, gun rights. Sign up to receive their emails, newsletters, follow them on social media, etc.

MAKING A CASE AND GETTING APPROVALS:
Submit your case on or before June 1, 2017 at 11:55pm
Select one issue area that you would like to focus on for your mid-term. This issue must have at least 2 - 3 organizations working in the area, with organizations that have no smaller than $250K in annual revenues and preferred organizations will have a budget of more than $5M so that they have resources to assess.

Draft no more than 1/2 page with bulleted points as to why you think this issue and these particular orgs would be good to follow and assess for the midterm. Those presented must Include what the orgs do if they are relatively unknown.

Once you have submitted your case (the earlier the better) they will be returned with questions or approval within a few days. You may discuss with Professor Stein during office hours or during class, if possible. All cases submitted by that time will be approved or returned with questions by Sunday, June 4th.

Should your orgs not be approved, Professor Stein will discuss with you other potential issues and orgs to research and assess.

THE ASSIGNMENT: Using all of the tools learned thus far, do a brand analysis, including framing. This should include assessment of:
• Logo clarity and color choices for their digital platforms (Include a screenshot of the logos)
• Clarity of vision, mission, tagline, programming, impact
• Framing, positioning, messaging
• Website including images on their homepage, navigation, functionality
• Brand assessment including IDEA and other methods/questions discussed
• Any advertising or cause marketing you can identify and how it extends their brand, who is their competition (if any,) how is their competition doing and how is their framing/messaging similar or different.
LENGTH: NO MORE THAN 4 pages bulleted.
(Presentation is everything!)
FINAL PROJECT (DUE Friday, June 30: 11:55pm -- 30 points)
Look more closely at the two organizations that you assessed for your midterm by examining
the following aspects of their marketing and communications operations. It will be graded on
presentation, brevity, creativity in presenting info and points of analysis. You can use a
PowerPoint if desired or create it in Word.
   ● Do a SWOT (Please limit the bulleted SWOT points to no more than one-page for each
      organization)
   ● Assess two stories you have uncovered for each of them through your research and
discuss whether these stories add value to the organization. Stories may either be from
those impacted by the organization or about or by stakeholders such as staff or board.
(Please limit the stories discussion to no more than one-page, including a copy of or
link to the story and a bulleted assessment)
   ● Select one of the organizations and and create a SMART Strategy to include
      ○ One overarching goal, up to 5 objectives, audiences, potential decision-makers
         for each objective and marketing & communications tactics to reach them.
         Tactical components should be appropriate for the objective and may include
digital and social media, advertising, press or media outreach, events or forums
and other outreach ideas. (Please limit the strategy to no more than 2 pages)
   ● Finally, draft a brief analysis of both organizations’ marketing and communications
      operations, capacity and effectiveness. In the analysis, provide a reflection on how your
      feelings changed (if they did) about the organizations from before you began your
      research to now. (Please limit this section to a half-page)
Session Introductions

Session 1: Class Set-up | Introduction to Branding
May 23, 2017
We will open our first class with a discussion of the class structure, grading, key learnings and rules for the semester. We’ll review your Survey Monkey results and observations to highlight and then discuss integrated marketing and communications in not-for-profit and for-profit spaces, and the basics of branding.

Session 2: Branding, Re-branding | Framing
May 30, 2017
We’ll begin with a review of IDEA as a way to assess NFPs and how organizations build brand equity. Our Special Guests will describe the process an organization goes through to re-brand their organization. They’ll discuss what can be done in-house, their budgets and how they maintained marketing activities while going through the process.

We’ll then turn to framing -- how organizations describe or shape their brand, the basics, how it works and why it is important -- how frames differs for different demographics – millennials, boomers and framing in the context of today’s issues and political discord.

Session 3: SWOT | SMART Marketing Plans
June 6, 2017
Every organization, whether NFP or corporate, needs to understand their competition, the external landscape and their internal capabilities. In this class we’ll do a SWOT exercise to understand the elements needed to craft a marketing and media strategy.

Then, we will turn to the nuts and bolts for the rest of the semester. First how to turn your SWOT into a SMART marketing and communications plan, then a discussion of goals, objectives, decision makers and audience. In sessions 4-6, we’ll dive into tactics, story creation, the pervasive area of social media, marketing and communications staffing structures, cause related marketing and getting to yes.

Session 4: SMART Plans Continued | Story Creation
June 13, 2017
With a beginning focus on audience and the ladder of engagement, we’ll dive deeper into SMART plans and discuss internal and external marketing and communications tools, both traditional and cutting edge. We’ll also discuss what types of media are called upon for different situations/events/advocacy/to build a case and garner attention.

One extremely effective tactical element to illustrate your organization’s impact is through storytelling. Stories are the lifeblood of an organization, but to identify the right ones, develop them and tell them with sensitivity and honor takes finesse. How are they best identified, framed, created and told? We’ll turn our focus to how to unearth and create stories as illustrations of an organization’s impact.

Session 5: Story Development Continued | Getting Attention: Today's Tools
June 20, 2017
Following on our introduction to stories in Session 4, we’ll continue to explore and hone our approach. Then we’ll dive into digital and social tools that are pervasive in our lives, focusing on organizations taking an individualized approach to planning your strategy. Analytics? Metadata? How many channels? Budget? Google Search Words? SEO?

**Session 6: Cause Related Marketing | Expert Panel | Reflections**

**June 27, 2017**

Our final class will begin with a discussion of cause related marketing and the different types of marketing arrangements not-for-profits have with corporations that pave the way for them to create diversified streams of revenue.

A panel of experts in marketing and communications then discuss their stories, opportunities they have to work together and hurdles they face on a day to day basis. They will tell their stories, talk about partnerships, internal politics to overcome and how to get buy-in from internal and external stakeholders to carry out and achieve their objectives.

We’ll wrap up by sharing reflections from the semester.