Instructor: Robyn L. Stein | email: robynLstein@nyu.edu

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 momentum to achieve its mission. This is particularly true as social media has grown to become a critical communications tool. Not-for-profits now compete with businesses and social entrepreneurs for attention, likes, hits, donations, and votes.

In order to be facile in this economy and time, all internal levels and functions within a not-for-profit must be extremely well focused, must be flexible to alter their course on a dime, and must be aware of the importance of working closely together to have an impact. In many cases, organizations are also contending with limited staff and financial resources.

In this course, students will learn 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. These mission-driven organizations and entities may be in such areas as government, the arts, health and human services, education, and the environment.

Learning objectives: Upon successful completion of this course students will:

- Develop critiquing skills to assess corporate and not-for-profit branding elements
- Understand the basics of 'Branding,' and ‘Framing’ in the not-for-profit space
- Be able to conduct a marketing and communications SWOT (strengths, weaknesses, opportunities, threats) analysis
- Develop SMART marketing/communications plan to understand an organization’s niche and how to grasp new direction for a campaign (goal, objectives, audiences, tactics, metrics)
- Recognize, analyze, and draft effective stories that aptly portray an organization's core mission and vision
- Touch upon digital and social media tools, and metrics
- Identify methodologies 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; communications and media tactics; pointers to working cross-functionally; and tools 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.
**Individual Presentations.** At the beginning of each class one - two students will give a **one-minute presentation** -- a conversation about something they learned or discovered during the last week from class, readings, assignments or something they noticed in the world that the class may find relevant. Please come to class with the expectation that you may be called on for a presentation. Students will discuss, assess, and share pointers with classmates. Presentations are worth 10 points.

**Session Introductions**

**Session 1: Class Set-up**  
September 4, 2018  
We will open our first class with a discussion of the class structure, grading, expectations, key objectives, rules for the semester, and a tour of our NYU Classes site to learn how to navigate it. We’ll review your survey results and observations to highlight and then discuss integrated marketing and communications in not-for-profit and for-profit spaces.

**Session 2: Introduction to Branding**  
September 11, 2018  
We’ll begin with our first oral presentations by students, a practice that will continue throughout the semester.

This class will cover the basics of branding -- including an assessment system introduced by the Stanford Social Innovation Review called IDEA that is uniquely suited to toward not-for-profit organizations. We’ll also discuss a simple brand base and brand face assessment method specifically looking at organization websites and social media.

In a small group exercise, students will assess and evaluate organizations they looked at for the first assignment against best practices.

**Special Guest: Kelsey Overby,** Senior Manager, Partnerships, NationSwell; Board of Directors, Resolution (To be Confirmed)

**Session 3: Branding & Framing**  
September 18, 2018 (Kol Nidre / Yom Kippur)  
After presentations, we’ll further discuss branding and discuss how organizations describe or shape and frame their brand. What are the basics of framing, how does it work and why is it important? In this class, we’ll discuss how frames may differ for different demographics – in the context of today’s issues and political discord.

**Session 4: Re-branding**  
September 25, 2018
Our Special Guests will describe the process their organizations went through to re-brand, the implications, and how they're doing now. They’ll talk about their brand identities as a service provider and a well-known performing arts institution within the avant-garde, experimental field. They'll discuss rebranding specifics -- what can be done in-house, their budgets, the challenges, how they maintained their marketing and communications activities while going through the process and what challenges remain. We'll touch upon the IDEA concepts in relation to theirs and other organizations' brand equity.

Special Guests Confirmed:
Martha Dorn, Executive Director, Art Therapy Project
Liliana Dirks-Goodman, Director of Marketing, New York Live Arts

Session 5: Framing | SWOT
October 2, 2018

Revisiting framing will be our first order of business to make sure people have a clear picture of its importance in all marketing and communications. Then, every organization, whether NFP or corporate, needs to understand their competition, the external landscape, and their internal capabilities. This is especially true when crafting a marketing and media strategy. In this class, we’ll discuss the elements of a marketing SWOT exercise, not geared to the organization as a whole, but focused on the importance of your marketing efforts in shaping your success.

October 9, 2018: NO CLASS

Session 6: SWOT | SMART Marketing Plans
October 16, 2018

We start with a review of marketing SWOTS, then move to a discussion of the elements of a SMART plan and where they come from. We'll cover how to turn your SWOT into a SMART marketing and communications plan with a focus on GOALS and OBJECTIVES for the organizations you are focusing on.

MID-TERM DUE Sunday, October 21st (TBD)

Session 7: SMART Marketing Plans | Ladders of Engagement
October 23, 2018

We’ll continue our discussion of SMART Marketing Plans with a follow-up on GOALS and OBJECTIVES and then focus on audiences and ladders of engagement.

Session 8: SMART Plan Details | Tactics
October 30, 2018

With a beginning focus on audiences and ladders of engagement, we'll dive deeper into SMART plans and discuss tactics. In this and subsequent sessions, we’ll dive into marketing and
communications tactics, story creation, digital engagement, budgets and timelines, and cause related marketing.

**Session 9: Story Creation**  
November 6, 2018

One extremely essential aspect of marketing that can illustrate your organization’s impact is developing effective content -- with the most important element being 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 focus on unearthing and creating effective stories to be used as illustrations of an organization’s impact.

**Session 10: Story Development Continued**  
November 13, 2018

Following our introduction to stories in Session 9, we’ll continue to explore and hone our approach to creating and using stories to attract donors, users, politicians, and other audiences to your organization and mission.

**Final Project Case Due: Friday, November 16, 5PM**

**Session 11: Tactics**  
November 20, 2018

There are SO many tactics that are available in these digital days. In this session, we'll go over 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.

**Session 12: Getting Attention: Today’s Tools**  
November 27, 2018

We’ll dive into digital engagement tools used by NFPs, focusing on organizations taking a listening approach to planning your strategy. Topics to cover include analytics and metrics, appropriate channels, budgeting, Google Search Words, and SEO.

**Special Guests Confirmed:**  
**Edith Asibey**, Senior Advisor, The Education Commission, Former Chief of Communication and Partnership, UNICEF (Brazil)  
**Jamie Lonie**, Digital Media Specialist, the Education Commission

**Session 13: Cause Related Marketing & Pop Culture Influencers**  
December 4, 2018
We'll discuss 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 revenue streams and increased awareness for their organizations and causes. We'll also hear from experts who provide substantive information for pop culture including television and entertainment industries to inject points of view into our vernacular.

**Special Guest Confirmed:**
**Marsha Zeesman,** Deputy Director of Communications, ACLU

**Session 14: Expert Panel | Reflections**
December 11, 2018

Our final class will include our special guests discussing their professional trajectories, opportunities they have to work together and hurdles they face on a day to day basis. They will share experiences about their organizations and positions, 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.

**Special Guests:**
**Paul Cates,** Director of Communications, Innocence Project (Confirmed)
**Others TBD**

**Final Project Due: Sunday, December 16, 5PM**

**RESOURCES FOR USE THROUGHOUT THE SEMESTER**
http://www.brandingstrategyinsider.com/
Seth Godin: Permission Marketing concepts (Permission Marketing and others are really great books by Seth) http://sethgodin.typepad.com/sets_blog/2008/01/permission-mark.html
Beth Kanter
Media Post blogs
Social good guides http://www.socialgoodguides.com/
Kissmetrics
Kivi
http://www.nonprofitmarketingguide.com/resources/
Big Duck
George Lakoff 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
Nonprofit Marketing Guide: http://www.nonprofitmarketingguide.com/resources/
Capacity Interactive Blog
Power of Communications by Helio Fred Garcia
Andrew Liveris on Leadership: http://fortune.com/video/2016/08/02/dow-chemical-leadership/
HBR: Harvard Business Review
Getting to Yes