

**New York University
Stern School of Business**

**Marketing for Nonprofits B79.2130.60
Professor: Michelle Greenwald**

Tuesdays: 6:00 – 9:00 p.m. 5/17-6/21 Room: TBA
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Course Description

The basics of marketing will be applied to the unique characteristics and needs of nonprofit organizations. The course will consist of lectures by the professor, case discussions, and several guest speakers from the nonprofit arena. Speakers will cover how their organizations handle their unique marketing needs. The course will address the range of nonprofit situations, including relatively high budgets for large national nonprofits, to low budget marketing for very small institutions; international, vs. national, vs. local organization marketing; and marketing to different constituencies: “consumers”, donors, and sponsors. While all the cases are nonprofit specific, many of the readings illustrate basic marketing principles that are universal in nature and can be applied to any industry or type of nonprofit. There is no exam in the course. Students will develop a marketing plan for the nonprofit organization of their choice. The plan will include a category and situation analysis, competitive marketing analysis, development of marketing objectives and strategies, budget determination, communication objectives, marketing element emphasis, specific program ideas, and an integrated annual flowchart.

Course Material

A packet will be provided that will include cases and relevant readings. Supplemental material will be handed out in class each week that will include formats for each section of the marketing plan.

Evaluation

Class participation and case discussions: 40%

Marketing plan: 60%

Class participation includes attendance, preparation, and discussion during lectures and cases. A top grade in the course cannot be achieved without “memorable” class participation: participation that is not infrequent and that adds to discussion either through additional examples based on the student’s prior experience, or through insightful questions. The marketing plan will be evaluated based on:

- 1) Quality of the marketing strategies
- 2) Creativity and “out-of-the-box thinking” regarding strategies and tactics
- 3) Thoroughness and detail in each plan segment
- 4) Initiative

- 5) Written and visual presentation of strategies and ideas

SESSION CONTENT

Session 1 - May 17th

Topics

Course organization and deliverables

How nonprofit marketing differs from for-profit marketing

The different roles and importance of strategic plans vs. marketing plans to nonprofits

Key element of a nonprofit marketing plan

Project idea forum

Assessing the environment, potential customers/users, sponsors, donors, and competition

The “consumption” chain: elements that contribute to the nonprofit’s positioning and perception

Readings

“Marketing Strategy – An Overview”, Harvard Business School Press, July 1 1999

Discovering New Points of Differentiation, Ian MacMilland and Rita McGrath, Harvard Business Review, July-Aug. 1997

Assignment

Read the Boston Fine Arts Museum and Clueing in Customers (The Mayo Clinic) cases.

For each, list all the marketing elements that contribute to the customer experience.

Start collecting industry information and competitive marketing examples

Session 2 – May 24th

Topics

Case discussions: The Boston Fine Arts Museum and the Mayo Clinic (all the marketing elements that “go into” creating the brand experience)

Brand positioning (target audience, frame of reference, point of difference, end benefit)

Perceptual mapping

Marketing research for nonprofits

Integrated Marketing Communications

The U.S. Army Integrated Marketing Campaign video and discussion

Readings

“Perceptual Mapping: A Manager’s Guide”, Harvard Business School Press, July 1990

Clueing in Customers, Leonard Berry & Neeli Bendapudi, Harvard Business Review, 1993

Boston Fine Arts Museum, Christopher Lovelace & Charles Weinberg, 1990

“Marketing Research”, Harvard Business School Press, August 29, 1991

“Integrated Marketing Communications”, Harvard Business School Press, June 1, 2000

Assignment

Read American Repertory Theatre case. Case questions will be distributed in class.

Session 3 – May 31st

Topics

Budgeting

The marketing mix

Pricing

The American Repertory Theatre case discussion

Guest speaker

Readings

“Pricing: A Value-Based Approach”, Harvard Business School Press, 1999

“Levels of Cream”, Marketing Outrageously, pp. 136-153

American Repertory Theatre, Harvard Business School Press, January 1983

Assignment

For your project you can now:

- Start to develop a brand positioning for your institution
- List all the elements that contribute to a consumer’s experience with the institution
- Refine your institution’s pricing strategy
- Develop a “rough” marketing budget

Bring in a few examples of nonprofit advertising you think works &/or doesn’t work. Be prepared to present to the class with your opinions of the creative & what you think the

marketing objectives were for the ads.

Session 4 – June 7th

Topics

Marketing Plan “Lessons Learned”

Marketing objectives and strategies

Creative strategies and creative briefs

Developing and evaluating communication elements

Media Planning

Readings

What Every Account Executive Should Know About the Creative Function, American Association of Advertising Agencies

What Every Account Executive Should Know About Media, American Association of Advertising Agencies

Edgy Spots Stir Controversy, and Results, Wall Street Journal, January 11, 2001

Assignment

For your project you can now start to develop:

- A creative strategy
- A “creative” example
- A media plan

Session 5 – June 14th

Topics

Consumer promotion
Directing & motivating intermediaries
Internet marketing
Public relations
Buzz or viral marketing
Guest speaker

Readings

Promotion Guide, Sales Marketing Network, July 2000
The Hidden Persuaders, The New York Times Magazine, Spring 2004
Buzz-z Marketing, Business Week, July 30, 2001
The Buzz on Buzz, Renee Dye, Harvard Business Review, 2000

Assignment

For your project you can now start to develop:

- Consumer promotion ideas
- Internet marketing plans
- Public relations & buzz or viral marketing plans

Read for next week:

- *Stanford University: The annual Fund*, Christopher Lovelace & Charles Weinberg, 1990
- *Share Our Strength & American Express: Developing Marketing Alliances (A) & (B)*, Stanford University Graduate School of Business, 1997
- Discussion questions for both will be given out in class

Session 6 – June 21st

Topics

Fund-raising
Direct marketing
Corporate sponsorships
Integrated marketing plan calendars
Plan implementation
Monitoring/measuring and refining plans
Roles & responsibilities vis-à-vis marketing within an organization
Clarification of the final marketing plan assignment

Readings

- *Stanford University: The annual Fund*, Christopher Lovelace & Charles Weinberg, 1990
- *Share Our Strength & American Express: Developing Marketing Alliances (A) & (B)*, Stanford University Graduate School of Business, 1997