Lives of Significance and Service
NORTH PARK UNIVERSITY CHICAGO

School of Business and Nonprofit Management
Course Syllabus

Course: **Nonprofit Marketing Analysis & Consumer Behavior 5680-B1**
Academic Year: 2013/14 **Semester/Quad:** Fall B
Credit Hours: 2 SH
Prerequisites: None

Instructor: Jacqueline Babb, Adjunct Faculty

Phone: 773-244-6270

Email: jbbabb@northpark.edu or jacbabb@gmail.com

Availability:

Email the instructor to schedule a meeting time and location.

Course Description:

This course will expose students to the possibilities that marketing can offer to further the mission of a nonprofit organization. The course will outline issues around nonprofit marketing and market readiness. It will then explore effective strategies for market analysis and marketing plans. The course will transition its focus to tangible tactics to develop, implement and measure marketing strategies.

Introductory Comments:

Times are tough for nonprofits. With mounting competition for fundraising support, greater demand for services, increasing pressure to meet and document effective performance, nonprofits face an enormous challenge. While many nonprofits have learned how to present their brand, few use strategic marketing to its fullest potential to advance their mission and achieve financial stability. Indeed, many nonprofit professionals are just beginning to learn how marketing and communication tools and strategies can be deployed in the nonprofit context to achieve greater success.

This class is designed to help nonprofit professionals fill this gap by demystifying the marketing process and showing how it can be employed in a mission-oriented setting. The class covers the steps for becoming a customer-focused nonprofit: developing a market-oriented mindset and leadership structure; assessing the external environment and competition; understanding and responding to customer needs and wants; developing a unique, differentiated position and brand identity in customers' minds; shaping programs and services to attract and retain customer segments; developing and delivering motivating and ethical messages; and designing a cost- effective communications mix for reaching targeted audiences. The class will also explore the benefits and risks involved with approaching funders as customers to satisfy a value exchange. By the end of the class, students will understand how to develop a comprehensive strategic marketing plan and manage its implementation to realize the greatest possible return from marketing expenditures – and how to do so in a way that honors their organization's mission and vision for social good.

Course Materials:

REQUIRED

Textbooks:

Strategic Marketing for Nonprofit Organizations 7th Edition, by Alan Andreasen and Philip Kotler, Prentice Hall (ISBN: 978-0131753723)

Mission-Based Marketing: Positioning Your Not-for-Profit in an Increasingly Competitive World 3rd edition, by Peter C. Brinckerhoff, John Wiley & Sons (ISBN: 978-0470602188)

Cases:

The Cradle: Harvard Business Publishing

Schuerman, M., "Attention Campers, How Girls Inc. put the power of Lancôme to work in support of mission," Stanford Social Innovation Review

Student accounts will be billed $25 for the cases.

Essential IDEA Objectives:

1. Learning to apply course material (to improve thinking, problem solving, and decisions).
2. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course.
3. Learning to analyze and critically evaluate ideas, arguments, and points of view.

Specific Course Objectives:

By the completion of this course, students will increase specific knowledge in the following areas:

1. The role of marketing in a mission-based organization
2. How organizational history, culture and philosophy affect marketing readiness
3. How to develop a strategic marketing plan for a nonprofit organization
4. Strategize a differentiated position and brand identity in the nonprofit context
5. How to identify, evaluate and respond to environmental and competitive pressures affecting nonprofit performance
6. Discovering and responding to customers' needs, wants, values and aspirations
7. The role of product, price, place and promotion in delivering customer value
8. How to develop and deliver powerful messages that generate a response
9. Elements of a realistic, cost-effective promotional mix
10. Development of benchmarks and metrics to evaluate marketing effectiveness.

Course Methodology:

Students are expected to read the pertinent materials and complete assignments prior to each class session. The instructor will lecture briefly on the subject matter and present topics for class discussion.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit

http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements for information on computer requirements.

Technical Skills Required:

None

Schedule of Weekly Assignments:

Week	Date	Topics	Assignment(s) to be completed before class
1	Oct 21, 2013	Marketing and the Mission-Driven Organization	Read: Brinckerhoff, Ch 1, 2, 3 Kotler, Ch 1
2	Oct 28, 2013	The Strategic Marketing Planning Process	Read: Brinckerhoff, Ch 4, 5, 7, 12 Kotler, Ch 3 SWOT Analysis and Competitive Advantage articles at www.quickmba.com
3	Nov 4, 2013	Learning About the Customer	Read: Brinckerhoff, Ch 6, 8 Kotler, Ch 4, 5, 6, 8
4	Nov 11, 2013	Shaping the Marketing Mix to Deliver Customer Value	Read: Brinckerhoff, Ch 11 Kotler, Ch 10, 11, 13 Cradle Case Study Paper
5	Nov 18, 2013	Developing and Delivering Motivating Messages	Read: Brinckerhoff, Ch 9, 10 Kotler, Ch 12, 13, 14 Marketing Plan, Part I due
6	Dec 2, 2013*	Implementation and Results	Read: Kotler, Ch 16, 19 Girls, Inc. Case
7	Dec 9, 2013	Donor Communications and Resource Allocation	Read: Kotler, Ch 15, 17, 18 Marketing Plan, Part II due

** Please note: There will not be class on November 25 due to Thanksgiving break*

Grading:

Assignment	Points	Grade %
Class Participation	25	9%
The Cradle Case Paper	30	11%
Marketing Plan Part I	80	29%
Girls, Inc. In Class Discussion	20	7%
Marketing Plan Part II	120	44%
Total	275	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
262	A (95-100%)	220	B- (80-82%)
248	A- (90-94%)	212	C+ (77-79%)
239	B+ (87-89%)	201	C (73-76%)
228	B (83-86%)	193	C- (70-72%)

Assignment Grading Policies:

All assignments are due by the beginning of class. If you are unable to complete your assignment before the start of class due to circumstances beyond your control, please let me know and we will discuss an extension. All late papers will be penalized 10%. Students must submit a late assignment by the next week.

Student Responsibilities:

Students are expected to attend sessions for the duration of class. Absences can be approved by the instructor in advance of the class session. Class participation is assessed based on a student's ability to arrive to class on time, prepared and make meaningful contributions to the class discussion. Reading and assignments should be completed prior to the start of class.

Instructor Responsibilities:

Students can expect the instructor to serve as a resource both in and out of the classroom. The instructor will be prepared with a lesson for each class session with many opportunities for student participation. The instructor is also available to students for questions about class concepts, assignments, on the job questions/challenges and overall guidance as it relates to marketing. Students can expect timely responses to questions/requests and grades for assignments.

ASSIGNMENT SPECIFICATIONS

The Cradle Case Paper

Assignment Specifications:

Read the case study and answer the following questions in a paper that is 2-3 pages in length:

1. How did The Cradle evaluate and respond to the changing environment? Which environmental factors most affected their marketing strategy?

2. How did The Cradle use market research and segmentation to achieve their marketing goals?

3. How did The Cradle respond to their customers in terms of the design and delivery of the "product"? What other changes did they make to the marketing mix (price, place, positioning) to advance their mission?

Criteria	27+ Points	24-26 Points	21-25 Points	>21 Points
Quality of Writing (5 points)	Well written with very few grammatical errors.	Moderately well-written with few errors.	Average writing quality with grammatical errors.	Poor overall effort with respect to grammar and writing.
Analysis (10 points)	Excellent analysis and well-supported conclusions.	Good analysis and well-supported conclusions.	Average analysis unsupported conclusions.	Poor analysis with unsupported or no conclusions.
Understanding of course concepts (10 points)	Demonstrates complex understanding of topics and integrates concepts covered throughout the	Demonstrates solid understanding of concepts.	Demonstrates average/below average understanding of	Demonstrates little understanding of material and

Criteria	27+ Points	24-26 Points	21-25 Points	>21 Points
	course.		material and concepts.	concepts.
Appropriateness of response to questions asked (5 points)	Answers are fully and clearly responsive to questions asked.	Answers are responsive to questions asked.	Answers may not fully address questions asked.	Answers do not address questions asked.

Marketing Plan, Parts I and II

Assignment Specifications:

Over the 7-week course, students will develop a strategic marketing plan for a nonprofit organization of their choice. It is best to select an organization with which you have been or are currently involved as an employee, board member, donor, volunteer or service recipient so that you have sufficient knowledge of the organization's work and constituencies. If you are not currently involved with a nonprofit, you can select an organization whose work interests you, but you will have to base your analysis and recommendations on observation and the reasonable assumptions of an outsider. Alternatively, I can recommend an organization.

There is no one right way to write a marketing plan and the style and format can vary considerably among industries and organizational types. For the sake of consistency, please use the outline provided.

Marketing Plan Part I

- Mission and marketing plan goals
- SWOT analysis
- Competitive set
- Customer Analysis
- Segmentation, Targeting and Positioning
- Value proposition

Marketing Plan Part II

- Branding strategy
- Marketing mix
- Customer service
- Timetable and general resource allocation (i.e. budget)
- Metrics

Criteria	180+ Points	160-179 Points	140-159 Points	>140 Points
Quality of writing (20 points)	Excellent writing with very few grammatical errors.	Good writing style with few grammatical errors.	Average writing style with some grammatical errors.	Poor writing style with many grammatical errors.
Analysis (70 points)	Strategic and sound insights that stem from strong customer focus.	Demonstrates some analysis based on sound insights.	Lacks a great deal of analysis and makes assumptions to	Makes assumptions and does not analyze based

Criteria	180+ Points	160-179 Points	140-159 Points	>140 Points
			analyze.	on fact.
Understanding of course concepts (50 points)	Demonstrates a strong understanding of course concepts and how they build upon one another.	Incorporates some course concepts.	Incorporates relatively little from the course.	Does not incorporate course concepts.
Appropriateness for the nonprofit organization (20 points)	Plan is realistic and to scale for the organization.	Plan is relatively realistic and to scale for the organization.	Plan may not fit the organization.	Plan is inappropriate for the organization.
Cohesiveness (40 points)	Elements of the plan support one another.	Most elements of the plan support one another.	Some elements of the plan support one another.	Plan is not cohesive.

ASSIGNMENT #3 Girls, Inc. In-Class Discussion

Assignment Specifications:
Read the Girls, Inc. case and prepare to discuss the following:

1. Describe the value-exchange between Lancome and Girls, Inc. Which party had more at stake and why?
2. What are the advantages and disadvantages to each party in the relationship?
3. What does the partnership say about the pros and cons of cause-related marketing?
4. How can a corporate partnership help a nonprofit organization further its mission?

Criteria	18+ Points	16-17 Points	14-15 Points	>14 Points
Speaking quality (8 points)	Well-spoken, listened to classmates and responded appropriately.	Well-spoken, mostly listened and responded appropriately to classmates.	Fairly articulate, listened but did not respond appropriately to classmates.	Not articulate, did not listen or respond appropriately to classmates.
Understanding of the case concepts (5 points)	Strong understanding of the case concepts.	Good understanding of case concepts.	Some understanding of case concepts.	Little/no understanding of case concepts.
Analysis (7 points)	Connected case to class concepts and demonstrated strong analysis.	Made some connection to class concepts and demonstrated some ability to analyze.	Made few connections to class concepts and did not analyze to an appropriate level.	Made little/no effort to analyze the case.

POLICY STATEMENTS

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.
For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) **prior to** that session. You need to provide a reason for your absence.
Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the Publication Manual of the American Psychological Association (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the APA Manual is to enhance student learning by:

1) Improving student's writing skills.
2) Standardizing the required format of all written assignments in all SBNM courses.
3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Manual, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. **It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.**

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada