

**Course: Strategic Marketing for Social Impact**

**Platform: Canvas**

**Instructor: Jim Rosenberg, Lecturer, Haslam College of Business; Founder, Workbench Consulting**

**Teaching Assistant: Jin Ho**

**Launch Date: Spring 2021**

## **Course Overview**

The first step in engaging beneficiaries, donors, and other customers is to understand what you will do, what you will not do, and why. This “marketing strategy” sets you up to make smart choices each day for how you will engage your stakeholders. In this course we will focus on the strategic vision that leads to engagement and growth. This course will enable you to: 1) Describe challenges and opportunities from the perspective of the customer rather than the organization; 2) Define and articulate a value proposition that can help guide marketing and strategic decisions; and 3) Evaluate the alignment of programs, pricing, promotion, and channels to affect consumer behavior and achieve goals.

### **Week 1: Putting the “Customer” in the Center**

We focus on the idea of being a customer-centered organization rather than a program-centered one, highlight the challenges that nonprofits face in engaging beneficiaries in novel ideas and new experiences, and introduce frameworks to help you think about marketing novel products and experience goods.

### **Week 2: Defining Your Promise**

We will focus on defining the value proposition at the heart of what an organization or entrepreneur does. We will then start by looking at segmentation, segmentation dimensions, targeting, and the challenge many nonprofits feel in targeting beneficiaries when they want to help everyone.

### **Week 3: Influencing Customer Behavior**

We will focus on integrated marketing and how to use programs, promotion, price, and placement to engage and influence beneficiaries. We will introduce the idea of integrated marketing and the “4 P’s” as the “meat and potatoes” of delivering on the value proposition.

### **Week 4: Driving Your Social Impact**

In the final course module, you will select a challenge you see in strategic marketing for your organization or initiative. You will apply the concepts and tools we have used in the course to analyze your situation and create a recommended solution.

## **Faculty**

**Jim Rosenberg** is a Lecturer in Graduate and Executive Education and Director of the Executive MBA in Healthcare Leadership at the Haslam College of Business at the University of Tennessee. Jim is also the founder of Workbench Consulting where he works with mission-driven organizations. Jim designs and leads strategy projects, innovation and growth initiatives, facilitation, coaching, and education programs to help leaders make sense of complicated questions and generate the clear path forward. He has broad

experience in both nonprofit and commercial organizations, including commercial startups, mission-driven nonprofits, and Fortune 500 corporations. Jim holds an M.B.A. from Stanford University Graduate School of Business, and a B.A. in Psychology from the University of Pennsylvania. You can learn more about Jim and his work at [www.workbenchdc.com](http://www.workbenchdc.com)

**Jin Ho** is the Development Manager of Playworks Pennsylvania. Jin helps facilitate partnerships with individual, foundation and corporate funders to improve the health and well-being of children through the power of play. Before that, he has worked at a national nonprofit consulting firm for two and a half years, helping multiple organizations maximize their fundraising potential to better serve their constituents. Jin graduated from the University of Pennsylvania with a Master's degree in nonprofit leadership and also holds a Bachelor's degree from the College of William & Mary. He grew up in Panama and is fluent in Spanish, English, Korean and Japanese.

## **Assignments Overview**

You will have assignments to complete for each module:

Case Assignments. You will evaluate three case studies and submit a written response for each. The first case assignment will ask you to answer a set of case questions. The second and third assignments will ask you to use a set of strategic marketing tools to complete your analysis.

Customer Explorations: This course is about how you put the customer at the center of your thinking. You will be asked to engage with current or potential beneficiaries throughout the course to test your assumptions, learn directly from them, and inform your strategic thinking about marketing for your organization or initiative. In each assignment you will define your research questions, talk with three to five beneficiaries, and share a key insight about the concepts, tools, or experience with your fellow students.

Peer Discussions: One of the great resources in this program is the experience you and your peers bring to the classroom. Each week you will be asked to contribute a discussion post that taps into your experience in the field and respond to your peers' posts as well. Within the discussion boards, you are able to attach photos, documents, and other media to your posts. You're also able to use colors, bold font, bullets, and other tools to format your responses in any way you wish.

Capstone Project. In the final module for the course you will identify a current challenge in strategic marketing for your organization or initiative, and apply the concepts, tools, and customer information you have gathered during the course to create a plan for moving forward. You will present your plan to the teaching team for assessment.

## **Schedule and Deadlines**

The course is divided into four modules. The first three modules are each one week, and you will then have two weeks for your applied capstone project. Lectures, readings, cases, and other assignments for all weeks of the course will be available to students from the start. We welcome you to dive in at the pace that works best for you.

You will have videos, readings, and assignments each week. We will post all of the course material from the start of the course and you are welcome to tackle the assignments in advance. We appreciate how busy your schedules get and want to give you the most flexibility possible. There will be a group discussion assignment each week, and those will require you to engage during the scheduled week. Please see the details for deadlines in the course materials.

Each week we will have a live, online conversation. All participants are expected to attend. If you cannot attend, we will record the sessions. You will be expected to watch the video and respond to the content in the discussion board. Please see the scheduled times for these sessions in the course materials.

## **Grading**

The course is designed for working professionals. In each module we will travel through a learning cycle of “learn, experience, apply, and reflect” to introduce new ideas and then deepen your understanding of them. We include assignments that build on your existing knowledge, are problem centered, allow you to select the most relevant angle for your needs, and are applied to your real work.

As you complete your work in this course you can earn up to 350 points. Points will be allocated for activities as follows:

- Participate in weekly live sessions and related discussion boards: 12 points / week, maximum 48 points
- Case assignment analyses: 36 points per assignment, maximum 108 points
- Putting the Customer at the Center research assignments: 36 points per assignment, maximum 108 points
- Insights from Your Experience discussion board assignments: Optional, not graded
- Capstone project: 86 points

Final grades will be determined by the total points earned during the course:

<b>Letter Grade</b>	<b>Points Range</b>	
	<b>Minimum</b>	<b>Maximum</b>
A	325	350
A-	315	324
B+	304	314
B	290	303
B-	280	289
C+	269	279
C	255	268
C-	245	254
D+	234	244
D	220	233
D-	210	219
F	0	209

## **Late Submission Policy**

All course assignments are expected to be completed on time. This course involves individual assignments and community discussions that grow from those assignments. Late assignments affect your opportunities to do individual, original work, and limit your colleague's opportunities to learn from you and complete parts of their assignments on time.

We understand that schedule conflicts happen. We will accept late assignments for partial credit.

Please note however the following hard deadlines for all assignments. All assignments from Weeks 1, 2, and 3 must be submitted before Friday April 30 (the end of Week 4) or they will not receive credit. In addition, the capstone project for the course must be submitted on time or it will not receive credit. Grades are due for the semester very quickly following the end of our course and we will not have the option of grading assignments past these dates.