



## CMGT 599: Marketing Communication for the Entrepreneur

FALL 2013

### Instructors:

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**Section:** 21798

**Classroom:** ASCJ #328

**Office:** ASCJ #333

**Office hours:** Wednesdays 5:30-6:30 p.m. or by appointment

### COURSE DESCRIPTION

This course serves three kinds of marketing communication (marcom) professionals, those who wish to:

1. Launch their own entrepreneurial ventures
2. Serve as consultants to entrepreneurs
3. Do both by forming an independent marcom practice

This is not a course in business development or advertising; rather, it is a *fast-moving overview* of fundamental marcom strategies and skills (written, visual, and presentation) required to promote entrepreneurial initiatives to various stakeholders that include customers, competitors, company insiders, and members of the community. Students will conduct market research, apply theories and strategic frameworks, and leverage various media to create marketing communications that achieve a variety of entrepreneurial goals.

### COURSE GOALS

By the end of the course, students will know how to do the following:

- Write effective mission and vision statements, unique marketing propositions, and marcom briefs;
- Learn to use creativity techniques to expand thinking and business possibilities;
- Use consultative sales and persuasion strategies for all levels of sales;
- Craft and pitch effective and compelling stories to media outlets, bloggers, and other influencers;
- Learn to incorporate differentiation strategies into brand development;
- Develop fundamental content strategies for websites and social media;
- Learn techniques for researching and analyzing markets; and
- Direct the creation of marketing collateral and other promotional materials.

### COURSE STANDARDS

- This course moves quickly and most classes cover a unique topic. You should attend every class to gain the full benefit of the course.
- When you must miss a class, show respect to the instructors by notifying them in advance.
- Multiple absences and excessive tardiness will result in a significant loss of participation points.
- Should you miss a class, it is **your** responsibility to obtain what you missed from your classmates or instructor. Be sure to check Blackboard first.
- All assignments missed due to an excused absence must be made up within one week of returning to class.
- Questions about grades should be addressed within two weeks of receiving the grade.
- Typos, grammatical and punctuation errors, page layout inconsistencies, etc. count. *Proofread your work!*
- You must complete **all** assignments to pass the course.
- **Your computer must be used for note-taking and assigned classroom activities only. No social media, email, etc. Turn your phones off – no texting is allowed.** You will lose your computer privileges for the semester if you do not comply. Sorry, but it is what it is.

### **ADA COMPLIANCE STATEMENT**

Any student requesting academic accommodation based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to your instructor (or TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:00 p.m., Monday through Friday. The phone number for DSP is 213-740-0776.

### **STATEMENT ON ACADEMIC INTEGRITY**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *Scampus*, the Student Guidebook, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A: <http://www.usc.edu/dept/publications/SCAMPUS/gov/>. Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>.

### **REQUIRED COURSE READINGS**

Note that these are **required** — not optional. You are required to participate in class.

*Weekly readings from this text will be assigned:*

- **Crane, F (2013). *Marketing for Entrepreneurs: Concepts and Applications for New Ventures*. Sage, CA.**

*Read the three short books below on your own over the semester. No reading assignments will be listed.*

- **Heath, C. & Heath, D. (2007). *Made to Stick: Why Some Ideas Survive and Others Die*, Random House, NY**
- **Moon, Y. (2010). *Different: Escaping the Competitive Herd*. Random House/Crown, NY**
- **Cox, J. & Stevens, H. (2000). *Selling the Wheel: Choosing the Best Way to Sell for You, Your Company, Your Customers*. Touchstone, NY**
- Additional readings will be posted on Blackboard or distributed in class. Other reference articles suggested by guest speakers will also be posted. Please check Blackboard weekly.

### **OPTIONAL (AND HELPFUL) BOOKS**

- Aronson, M., Spetner, D., & Ames, C. (2007). *The Public Relations Handbook – The Digital Age*, 2<sup>nd</sup> ed., Jossey-Bass, CA
- Cunningham, H., & Greene, B. (2012) *The Business Style Handbook, An A-to-Z Guide for Effective Writing on the Job*, 2<sup>nd</sup> Ed.
- Elkington, J. & Hartigan, P. (2008). *The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World*. Harvard Business Press, MA
- Fallon, Pat & Senn, Fred. (2006). *Juicing the Orange: How to Turn Creativity Into a Powerful Business Advantage*. Harvard Business School Press: Boston, MA.
- Fugere, B. (2005). *Why Business People Speak Like Idiots*. Free Press, NY
- Michalko, M. (2001) *Cracking Creativity: the Secrets to Creative Genius*. 10 Speed Press, CA
- Morgan, A. (2009). *Eating the Big Fish: How Challenger Brands can Compete Against Brand Leaders (2<sup>nd</sup> Ed.)*. Wiley & Sons, NJ
- Ries, A., & Ries, L., (2002). *22 Immutable Laws of Branding*, HarperCollins, NY.
- Simmons, A. (2007). *Whoever Tells the Best Story Wins: How to Use Your Own Stories to Communicate with Power and Impact*, AMACOM, NY
- Young, J.W. (2003). *A Technique for Producing Ideas*. McGraw-Hill, NY

## **ASSIGNMENTS**

Most of the assignments will center on a future entrepreneurial venture, which may be launched by you or an entrepreneur you personally know. These assignments are not reports; they should demonstrate your original thinking and ability to apply research, theories, and frameworks to support your ideas.

All assignments must be posted as an MS Word document to Blackboard by the due date. Without an exceptional circumstance and permission from the instructors *in advance*, all assignments submitted up to 48 hours late will receive a penalty of one full letter grade; papers submitted after 48 hours will not be accepted. *The specific assignment guidelines and instructions, plus grade scale and evaluation standards, will be provided on each assignment prompt.*

- **Three papers that will serve as the foundation of your company (30%):** You will write three short papers (two pages each) based on the readings and discussions.
  - **Paper 1 – Stakeholders: analyze all the key parties involved in your entrepreneurial venture**  
You will research and evaluate the customers, competitors, company insiders, and community stakeholders who will have a significant impact on this venture. Your quantitative and qualitative findings will shape your future papers and capstone project. *This paper will be reviewed, returned to you for revisions, and then given a final grade. The purpose is to improve your writing skills and clarify our expectations for the semester. Revised papers do not earn a guaranteed A grade.*
  - **Paper 2 – Big Picture: develop your venture’s mission, vision, unique marketing proposition**  
For this paper, you will set the purpose of the organization, its long term goal, and where it stands in the marketplace.
  - **Paper 3 – The Details: prepare your marketing mix, and triple bottom line**  
Based on your stakeholders analysis and big picture goals, you will create a Product, Price it, determine its distribution (Place). In addition, you will establish policies and goals in terms of Profit, Planet (your impact on the environment), and People (your impact on humanity). (Your promotion details will be presented in your Capstone Project).
- **Capstone Project (50%):** The course culminates in your final paper, a detailed and well-referenced marketing communications strategy to launch your venture. This will be a professional plan, with a detailed budget and a timeline, as well as guidelines for all of the venture's future marcom.
- **Final Presentation (10%):** You will "pitch" your project to a panel of your peers. In addition, you will hear their pitches to you and provide them with constructive recommendations. Your grade for this assignment will be based on your presentation materials.
- **Class Participation (10%):** We will evaluate the quantity and quality of your class contributions, particularly during discussions with guest speakers and the final project presentations. Each student will also work with a team that will lead a discussion about Crane's textbook on Blackboard.

## **CLASS SCHEDULE**

The schedule consists of six intensive modules (two weeks per module), one night of project presentations, and an entrepreneur panel/networking event. Note that there is no class meeting Thanksgiving week. Readings are listed below; all articles will be posted on Blackboard unless otherwise noted. Check Blackboard weekly for new articles, other readings, and lecture slides. *With the exception of the first class, please complete the readings prior to class the day they are scheduled.* This syllabus is subject to change.

## Module 1: Stakeholders

While entrepreneurs run their own businesses, they do not work in a vacuum. They must consider the needs and impact of various stakeholders in the market, and how to use relationships to enhance outcomes.

8/28: Introduction to the course and entrepreneurial communications.

9/4: The 4C's Stakeholders Analysis: Customers, Competitors, Company, Community

### Readings

9/4:

- Crane, F., *Marketing for Entrepreneurs*, Introduction + Chapters 1-2.
- Yankelovich, D. & Meer, D. (2006). Rediscovering Market Segmentation, *Harvard Business Review*, February 2006.

## Module 2: Formative Research

Whether developing a new business or a creative campaign, certain techniques will help you develop ideas that differentiate brands and generate a buzz. First, Kyle Hermans, Principal of Synecticsworld (synecticsworld.com), will lead the class through the same creativity exercises that his firm uses with such clients as Bacardi and The Gap. Then we will evaluate research methodologies for entrepreneurs, who need to research the right target markets with the right message, in an economical and efficient way.

9/11: Brainstorming and ideation strategies with **Kyle Hermans**

**Paper 1 Assigned: Analyze the stakeholders of an entrepreneurial venture (max. 2 pages), Due September 18**

9/18: Market research methodologies for entrepreneurs

**PAPER 1 DUE - Post to BB no later than 6:00 p.m.**

### Readings

9/11:

- Crane, F., *Marketing for Entrepreneurs*, Chapters 3-5.
- Synecticsworld Imagine Book – a gift to the class from Kyle Hermans
- Sarri, K., Bakouros, I., Petridou, E. (2010) Entrepreneur training for creativity and innovation, *Journal of European Industrial Training*. Bradford, 34(3), pp. 270-288
- Readings from Michalko, M. (2001). *Cracking Creativity: The secrets of creative genius*. pp. 27-37; 55-74; 95-104

9/18:

- Readings from Krueger, R. & Casey, M.A., (2000) *Focus Groups: A practical guide for applied research* (3<sup>rd</sup> ed.). Sage Publications, CA; chapter one.
- Evans, J.R. & Mathur, A. (2005) The value of online surveys, *Emerald Research Register*; 15(2), 195-219
- Andrews, A., Nonnecke, B., & Preece, J. (2003), Electronic Survey Methodology: A Case Study in Reaching Hard-to-Involve Internet Users; *International Journal of Human-Computer Interaction*, 16(2), 185-210  
Lawrence Erlbaum Associates, Inc., NJ

## Module 3: Business Foundations

Successful organizations go beyond merely selling products and services; they examine their motivations, set goals, and build their stories and their brands. In this module, we will cover the various statements that entrepreneurs and marcom professionals must develop, and explore the role of storytelling in shaping your brand.

9/25: Branding + Storytelling

10/2: Developing your Mission, Vision, Unique Marketing Proposition, and Product Positioning statements. We will also look at the importance of writing in a direct, concise business writing style; using proper formatting, and editing out superfluous words and content.

**Paper II Assigned: Writing "Big Picture" statements for your venture (2 pages). Due October 9**

### Readings

9/25:

- Crane, F., *Marketing for Entrepreneurs*, Chapter 7
- Rutledge, P. *Transmedia Storytelling in Business*
- Simmons, A. *Business Storytelling*
- Summary taken from: Simmons, A. (2007). Whoever Tells the Best Story Wins: How to Use Your Own Stories to Communicate with Power and Impact, AMACOM, NY
- Branson, R. (2011), Richard Branson on Branding, *Entrepreneur*
- Ries, A., & Ries, L., (2002). *22 Immutable Laws of Branding* Summary, pp.1-8
- Singer, D. (2011) "The Power of Storytelling: What Nonprofits can Teach the Private Sector," *The McKinsey Quarterly*
- Cohen, J. (2009) "You're a Little Company, Now Act Like One," *VentureBeat*

10/2:

- See the Business Writing folder on BB for links to websites and articles to read. Additionally, three concise online writing exercises are posted and must be completed.
- Scott, D. (2007). *The Gobbledygook Manifesto*

## Module 4: Building Blocks

We will cover the first three elements of the classic marketing mix, along with the three bottom lines of socially responsible companies.

10/9: The Marketing Mix: Product, Price, Place, Promotion with a focus on the impressions they can make.

**PAPER II DUE - Post to BB no later than 6:00 p.m.**

10/16: Social Entrepreneurship and the Triple Bottom Line: Profit, Planet, People

### Readings

10/9:

- Crane, F, *Marketing for Entrepreneurs*, Chapters 6, 8, 9.
- Martin, R. & Osberg, S. (2007) Social Entrepreneurship: The Case For Definition, *Stanford Social Innovation Review*
- Triple Bottom Line, *The Economist*, November 2009
- Elkington & Harrington, *The Power of Unreasonable People*

10/16:

- Martin, R. & Osberg, S. (2007) Social Entrepreneurship: The Case For Definition, *Stanford Social Innovation Review*
- Triple Bottom Line, *The Economist*, November 2009
- Elkington & Harrington, *The Power of Unreasonable People*

### Module 5: Promotional Frameworks

This module looks at promotional media options (both online and traditional) and how small organizations can employ them most effectively. We will apply frameworks that help entrepreneurs allocate their limited time and budgets, and create overall media strategies that achieve multiple goals.

10/23: AIDA+S: The classic AIDA (Attention, Interest, Desire, Action) funnel helps determine what media and messages work at different stages of the customer purchasing process. We also add the S (Satisfaction) and the role of social media. Media campaigns start with measurable goals: brand, buzz, behavior. Plus, website + SEO strategies.

**Paper III Assigned: Memo (P&G format) on your marketing mix (2 pages). Due October 30**

10/30: Public relations and traditional advertising for the entrepreneur

**PAPER III DUE - Post to BB no later than 6:00 p.m.**

#### Readings

10/23:

- Crane, F., *Marketing for Entrepreneurs*, Chapters 10-11.
- Kalyanam, K. & Zweben, (2005), The Perfect Message at the Perfect Moment. *Harvard Business Review*
- Viliavin, R. (2011). Analysis of Online Marketing Campaigns Effectiveness from A to Z, *Search Engine Journal*
- The Beginner's Guide to SEO, SEOmoz.com

10/30:

- Other articles posted on BB - TBA

### Module 6: Relationship Marketing

As noted in Module 2, entrepreneurs do not operate in a vacuum. In this module, you will use traditional, digital, and experiential strategies to build key relationships with various stakeholders. In addition, we will teach you the requisite skills that every entrepreneur needs: public speaking and sales.

11/6: Social Media relationships + partnerships  
(If you do not have a LinkedIn account, sign up before this class!)  
Non-Virtual Relationship Building

**Assignment: Capstone Project – Write a marketing communications plan to launch your proposed venture.**  
Due December 4

11/13: Perfecting your presentation skills with **Richard Greene**, international public speaking expert and author  
Selling, pitching and relationship building

### **Readings**

11/6:

- Cox & Stevens, Selling the Wheel (Be sure you have read the book by this class)
- Handouts provided in class

11/13:

- Handouts provided in class
- Articles posted on BB – TBA

### **Presentations**

11/20: You will "pitch" your entrepreneurial venture to your classmates, and evaluate their pitches to you.  
(Location TBD)

### **Thanksgiving**

11/27: No class. Enjoy your holiday!

### **Entrepreneur Panel/Networking Event**

A panel of entrepreneurs from different industries will give brief presentations, participate in a Q&A session, and remain for networking with the class. **Attendance is mandatory** for this class.

12/4: (Panelists TBA)

***CAPSTONE PROJECT DUE: All papers must be posted to BB on or before 6:00 p.m.***