

Introduction

Entrepreneurial marketers must use limited resources to market new products and services to customers unfamiliar with their story or value proposition.

Today even well-established and well-funded firms are striving to become more entrepreneurial in their marketing. After all, everyone is facing the similar realities—fast-moving, fickle markets that are challenging to effectively segment and serve.

Meanwhile, the digitization of products and services means that marketing disciplines now serve to creation across the “whole product”. Entrepreneurial marketing has a role to play throughout the chain—from initial ideation to product launch and growth.

The focus of the course will be on independent study, market observation and reflection. In the second half of the course, student will develop a familiarity with how modern marketing technology works to create effective integrated marketing pipelines.

Learning objectives

Marketing takes many different forms across stages of the buying cycle and customer lifecycle. Our goal will be to understand how they fit together to launch and sustain successful entrepreneurial ventures.

Students will learn both the strategic and tactical elements of successful entrepreneurial marketing initiatives—from customer segmentation to explorations of new value creation; from strategic positioning to sales enablement and brand-building.

But more important is cultivating a sense of what Israel Kirzner calls “alertness” to the market. Students’ primary learning objective should be to hone this alertness in themselves—through readings, in class discussions, and when out in the world. Remember: great marketers are great observers first.

Finally, you’ll gain an understanding of the ways in which new marketing technologies are fundamentally changing the marketing game, by making marketing more complex and more technical, and by increasing the importance of experimentation and agility.

Expectations

We are moving quickly over a broad range of material—expect the course to be challenging. You’ll have regular reading and written assignments which will build on one another, so falling behind would be tough.

Academic Conduct

Students are expected to adhere to the University of Washington’s standard of conduct. According to Section 5.B.1 of [The Student Conduct Code](#), students’ responsibilities include:

- Practicing high standards of academic and professional honesty and integrity;
- Refraining from any conduct that would violate the rights, privileges, and property of others;
- Refraining from any conduct that would substantially disrupt or materially interfere with University operations;
- Refraining from any conduct that could reasonably cause harm to or endanger the health, safety, or welfare of other persons; and
- Complying with the rules, regulations, procedures, policies, standards of conduct, and orders of the University and its schools, colleges, departments, units, and programs.

Office hours

I will be keeping weekly office hours on Monday afternoons from 3-4 PST via Zoom. On arriving to the meeting, you'll be put into the waiting room if I'm already speaking with someone else, after which I'll admit you in the order in which you arrive. If no one shows up within the first 15 minutes, I'll assume no one wants to meet. If this time doesn't work for you, send me an email and we can find another time to connect.

Zoom etiquette

We're all working to figure out the best ways to optimize our Zoom use. From previous experience here's what works best in the classroom setting (please note: I'm open to feedback or additions to this list).

- Cameras on, microphones off – I like to be able to “read the Zoom” and this works best if everyone endeavors to keep their cameras on during class. I know that some people have bandwidth or other issues with this. Please let me know if you do, otherwise I'll look for everyone to have cameras on during class. You'll be muted by default –unmute at any time to ask a question or make a comment.
- For each of the weekly speakers we will have a Q&A session after their presentation. Please raise your hands for this part of the session and I'll call on you in order. Remember, this is a key part of your class participation grade, so be sure to ask speakers questions!
- We'll be making steady use of the breakout rooms feature of Zoom to have small group discussions. I'll pop in and out of these discussions to see how things are going. Pretend I'm not there—this isn't time for me to talk unless the group has a question you want answered.

Disability Resources

This course is inclusive and accessible to all students. If you have established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to the Instructor at your earliest convenience to review your needs in this course. If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to mental health, attention-related, learning, vision,

Entrepreneurial Marketing
Marketing 555—Spring 2020
Tuesday evenings, 6-9:30 pm
Zoom

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hearing, physical or health impacts), you are free to contact DRS at 206-543-8924 or uwdrs@uw.edu or disability.uw.edu. DRS offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, your instructor, and DRS. The University of Washington's policy and practice is to create inclusive and accessible learning environments consistent with federal and state law.

Course structure

Broadly speaking, the course will be divided into two halves.

<p>October 6th – November 3rd Entrepreneurial Marketing Strategy During the first five weeks, we'll focus on building an understanding of the strategic concepts underlying all marketing and new value creation efforts. You will read the foundational works about marketing and entrepreneurship and apply this to observation and analysis of entrepreneurship you see in the market.</p>	<p>November 10th—December 8th Entrepreneurial Marketing Tactics In the second half of the course, our focus will switch to the more tactical aspects of entrepreneurial marketing. How does the practice of marketing work? What activities does it entail and what tools does it use? How does it change as it moves from addressing new value creation to growth stages of the business?</p>
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Class structure

While it might change a little some weeks, most of the time class will fall into three periods. We will take one short break after the first hour.

- 6:00-6:53** | Reading discussion/exercises/breakout discussions
- 6:53-7:00** | Break
- 7:00-8:00** | Guest speaker
- 8:00-8:15** | Wrap up

Each week, we will be joined by an entrepreneur or marketing practitioner who will speak to the class from approximately 7:00-8:00 pm. In addition to providing real world perspectives, this will help to pace and structure our time together in class.

Assignment schedule

Readings	October 6 th – November 10 th
Alertness Journals	October 6 th – November 3 rd
Mid-term project, 250-word precis	November 3 rd
Mid-term project due	November 10 th
Final project written presentations	December 1 st
Final project presentations	December 1 st and December 8 th

A note on readings

We'll be reading some of the classic texts of both entrepreneurship and marketing. Sometimes the examples used in these articles and books will seem dated. Your challenge will be to see beyond those examples and focus on the wisdom and insights they provide. Throughout the course, we will work on finding contemporary examples that reflect these timeless principles—if you truly understand them, you'll be able to continue applying them long after the course is over.

Alertness Journals

For the first five weeks of the class you'll document businesses and business ideas that you feel exemplify the ideas we are discussing. Stay alert and you'll start seeing examples everywhere you look.

I'm open to any technology or format that you choose for your journal, as long as it can include both photos and text, and you can share it with me. Some options include OneNote, Evernote, Word/Sheets/Pages, PowerPoint/Slides/Keynote, HTML, etc. If there's something not on this list, let me know.

Your notebook will also be where you get ideas for your final projects. During class we'll break into discussion groups where you'll be asked to share examples and observations from your journals during the discussions each week, so it's important that these entries are done when we meet for class.

Please note!

Your journal doesn't have to involve a lot of writing. Pictures, screen shots, recordings of any kinds are all acceptable and maybe even preferable to long writing. Some simple notes should be enough to convey what you found interesting about the thing you're documenting. Why did it get your attention? How did it get your attention? What is it promising? What is it asking of you?

Grading

Your final grades will be calculated based on the total of four inputs: the weekly journals, class participation, the mid-term project, and the final project. I've included detailed [grading rubrics](#) in this document and on Canvas.

Alertness Journals – 25%

A big part of the journal grading is that you did it and put some thought into it. Each of the 5 journal entries is worth 5 points based on submitting on time, bringing in interesting examples, and referencing relevant ideas from the week's reading. Mostly I want to see that you're thinking about this stuff and looking for it in everyday life.

Class participation – 15%

This is a grade for in-class participation, preparedness, and good citizenship. It would be easier for everyone if we were meeting in person, but it's a little more challenging on Zoom. I know that some people don't feel comfortable speaking in front of large groups of people, and I know that doing so in front of a large virtual group can be intimidating. However, this is a substantial part of your grade, so I encourage you to make the effort. If this is a real problem for you, please swing by office hours or find time to meet with me, and we will figure out some accommodation.

Mid-term project – 30%

This is an individual project to do an analysis of an entrepreneurial venture's marketing and to incorporate themes from our readings, discussions, and speakers. This is a great opportunity to apply what we're learning by observing it in the real world.

Final project – 30%

This is a small group project that will have both a written report and a class presentation. We'll be designing digital "marketing stacks" so it's a good opportunity to be both creative and strategic with your team. It's also a very practical assignment in that the programs we will be designing are based on the real-world technology understanding any contemporary marketing program.

Schedule and syllabus

Week 1—October 6th

Entrepreneurship and innovation

Economists have been working on the definition of entrepreneurship for two hundred years or so. Because we don't have the luxury of time, we'll start with Peter Drucker. Entrepreneurship is diverse, complex and adaptive, but using Drucker as our foundation, we can establish a frame of reference that will serve us throughout the course. We'll also read Bjerke and Hultman who does a good job summarizing the state of things today.

Reading

Entrepreneurship and Innovation, Peter Drucker (pp1-44)

"Introduction" (skim)

"Systematic Entrepreneurship"

"Purposeful Innovation and the Seven Sources"

Entrepreneurial Marketing, Bjorn Bjerke and Claes Hultman ("Small is beautiful" pp 1-16)

Journal prompt

For the first week, there are two parts to the journal prompt:

First off, please tell me a bit about yourself. What are you studying and why? What do you hope to do when you graduate? Why were you drawn to this class? What entrepreneurial aspirations do you have, if any? What do you want me to call you? (*you won't be graded for this part of the journal*)

Next, please describe an interesting entrepreneurial venture that you've observed in the world. This can be a small business, a startup, a larger enterprise acting in an entrepreneurial way. How does what you've observed relate to Drucker's conceptions of innovation and entrepreneurship? Avoid the obvious—let's keep it interesting.

Speaker

Stefan Kalb, Co-Founder and CEO

[Shelf Engine](#)

Week 2—October 13th

What is marketing, really?

Say “marketing” to most people and they instinctively think of advertising and communications of one kind or another. This is natural—we all live in a world where we’re bombarded by messaging all day, every day for most of our lives. However, at its core, marketing is the central function of any business—and particularly an entrepreneurial business.

This week, we’ll read one of my favorites—Theodore Levitt left us a rich legacy of powerful marketing ideas that people continue to struggle to understand, more than 50 years after they were first presented.

Reading

“Marketing Myopia”, Theodore Levitt (<https://store.hbr.org/product/marketing-myopia-hbr-bestseller/R0407L>)

The Marketing Imagination, Theodore Levitt (Differentiation—of Anything” pp72-93, “Marketing Intangible Products and Product Intangibles” pp 94-110, “The Marketing Imagination pp 127-140)

Journal prompt

Pay special attention to the marketing you’re exposed to this week. What examples can you find of myopic marketing that focuses on selling rather than getting to a deeper need? Can you find marketing that moves beyond selling? How does this type of marketing show the company knows what business it’s in, really? What opportunities does that open up for the company to engage with customers more deeply?

Speaker

Sangeeta Prasad, CMO
[Slalom](#)

Week 3—October 20th

How businesses grow

Like other entities, businesses grow in stages. Diffusion theory is the study of this growth, and it was made famous by Geoffrey Moore, whose book *Crossing the Chasm* helped tech companies to understand how to navigate each of these stages of growth, including the dreaded “chasm” between early adoption and the early majority.

Understanding these phases of adoption is key for understanding how entrepreneurial ventures either grow or remain niche players.

Reading

Crossing the Chasm, Geoffrey A Moore

“High-Tech Marketing Illusion” pp 11-28

Case studies pp 89-103

"Creating the Competition" pp 164-171

Journal prompt

Think about your own adoption of technology and innovation—do you tend to pick up new things early or wait until they are proven out by the market, first? Do you have hobbies, passions, or interest areas where you're more likely to adopt things early? What factors influence your decision-making when evaluating the purchase of a new product or service?

Speaker

Nate Moch—VP of Product, Zillow
zillow.com

Week 4—October 27th

Types of innovation, stages of innovation

We've talked about how entrepreneurs innovate to create new kinds of value for new kinds of customers, but this innovation can take many forms—from game-changing to experience-enhancing. Clayton Christensen, who passed away in January, was a leading thinker about disruptive innovation and how this kind of innovation fundamentally differed from other types of innovation in its form and impact. This week we'll focus on different type of innovation to get a better understanding of how they determine the strategic approaches of different entrepreneurial ventures.

Reading

The Innovators Dilemma (2016 edition), Introduction and Chapter 7, "Discovering New and Emerging Markets"

Entrepreneurship and Innovation, Peter Drucker ("Principles of Innovation" pp133-140)

"What is Disruptive Innovation?" (https://hbr.org/2015/12/what-is-disruptive-innovation?referral=03758&cm_vc=rr_item_page.top_right)

Mid-term assignment (Preparation—selecting a company)

In preparation for your mid-term assignments (which are due November 10th), please submit a 250-word precis on what company, product or service you will profile for your mid-term project. Please include a link to the company's site or social media presence, some detail on why you've chosen that company, and what aspects of their entrepreneurial marketing you will focus on. Be sure to select a company with a rich enough marketing platform to make for an interesting case—

it will be difficult to do this assignment well with a company without a solid marketing platform.

- This mid-term is 30% of your grade (as much as the final project) so you'll want to really spend some time thinking about what company to pick. Here are some questions I'd be asking myself:
- Is this an entrepreneurial venture whose marketing reflects the themes we've been reading about and discussing through the first half of the course?
- Is this company the right size for me to be able to do a thorough analysis? (e.g. not too big, not too small)
- Are they doing a good/interesting job?
- Is this choice non-obvious? (you don't want to pick someone about which everything that can be said has already been said e.g. Apple)
- Is this company Zoom?

While the assignment for next week says that your precis should be 200 words this is an absolute maximum. You can give 3 clear bullet points and a link to their URL and that will be fine.

Journal prompt

Pay attention to the kinds of innovation you see in the companies you observe. How do they talk about innovation in their products and services? How does their presentation of their innovations reflect the realities of these innovations? What examples of disruptive innovation can you find outside of the usual suspects? Why do you think these innovations are disruptive?

Speaker (to be confirmed)

Tim Porter, Madrona Ventures
[Madrona Ventures](#)

Week 5—November 3rd

Positioning and differentiation

Human beings make meaning and order out of the world as a means of survival. The marketer's primary challenge is to get ahead of the ways that this interpretation happens in order to claim a space or "position" within the mind of the customer or prospective customer. This space is always claimed relative to the spaces that are already owned by competitors or alternative sources of value. The key is understanding how communications, experiences and designs can be used to set an offering apart—effectively differentiating it from these alternatives.

Reading

Positioning, the Battle for your Mind, Al Ries and Jack Trout (pp1-69 and 201-210)
Chapter 1 (What Positioning is All about) to Chapter 8 (Repositioning the Competition)
Chapter 25 (Playing the Positioning Game)

ALTERNATIVE: *Tilt* Chapter 6 and Chapter 7

Crossing the Chasm, Geoffrey A Moore ("Positioning" pp 177-190)

Journal prompt (final week of journals)

Pay attention to how do companies position themselves against competitors and other alternatives. What tools do they use to set themselves apart? Is this differentiation effective and if so why? What could make it more effective? What assumptions are being made about the customer or prospective customer's mindset?

Speakers

Thomas Ordahl, Chief Strategy Officer, Landor
landor.com

Week 6—November 10th

Customer insights

Businesses have access to more data than ever about customers, and yet it feels harder than ever to really know what it is that customers are looking for and how these needs/wants can be met by new products and services. Part of the challenge is that we're trained to think in terms of value propositions which are inevitably focused on what companies make as opposed to the diverse things that customers really need and want. To be effective for driving both innovation and marketing, we need insights that take a more expansive view of the people we're trying to reach.

Reading

Entrepreneurship and Innovation, Peter Drucker ("Changing Values and Characteristics" pp243-252)

Jobs to be Done (You can either read the [article](#) or listen to the [podcast](#))

Mid-term assignment due

Your mid-term assignment is to conduct an analysis of an entrepreneurial venture of your choice. You'll conduct a 360-degree analysis of the company's marketing efforts and how these relate to the core value that they are creating for their customers. Marketing is a visual practice, and your tear-down should be as well—

plan to include any relevant screenshots, videos, or other content to bring your analysis to life.

You should be sure to demonstrate an understanding of the concepts covered through Week 5 of the course (see the grading rubric for more detail on how this will be evaluated).

Final project preparation

In preparation for your final projects, we'll spend 10 minutes at the end of class today getting you organized into teams of 2-3 students per team.

Speaker (to be confirmed)

Marc Barros, Moment

[Moment](#)

Week 7—November 17th

Marketing technology—experimentation, learning, and agility

In a digital world, with an ever-expanding set of powerful marketing tools, the role of marketing has taken on many of the characteristics of software development. This has made the marketer's job more technical than ever before and has also opened up opportunities to experiment and validate before committing valuable time and resources to actually building new marketing programs. To better understand this challenge and opportunity, we'll read relevant parts of Eric Ries' classic, *The Lean Startup* as well as Scott Brinker's underground classic, *Hacking Marketing*, to understand the marketing in a digital age.

Reading

The Lean Startup, Eric Ries ("Learn" pp 37-55, "Grow" pp206-223)

Hacking Marketing, Scott Brinker (pp 9-46, pp 207-219)

Review: Chiefmartec.com's 2019 [MarTec 5000](#)

Speaker

Brad Bouse, Founder and CEO

[Lightboard](#)

Week 8—November 24th

Brand mechanics / Why brands work

Brands are a force-multiplier. This week, we talk about how brands work, how they're built and how they build momentum for entrepreneurial organizations.

There are no readings this week, as you'll be busy working on your final projects, but bring 3 examples of brands that resonate for you to class. Please don't bring in the obvious—no Apple, Nike, Starbucks, etc.

Speaker

Rachel Marshall—Founder, Rachel's Ginger Beer
rachelsingerbeer.com

Week 9—December 1st

Final project presentations

We'll take the day to do the first round of presentations of final projects. Depending on how many teams we end up having, we'll figure out a maximum amount of time for final presentations.

Final assignment

Your final project is to architect a simple marketing solution using products from at least different 3 columns/nodes of the Chiefmartec.com's 2019 [MarTec 5000](#) (Advertising & Promotion, Content & Experience, Social & Relationships, Commerce & Sales, Data, and Management).

The first part of your solution will be to define your target customer using Facebook's [Audience Insights](#) tool.

From there you will design a marketing "stack" that will bring that prospective audience through a marketing pipeline (from Awareness, to Interest, Desire, and Action).

Speaker

Gabe Jones, CEO Proprio
Proprio

Week 10—December 8th

Final project presentations

The final round of presentations of final projects. Depending on how many teams we end up having, we'll figure out a maximum amount of time for final presentations.

Grading Rubrics

Alertness Journals – 25%

A big part of the journal grading is that you did it and put some thought into it. Each of the 5 journal entries is worth 5 points based on submitting on time, bringing in interesting examples, and referencing relevant ideas from the week's reading. Mostly I want to see that you're thinking about this stuff and looking for it in everyday life.

Journal entry is completed on time	1.0 pts Full marks Journals are submitted at 6pm on the day of class	0.0 pts No points Journals are not submitted at 6pm on the day of class
Journal entry reflects an alert and creative attention to the market	2.0 pts Full marks Interesting, original, and creative ideas, backed up with insights about what makes the ideas strong.	0.0 pts No points Ideas are not interesting, original, or creative, and/or are not backed up with insights about what makes the ideas strong.
Journal entry reflect a clear understanding of readings and themes	2.0 pts Full marks Journal entry and observations are supported with specific and relevant ideas from this week's reading.	0.0 pts No points Journal entry and observations are not supported with specific and relevant ideas from this week's reading.

Class participation – 15%

This is a grade for in-class participation, preparedness, and good citizenship. It would be easier for everyone if we were meeting in person, but it's a little more challenging on Zoom. I know that some people don't feel comfortable speaking in front of large groups of people, and I know that doing so in front of a large virtual group can be intimidated. However, this is a substantial part of your grade, so I encourage you to make the effort. If this is a real problem for you, please swing by office hours or find time to meet with me, and we will figure out some accommodation.

Quality of in class contribution	12.0 pts Excellent Contributions in class reflect exceptional preparation. Ideas offered are always substantive and provide one or more major	9.0 pts Good Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and	6.0 pts Satisfactory Contributions in class reflect adequate preparation. Ideas offered are sometimes substantive, provide generally	2.0 pts Needs Improvement Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive,
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	insights as well as providing a fruitful direction for the class. If this person were not a member of the class, the quality of the discussions would be diminished significantly.	sometimes a fruitful direction for class discussion. If this person were not a member of the class, the quality of discussions would be diminished considerably.	useful insights, but seldom offer a major new direction for the discussion.	provide few useful insights, and rarely offer a constructive direction for the class. Class contributions are few and far between. Multiple instances when not prepared during classroom discussions, activities, team project work, and/or random calling.
Good citizenship	3.0 pts Excellent Treats students, instructor, and guest speakers with dignity and respect. Active listener. Appropriate use of technology during class time. Arrives to class on time.	2.0 pts Good Overall good citizenship, but one instance when not showing respectful behavior or staying on task.	1.0 pts Satisfactory Two instances when not showing respectful behavior or staying on task.	0.0 pts Needs Improvement Three or more instances when not showing respectful behavior or staying on task.

Mid-term project – 30%

This is an individual project to do an analysis of an entrepreneurial venture's marketing and to incorporate themes from our readings, discussions, and speakers. This is a great opportunity to apply what we're learning by observing it in the real world.

Quality of insight and analysis	15.0 pts Excellent A thorough 360-degree analysis of the company's marketing program with a detailed explanation of how the program works across the customer experience. Clear insights into the strategy driving the tactical execution. Very persuasive POV on what is	12.0 pts Good A thorough 360-degree analysis of the company's marketing program with a good explanation of how the program works across the customer experience. Some insight into the strategy driving the tactical	9.0 pts Satisfactory An analysis of the company's marketing program how the program works across parts of the customer experience. Limited insight into strategy driving tactical execution. Somewhat persuasive POV	6.0 pts Needs Improvement A basic description of the company's marketing program. Limited insight into strategy driving tactical execution. Unpersuasive POV on what is effective/ineffective about the approach.
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	effective/ineffective about the approach.	execution. Persuasive POV on what is effective/ ineffective about the approach.	on what is effective/ ineffective about the approach.	
Reference to course subject matter and readings	10.0 pts Excellent Presentation demonstrates a solid and insightful mastery of the ideas and concepts covered through Week 5 of the course. You effectively reference specific readings and in-class discussions in supporting your analysis.	8.0 pts Good Presentation demonstrates an understanding of ideas and concepts covered through Week 5 of the course. You reference some readings and in-class discussions in supporting your analysis.	6.0 pts Satisfactory Presentation demonstrates familiarity with some ideas and concepts covered through Week 5 of the course. Limited reference to readings and in-class discussions in supporting your analysis.	4.0 pts Needs Improvement Presentation makes superficial use of ideas and concepts covered in the course and limited reference to readings and in-class discussions in supporting your analysis.
Quality of written presentation	5.0 pts Excellent Comprehensively documented visual "tour" of the marketing program's component parts across all relevant media and channels. Presentation is clear, creative, and engaging in how it documents the program.	4.0 pts Good Well-documented visual "tour" of the marketing program's component parts across most relevant media and channels. Presentation is clear in how it documents the program.	3.0 pts Satisfactory Partial "tour" of the marketing program's component parts including some relevant media and channels. Presentation is relatively clear.	1.0 pts Needs Improvement Incomplete or unclear "tour" of the marketing program's component parts including some media and channels.

Final project – 30%

This is a small group project that will have both a written report and a class presentation. We'll be designing digital "marketing stacks" so it's a good opportunity to be both creative and strategic with your team. It's also a very practical assignment in that the programs we will be designing are based on the real-world technology understanding any contemporary marketing program.

Effectiveness and completeness	9.0 pts Excellent Presentation makes a solid case for why you have chosen the solutions	7.0 pts Good Presentation makes a case for why you have chosen the solutions and	5.0 pts Needs improvement Presentation includes content about some solutions and an
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	and arrayed them as you have to reach your audience and bring them across the purchase funnel. You include an "engine of growth" and demonstrate that your solution is designed to support the strategy.	arrayed them as you have to reach your audience. You include an "engine of growth" but there are some open questions how you will make it work.	audience, but it doesn't demonstrate a coherent strategy.
Creativity	9.0 pts Excellent You find creative marketing angles and ideas that create a compelling experience for your customer and support your brand and value proposition.	7.0 pts Good You have some ideas that are creative, but they don't directly support your brand and value proposition.	5.0 pts Needs improvement You have some ideas but they don't directly support your brand and value proposition.
Audience definition using Facebook and/or Google	6.0 pts Excellent Persona paints a clear picture of your target audience—it's obvious that you know exactly who these people are, what makes them tick, how you can reach them. And you show a good command of how the Facebook and/or Google audience tools work and what kind of targeting they make possible.	4.0 pts Good Persona paints a picture of your target audience—you have some understanding of who they are and how to reach them. And you show a some understanding of how the Facebook and/or Google audience tools work and what kind of targeting they make possible.	2.0 pts Needs improvement Persona paints a limited picture of an audience and not much in how to reach them. Superficial understanding of how Facebook and/or Google's audience tools work.
Written and oral presentations	6.0 pts Excellent Comprehensively documented and visual presentation that is clear, creative, and engaging in how it describes the program you have designed. Your oral presentation is well-planned and structured to make use of the 15-minute block, including at least 5 minutes of Q&A.	4.0 pts Good Well-documented presentation that lays out your program. Your oral presentation is well-structured but not well-organized or executed and you run into time constraints.	2.0 pts Needs improvement Partial or incomplete presentation of your program. Your oral presentation feels rough and/or disorganized.