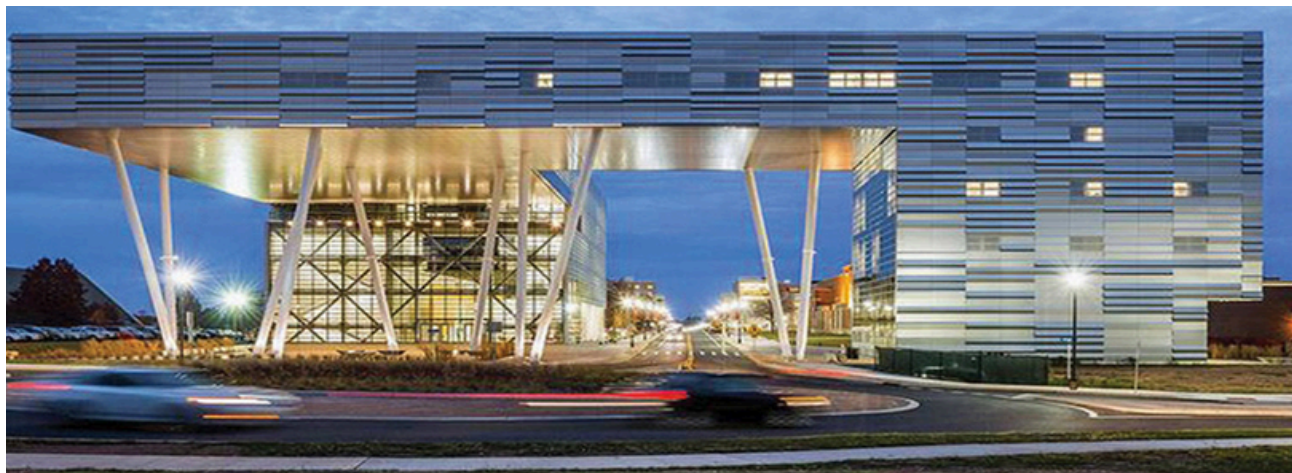




Center of Marketing Advantage Advancement and Action

CM3A NEWS ♦ July 2025



Editorial: A Successful Launch

Since its kick-off in February, the **Center for Marketing Advantage, Advancement and Action** (CM3A: <https://www.business.rutgers.edu/cm3a>) has reached out to dozens of potential partners, grantors, and targets with promising results. We are already working on two events approved for the fall; one, a workshop on “Strategy Mapping and Annual Operational Planning made simple” with an important chamber of commerce, and the other, a much needed “Marketing Career Day” with Rutgers’ own Career Office. Our student teams delivered ten excellent projects this Spring, and there is a growing wait list for the Fall. Thank you for the great reception, and congratulations to all team members for their great work!

There seems to be a growing need for professional advice and business intelligence among Small and Medium-sized Enterprises (SMEs). We invite them all to reach out to see what we can put together. But there is also a need for advance modeling among larger corporations. In this issue, you will find a spotlighted research project carried out, and published, by a student, which presents a model of donor behavior. We also want to invite corporations to reach out and propose their needs, so we can carry out similar projects.

Welcome you to our network. We hope to serve you in the near future.

A handwritten signature in blue ink, reading 'Francisco J. Quevedo'.

Francisco J. Quevedo
Executive Director

Feedback: Kudos For Our Student Teams

We had two teams working on two different projects for Restmo (<https://restmo.online>) with excellent reviews. We are also posting below a comment from MAC Museum in Panama.



Shangyu Zhang • 1st
Entrepreneur | Supply Chain Management & Project Management Enabler | DI...

Big thanks to the incredible MBA student team from **Rutgers Business School** for delivering a powerful final presentation on optimizing RESTMO's social media strategy.

Their insights into platform-specific content, AI-powered creation tools, and competitor positioning were not only sharp but also highly actionable. I was especially impressed by the level of detail, the well-organized design, and the creativity throughout the report.

Kudos to **Marcelinaty Pimentel Asencio**, **Belal Mobarak**, **Alexander Busch**, Jinrui Yang, and Jayce Liu for your dedication and professionalism. Your work will absolutely help shape our next phase of brand storytelling.

A special shout-out to Professor **Francisco J. Quevedo** for leading and mentoring this collaboration. Your guidance makes projects like this truly impactful.

Looking forward to staying connected and seeing where your journeys take you next!

#RESTMO #RutgersBusinessSchool #CapstoneProject #SocialMediaStrategy #Mark



Marcelinaty Pimentel
Bachelor in Marketing
MSc in Marketing Management,
Sustainability and Commercial Trade
MSc in Digital Marketing
MSc in Marketing Analytics and Insights



Jinrui Yang
Bachelor in Engineering
Master in Business Admin (MBA)
MSc in Marketing Analytics and
Insights



Ye Liu
Bachelor in Communication
and Fashion Management
MSc in Marketing Analytics and
Insights



Alexander Busch
Bachelor in Business
Analytics and IT
MSc in Marketing Analytics
and Insights
Data Scientist



Belal Mobarak
Bachelor in English Literature
MBA Candidate 2020
Concentration in Marketing
Education Consultant

Rutgers Business School

RESTMO



Shangyu Zhang • 1st
Entrepreneur | Supply Chain Management & Project ...
4h •

Excited to wrap up our web optimization project with the brilliant Rutgers Business School team!

Huge thanks to **Ben Fiedler**, **Vaishnavi Ganesh**, **Maitri Taneja**, **Alisha Vij**, **Hunter Eldridge**, and **Arnav Prabhala** for your hard work and insights.

Over the past few months, you've helped us identify key digital challenges and delivered a clear, actionable roadmap to improve SEO, user experience, and lead generation for RESTMO.

A special thank you to Professor **Francisco J. Quevedo** for the guidance and mentorship throughout the project.

Wishing you all continued success ahead — and thank you again for the great collaboration!

#RutgersBusinessSchool #DigitalStrategy #Teamwork #WebOptimization #RESTMO #Scalable



Hi!

I hope this email finds you well, thanks so much for this work and for your patience on my response. I really appreciate the recommendations and found them very good, mostly the use of the CiviCRM, we are gonna' explore it and try it. Thanks so much.

Regards,

MARÍA DEL CARMEN ANGUIZOLA
Gestora de Recaudación

☎ : +507 262-3380 | 6598-0014
📍 : CALLE SAN BLAS, ANCÓN

📷 @MAC_PANAMA

🌐 WWW.MACPANAMA.ORG

MAC PANAMÁ
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The CM3CA At Work: Spring Semester Projects

This Spring Semester, our teams carried out 10 very professional projects, ranging from social media strategies to website strategic realignment for the following clients:

1. **Booksmiles:** <https://www.booksmiles.org/>
2. **ArtPride New Jersey Foundation:** <https://artpridenj.org/>
3. **Refugee Assistance Partners NJ:** <https://www.refugeeassistancepartnersnj.org/>
4. **Chabad.Org:** <https://www.chabad.org/jewish-centers/search?query=New+Jersey>
5. **Montclair Early Music:** montclairearlymusic.org
6. **York Street Project:** <https://yorkstreetproject.org/>
7. **Center for Coping with Loss:** <https://imagineNJ.org/>
8. **Hearts of Mercy:** <https://hearts-of-mercy.org/>
9. **Carelink360:** <https://mycarelink360.com/>
10. **Restmo (2):** <https://restmo.online/>

Thank you all for giving our students the opportunity to learn experientially, and kudos to the teams for their fine work.

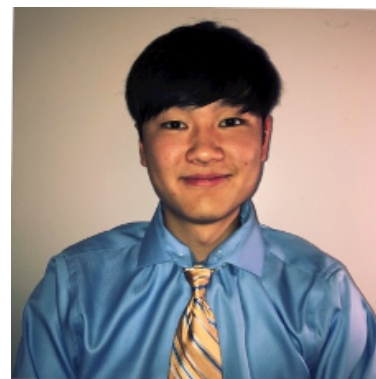
Different organizations have sometimes common needs. Popular demands from nonprofits deal with fundraising strategies. Common for private companies are social media and digital marketing needs.

Looking into the Fall semester, we expect to hear requests for operationalizing some of our teams' recommendations of this Spring, and we already have concrete requests for grant writing from a binational endowment for the arts, and all the analyses required to establish an ethnic restaurant in Brooklyn, NY, including market research, site selection studies, and event creating a prospectus for investors that includes NPV (Net Present Value) projections.

Spotlight: Published Student Research, “The 5Ps of Fundraising”

We are proud to spotlight the brilliant research performed by our students. This time, we are spotlighting Kobi Lee (2023), who was published with Professor Quevedo in the Rutgers Business Review [8(1), 28-38] based on an Independent Study class.

Since 2025, Kobi Lee has been a Production Coordinator and Translator in **Powerhouse Live Entertainment Ltd.**, a South Korean firm with offices in LA, California (<https://www.powerhouselive.net/>), where he oversees all stage-related duties such as artist safety, show call, setup, and backstage management, assisting with setup, box office, audience management, and tour logistics for their artists.



<https://www.linkedin.com/in/kobi-hd-lee/>

Abstract

The Non-Profit Sector contributes almost \$1 trillion to the US economy, representing 5.4% of GDP and generating over 12 million jobs. Nonprofits have become widely recognized as playing a critical role in contemporary society. Fundraisers face increasing challenges, as more social causes compete for donors. “Marketization” seems to be an unstoppable trend, and the need for developing a comprehensive model of giving behavior has never been greater. Donations are shaped by income and information. Effective non-profit organizations rely on a network of support, fiscal levers, and proper communication to obtain funds through well-planned strategies and processes. The question is “what should NGOs say?” Surveying 615 respondents, using their alma mater, the ASPCA, St. Jude’s Hospital for Children, a local homeless shelter, and their church as references, we tested which appeal works best to communicate an NGO’s message to obtain the expected results, considering pride, pity, PR, personal interest, and pleasure as driving motives. The model reflected a predictive ability of 49.7%; all criteria were statistically significant, but the pleasure of giving was the strongest driver, an underlying motivator in the donate decision. Different social causes respond differently to alternate fundraising appeals. Determining which appeal works best is key to success. Ignoring the key drivers in the decision to donate may lead to being both ineffective and inefficient.

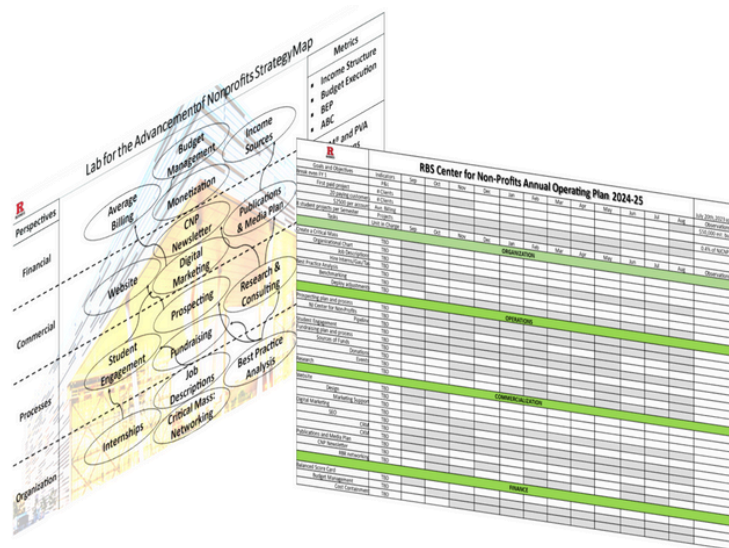
Citation:

- Quevedo, F. J., & Lee, K. (2023). The 5-Ps of Fundraising: Lessons from Consumer Behavior to Non-Profit Marketing. Rutgers Business Review, 8(1), 28-38. <https://business.rutgers.edu/sites/default/files/documents/the-5p-of-fundraising.pdf>

CM3A Tips: Doing The Right Things Right

“Strategy is about decisions, planning is about actions” said Peter F. Drucker, adding that “strategy means doing the right things, while plans should help us do those things correctly.”

We visualize the strategic planning process as a seven-step progression that begins with a vision, followed by research that feeds a situational or SWOT analysis that leads to brainstorming, ordering of the best ideas, to end up with a map and a plan.



But planning does not mean strategizing, and vice-versa. Indeed, there are plans without a strategy and strategies without the plans required to carry them out. Strategy tends to be the domain of the leaders, the entrepreneurs, or the top brass, while planning tends to fall on the shoulders of managers. Strategizing requires intelligence (pun intended), business intelligence that can lead to intelligent business decisions. Planning requires strategic guidelines.

When we “plan by the book,” four questions need to be answered: “(1) Where are we? (2) Where are we going? (3) How do we get there? And (4) how do we know if we’re getting there?” The sequence is shorter, simpler than our seven-step process, and it generates a situational analysis, a strategy, a plan, and an agenda to control execution. However, critics say that the situational analysis must have a frame of reference. Where are we with respect to what, the market, the competition, or our goals? Therefore, as Arnold Schwarzenegger would suggest in his “Five Rules for Success,” you gotta’ start with a vision (please say that with a thick Austrian accent). Our seven-steps indeed start with a vision. Research allows us to generate the necessary intelligence to feed a proper SWOT analysis, which reveals our strengths, weaknesses, and the opportunities or threats we face in trying to achieve that vision. Brainstorming generates ideas, but then you must choose which of these will lead you to succeed, and to order them, be it through a ranking exercise or following Kaplan & Norton’s strategy mapping guidelines which force you to pick and place your priorities in four perspectives: the organizational, the operational, the commercial, and the financial. And, voila, you have a Strategy Map. The AOP, or Annual Operating Plan, will generate the detail that makes the strategy possible, and lay out those initiatives in a 12-month worksheet.

The Academic Corner by Professor Can Uslay, Ph.D.

Introducing the Tri-Sector Mindset

How Businesses, Government, and NGOs Can Team Up for Real Impact

In today's rapidly changing world, businesses are constantly pushed to find new ways to succeed and deliver value. To navigate this unpredictable landscape, smart companies know that collaboration is key, not just with customers, but with a wider network. In this issue of our newsletter, I would like to introduce tri-sector innovation, a powerful approach where businesses, government agencies, and social sector organizations (like non-profits and community groups) join forces to tackle tough problems and create positive outcomes.

A tri-sector mindset means "identifying opportunities to innovate and solve problems through the alignment of resources and interests from private enterprise, public and social sectors." In simpler terms, it is looking for common ground and ways to combine the unique strengths and resources of these different groups. Let's see how this played out recently right here in New Jersey.

A New Jersey Success Story: The CEO Council

Back in 2020, amidst the challenges of the COVID-19 pandemic, a group of CEOs from New Jersey's largest corporations and employers decided they wanted to do more to support their local communities. This informal coalition included some big names: BD, Campbell's, J&J, Merck, Prudential, PSEG, RWJ Barnabas, and Verizon. Their idea was to boost the state's economy and create jobs by increasing their spending with local businesses. They set an ambitious goal: to spend an additional \$250 million with NJ-based, minority-owned, and women-owned businesses by 2025. Unsure how to best achieve this, the CEO Council reached out to the Governor's Office. The state government was eager to help and connected the council with Rutgers Business School, known for its top-tier supply chain management programs.

Rutgers Business School stepped up, establishing a Procurement Center of Excellence to support the initiative. Their role was crucial:

- Vetting suppliers: Ensuring minority-owned businesses considered by the council members were qualified.
- Connecting businesses: Maintaining databases to match suppliers with procurement opportunities.
- Tracking progress: Measuring and reporting on the spending goals.

- Sharing knowledge: Spreading awareness about the benefits of registering as a diverse business and sharing best practices.
- Empowering small businesses: Providing training to help them improve their bids for contracts.

The results were phenomenal. The initial \$250 million goal for 2025 was surpassed by 2023. The total local spending is approaching a billion dollars! Beyond the dollar figures, the participating companies also found they could reduce procurement costs and shrink their carbon footprint. Rutgers Business School further cemented its national reputation, and the students and faculty involved gained priceless real-world experience. Crucially, the Governor's office was pleased to see small and minority-owned businesses thriving, especially during the tough times of the pandemic.

What This Means for Communities

While this specific success story is American, the concept itself isn't limited to the US. Similar collaborative efforts have been seen globally, such as the "CittaSlow" (Slow City) movement promoting quality of life, which emerged in Italy. Adopting a tri-sector mindset opens up exciting new possibilities for creating large-scale social change. This approach is particularly relevant across America, where diverse challenges call for innovative, collaborative solutions.

If you're interested in learning more or applying the tri-sector mindset, please explore the references below. NewImpact offers great tools and resources to help individuals and organizations alike.

References

1. Uslay, Can (2023), "Scaling Collaboration and Innovation through Tri-Sector Partnerships," METU Studies in Development, A. Acar SI, 50 (December), 539-558.
2. Amin, Anjali, John Impellizzeri, and Can Uslay (2024), "Unlocking Macro-Value Through the Tri-Sector Mindset: The Case of the NJ CEO Council," Rutgers Business Review, 9 (2), 190-201.
3. Cicek, Mesut, Sevincgul Ulu, and Can Uslay (2019), "The Impact of the Slow City Movement on Place Authenticity, Entrepreneurial Opportunity, and Economic Development," Journal of Macromarketing, 39 (4), 400-414.
4. <https://www.newimpact.care/getting-started-with-tsi>

Rutgers News and Events

The Marketing Committee is busy preparing the 7th Annual Marketing Summit, which will focus on “Transformative Marketing: Reinvent for success” as a force of development and constant change.

We will be hosting top speakers from the corporate world and hope to attract quite a large audience, both in person and online, this year. The event will be held at 100 Rock, Piscataway Campus, NJ.



Save the Date: November 14th. Don't Miss It!

Other upcoming events that may be also of interest to our corporate, nonprofit, and governmental audiences are listed below:

- ✓ Sep. 26th: Strategy Mapping and Annual Operational Planning made simple, in coordination with the **Statewide Hispanic Chamber of Commerce of NJ**,
08:30 am to 12:00 noon at 1 Washington Park, Newark, NJ
- ✓ Oct. 16th to 19th: Homecoming, <https://homecoming.rutgers.edu/>
- ✓ Oct. 24th: Marketing Career Day, in coordination with the Career Office of Rutgers University at 100 Rock, Piscataway Campus, NJ
- ✓ Oct. 24th: Virtual Culture Conference,
<https://gsapp.rutgers.edu/event/2025-culture-conference>
- ✓ November 14th: 7th Annual Marketing Summit on Transformative Marketing, 08:30 am to 03:30 pm, room 1071, 100 Rockafeller Boulevard, Piscataway Campus, NJ



Feedback: Please send us your comments and events to
cm3a@business.rutgers.edu



The RBS Center for Marketing Advantage, Advancement, and Action
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Let's connect via [LinkedIn](#)

