



Center for Marketing Advantage Advancement and Action

CM3A NEWS ♦ April 2026



Editorial: Experiential Learning at Rutgers

Experiential Learning has become “a thing”. The process refers to the students’ engagement with real-life projects, which is the essence of our work at **CM3A**. At Rutgers, this involved 182 classes in the Fall of 2025, reaching no less than 3,640 students and as many as 1,000 communities, nonprofit organizations, firms, chambers of commerce, and government agencies, and projecting to 7,000 students and perhaps 2,000 partners in any given year. When these numbers are extrapolated, two million students in the US could be involved in research and consulting for hundreds of thousands organizations.

We are busy preparing a project to (1) measure the impact of experiential learning and community engagement on the students’ career readiness, as well as on our partners’ performance and on course evaluations; (2) pinpoint the scope of the effort, not only at Rutgers but nationwide; and (3) to generate proper guidelines to maximize the effectiveness of the process across the US and the world. We are also hoping to lead the strategy mapping dynamics of these processes at Rutgers.

Experiential Learning is a win-win process that prepares students for the challenges of today’s job market and helps organizations receive top-of-the-line support at practically no cost. We are searching for a grant for this research. If you can lend some support, please reach out.

Best regards,

A handwritten signature in blue ink, appearing to read 'Francisco J. Quevedo'.

Francisco J. Quevedo
Executive Director

Feedback: Echoes on Social Media



JANUARY 16 · 37 MIN

Rutgers Experiential Learning

Unapologetic Leadership

▶ Play

In this episode of Unapologetic Leadership, host Cory Dunham welcomes Francisco J. Quevedo to explore how experiential learning at Rutgers Business School bridges classroom theory with real-world impact. Francisco an Assistant Professor of Professional Practice in the Marketing Department, Executive Director of the Center for Marketing Advantage, Advancement, and Action, and Senator for the 2025–2028 term shares how he brings hands-on entrepreneurship, nonprofit projects, and real consulting work into student learning to benefit businesses, nonprofits, and government partners. His approach empowers students to learn by doing, builds measurable impact, and prepares future leaders to innovate with confidence.

Francisco also discusses using AI as a research copilot (not a replacement), the importance of integrity and values in leadership, and how experiential education can transform students' careers and community outcomes. This episode delivers practical insights on leadership, innovation, community engagement, and creating real results beyond the classroom.

About Francisco J. Quevedo:

Francisco J. Quevedo is an Assistant Professor of Professional Practice in the Marketing Department at Rutgers Business School; he serves as Executive Director of the Center for Marketing Advantage, Advancement and Action and is Senator for the 2025–2028 term. He graduated from the University of Massachusetts, Amherst, in 1978 and earned his doctorate in Marketing, MBA, and CAGSB at Pace University in New York, NY. Before joining Rutgers in 2020, he taught at Pace University and NYU and has over 40 years of corporate experience consulting with Fortune 100 firms, NGOs, and government agencies across multiple countries. His research focuses on brand management and nonprofit marketing, and he has been published multiple times in peer-reviewed journals.

Connect with Francisco

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The CM3A At Work: Spring 2026 Projects

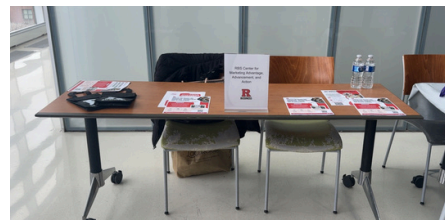
We are proud to be working for these partners on the Spring semester:

- **Businesses:**
 - **Restmo:**
 - A data-driven profiling statistical model (www.restmo.online).
 - **ALBERTai:** following through on a previous project for Carelink 360.
 - B2C strategy for AI platform (www.goalbertai.com)
 - **Discovery Montessori School:**
 - Going from 9 to 9, operations (<https://www.discoverycm.com/>)
 - **RU Department of Urban Education:**
 - Focus groups and surveys to generate and validate ideas like online education as a delivery method and a minor or major in-and-of-itself to increase enrollment (<https://sasn.rutgers.edu/urban-education>).
- **Nonprofits:**
 - **Hearts of Mercy: follow up project**
 - Grant readiness schedule and template (<https://hearts-of-mercy.org/>)
 - **VAEA The Venezuelan American Endowment for the Arts:**
 - Grant application schedule and template (<https://vaearts.org/US/>)
 - **The Somerset County Foodbank:**
 - Three-year plan, social media strategy and processes (<https://www.somersetfoodbank.org/>)
 - Nonprofit benchmarking and best practice analysis
 - **Christian Montessori School of Edison:**
 - Creating a fundraising arm (<https://www.discoverycm.com/>).
 - **Tour of Sommerville:**
 - Social media management (<https://tourofsomerville.com/>)

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

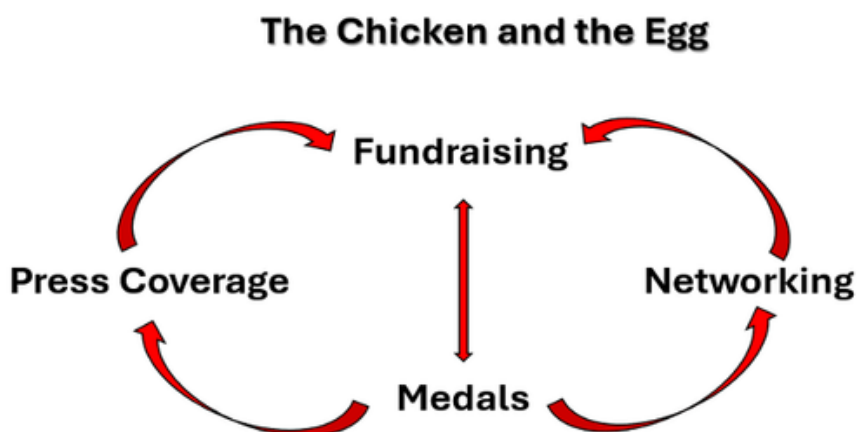
CM3A at the Rutgers Sales & Marketing Expo

Last month, CM3A participated in the Rutgers Business School Sales & Marketing Expo, engaging with companies and students to share how CM3A connects academic research with real-world marketing challenges.



Spotlight: Fundraising in Sports: A case study by Francisco J. Quevedo, DPS

Nonprofits in general long for fundraising guidance, market and donor research, and strategic planning support from academia. Within this sector, US amateur sports could represent a \$60.5 billion segment, which receives but a small portion of total donations. To help close the gap, this paper presents a case study that can serve as a model to optimize nonprofit performance based on an amateur sports organization, which combines three related studies: a time-series analysis of nonprofits in the US showing that revenues depend largely on awareness and income, and points to the need to choose the right target and put the message out to raise funds; a donor survey which showed that, individually, decisions to give are based mostly on pride, pity, PR, personal interest, and pleasure, and points to the need to craft the right appeal; and a cross-sectional, six-country analysis of a proposed structure and processes that represents the underlying theory for this paper, which showed how networking, fiscal leveraging, and a coherent narrative, supported by the proper strategy and organization, generate external influence and revenues, thus emphasizing the need to follow proper procedure to achieve the desired results. A deep dive into the scientific literature sets the stage to analyze 17 years of experience in the WSKF Sports Foundation, part of a worldwide organization that spans over 110 countries and a million members, and raised up to \$3.3 million at its peak in 2015, winning 266 world medals between 2007 and 2017, thereby providing a blueprint for fundraising in sports that can extend to most nonprofit organizations.



Quevedo, F. J. (2026). Fundraising in Sports: A case study.

The Sport Journal. ISSN: 1543-9518. Vol. 24. January 21, 2026.

<https://thesportjournal.org/article/fundraising-in-sports-a-case-study/>

CM3A Tips: The Risk and Insurance Audit

The current global situation should prompt everyone to consider how to avoid, contain, transfer, and/or administer imminent risks that could affect their lives, operations, assets, finances, and liabilities. Accidents happen, and terrorism is an undeniable threat, as is crime on the streets, at home, or within the organization. Are you prepared for any contingency?



Preparation implies, first, understanding what could happen and how much it would affect you, your family, or your organization. Think of physical risks like road accidents, especially if you haul cargo; fires; storms; and water damage. Add financial risks, including cybercrime; operational risks like domestic and industrial incidents; and do not forget the reputational implications of events like product contamination and the liability that ensues. This is called Risk Inventory.

The next step is to assess probability and impact, which Risk Managers may call frequency and severity. Then, based on these probabilities and their extent, you calculate the expected value in another column, whether by groups of assets, risks, human resources, or any other way to monetize potential outcomes. Insurance companies group them by coverage: fire and theft, life and medical, liability, etc.

Then come the ideas on how to keep those events from happening, how to contain the damage if they happen, how to transfer the risks (insurance), and/or how to administer a holistic program that involves the entire chain of events, protocols, and processes. And when we mention processes, if we are dealing with a business, you must always think about how any incident could affect your core operations, which leads to bottom-line implications if your core process is paralyzed.

In the end, a Risk and Insurance Audit would identify the gaps that emerge between the Risk Inventory and the Policy Coverage. Risk Management would aim to fix the imbalances with the proper protocols and processes.

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

Turn Your Stale Brands into Stars: Strategies Behind Market Comebacks

Every year, perfectly sound brands fail. They falter not because they lack inherent value, but because the competition grew sharper, the industry matured, or the environment shifted beneath their feet. For decades, traditional strategic planning models like the BCG matrix have offered a seemingly simple solution for these low-profit, low-growth brands: Divest; cut your losses, harvest the remaining cash, and get rid of the “dogs.” But what if this quick-fix disinvestment is actually a symptom of managerial myopia?

Let’s challenge the conventional wisdom of abandonment. Divesting a faltering business unit is rarely as clean as a spreadsheet suggests. It carries steep economic losses, disrupts local communities, and can devastate employee morale. More importantly, abandoning a struggling product represents a profound lack of imagination. It negates the fundamental purpose of business leadership: the creative, entrepreneurial ability to turn a poor performer into a great one.

Transforming a “dog” into a “star” doesn't necessarily require revolutionary invention or creating an entirely new product from scratch; it requires the intelligent application of market-driven strategies. There are several distinct pathways for revitalization. By examining whether to change a product’s uses, its target markets, or both, leaders can combine established corporate resources with an entrepreneurial mindset to engineer remarkable turnarounds.

When a market is saturated, the most effective response is often a targeted guerrilla assault on the weaknesses of market leaders. Consider the art of entrenchment. In the late 1990s, Apple was teetering on the brink of bankruptcy. Rather than fighting a losing battle across the entire PC landscape, Apple radically simplified its product line and entrenched itself within a hyper-loyal segment: creative professionals. Through the “Think Different” campaign and the vibrant iMac, Apple re-engaged its core base, setting the stage for its evolution into a global tech behemoth. Similarly, Dollar Shave Club used irreverent, highly targeted digital marketing to bypass traditional retail channels and entrench itself with heavy razor users tired of overpriced cartridges.

Sometimes, however, a product’s end-users simply cannot recognize its value right away. In these cases, the smartest move is switching to intermediaries. Plant-based meat companies like Impossible Foods faced massive skepticism from traditional meat-eaters.

Instead of a direct-to-consumer mass retail launch, they utilized high-end chefs as trusted gatekeepers. Once the product was validated in the culinary world, essentially pre-sold by experts, it seamlessly transitioned into fast food chains and grocery stores.

Broadening product horizons is another potent tool for combating stagnant growth. For years, orange juice was trapped in a narrow, low-volume segment as a morning-only vitamin delivery system. By redefining the business and positioning it as not just for breakfast anymore, the industry repositioned orange juice as an all-day, refreshing beverage, directly taking on the massive soft drink market.

Such strategies extend far beyond domestic borders, tapping into the intricate dynamics of global consumerism. When entering foreign markets, companies must carefully navigate whether to employ a universal global marketing strategy, capitalizing on economies of scale, or to uniquely differentiate their products. Netflix, for example, executes a brilliant, unique marketing strategy. Rather than just exporting American television, they develop hyper-localized content and pricing models to conquer diverse international streaming markets, satisfying both local tastes and global scale.

Ultimately, survival often requires completely redefining the market. For years, Nvidia designed its powerful graphics processing units (GPUs) almost exclusively for the consumer video game market. However, when it became clear that the same parallel processing architecture was perfect for deep learning, Nvidia aggressively pivoted. They redefined their market from “entertainment” to the “engine of the AI revolution.” They didn’t change the fundamental hardware; they simply viewed the technology through a new, highly lucrative industrial lens, transforming a gaming toy into the backbone of global data centers.

Whether it is finding new applications for everyday items like baking soda, leveraging digital ecosystems to build a smart home out of basic appliances, or capitalizing on regulatory shifts to create mandatory consumption, the true genius of management lies in seeing the hidden potential in stagnant markets. A successful turnaround proves that with careful analysis, a willingness to break with tradition, and an unwavering focus on the underlying needs of the customer, a second act is always possible. Stars aren’t just born—they are also made.

Please do not hesitate to reach out to CM3A for assistance. Whether you are a valued member or a small donor of the center, our expert faculty-guided student teams are ready to help you revitalize your business and brands.

*Note: This academic corner is based on the forthcoming book *Second Act: The Art of Revitalizing the Brand* (2026, Incore Publishing) by Jag Sheth and Can Usly.*

F.Y.I.: Rutgers News and Upcoming Events

Make time in your agenda for one or more of these activities:

- ✓ **Spring Career & Internship Mega Fair**
 - Date and Time: April 24, 2026, 11:30 a.m. – 3:30 p.m.
 - Location: Jersey Mike's Arena, Livingston Campus, Piscataway
- ✓ **Rutgers Day 2026**
 - Date and Time: April 25, 2026, 10:00 a.m. – 4:00 p.m.
 - Location: Busch Campus, College Avenue Campus, and Cook/Douglass Campus, Rutgers–New Brunswick
- ✓ **Rutgers University Commencement**
 - Date and Time: May 17, 2026, 10:00 a.m.
 - Location: SHI Stadium, Busch Campus, Piscataway
- ✓ **NJSIAA Baseball State Championship Games**
 - Date and Time: June 10 to 14th, 2026
 - Location: Bainton Field, Busch Campus, Piscataway
- ✓ **New Jersey Film Festival (Fall 2026)**
 - Date and Time: September – October 2026 (Fridays and Sundays), 5:00 p.m.–10:00 p.m.
 - Location: Voorhees Hall #105, College Avenue Campus, New Brunswick

Be on the lookout for our new format of the **Marketing Careers Day** in October, one that will present employers and students with three attractive new features: (1) Pre-selected candidate profiles, with in-person interviews in our meeting rooms at 100 Rock, (2) experiential learning projects, where teams can discuss their offers and companies can share their demands, and (3) internship openings.

Also, the **9th Annual Marketing Summit** will be held this year in Newark between the 13th and 20th of November, 2026.



Why Partner with Rutgers CM3A?:

Our student – faculty teams offer from research to strategy mapping to process development and execution, including high-level data analytics, benchmarking and other tools:

- **Unmatched Data Access:** Our teams leverage their projects on premium databases—**IBISWorld, Mintel, MarketLine, PrivCo, Statista, Mergent, Scopus, Business Source Premier**, and more— to generate insights that most firms would otherwise find cost-prohibitive.
- **Expert Faculty Oversight:** Projects are led by **professors with up to 40 years of consulting and corporate experience**, ensuring analytical rigor and industry relevance.
- **Highly Skilled Talent:** Many of our graduate consultants already hold advanced degrees and professional experience, guaranteeing both academic precision and practical execution.
- **Professional-Grade Work, Minimal Cost:** In exchange for a **modest supporting donation**, partners receive **top-tier strategic deliverables** that rival those of major consulting firms.
- **State-of-the-Art Installations:** In Newark and New Brunswick.
 - **Ample parking**
 - **Catering**
 - **Audio-visual support**
- **Expert Faculty:** Our conferences are held by professors with up to 40 years of consulting and corporate experience, as well as corporate VIP guest speakers.



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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