

Tab IV—Work Experience

Competency # ¹ , Title: Marketing Planning

What did you learn about this competency? Provide a 750 to 1,000-word self-assessment of your learning, i.e., write an argument to support of your claim about what you learned. Be sure to provide specific examples and reasoning to support your claim about what you learned and how you applied what you learned. Do not just tell us what you *did*; tell us what you *learned* and how you applied it.

Marketing planning has become the largest responsibility in my career. As a marketing coordinator at Holland Hospital, my role entails being a liaison between the marketing and communications team and various departments of the hospital. My main objective was to work with the various departments of the hospital and understand their needs and goals for the year, work with the marketing and communications team to promote the department services and help obtain those goals and needs. Numerous deciding factors were taken into consideration to strategically prioritize the various requests throughout the year. The responsibility of marketing planning taught me how to focus on goals and objectives, analyze data, strategize, develop tactics, budgeting and collect and analyze results.

Understanding goals, objectives, analyzing data and strategizing are key parts of marketing planning that I have learned. Throughout each month, quarter and year I would meet with various departments to learn and understand their strategic goals and initiatives for the year. As a liaison between departments, I would review the multiple department's needs, and work with the marketing and communications team to address and prioritize what an appropriate timeframe would be to help market and promote each of the requests. In my experience, this entailed compiling a spreadsheet that would breakdown the department's requests to efficiently prioritize the requests based on marketing budget, capital budget, hospital initiatives and when the most appropriate time would be to promote. I also learned how to actively research, analyze and report market share data. This is where I learned that understanding the main strategic goals and initiatives of the hospital are crucial to healthcare marketing planning. It is important to focus on the smaller campaigns, like health awareness and observances months and increasing patient volume. If the hospital wants to grow one area of business, such as the birth center or orthopedic surgeries, more marketing efforts and budgets will be required and prioritize to other campaigns.

Market data is a tremendous factor when analyzing data and strategizing. In the healthcare industry, understanding market codes, procedures and competitors' strengths and weaknesses helps when trying to strategize. I was able to learn and evaluate the priorities of Holland Hospital, competitors and services based on the primary service area and comparing that to the extended service area. Another key competency I learned when reviewing market data is understanding the target audience based on demographics. This includes age, gender and location. This taught me the importance of demographics when marketing planning in healthcare.

An example would be understanding the target audience of a heart campaign. Typically, the target audience is men and women from mid-life and older. I was able to discover this based on previous data trends over a year or more. It is beneficial to use the target audience because if the target audience of a birth center campaign were to be used that would target women in late teens to mid-forties and be an irrelevant population and campaign. Another example is reviewing the location of our patients and competitors' patients and understanding if they are local and from the primary service area, or are they willing to drive from an extended service area. This information helped make strategic marketing planning decisions based on the location of competitors and learning where most of our patients are from to deciding where to market and at what cost and budget. Promoting a service in an extended service area where patients are not going to travel from would be an inadequate use of effort and budget. But, promoting our services in a primary and extended service area where we do know volume is needed or guaranteed is more efficient and cost effective to increase patient volume. An example would be if we promoted our emergency department in the Detroit market; this campaign wouldn't be wise since a patient in need of emergent care should seek medical attention from the closest facility and call 911. A more strategic campaign would be to promote our breast care department to women along the lakeshore, the goal would be to keep them close to home for healthcare and less travel to larger cities.

Tab IV—Work Experience

Competency # 1 , Title Marketing Planning

continued.

Developing tactics, budgets and result collection are a few more areas of marketing planning that I have learned to incorporate into marketing campaigns. Once timelines are decided based on the goals, data and strategies, then the next step is creating a marketing plan that delves into specific tactics and budgets. From my experience each campaign is unique and encompasses an array of marketing tactics. Some include event planning, targeting videos and advertisements on social media, and TV commercials to name a few. Each of these tactics has specific tasks and budgets from video and photo shoots to designing each ad. Understanding the specific value of each of these tactics has taught me how to effectively select which tactics are best suited for each campaign based on the target audience. Targeting an older audience would include tactics with the radio and print ads, but a campaign targeting younger people would feature tactics related to social media and web.

Budgeting is critical for any organization, especially when marketing planning. Prioritizing the campaigns based on the strategic plans of the organization helps determine the size and budget of the campaign. Quickly, I learned that marketing planning and budgeting campaigns planned on a yearly basis and leaving room for items that come up is the most beneficial to adequately budget various campaigns throughout the year.

To finalize and recap each campaign and what I learned and improved include, the importance of collecting data and results to have proof of the return on investment and evaluate the campaign's success or areas of improvements. I learned that data tracking each month, quarter and year gives an accurate perspective and removes assumptions on each tactic. Reviewing the data helped me decide what tactics and campaigns should have an increased or decrease budget for the next campaign and even year. Especially in a technology-enhanced society as today, I learned that focusing on digital tactics instead of print tactics has proven to attract more leads and views. Collection data and results are extremely important when sharing marketing planning updates and requests with the board of directors and administration level at an organization when department budget and capital budgets are being reviewed. Lastly, by having data to support that marketing plans are working and providing a return on investment for the hospital departments and helping attain the strategic goals is essential for high level teams to review and understand.