

<h2 style="margin: 0;">MARKETING</h2> <p style="margin: 0;"><i>The ability to apply key marketing concepts to the health care arena. Marketing has been defined as is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.</i></p>	DATE COMPLETED
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COMPETENCY OBJECTIVES	✓	SUGGESTED LEARNING ACTIVITIES	COMMENTS
Objective A: All HA trainees will demonstrate a mastery of the basics of Marketing, including Marketing Strategy, the Marketing Mix (e.g., the 4 P's), Positioning, Segmentation, Target Market and Social Marketing.			
1. Competency: Knowledge of the basics of Marketing, including Marketing Strategy, the Marketing Mix (e.g., the 4 P's), Positioning, Segmentation, Target Market and Social Marketing.		The discipline advisor must ensure that the trainee has successfully completed one or more course in Marketing.	
2. Competency: Ability to explain the basics of Marketing, including Marketing Strategy, the Marketing Mix (e.g., the 4 P's), Positioning, Segmentation, Target Market and Social Marketing.		The trainee should be encouraged to provide seminars covering the basics of marketing to non-marketers.	This could be done by speaking to the LEND class in a seminar. <i>The time commitment for this should be about an hour for the presentation and whatever prep time is needed.</i>
			The trainee could also provide some advising to other faculty or clinic directors.

Objective B: All HA trainees will be able to assess a LEND-related marketing effort (e.g., marketing plan, marketing promotion (e.g., advertisement, brochure, and poster), marketing audit, etc.).

1. Competency: Ability to work with a clinic or program director to identify a marketing effort concerning which the director would appreciate feedback.		The trainees should work with a clinic or program director to identify the <i>specific marketing activity</i> on which the student should focus.	Unsolicited advice or feedback may have unexpected and unwelcome consequences.
		The trainee should be clear on the intent of the marketing effort and the target for this effort.	Learning to elicit marketing information from non-marketing users is a key skill.
			<i>The time commitment for this step will probably be about an hour.</i>
2. Competency: Ability to assess a targeted marketing effort for its efficacy in meeting its goals, the consistency of its message, appropriate encoding and decoding of its message, and suitability of its reach and frequency (if applicable).		Having understood the intent of the effort (Objective B1), the trainee should assess how well the effort meets this objective.	Marketing efforts may be well executed but not suited to the original task. Sometimes an outside audit like this can help bring such a mismatch to light.
		The trainee should assess the effort's consistency of message, appropriate coding and decoding, and suitable reach and frequency (if applicable).	The trainee may help the director become more aware that messages may be decoded very differently by different cultural subgroups (e.g., a message with a great deal of text may be ideal for the highly educated adult, and less appropriate for teen moms).
			<i>The time commitment for this should be several hours.</i>

Objective C: HA trainees will be able to assist a LEND-related clinic, program or support organization in their production of a marketing plan. While Objective B directed the trainee to evaluate an existing marketing effort this Objective involves the student in the creation of a new or updated marketing plan.

<p>1. Competency: Ability to assess a clinic's existing marketing plan if it exists or to outline the implicit marketing plan the clinic seems to be following if no written plan exists.</p>		<p>The trainees should work with a clinic or program director to review the organization's marketing plan. If one does not exist the trainee should assess the implicit marketing plan (i.e., product strategy, pricing strategy, promotion strategy, delivery strategy, positioning efforts and target market) that underlies the clinic's current business model.</p>	<p>It is not unusual for a clinic not to have a marketing plan. However, if the clinic is operational, the trainee should be able to write out the apparent product strategy, etc</p> <p>The trainee may find serious contradictions within the overt or implicit marketing plan. This is not unusual. The trainee should be clear that the intent of the marketing effort is to support and teach rather than to criticize.</p>
			<p><i>The time commitment for this step will be about 3 - 6 hours.</i></p>
<p>2. Competency: Ability to support the development of a marketing plan that meets the clinic's goals, is consistent, and directly applicable to the staff in the clinic.</p> <p><i>(continued on next page)</i></p>		<p>Working closely with the HA coordinator, the trainee should generate a Letter of Intent, clearly outlining his/her responsibilities. The LEND HA coordinator should provide significant direction for the student and should assess the work at the end for accuracy, clarity, contribution and meeting the stated goals of the Letter of Intent.</p>	<p><i>If the trainee wishes, this could be a full year project. Or, this could be more limited in scope, lasting only a few hours.</i></p>
		<p>The trainee should develop a statement of the objectives and underlying business model that describes the goal and role of the clinic.</p>	<p>The trainee should work closely with the clinic staff to refine a statement everyone feels comfortable with.</p>

	The trainee should develop a positioning statement for the clinic including the target market, the broad category of services provided and the strategic competitive advantage the clinic has.	The trainee may find considerable resistance in the clinic as he/she forces the staff to think in business terms (e.g., competitive advantage).
	The trainee should develop a clear description of the various target markets the clinic serves including obvious one (e.g., clients) and less obvious (e.g., legislature).	The trainee should work closely with the clinic staff to make sure all targets have been identified.
	The trainee should develop a clear description of the ideal marketing mix (i.e., product, price, place and promotion) for each target market the clinic serves.	This is a very time consuming process but is the heart of the marketing plan. The student may need substantial support from the HA coordinator.
	The trainee should compose a summary of his/her assessment with suggestions, plans for changes in the marketing mix for various targets, ideas for strengthening the marketing of the clinic and ways that the clinic can assess the efficacy of the proposed changes.	This is also a very time consuming process but is the heart of the marketing plan. The student may need substantial support from the HA coordinator.
	The trainee should share the proposed marketing plan with appropriate staff in the clinic and incorporate any suggestions that are improvements to the plan.	