

# Strategic Plan

## *Identifying my Prospect*

My prospects for this plan would include Danielle Wittekind, the Chief Human Resources Office, the Director of Marketing and Operations, and any of the hiring manager(s) who oversees this department at Vaya Health (Leadership: Vaya Health, 2023) see also Vaya Health, 2024).

## *Needs, Wants, and Solvable Problems*

For the digital marketing manager position, Vaya Health is looking for a candidate who has at least a bachelor's degree in a field relate to marketing or communications and who has a minimum of 5 years or marketing experience, and they'd prefer three years' experience of healthcare work (Vaya Health, 2024). In addition to academic and career experience requirements, Vaya Health listed several job responsibilities for this position.

These responsibilities are broken into three categories in the job ad. The first of which is Marketing. In this category, the responsibilities include, but are not limited to, developing and executing marketing strategies using the company's marketing channels, collaborate with other media coordinators, develop and oversee numerous campaigns, maintain a focus on Vaya's ethical, inclusive, and accessible marketing practices, etc. (Vaya Health, 2024). The digital marketing manager would also be responsible for overseeing the development of the company's website and assuring that all marketing campaigns are within the North Carolina Department of Health and Human Services (NCDHHS) guidelines, regulations and contractual agreements (Vaya Health, 2024).

The next category includes brand and messaging. The responsibilities in this category include, but are not limited to, ensuring that all marketing campaigns are in align with the look, feel, tone and authenticity of Vaya, developing and executing multimedia features that are interactive and can be used across multiple platforms, and identifying and managing projects that enhances relevance and engagement across multiple channels (Vaya Health, 2024). In addition to these responsibilities, it is required that the digital marketing manager collaborates with other staff teams like communications, public relations and other cross-functional teams “to ensure that marketing communications content strengthens Vaya’s brand visibility and awareness” (Vaya Health, 2024).

Lastly is the supervisory category. Since this is a managerial position, it is requiring that the digital marketing manager leads, provides mentorship, guidance and support to other marketing professionals (Vaya Health, 2024). It is also required that they oversee the work of other marketing team members and actively manage any digital agency partnerships that execute tasks such as website development, optimization and updates (Vaya Health, 2024).

Vaya needs a digital marketing manager who also holds knowledge of the job in its entirety. Some examples include, but are not limited to, having “strong supervisory abilities, with experience managing and developing high-performing individuals”, “Strong writing skills that adhere to the AP Stylebook writing standard”, and a strong understanding of marketing practices, principles, and emerging trends (Vaya Health, 2024). Overall, the company needs someone who will meet their academic and professional credential requirements/preferences while also being able to complete their numerous job responsibilities while also upholding company ethics and values.

### ***The Proper Fit***

My Forté Communication Style Report done by The Forté Institute (2024) indicates that I have a primary strength of conformity with non-dominance being my secondary strength. The report goes on to note that I am “steady, conscientious and persistently works toward accuracy” (The Forté Institute, personal communication, 2024). My primary strength shows that I work best in a structured environment, and I excel when details of what is asked of me are clearly and thoroughly spelled out. Individuals who have conformity as a strength “tends to be good with details, seeing that things are done correctly” (The Forté Institute, personal communication, 2024). This primary strength will be especially useful when needing to be sure all marketing campaigns and materials are in line with the NCDHHS and Vaya’s guidelines, regulations and contracts. My Forté Communication Style Report also included that I have high levels of stamina. This means that I “can function well in a demanding environment” and I am “effective in accomplishing tasks and can handle management level jobs” (The Forté Institute, personal communication, 2024).

In addition to my strengths provided in my Forté Communication Style Report, I believe my personal experience over the course of several years will be beneficial in completing many of the job functions. I have been in leadership positions of all types. This range includes high school and undergraduate clubs and honors societies, church departments, and I currently hold a position as president, acting AD and social media manager of an athletics association. I have been able to cultivate conflict management, problem solving and interpersonal and management skills and all these roles.

I have also held many positions handling marketing with various organizations, and I’ve taken on website building jobs using several platforms. Having these experiences will be

beneficial in this position because I have familiarity with providing seamless functionality of websites, clean web designs, I know how to be sure that marketing campaigns and materials are in line with a company's brand and how to plan and implement strategies across numerous digital channels. Lastly and most importantly, my master's in integrated marketing communications (IMC) will provide me the extra knowledge in various marketing communications and add to my academic qualifications.

### ***Assessing the Competition***

For this position, I would be competing against those with at least a bachelor's degree in marketing, communications, business, journalism, or other related fields. In addition to having a degree in those fields, my competition would also be more likely to have healthcare and years of marketing experience within a marketing company. My competition is likely to have had managerial positions in other companies as well. The Digital Marketing Institute's (2013) website states, "People who are well-versed in analytics will always be in-demand...Many marketers have a business or creative background, which is also essential in some roles, but analysts get paid big bucks because these skills come from more advanced education." Meaning, others competing for this job may also be known to have knowledge and a background in analytics.

### ***Making your Case (Following Toulmin's Argument Model)***

I have the required qualifications, credentials and experience asked of in the job ad to fill the position of digital marketing manager at Vaya Health. My past experiences working with both marketing, communications and web design/management speaks to the years of experience I have in the areas the company is looking for. During my time pursuing my bachelor's degree, I

took several marketing courses as electives, participated in marketing communication roles with clubs, and held a communications internship at the university. I have received my bachelor's degree in communications with a concentration in public relations. This meets a key credential (having a marketing or communication degree) for the digital marketing manager job position.

I am now working on completing a master's program in integrated marketing communications which will illustrate mastery in marketing communications and add to my credentials. For some job positions, they cannot overlook that you may not reach all their qualifications, whether they are preferred or required. Though most of the qualifications are met, there seems to be a lack in healthcare-related work experience that can hinder the chances of being hired for this position. I may not have healthcare related work experience, but that is simply a "preferred qualification" (Vaya Health, 2024). I would have a master's in integrated marketing communications and years of marketing experience that will speak to my ability to perform well in this position.

### ***Central Theme of your Self-IMC***

The theme for this self-IMC plan is focused on my passion for growing in my career allows me to seek further knowledge in marketing communications so I can benefit future companies I may work for and their clients.

Work in this field requires collaborative work and learning from yourself and others. I believe this is something that companies also look at when hiring for a position. Yes, I may have all of the requirements, but am I willing to learn and be taught by others? The best way I feel I can communicate this to my audience would be first, through my cover letter. This will allow me to illustrate how I have learned from my past experiences and how passionate I am when it

comes to receiving this next degree. If granted the opportunity, I would then reiterate my central theme of growing in knowledge in my field in a formal interview with the hiring team.

### ***IMC Plan Goals***

**S-** I will grow in knowledge of marketing communications by completing the IMC Program and gain my masters in integrated marketing communications to further my career in the field. This will allow me to be better prepared to work for myself or an existing company.

**M-** I know I will have reached this goal once I pass the last course in the program and receive my degree.

**A-** Though this is a high achievement due to my busy schedule and it challenges my thinking, this goal is still achievable.

**R-** By achieving this goal, I will be able to either become an entrepreneur or take a job position in a marketing/communications company, so it will allow me to further my career. Completing this goal will allow others to use my services to help further their marketing communications aspect of their business.

**T-** This goal will be accomplished by September 2025.

### ***Tools***

To achieve my goal, most of my resources would be provided by the University of North Carolina Wilmington. My coursework/textbooks, professors, classmates and any other event that the university provides will be my main resources. I will also leverage outside research and readings on marketing communications to help aid my knowledge in completing coursework. Achieving my goal will allow me to be a better fit for this position. I can also use my experience in Adobe/Microsoft Suite and my project planning, written communication, conflict resolution and people management skills.

### ***Contact points***

My first set of contact points would be my classmates throughout the IMC program. They will assist in guiding my growth in this field. They will challenge my thinking while also growing my network of peers and colleagues. I will also use events provided by the university such as regional meet-ups and the annual IMC conference to grow my network of others within the IMC field. This will be helpful because having connections and collaborating with others is key to marketing communications success. Especially if I have a diverse network of individuals, they will assist me in creating marketing campaigns and materials that will reach a broader, global audience.

Another set of contact points would include the individuals I have connections with who are already employees at Vaya Health. My mother works with the company and has a good reputation with her colleagues and supervisors. These contact points would help me in understanding the company and would also provide a sense of mentorship when it comes to applying and working at Vaya Health. Lastly, my clients from my freelance work are also contact points I will use. They will provide me with the opportunity to further my knowledge and experience in marketing communications.

## **Evaluation**

### ***Target Buying Incentive***

According to what I read in the job ad, employers are looking to hire someone who has the experience, qualifications, and knowledge to complete numerous job functions while also upholding the company's branding image and values.

### ***The Product Reality***

To fill this job position, I would need to increase my knowledge in the field by successfully completing my master's program and gaining more work experience in the field on a corporate level to be confident enough to fill this position. I would like to continue to grow my network of those in fields related to marketing, business and communications. This will allow me to have an opportunity to find a mentor and gain a support system as I advance in my career.

UNCW's IMC page clearly states that through the program courses "will sharpen your abilities to craft strategy, conduct research, devise appropriate messaging, enhance storytelling skills and tactfully manage media platforms in both a proactive and responsive manner."

(Integrated Marketing Communication, M.A. UNCW, n.d.). As one who feels more confident in what I do by taking courses and gaining knowledge, I believe completing this degree program will give me the confidence boost needed to walk into a career in marketing communications.

Thus far in the IMC program, I have learned about global marketing and the mindset a marketing communicator must have to reach diverse audience groups. My previous course has taught me the role rhetoric and semiotics play when delivering messages to my audience and I have learned how to create an IMC plan. As I advance throughout the program, I believe each course will benefit my future career. Some key courses I am looking forward to and that may help me in this position include organizational culture, identity and brand, communication ethics in IMC, IMC: diversity and inclusion, digital storytelling and IMC and crisis communication and IMC (Integrated Marketing Communication, M.A. Program, n.d.).

### ***Product Perception***

At this point in my Self-IMC plan, the potential employer should perceive me as one who has a passion for learning a growing in her career. They should see that I have a strength for



following rules and guidelines and that I can be effective when given tasks that need to be accomplished. The potential employer should see that I hold the minimum credential requirements and that I have a variety of marketing communications experience.

As I have explained previously, my Forté Communication Style Report notes my primary strength being conformity (The Forté Institute, personal communication, 2024). This allows me to be committed to a traditional way of thinking and I have described this throughout this plan. I would also like to be perceived as a non-dominant (my secondary strength) ambivert, who is flexible/calm person who is easy going while also exercising my strength of conformity (The Forté Institute, personal communication, 2024).

### ***Know your Competition***

As previously stated, the competition for this position will most likely have at least a bachelor's degree in marketing, communications, business, journalism, or other related fields. Some may also have a master's degree in fields such as business administration and marketing/communications. They are also likely to have several years of experience in marketing communications and healthcare. Though I may not know my competition personally, I can use their possible knowledge and experience as motivation to progress in the field.

### ***The Competitive Consumer Benefit***

My master's degree in IMC may give me an edge over a competitor. For one, it is a degree beyond the required credential asked for within the job advertisement. Secondly, it is a master's degree designed specifically for this type of position. Even if a competitor has a master's degree in business administration, they may not have knowledge of various aspects of marketing.

### ***The Reason to Believe***

My bachelor's in communications has provided me with a firm foundation and I have touched on the various experience I have had in marketing communications and to meet the needs of this position. Some of my strengths and passions to show how I can be an asset to Vaya Health and their digital marketing team has been demonstrated throughout this plan. My experiences in leadership roles and the insight from the Forté Communication Style Report show that I do well in managing individuals, which is a key part of this position.

### ***Tonality/Personality***

My "brand personality" or "professional identity" would simply include me being "by the book" (The Forté Institute, personal communication, 2024). In detail, I am a conservative and traditional (especially when it comes to following rules and guidelines) individual who is fair to others and can "function well in a demanding environment" and "handle management level jobs" (The Forté Institute, personal communication, 2024).

### ***Communication/Action Objectives***

After reviewing this IMC plan, I hope that the employer will be willing to review my extensive resume which has more details about my experiences in marketing communications. Then eventually call for an interview by the company's hiring team that would lead to Vaya hiring me for the digital marketing manager position.

### ***Perceptual Change***

If my communication is successful and leads to being hired for this position, I would like my employer to see that I am passionate about my work and that I'm dedicated to my work,

clients, and the company. I hope they see how I love to lead people in a way that promotes personal and professional growth. However, I do not want them to lose sight of my strengths and how they can benefit the department and the marketing materials and campaigns that will be produced.

### ***Customer Contact Points***

As I previously stated, my professors and classmates will be key contact points on this journey. Once I graduate from this program some contact points would be current employees at Vaya Health who I may come in contact with when inquiring about this position. I may also come in contact with individuals from marketing/communications organizations. I can learn from everyone I can come in contact with and take any constructive criticism provided to mature in my career.

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# Appendix

## *Appendix A . SWOT Analysis*

<p><b>Strengths</b></p> <p>What do you do well? What unique resources can you draw on? What do others see as your strengths?</p> <ul style="list-style-type: none"> <li>- I do well with planning/organizing tasks, assignments and projects.</li> <li>- I have</li> <li>- I communicate well with others, I communicate as clearly and thoroughly as possible.</li> <li>- I can speak well publicly and I know how to prepare various speeches when addressing a crowd.</li> <li>- Conformity</li> </ul>	<p><b>Weaknesses</b></p> <p>What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?</p> <ul style="list-style-type: none"> <li>- I struggle with adjusting to abrupt changes.</li> <li>- I often become stressed when I have too many assigned tasks at once</li> <li>- I do not take well to any form of criticism.</li> <li>- I am indecisive and tend to shy away from making tough or important decisions.</li> </ul>
<p><b>Opportunities</b></p> <p>What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p> <ul style="list-style-type: none"> <li>- I can take various opportunities from UNCW and outside sources (online certification courses) to increase my knowledge in marketing communications.</li> <li>- I can take on marketing communication projects from local small businesses in the area to hone my craft.</li> <li>- UNCW hosts regional meet ups I can attend to network with other grad students. I can also plan to attend the IMC Conference next summer that will provide me the opportunity to network with IMC students.</li> </ul>	<p><b>Threats</b></p> <p>What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p> <ul style="list-style-type: none"> <li>- My lack of knowledge in some areas could hinder my confidence in growing.</li> <li>- The advanced undergrad academic experiences of my classmates has better prepared them for this program while I feel a lot of the information is brand new.</li> <li>- My weakness to accept criticism could hinder my motivation to grow academically and professionally.</li> <li>- My struggle with adapting to change can</li> </ul>

## Appendix B. Job Position Advertisement

### Digital Marketing Manager (Remote)

Employee - Full Time  
Management  
Remote, NC, US

Yesterday  
Requisition ID: 2840

Apply

**Salary Range:** \$88,151.06 To \$114,596.38 Annually

**LOCATION:** Remote – This is a home based, virtual position that operates within the hours of 8:30am-5:00pm EST. Vaya Health welcomes applications from NC, SC, GA, TN, VA, MD, and FL. Preference will be given to candidates that live in/or near Vaya's catchment area in North Carolina.

#### GENERAL STATEMENT OF JOB

Under the direction of the Director of Marketing and Operations, the Digital Marketing Manager will develop and execute a marketing strategy that supports the Vaya brand and aligns with organizational and departmental goals and initiatives. They will be responsible for strategy and execution of digital marketing for all Vaya health entities. This includes, but is not limited to, websites (Vayahealth.com and Providers.Vayahealth.com), intranet and social media as well as digital and mobile outreach. This individual will have demonstrated experience in digital strategy development and execution, including website, programmatic, social media, display advertising, and SEO/SEM/PPC. They will also collaborate with various team members and other staff within the organization to ensure content is organized, accurate, and communicated in a way that members, recipients, and other audiences can understand. The Digital Marketing Manager will ensure all marketing communications align with the brand and that visitors to any Vaya digital property have a seamless user experience. Their focused expertise in marketing and analytics will be critical in achieving departmental and organizational goals.

#### ESSENTIAL JOB FUNCTIONS

Marketing:

- Develop and execute a comprehensive marketing strategy using Vaya's digital properties, social media channels, print materials, traditional advertising (TV, radio, billboards), SMS/text, and other marketing channels that aligns with Vaya's overall marketing objectives.
- Assimilate all marketing requirements from the North Carolina Department of Health and Human Services (NCDHHS) and ensure that Vaya marketing tactics are achieving desired goals and are in compliance with relevant regulations and contractual agreements.
- Monitor and analyze key performance metrics across owned channels, providing insights and recommendations to optimize campaigns and improve conversion rates.
- Maintain a strong focus on ethical, inclusive, and accessible marketing practices.
- Develop and oversee campaigns across digital touchpoints in support of brand objectives while ensuring a consistent and positive experience.
- Oversee the development and optimization of Vaya's website, ensuring a seamless user experience, effective information architecture, and strong conversion funnels.

- Collaborate with the Social Media and Marketing Coordinator on social media presence, developing strategies to increase engagement, grow the follower base, and drive traffic to owned channels.
- Define KPI's and translate overall digital success to NCDHHS and Vaya goals and report to leadership on a quarterly basis.
- Stay updated on industry trends, emerging technologies, and best practices in marketing, and propose innovative strategies to enhance our presence and public awareness.

**Brand and Messaging:**

- Ensure all marketing materials align with Vaya's authentic, person-centered brand and that they communicate the appropriate look, feel, and tone.
- Collaborate closely with cross-functional teams to align marketing initiatives with public relations, communications, community engagement, and overall brand messaging.
- Drive planning and processes for the development of content from key internal stakeholders within a set schedule and perform regular verification of content.
- Develop and execute multimedia and interactive features that can be used across multiple channels to amplify brand messaging and achieve positive outcomes.
- Identify and manage projects to add or enhance content on digital channels that increases relevance and engagement.
- Partner with communications and public relations staff to ensure that marketing communications content strengthens Vaya's brand visibility and awareness.

**Supervisory:**

- Lead marketing professionals, providing mentorship, guidance, and support to drive high performance and achieve Key Performance Indicators.
- Monitor the work of other team members contributing to marketing initiatives to guide alignment with overall goals and expectations.
- Actively manage any digital agency partners to execute website development, updates, and optimization

**KNOWLEDGE OF JOB**

- Strong understanding of marketing principles, best practices, and emerging trends across multiple channels, including digital, social media, print, traditional advertising (TV, radio, billboards), SMS/text, and others.
  - Demonstrated success in developing and implementing effective owned channel strategies that drive brand visibility and engagement.
  - Significant technical expertise with developing and maintaining a website from the UX perspective. High proficiency with WordPress, web analytics tools, and social media management tools.
  - A deep understanding of SEO principles, including keyword research, on-page optimization, technical SEO, and backlink strategies.
  - Strong writing skills that adhere to the AP Stylebook writing standard.
  - Excellent analytical skills, with the ability to analyze data, derive insights and make data-driven decisions to optimize campaigns and drive ROI.
  - Strong supervisory abilities, with experience managing and developing high-performing individuals.
  - Excellent communication and collaboration skills, with the ability to work effectively with cross-functional teams and external partners, across different levels of seniority and business functions.
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- High attention to detail and ability to connect content/messaging across multiple platforms and channels for consistency.
  - Proactive mindset, with a strong ability to prioritize tasks and meet deadlines.
  - Up-to-date knowledge of relevant regulations and compliance requirements in digital marketing.
  - Operates independently and efficiently to manage multiple projects and deadlines simultaneously, without sacrificing quality.
  - Comfort and ability to manage ambiguity in a fast-paced environment.

**QUALIFICATIONS & CREDENTIALING REQUIREMENTS**

Bachelor's degree in marketing, business, journalism, communications, or a related field required.

- Minimum five years' experience in marketing with a heavy emphasis on digital/web expertise regarding the user experience.

**Preferred Work Experience:**

- At least three years' experience in a healthcare environment is preferred.
- Experience in heavily regulated industries and environments with multiple stakeholders/audiences is preferred.

**PHYSICAL REQUIREMENTS**

- Close visual acuity to perform activities such as preparation and analysis of documents; viewing a computer terminal; and extensive reading.
- Physical activity in this position includes crouching, reaching, walking, talking, hearing and repetitive motion of hands, wrists and fingers.
- Sedentary work with lifting requirements up to 10 pounds, sitting for extended periods of time.
- Mental concentration is required in all aspects of work.

**RESIDENCY REQUIREMENT:** The person in this role must live in NC, SC, GA, TN, VA, MD, or FL. Preference will be given to candidates that live in/or near Vaya's catchment area.

**SALARY:** Depending on qualifications & experience of candidate. This position is exempt and is not eligible for overtime compensation.

**DEADLINE FOR APPLICATION:** Open until filled

**APPLY:** Vaya Health accepts online applications in our Career Center, please visit <https://www.vayahealth.com/about/careers/>.