

**Name:**

Rebecca Heidgerd

**Mobile:**

6172810099

**Email:**

[rebecca@macgyvermarketing.com](mailto:rebecca@macgyvermarketing.com)

**Out of all the things you could do at this time, what attracts you specifically to this opportunity?**

Rich's description of the church and its focus, as well as the people I'd work with and for. Community is extremely important to me.

**What is your approach and philosophy of marketing a church? How would you ground your professional marketing and communication work on principles found in the Bible?**

One of my favorite professors at Gordon College said that Christians should be known for what we do, not what we don't do. I would apply this to external marketing for any church. In grad school, I took a conflict communications course and we learned how important it is to deliver a message in a way someone can receive it. To be honest, I think the latter should be true in marketing to any audience... marketing should always get a message out in a way the audience can receive it. How Jesus spoke to his disciples alone was different than how he spoke to crowds, or to the Samaritan woman alone. I believe church marketing should differ based on the audience. The same truth, but delivered in appropriate ways for the size and spiritual maturity of the audience. As an example, I would be careful to avoid any Christianese on a main website or discussions that could be divisive in public forums. A panel to discuss a challenging (and possibly divisive) topic theologically may be completely appropriate with members and small groups, with a skilled moderator present. I would also follow basic marketing best practices as I think they are universal whether in a Christian or non-Christian environment, but I am sure that's not the goal of this question.

**Describe your experience in digital marketing. Please reference how your work with websites, email and social media would prepare you for this role.**

I have more than 20 years of experience in digital marketing, managing global sites in ecommerce, education, and more. I have run teams of 0-20 managing all marketing channels, however I've never run a team where I was not at least somewhat hands-on. While I can run things at the high level, I can still jump in the weeds as needed to create pages, deploy campaigns or schedule social posts. I know best practices from global businesses that help best drive success, but never push for outsized solutions that are overpriced or my team is under-resourced to utilize. As an agency, I've worked with startups and established businesses, and I act as Interim CMO for one while updating the DNS settings in another. My passion is small to medium sized businesses and helping them grow efficiently and setting them up to scale. Seeing the outcomes of that groundwork is extremely satisfying for me.

**Describe a situation in which you had to overcome significant difficulties or failure. What did you learn from the experience?**

In my last in-house role, I worked for a boss who was a long-time friend of mine but the SVP of Sales. (Note: marketers should not report to a head of sales. Lesson learned.) As sales numbers continued to not deliver, it was clear she began pinning this on marketing although I was still new and told I had several more months to get the team up to speed. I continued to try to meet with her, try to prove out the numbers with the BI team, try to challenge my team to meet their requests. Ultimately, they chose to

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restructure all of marketing, sales and customer service and downsize. It was a sad end as the entire marketing team was excited for the first time about where we are headed, and we never got to go there. This decision did not go well for the business and they lost a number of additional staff, did not improve numbers, and ultimately had to rehire the roles they'd gotten rid of and start the same ramp up again. I'm still sad when I think about this, but I am proud that I kept giving it my best until the end and that every team member was literally floored because they knew the facts did not align with the decision making. My biggest learning was that even in painful circumstances, God can be faithful. This failure opened the door to me starting my own agency which has been a life giving experience the last 2 years. Had I still been at that business during COVID, I would have lost my job then, and it would have been infinitely harder to start my business. Instead, my business has been thriving amidst COVID. Even in the valleys, God is faithful.

**What affect do you think relocation to Des Moines will likely have on you and/or your family?**

The hardest part for me would be leaving my good friends who are like my family here in Boston. However, I relocated to Toronto for a job for several months 10 years ago, and in that short time away I made several friendships that still stand strong today and still follow the church I attended there as well. I build community easily and I know I can maintain my friendships from afar. I do it with friends around the globe already.

**Describe a time you had to focus and refine an organization's marketing message to gain better clarity on a central message or theme. What barriers or obstacles did you have to overcome?**

**What was the result or outcome?**

During my time at Workable, my last in-house role, I arrived to a team that truly did not communicate with one another. It was somewhat astounding. The events team acted in isolation from the paid media team which acted in isolation from the SEO team which acted in isolation from the demand generation team. And it showed. Their messaging was not aligned, and they were missing out on the benefits of collaborating. As one example, the first event paid social post delivered a packed event that had to turn people away. The events team was so excited to have the support from their coworkers. The greatest challenge was convincing them up front the extra steps were worth the extra work as the teams were overworked. As they continued to collaborate more, they got excited about the results and there was less friction with team members as they became mutually responsible for results.

**Describe your experience in recruiting, training and leading volunteers. In your experience, how does it differ from leading a professional team?**

I think recruiting and leading volunteers can be similar to having my college students do a group project together. It can be challenging because there isn't a clear hierarchy as there would be on a true team, the roles are often much blurrier, and there is not as clear a personal reward or outcome as with your own role or project. In my experience setting clear expectations, having many check-ins, and having some learning opportunities can really help keep volunteers motivated and engaged. For example, working on a special needs ministry at my church I often was the lead volunteer for a child I worked with. I regularly checked in with the other volunteers with tips from my latest Sunday working with the child, offered to have them come shadow me so they could see how I handled key situations, and tried to document some tips and provide some new activities in a closet for them to use with him. Without these check-ins, I would hear from the Sunday School teachers how they weren't very engaged or didn't work with him in the same way. I believe this was mostly lack of confidence or training, so I tried to provide support so they felt confident in helping him participate in the week's activities.

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**Share from your own life experiences ways that you might connect to Valley Church's philosophy/theology to "Do good works to build good will in order to share Good News." Why might a Good News lifestyle be a joy for you?**

I believe this is already how I live my life based on the example I saw lived out by my parents at a young age. My non-Christian friends see how I invest in others, from fostering to taking an elderly woman to church every week in the past to dropping care packages for people when they are having a hard time. I don't just agree with this philosophy, it's what I live and breathe. It would be a gift to be surrounded by others striving for the same.

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