

Chicken Little – The Optimist!

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Chicken Little
 Was an Optimist
 Marketing in Difficult Times

Presented by
 Irving Stackpole, RRT, MEd

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Presentation Available

Online
www.StackpoleAssociates.com
 Or call us!
 800-844-9934 – Ext 11
 (617-739-5900 – Ext 11)
 Or email!
istackpole@stackpoleassociates.com

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Today's Presentation

- Challenges
- Successful "Systems"
- Marketing & Sales
 - Low / No Budget ideas
 - Leverage Employees
 - Educate the Community
 - Testimonials




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ONE: Employees as Market Channel

- *Employees As Competitive Advantage*
 - *Loyal Employees → Loyal Customers*
 - *Word of Mouth Marketing → ↑ Referrals*
 - *Loyal Employees → Recruitment Magnet*
- *Employees As Operational Advantage*
 - *↑ Loyalty → ↓ Recruitment Costs*
 - *↑ Loyalty → ↓ Agency Costs*
 - *↑ Loyalty → ↓ Management Costs*

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TWO: Educate the Community

→ **FACT:** *You KNOW what many desire to learn.*

- *Find your audiences*
 - *Where are they?*
 - *What do they need / want to know?*
- *Develop the messages*
 - *What positive messages “stick”*
- *Deliver the Content*
 - *Find the right channels*
 - *Develop relationships & make the commitments*
 - *“Scrapbook” your activity & success*

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THREE: Testimonials = Powerful Marketing Tools

- *Satisfied & Loyal Customers*
 - *Loyal Customers*
 - *Word of Mouth Marketing → ↑ Referrals*
- *“Raving Fans” Advantage*
 - *↑ Loyalty → ↓ Marketing Costs*
 - *↑ Loyalty → ↓ Operational Costs*
 - *↑ Loyalty → ↓ Management Costs*

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Historical View of Management



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Today's Reality



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Chicken Little Context - Challenges

- Competition
 - More Choices - Congregate, HHA, HHC, HCBS
 - And your home's worth less today than yesterday!
- Economy – Medicaid Cuts
- Uncertainty about “Reform”
- Turnover of staff
- Occupancy
 - Demographics & Demand


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Conclusions

- We are “selling” a service which no one really wants
- To markets which are static or shrinking
- And these markets are being offered more choices
- Choices which the markets DO NOT understand

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Stackpole’s Law #5

- Most people would rather live with a problem they cannot solve, than with a solution they cannot or do not understand

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Background: Marketing & Sales

- Task Clarity is Critical to Sales Success
 - Everyone is clear about what they’re supposed to be doing
- Role Alignment is Predictive of Success
 - Marketing, sales and the entire team (yes, operations too!) accepts responsibility for Sales, as well as Customer, Consumer & Employee loyalty!

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Who Succeeds at Sales?

© 1998 Matt Groening

Some folks just aren't cut out for sales.

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Marketing vis-à-vis Sales

- *Marketing Is Intellectual*
- *Sales Is Behavioral*
 - *Sales is a Full Contact Sport!*

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This is NOT sales / selling

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Clear about Sales & Marketing

- *Marketers are seldom good sales persons*
 - *They're too realistic!*
 - *Who never gives up?*
- *Good marketers are sometimes good sales persons*
- *Good sales persons may never be good marketers*
 - *Do you want the report on time, or the referral?*
- *Don't agonize. These are the choices*

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Tactic #1: Leverage Employees

1. *Create a Referral Work Group*
 - *Not a committee!*
 - *Five (#5) cross functional members*
 - *Give them measurable goals (SMART)*
 - *X Referrals / month by ___ / ___ / ___*
 - *Don't meddle*

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Leveraging Employees

- *Groups go through stages*
 - *Forming*
 - *Norming*
 - *Storming*
 - *Performing*
- *Set the Goals but Don't Meddle*

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Tactic #2: Educate the Community

- *Bring the community in*
 - *Health and wellness*
 - *Death and Dying*
 - *Psycho-Social Issues*
 - *Inter-Generational Conversations*
 - *Is dad still driving?*
 - *Concern - Alzheimer's & related disorders*

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Tactic #2: Educate the Community

- *Get your knowledge out there*
 - *By-Lines in local papers*
 - *Interviews with newspapers*
 - *Radio and cable TV*
- *List of local media*
 - *Contact them*
 - *Don't wait for them to contact you*
- *Some Do's and Don'ts*

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Our consumers are tough!



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Tactic #3: Testimonials

- *Loyalty – More valuable than satisfaction*
- *Measure of Loyalty?*
 - *Willingness to recommend*
 - *Recommendations = Referrals!*
- *Securing testimonials is excellent measure of attitudinal loyalty*

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What Is Satisfaction?

- *Definition: fulfillment of a need*
- *Measured by self-reported rating, e.g.,*

	Completely Disagree	Completely Agree
Overall, I am completely satisfied with the dining services.	1 2 3 4 5 6 7 8 9 10	

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What's the Difference?

- Satisfaction → Subjective
- Loyalty →
 - Objective / Observable
 - Attitudinal

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So What?


- Do ↑ Satisfaction Levels = ↑ Levels of Loyalty?
- Aren't Satisfied Customers Loyal Customers?
- No, Not Necessarily!

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Things Change!

Satisfaction / Loyalty Connection

The diagram is a 2x2 matrix with 'Loyalty' on the vertical axis (Low at bottom, High at top) and 'Satisfaction' on the horizontal axis (Low on left, High on right). The top-left quadrant is labeled 'Loyal / Dissatisfied' and the bottom-right quadrant is labeled 'Disloyal / Satisfied'. Two arrows originate from the 'Loyal / Dissatisfied' quadrant and point towards the 'Disloyal / Satisfied' quadrant, indicating a transition or change in customer status.

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Factors → Loyal & Dissatisfied

- **Loyal (behavioral) / Dissatisfied**
 - Doesn't see an alternative
 - Others arguing against change
 - Perceives "cost" or barriers to change too great
 - Inverse correlation ALOS v. Satisfaction

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Loyalty: The Recovery Story

- **Loyalty behavior when experience is good**
- **Loyalty behavior when experience is bad**
- **Effective Recovery = Loyalty**

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Tactic #3: Testimonials


- **Loyalty – Among all your segments**
 - Residents
 - Families
 - Employees
 - Vendors / Suppliers
- **Measure of Loyalty?**
 - Willingness to recommend
 - Recommendations = Referrals!
- **Securing testimonials is excellent measure of attitudinal loyalty**

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Conclusion

- Successful “Systems” → Everyone
- Sales success → task clarity
- Marketing → Employee Referrals
- Marketing → Community Education
- Marketing → Testimonials

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(Cheap Subliminal Suggestion)



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