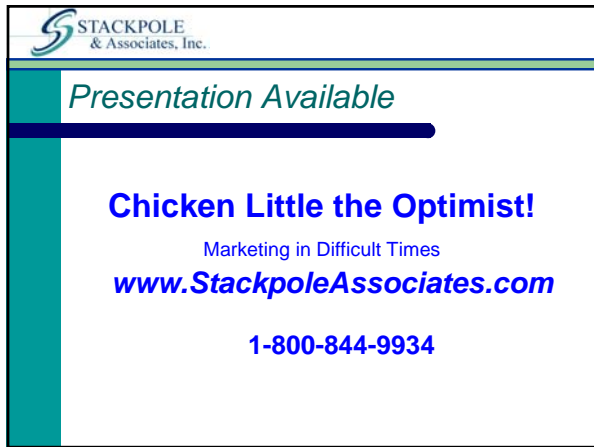
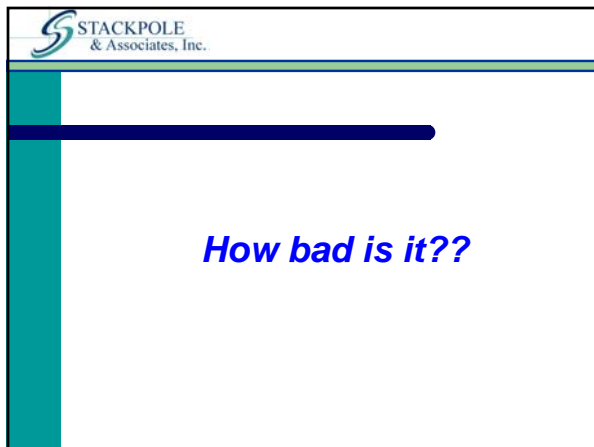


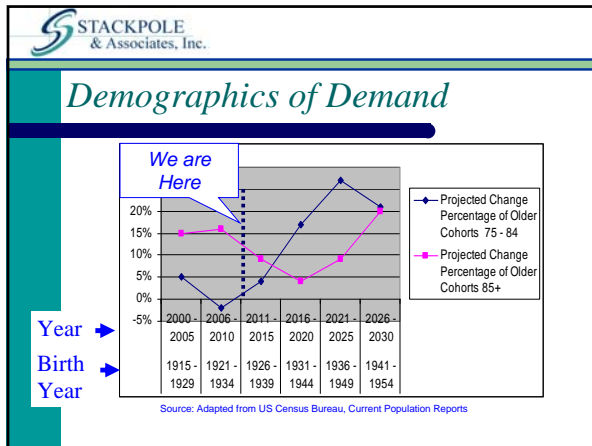
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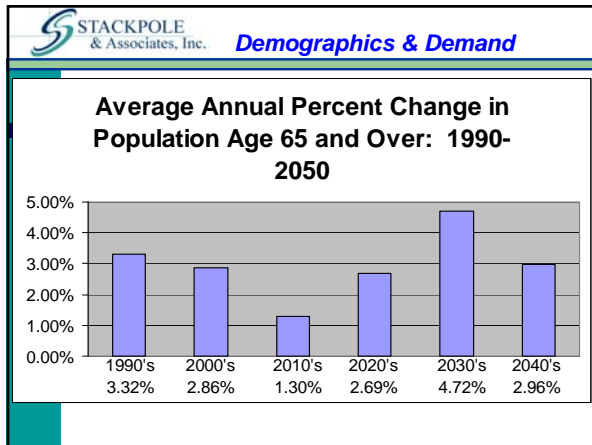






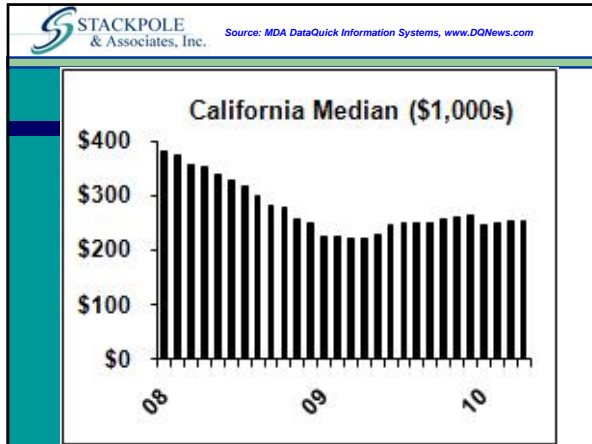
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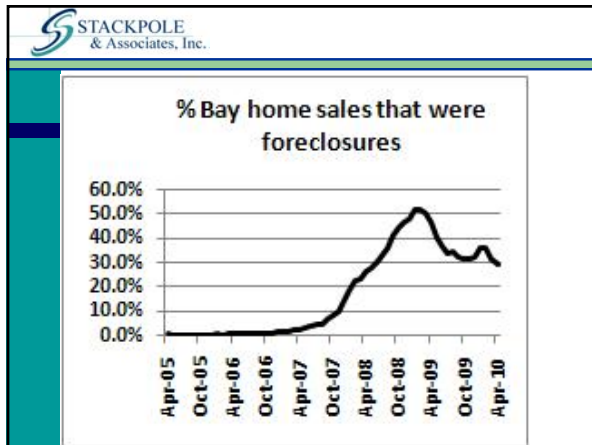




-
- Market Conclusions**
- The market size is static right now
 - Disability rates are ↓
 - There are more options
 - Acuity (ADLs & IADLs) for consumers ↑
- And on the **Supply** side...
- Inventory of product is mixed
 - Somewhat old

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	Sales Volume			Median Price		
	9-Apr	10-Apr	%Chng	9-Apr	10-Apr	%Chng
Alameda	1457	1319	-9.50%	\$289,197	\$350,000	21.00%
Contra Cost	1,699	1,635	-3.80%	\$225,000	\$273,000	21.30%
Marin	174	245	40.80%	\$585,000	\$659,000	12.60%
Napa	99	104	5.10%	\$315,000	\$335,000	6.30%
Santa Clara	1,606	1,656	3.10%	\$405,000	\$489,000	20.70%
San Francis	402	428	6.50%	\$628,500	\$692,500	10.20%
San Mateo	444	556	25.20%	\$520,000	\$580,000	11.50%
Solano	717	591	-17.60%	\$180,000	\$202,000	12.20%
Sonoma	541	469	-13.30%	\$290,000	\$318,000	9.70%
Bay Area	7,139	7,003	-1.90%	\$304,000	\$370,000	21.70%

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Market Spotlight: Assisted living occupancy slides
Email [Send Slide Page](#) Text size - +By Jennifer Malloy
AP Business Writer / May 12, 2008

NEW YORK—As the housing slump continues and the U.S. economy weakens, many retirees are choosing to remain in their own homes or move in with their children, hurting occupancy rates in assisted living communities.

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Assisted Living Avoids Big Slide in Occupancy Amid Housing Downturn

Jul 27, 2009 2:07 PM, By Jane Adler

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How bad is it??

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The end is near.

Choices

- Externalize specifically
- Externalize globally
- Internalize specifically
- Internalize globally

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The question of the moment!

What are we doing to market and sell our way out of this??

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Today's Presentation

Marketing

Low / No Budget

- Leverage employees
- Educate the community
- Testimonials

- What would Google do?

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1- Leverage Employees


- **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

Linking Resident Satisfaction to Staff Perceptions of the Work Environment in Assisted Living: A Multilevel Analysis

Elzbieta Sikorska-Simmons, PhD
Address correspondence to Dr. Elzbieta Sikorska-Simmons, Department of Sociology and Anthropology, P.O. Box 25000, University of Central Florida, Orlando, FL 32816-1360, E-mail: esikorsk@mail.ucf.edu
Received October 28, 2005.
Accepted April 5, 2006.

Abstract


Purpose: This study examines the relationship between resident satisfaction and staff perceptions of the work environment in assisted living. Staff perceptions were assessed at the facility level, using aggregate measures of staff job satisfaction, organizational commitment, and views of organizational culture. **Design and Methods:** The sample included 335 residents and 298 staff members in 43 assisted living facilities. Data were collected by means of self-administered questionnaires. Two-level hierarchical linear models were used to test the hypotheses. With resident age, gender, and education controlled for, the relationships between resident satisfaction (Level 1 variable) and staff perceptions of the work environment (Level 2 variables) were assessed. **Results:** Greater resident satisfaction in the facility was associated with higher staff job satisfaction and more positive staff views of organizational culture (e.g., greater teamwork and participation in the decision making). From resident characteristics, only education was significantly related to satisfaction. More educated residents were less satisfied with assisted living. **Implications:** These findings suggest that a good quality of work environment for the staff contributes to a better quality of care for the residents. More research is needed to examine the causal nature of this relationship.

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Results: Greater resident satisfaction in the facility [sic] was associated with higher staff job satisfaction and more positive staff views of organizational culture.

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Cheggergram Want to send a greeting?

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Tactic #1 - About our employees

- **Generation Me**
 - **Entitled**
 - Self Esteem is unrelated to actual performance
 - **Committed**
 - Want to do well while doing good
 - **Cynical**
 - Cannot make ends meet – no “American Dream”
 - Don't believe in Social Security – and more




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Tactic #1 - Leverage employees

1. **Create a Referral Work Group**
 - Not a committee
 - #5 cross functional members
 - Measurable goals
 - #4 referrals / month by ___/___/___
 - Don't meddle

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Tactic #1 - Leverage employees

1. Create a Referral Work Group
 - Groups pass through:
 - Forming
 - Norming
 - Storming
 - Performing
 - Set goals but don't meddle
 - Altruism & reward

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Tactic #2 - Educate the Community

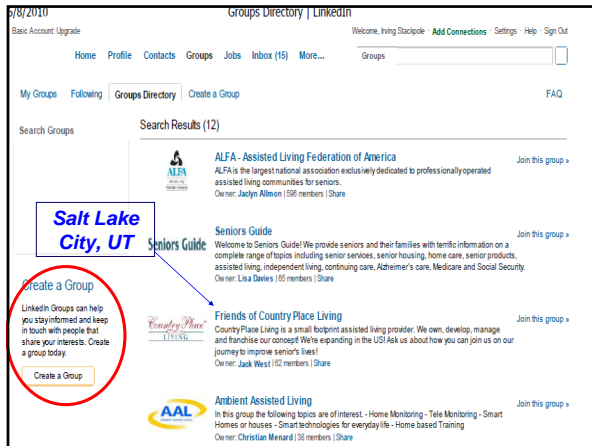
- Find your audiences
 - Where are they
 - What do they need / want to know?
- Develop the message
 - Positive messages "stick"
- Deliver the content
 - Find the channels
 - Develop the relationships & make commitments
 - "Scrapbook" activity & success on your web site
 - Use Web 2.0 channels

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2 - Educate the Community *cont'd*

- Social media marketing
- Select your channel
 - Helpful information – content is critical
- Deliver the content
 - Make the commitment
 - LinkedIn v. Facebook

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Tactic #2 – Educate the community

- Get your knowledge out there
 - By-lines / Interviews in local papers
 - Radio & cable TV
 - Social media
- List of local media
 - Contact them – DON'T wait for them
 - Some Do's and Don'ts
- What would Google do?

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Tactic #3 - Testimonials

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

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What's behind an endorsement?

- How loyal are our...
 - Consumers
 - Customers
 - Employees

28

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Unhappy Customers & Employees Stay!

Satisfaction / Loyalty Connection

A challenge in "threatening" economies


29

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Tactic #3 – Testimonials

- Loyalty: more valuable than satisfaction
 - Measure of Loyalty
 - Willingness to Recommend
 - Actual Recommendations
- Securing testimonials is an excellent measure of attitudinal loyalty
- Use testimonials aggressively


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