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**Marketing Plans:
ROI or RIP?**

Presented by:
Irving Stackpole, RRT, MED

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The Agenda

Assumptions about the audience
Principles for success
Creating a marketing plan
Making the marketing plan work!


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"You spent four days rubbing elbows with the top people in our field and all you brought back are bruised elbows?"


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What Is a Marketing Plan?

Road Map, NOT a Rule Book
What's crucial is the planning, not the plan
Tactical Guide, NOT a Bible
Only the reality of your market and marketplace will reveal success
Empirical truth is the ultimate marketing plan
Learn more from mistakes than successes

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Historical View of Marketing Plans



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Today's Management Reality



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Marketing & Sales

- **Marketing:**
The management of the company / market interface
Creating / securing awareness
Creating / maintaining preference
- **Sales:**
Behaviors associated with choice

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Marketing Plan Needs Clarity



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Sales Needs Optimism



(GLASBERG)
"A pessimist would say the glass is half empty.
An optimist would say something naive and annoying."

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Marketing

The 5 “Ps” of Marketing

- **Product** (‘product’ = service)
- **Placement**
- **Price**
- **Promotions**
- **Position**

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Marketing Plan – Preliminary Step


Your Primary Aim

Why are you undertaking this plan?
How will it’s outcomes fit in your life?
What does the resulting future look like?


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Primary Aim



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Marketing Plan – Preliminary Step

Your Primary Aim

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Marketing Plan Step 1

What are you offering?

- Current Problem**
- Current Market's Solution**
- Competition!**
- Incremental / Continuous Solution**
- Undefined Problem**
- Divergent / Discontinuous Solution**


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Marketing Plan Step 1

What are you offering?

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Marketing Plan Step 2

How Will You Deliver / Provide The Offering?

- Fulfilling the Offer**
- Resource Allocation**
- Time / Money / Social Capital**

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Part D



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Marketing Plan Step 3

To Whom Do You Plan To Sell Your Offering?

- Segments**
- Target Lists**
- Benefits by Segment**
- Affinity Groups**

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Market Size Projections

- Market: Short Term
 - **The balance of the year, and next**
- Market: Long Term
 - **3 years - ? beyond**
- Summary of the Projected Market


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Market Segmentation

Market = Common group of referents

- *Market is not demographics alone*




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Segment the Markets

- Customers (Choosers)
 - *SNF executives / owners*
 - *Elderly Population*
- Consumers (Users)
 - *Elderly Population*
 - *Families*
- Lists are critical


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Sample Segments

Segments	
SNFs	Doctors
HHAs	IL / AL / Sr. Living
Group Homes	65+ Population

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Benefits / Segment

Segment	Benefit(s)
SNF	
65+ Consumer	

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Marketing Plan Step 4

Why Will Your Market(s) Buy Your Offering?

- Value propositions
- For each service and segment
- Your "Story"
- Brand / Brand Equity / Position

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Marketing Plan Step 4

Why Will Your Market(s) Buy Your Offering?

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Marketing Plan Step 5

How Will You Communicate & Promote Your Offering To Your Markets?

Marketing "mix"

- Direct marketing**
- Advertising**
- Non-Paid Media**

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Marketing Strategies

Markets and service lines go through 4 lifecycles

- 1. Introduction
- 2. Growth
- 3. Maturity
- 4. Decline

➤ The match between the market & service line lifecycles determines best strategies

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Market Lifecycles

There are 7 marketing strategies:

1. Go for it
2. Differentiate
3. Necessity
4. Maintenance
5. Niche
6. Harvest
7. Drop

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Market Lifecycles- Go For It

➤ In a new market, an organization introduces a service and attempts to secure leadership.

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Go For It?



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Market Lifecycles – Go For It

- Service
 - *Limit variations and carefully control quality*
- Placement
 - *Limited*
- Promotions
 - *High-profile advertising and PR*
 - *Education of markets*
 - *Brand recognition*


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Market Lifecycles-Differentiate

In a growing market, an organization introduces a service or wants to continue to grow its previously introduced service.

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Market Lifecycles - Differentiate


Service

- *Features/quality set by prior entrants*
- *Target specific market segments*
- *Vary features*

➤ Placement

- *Find under-served, unserved locations – scheduled times and convenience*

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Market Lifecycles - Differentiate

- **Promotions**
 - *Direct marketing – create selective demands*
 - *Advertising and PR less important*
 - *Sales functions more important*
 - *Labeling VIP for ease of distinction*
- **Price**
 - *Variations/flexibility*

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Market Lifecycles- Necessity

The organization must enter a market with well-established competitors, where large market share is not probable.

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Market Lifecycles - Necessity

Service

- *Features and quality must match current offerings*
- *Segment market and offer highly tailored features*

➤ **Placement**

- *Less Important*

➤ **Promotions**

- *Highly targeted communications – low cost tactics*
- *Sale force somewhat important if there is an opportunity for differentiation or to match competitors*


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Market Lifecycles-Maintenance

➤ *Steady market share, very few or no new competitors*

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Market Lifecycles - Maintenance


➤ *Service*

- *Leaders can segment and fortify*
- *Leaders must innovate (paradox)*

➤ *Placement*

- *Change only as necessary*

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Market Lifecycles

Choose a Service &
Select Strategic Match


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Marketing Plan Step 5 (Review)

**Communicate & Promote Your Offering
Service / Market Match
Look at the competition**


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Marketing Plan Step 6

**What Is the Economic Model?
AKA – “Show Me The Money!”
Profit & Loss (P&L)
Budget
Capital / Credit Requirements
Return on Investment (ROI)**


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"My doctor told me to avoid any unnecessary stress, so I didn't open his bill."

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Allocate Categories

Marketing Budget Allocations			
Category	% Direct	% Time	
Web Site			
Direct Marketing			
Events - Sponsored			
Events - Other			
Advertising			
Collaterals			
Consultants			

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	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Printing						
Postage						
Direct Mail Fees						
Advertising						
Promotional Items						
Display						
Web Site						
Events - Sponsored						
Events - Other						
Professional Development						
Travel						
Meals & Entertainment						
Memberships (re: marketing)						
PR Consultant						
Design Consultant						
Marketing Consultant						
Copy Writer						
List Purchase / Development						
Photography						
Miscellaneous						
Leasing / Licensing Fees						
MONTHLY TOTAL						

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Timetable

	Mo 1	Mo 2	Mo 3	Mo 4	Mo 5	Mo 6
Advertising						
Collateral						
Sponsored Event #1						
Sponsored Event #2						
Direct Mail #1						
Web Site						
Event Other #1						
Event Other #2						

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Conclusion



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Raffle!
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