

***BUILDING LASTING, LOYAL RELATIONSHIPS:  
Marketing for a Successful Business***

**Marketing & Sales in the  
Care Environments**

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 **The objectives**

- Understanding Marketing and its place in a your business
- Building your business around lasting, loyal relationships
- Identifying the “unique” factors of your business and leveraging them for success
- Assessing and building your reputation
- Measuring the competition, and effectively differentiating your business
- → A Marketing Plan!

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## Proposed Marketing Plan Outline


- End Results - What's it worth? - What are the consequences?
- Target(s) – To whom are we selling?
- What does the market currently think and do?
  - What do we want them to think and do?
- What's the story? - Our unique selling point –
  - What are the benefit(s)?
- Who are we?
- How will we talk to our targets? (Marketing Channels / Methods)
- How much will you need to spend? –
  - The Budget & Other resources e.g., time
- Measures of Success

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## Plan for the Day


<b>10:00 – 11:30</b>	<b>1<sup>st</sup> Session</b>
<b>11:30 – 11:45</b>	<b>Break</b>
<b>11:45 – 12:45</b>	<b>2<sup>nd</sup> Session</b>
<b>12:45 – 1:30</b>	<b>Lunch</b>
<b>1:30 – 2:30</b>	<b>3<sup>rd</sup> Session</b>
<b>2:30 – 2:45</b>	<b>Tea</b>
<b>2:45 – 3:45</b>	<b>4<sup>th</sup> Session</b>
<b>3:45</b>	<b>Evaluations &amp; Summary</b>
<b>4:00</b>	<b>Adjourn</b>

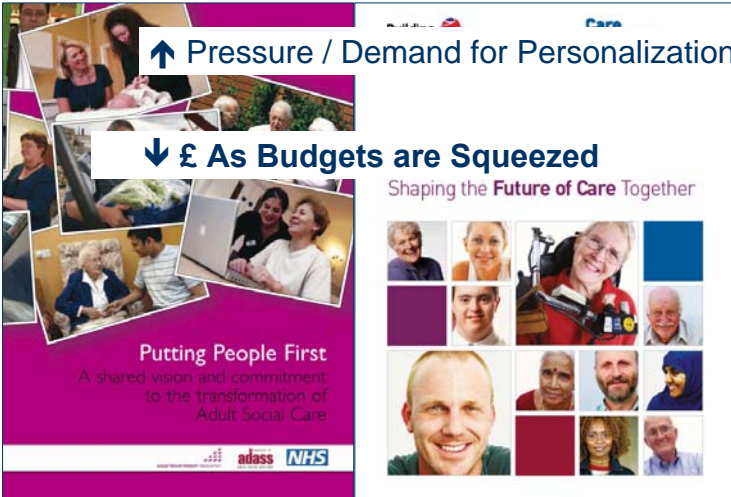
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 **Session Outline**

- Session 1 - Context
  - Why a marketing seminar?
  - What are “marketing” and “sales”?
- Session 2 – The Marketing Plan
  - What’s in it?
  - How do I create one?
- Session 3 – Marketing
  - What should I do?
- Session 4 – Sales
  - Communicating & Influencing

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 **Environment**




↑ Pressure / Demand for Personalization

↓ £ As Budgets are Squeezed

Shaping the **Future of Care** Together

**Putting People First**  
A shared vision and commitment to the transformation of Adult Social Care



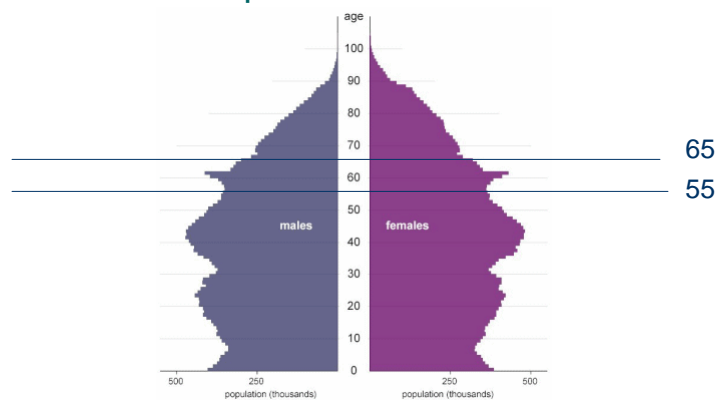
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## Personalized = Choice

- Self-Directed & Personalized
  - Choice - Selecting Providers and Carers
  - How will consumers and their advisers *really* make decisions?
    - Local Authorities
    - Features and Benefits – *Perceived* is more real than real
- What about the “**market**”?


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“The 1946-51 group reaches retirement age from 2006 onwards (women from 2006 and men from 2011), and the sudden increase in the number of people claiming the state pension has led politicians and political commentators to fear a ‘pensions crisis’”.



Source: Office of National Statistics – June 2008

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 **Demographics = "The Market"**

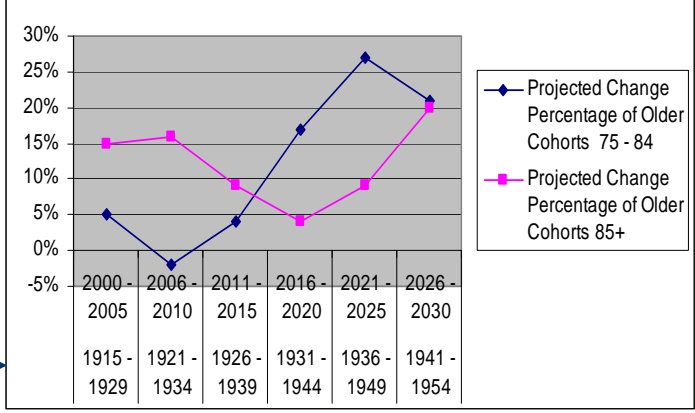
## Ageing & old – Let's count

### Probability of living to

Current Age	Age 80		Age 85		Age 90		Age 95	
	Males	Females	Males	Females	Males	Females	Males	Females
60	73%	83%	58%	70%	39%	52%	22%	30%
65	75%	84%	60%	71%	41%	53%	22%	31%
70	79%	87%	63%	74%	43%	54%	23%	32%

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 **Demographics & Demand** 

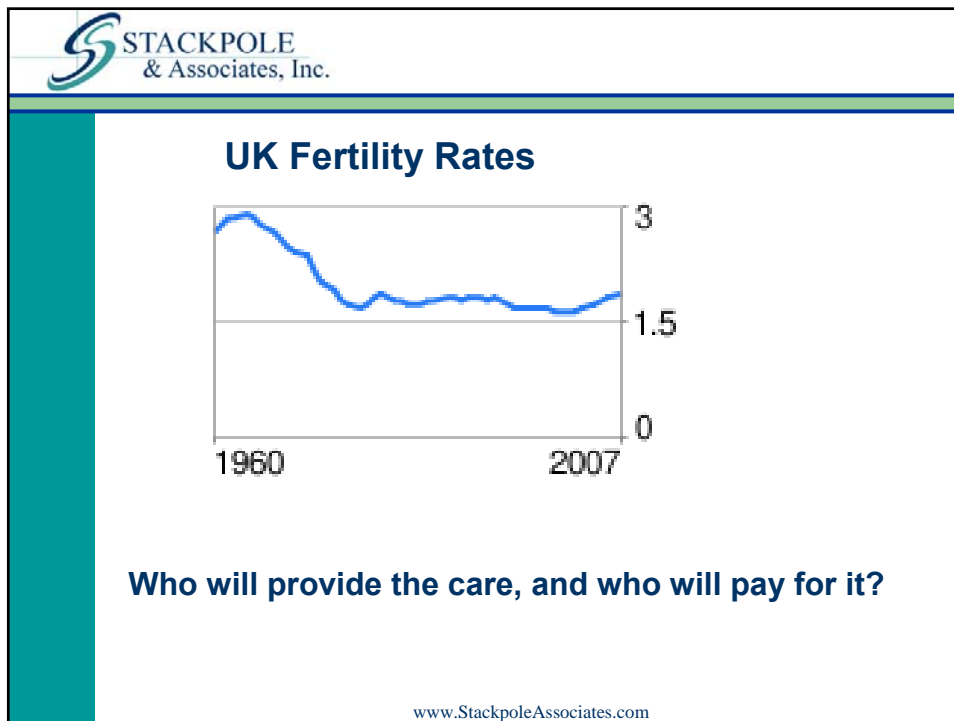
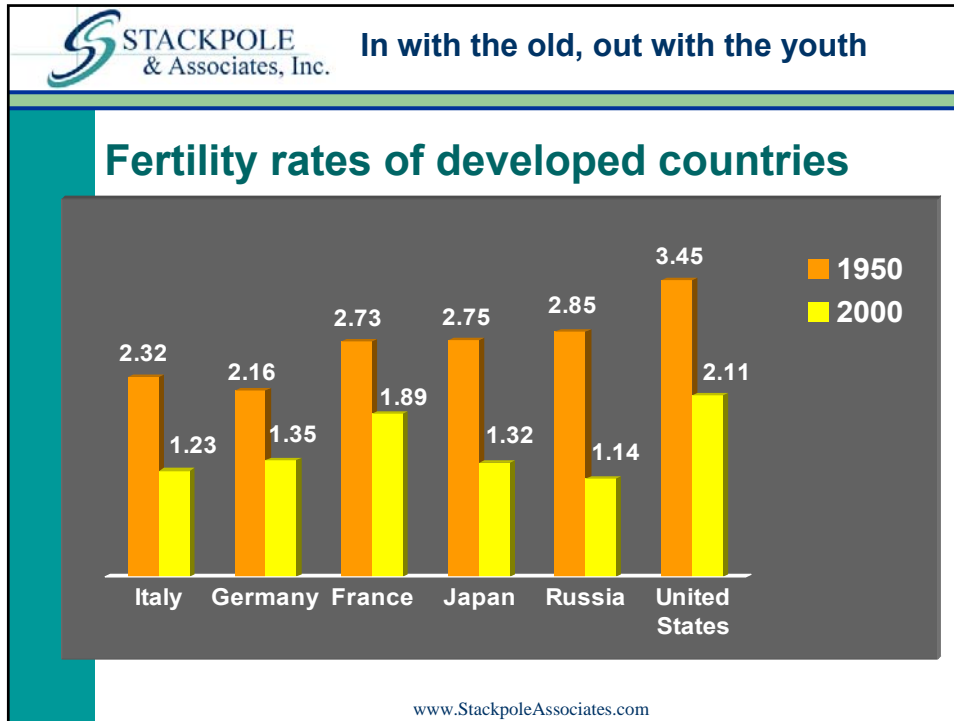


Year →

Birth Year →

2000 - 2005	2006 - 2010	2011 - 2015	2016 - 2020	2021 - 2025	2026 - 2030
1915 - 1929	1921 - 1934	1926 - 1939	1931 - 1944	1936 - 1949	1941 - 1954

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## Conclusions

- The markets change in size and composition
- There are more varied care options available
- Budgets are decreasing, while demand will increase
- Pressure will result on all sectors
- Carers will be in greater demand
  - Cultural dissonance between consumer & carer
- The markets for Consumers & Carers will be even more competitive
- Marketing will become even more important

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## A Few Definitions - For Clarity!

### Marketing

- Management of the interfaces among
  - Consumers / Customers / Providers
  - What do they think of us?
  - How to manage how they think of us?
- Raising / maintaining awareness
  - When the need arises, who comes to mind?
- Generating leads
  - How many referrals?
  - Referrals are the direct result of **relative value**

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## 5 P's of Marketing

- Product = So, what do you do?
- Placement = Where do you do it?
- Price = How much does it cost?
  - £ and ⌚ and ...
- Promotions = How did you hear about us?
- Position = The dominant opinion → markets

**$\Sigma$  = Brand YOU!**

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## A Few Definitions - For Clarity!


- Sales – a definition
  - Behaviors which persuade and influence customers and consumers to select yours vs. others'
  - Securing commitment

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**16**



 This is NOT selling!



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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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## 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
  - Schizophrenia is fun!
- Good sales persons may *never* be good marketers
  - Do you want the report, or the relationship?

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## Session 2 – The Plan

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- What's the story? - Our unique selling point –
  - What are the benefit(s)?
- Who are we?
- How will we talk to our targets? (Marketing Channels / Methods)
- How much will you need to spend? –
  - The Budget & Other resources e.g., time
- Measures of Success

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## Proposed Marketing Plan Outline

- **End Results - What's it worth? - What are the consequences?**
  - **Capacity X Rate → Target "Sales"**
  - **Current Sales**
  - **What must be done to make up the difference?**
  - **Is this realistic?**

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## Targets – To whom are we selling?

- Consumers
  - Prospective residents
- Adult children
  - Advisors
- Referral Sources
  - Local Authorities
  - Social care
  - Doctors
  - Domiciliary care
  - Trust & Estate Agents

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## The current solution

- What does the market currently think and do?
  - What do we want them to think and do?

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## Who are we?

- What is your passion, commitment and driving purpose?
- Why would I entrust my mother's care to *you*?

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## The benefits

- What's the story?
  - Our Unique Selling Point – USP
  - What are the Benefit(s)?
  - Features v. Benefits

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## The channels

- How will we talk to our targets?
  - Marketing Channels / Methods
- Advertisement
  - Print
- Web Site
- Non-Paid Media
- Events

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## The budget

- How much will you need to spend? –
  - The Budget & Other resources e.g., time

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## The Return on Investment (ROI)

- Measures of Success

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## Session 3 - Marketing

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## Marketing

- Management of the interfaces among
  - Consumers / Customers / Providers
  - What do they think of us?
  - How to manage how they think of us?
- Raising / maintaining awareness
  - When the need arises, who comes to mind?
- Generating leads
  - How many referrals?
  - Referrals are the direct result of awareness
  - Sales (Conversions) are the direct result of relative value

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## 5 P's of Marketing

- Product = So, what do you do?
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**Σ = Brand YOU!**

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## Borrowed Wisdom


- We don't know what we don't know
- We can't do what we don't know
- We won't know until we measure
- We don't measure what we don't value
- We don't value what we don't measure

Source: Harry, M & Schroeder, R, Six Sigma

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## Satisfaction & Loyalty: What's the difference?

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## What Is Satisfaction?

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

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

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## What Is Loyalty?

- Behavioral: frequency / proportion of re-use
- Attitudinal: frequency / proportion of recommendation / advocacy
  - Do your customers recommend?
  - Do your employees recommend?

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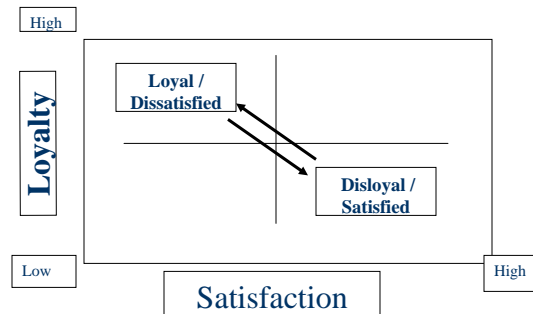
## So What?

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

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## Things Change!

### Satisfaction / Loyalty Connection



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## Factors → Loyal & Dissatisfied

For Example

- Loyal (behavioral) / Dissatisfied
  - Doesn't see an alternative
  - Others arguing against change
  - Thinks that "cost" or barriers to change too great
- Loyal (attitude) / Dissatisfied
  - Considering the alternative, this is pretty good
  - Aging in place
    - Inverse correlation LOS v. Satisfaction

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## Quality

### The Definition that saved a nation!

#### What Is Quality?

The degree to which special causes of variation [defects] are controlled or eliminated from a system.\*

\* Deming, WE, Out of the Crisis. Massachusetts Institute of Technology Press, Cambridge MA, 1982

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## Session 4 - Sales

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## Communicating with Humans

- In Sales, we have to communicate with humans!
- Sales = the job is to “manage the communications”
- We are responsible for not only what we say, but to a large degree, *what others hear*
  - It’s not what you say, but what they hear that counts

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## It's not what you say...

- Percentage of “communication” = words?
- Impact of greetings
  - First Impression
- “Position” for Influence vs. Confrontation
- Walking families down off the mountain
- Gestures as indications of internal states
  - Eyes as windows
  - Truth vs. Deception
- Preferred communications style

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## What is influence?

- *Power to effect others – seen only in the results*
- *Is influence inherently unethical?*

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**44**

## Influence Factors

- *Contrast*
- *Reciprocity*
- *Scarcity*
- *Authority*
- *Consensus*
- *Commitment / Consistency*
- *Friendship / Liking*

## Influence Factors

- *Contrast*  
*You can change perception, based on what is experienced just before.*
- ❖ *Application*  
*Lead with your best feature(s)*  
*Show most expensive first (if price is a factor)*

## Influence Factors

- *Reciprocity*  
*We are obligated to give back to others the form of behavior that they have given to you.*
- ❖ *Application*  
*Offer something of value*  
*The “muffin debate”*

## Influence Factors

- *Scarcity*  
*People are more motivated by the thought of losing a benefit, than gaining the same benefit.*
- ❖ *Application*  
*Create the perception of scarcity without smuggling*  
*Schedule for competition*



## Influence Factors

- *Authority*

*People are inclined to comply with perceived authority.*

- ❖ *Application*

*Communicate affiliations, accreditations  
Degrees and credentials of staff*

## Influence Factors

- *Consensus*

*We base how we think, feel or what we do, based on what other people are thinking, feeling or doing.*

- ❖ *Application*

*Appear to be the place to be  
Schedule for consensus*

## Influence Factors

- *Commitment / Consistency*

*We have a relentless desire to be, and to appear to be, consistent with what we've already done.*

- ❖ *Application*

*Publicize endorsements (add in Authority)  
Create and distribute symbols*


## Influence Factors

- *Friendship / Liking*

*We are more favorably inclined to say "yes" to people we know and like.*


- ❖ *Application*

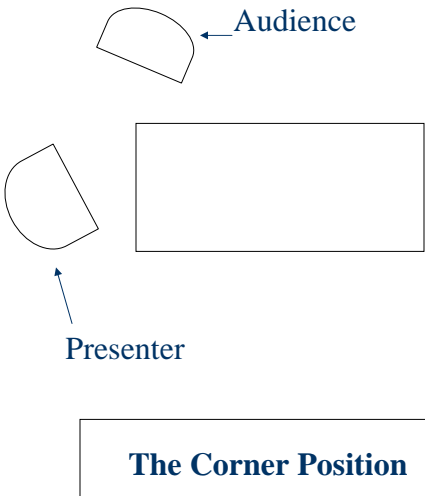
*Match the prospect to the staff person  
Listen and learn about them.*

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## Communicating with Humans

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**One of the best positions for delivering presentations**

Deliver from your ***Left***;  
Receive on the ***Right***

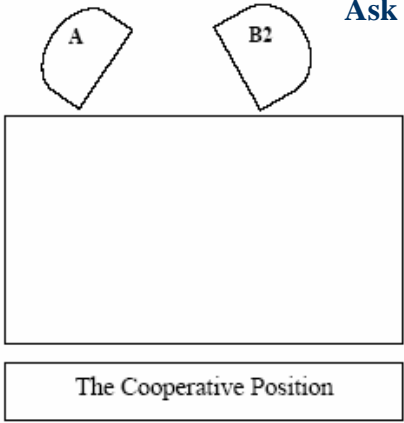
**The Corner Position**

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**A very good position to achieve cooperation**

**Ask Permission!**

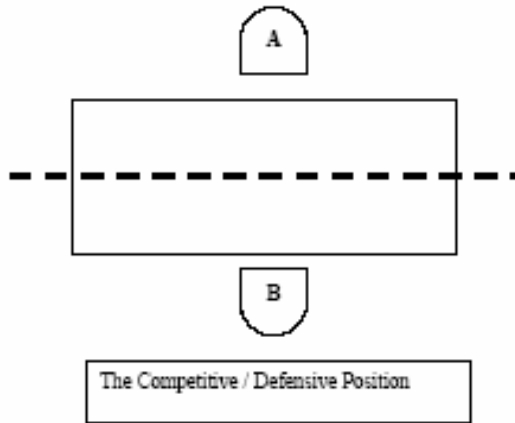


The diagram shows two irregular shapes, labeled 'A' and 'B2', positioned above a large empty rectangular box. Below the box is a smaller rectangular box containing the text 'The Cooperative Position'.

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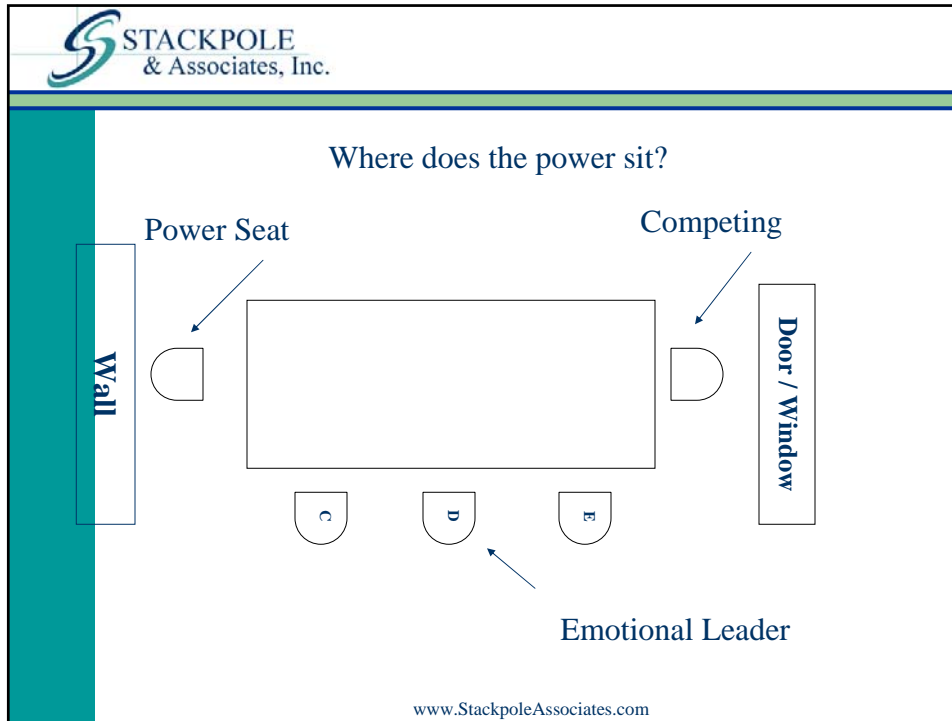
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**Confrontational Position**



The diagram shows a large rectangular box with a dashed horizontal line passing through its center. Above the box is a small shape labeled 'A', and below the box is a small shape labeled 'B'. Below the box is a smaller rectangular box containing the text 'The Competitive / Defensive Position'.

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## Positioning – Some Conclusions

- Sit with your back to something solid, if possible
- Unless you are confronting, create angles
- Present from the *left*, receive on the *right*
- *Don't* use confrontation position to influence or persuade

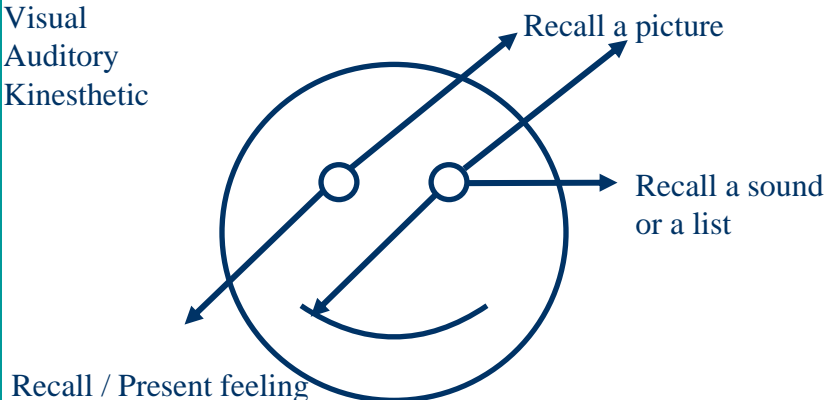
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## Communicating with Humans

- *How do you prefer to learn?*
- *A large part of what we do is teaching*
- *We all have preferred learning styles*
  - Similar principles to preferred communication styles
- Who reads the manual v. wants to physically interact?
- How do you “retrieve” memories of experiences?
  - Visual - images - pictures
  - Auditory - lists - text
  - Kinesthetic - Physical experiences

## Eye Accessing Cues

Visual  
Auditory  
Kinesthetic




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## Communicating With Humans

**4 Personality Profiles**

	Thinking ←	→ Feeling
<b><u>Dominant</u></b>	<ul style="list-style-type: none"> <li>•Thinks</li> <li>•Win</li> <li>•Control</li> </ul>	<b><u>Expressive</u></b>
Decisive ↑ Indecisive ↓	<ul style="list-style-type: none"> <li>•Details</li> <li>•Correct</li> <li>•Thinks</li> </ul>	<ul style="list-style-type: none"> <li>•Feels</li> <li>•Relationship</li> <li>•Dialogue</li> </ul>
	<b><u>Analytic</u></b>	<b><u>Amiable</u></b>

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## Communicating with Humans

- ***DON'T***
  - *Over analyze or “psych people out”*
- ***DO***
  - *Be responsible for the communications*
  - *Understand preferences and try to accommodate*
  - *Try to “see” and “listen” so you can be effective*
  - *Have your emotions, but don't let your emotions have you.*

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64