



*Chicken Little  
Was an Optimist  
Marketing in Difficult  
Times*

*Presented by  
Irving Stackpole*





*Today's Presentation*

- *Challenges*
- *Successful "Systems"*
- *Marketing*
  - *Leverage Employees*
  - *Educate the Community*
  - *Testimonials*



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*Historical View of Management*



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*Today's Reality*



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## Background

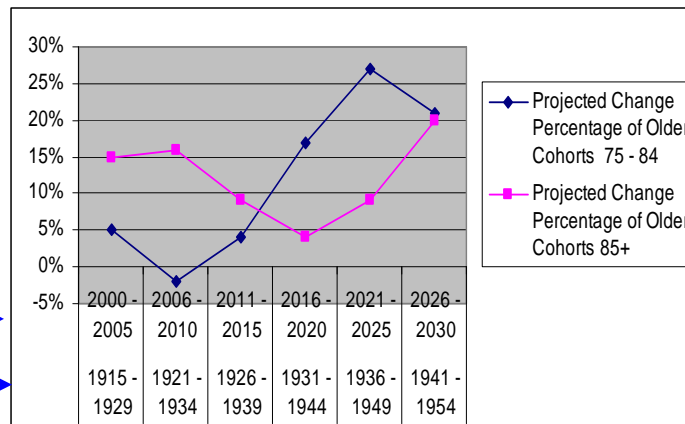
- Challenges in the industry & markets
  - Occupancy
    - Demographics & Demand
  - Competition
    - More Choices - Congregate, HHA, HHC, HCBS
    - AARP – Your Home Is Simply The Best!
      - And it's worth less today than yesterday!
  - Economy – Medicaid Cutbacks
  - Turnover of sales & marketing staff

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## Demographics & Demand

Year →  
Birth Year →



Source: Adapted from US Census Bureau, Current Population Reports, 1996

## Successful Sales Systems

### ■ Sales Systems - Review

- *Who Is Selling?*
  - Sales activities for everyone!
  - Recruitment / selection of staff
- *Who Succeeds At Sales?*
  - Optimists v. Realists
- *Role Alignment & Task Clarity*
  - Is everyone singing the same tune?

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## Sales System

### ■ 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!

## Employees as Critical 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

## Who Succeeds at Sales?



Some folks just aren't cut out for sales.

## *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 on time, or the referral?*
- *Don't agonize.. These are the choices*

## *Leveraging Employees*

### *1. Create a Referral Work Group*

- *Not a committee!*
- *Five (#5) cross functional members*
- *Give them measurable goals*
  - *X Referrals / month by \_\_\_ / \_\_\_ / \_\_\_*
- *Don't meddle*

## *Leveraging Employees*

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

## *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*

## *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*



## *Testimonials*

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

## *Conclusion*

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

*(Cheap Subliminal Suggestion)*



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*Chicken Little – The Optimist!*



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