

<p><i>Chicken Little</i> <i>the</i> <i>Optimist</i></p> <p><i>presented by</i> Irving L. Stackpole</p>	

	
<p><i>Presentation Available</i></p> <p>Chicken Little the Optimist!</p> <p>Marketing in Difficult Times</p> <p>www.StackpoleAssociates.com</p> <p>1-800-844-9934</p>	

How bad is it??



Historical View of Marketing



Stackpole & Associates, Inc.

4

Today's Marketing Reality



Stackpole & Associates, Inc.

5

Challenge - Marketing

- *Matching Supply & Demand*

“There are 7 ways to defeat. The first of these is the failure to count.”



6

Stackpole & Associates, Inc.

Supply-Side

Licensed Nursing Facilities			
Total	Multi-facilities	Independent	Hospital-based
15,885	52.40%	47.60%	8.60%
	For Profit	Not For Profit	Government
	66.30%	27.70%	6.10%

7

Stackpole & Associates, Inc.

Long Term Care

- *The Centers for Medicare and Medicaid Services (CMS) estimates that by 2020, 12 million older Americans will need long-term care.*
- *Most will be cared for at home; family and friends are the sole caregivers for 70 percent of the elderly.*

8

Stackpole & Associates, Inc.

The Supply Side

- *Nursing home occupancy rates declined from 85.5 percent in 2004 to 83 percent in 2010 showing excess capacity.*
 - *Long term residency of “young cohorts” increasing to 14%*
 - *ADL dependency increasing*

9

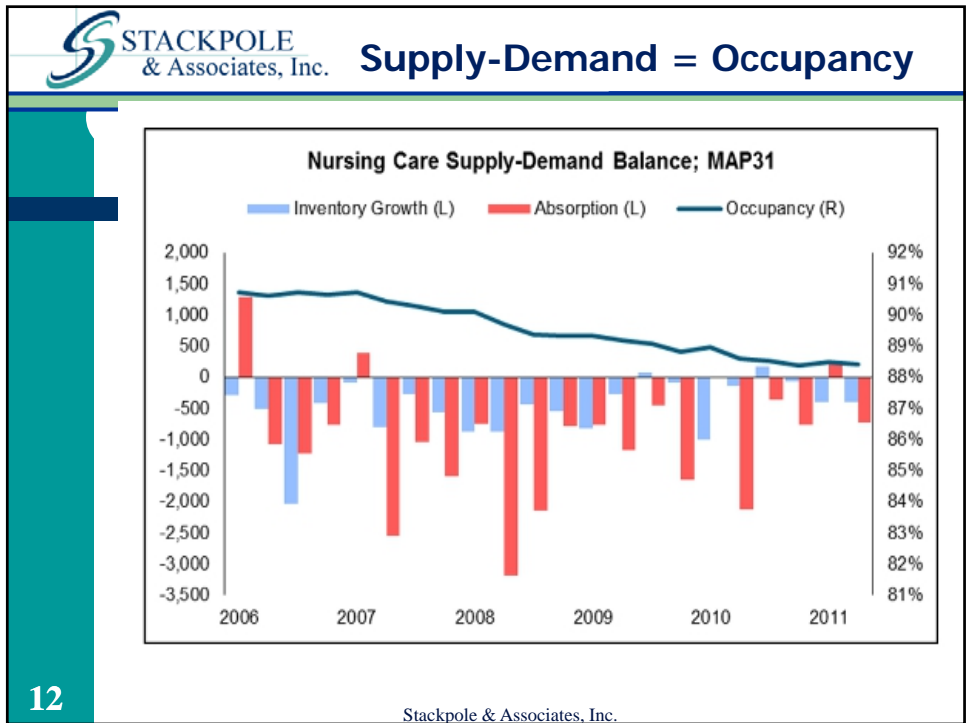
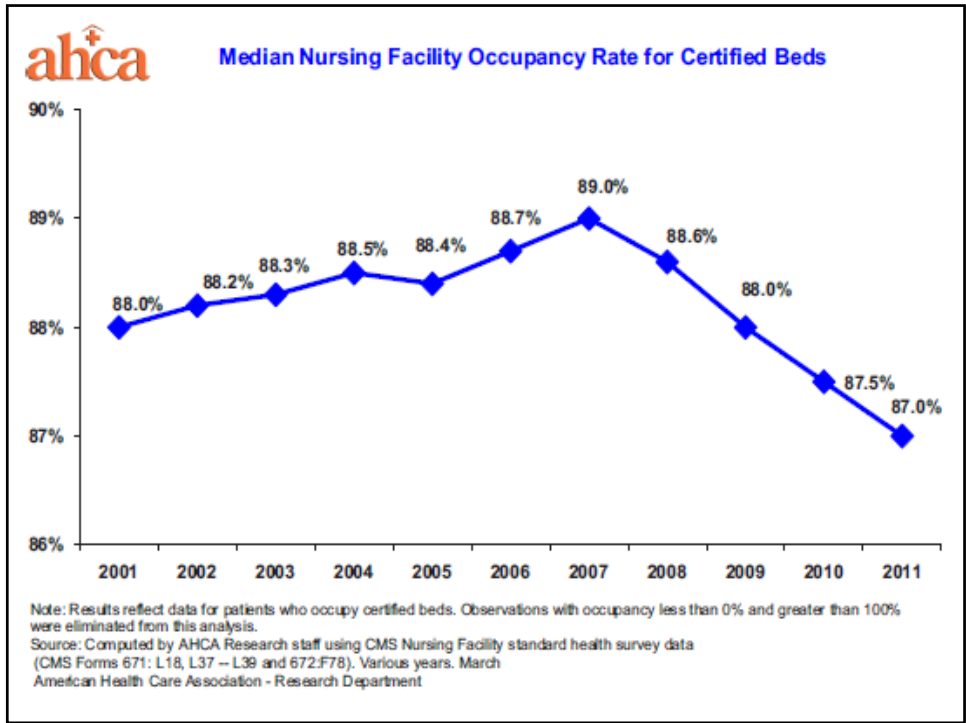
Stackpole & Associates, Inc.

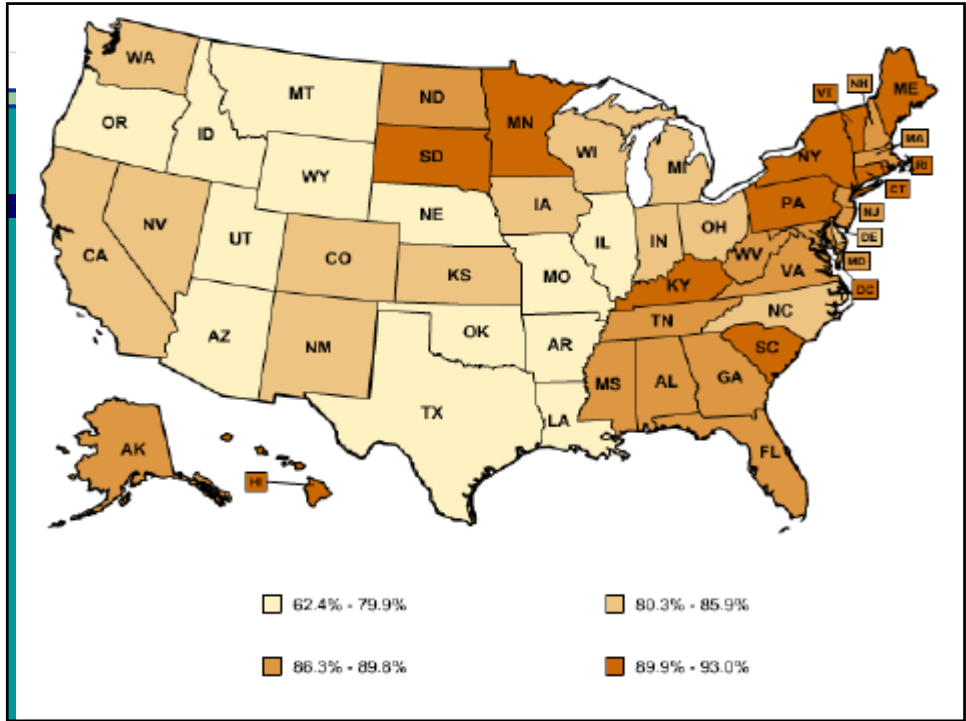
The Supply Side

Of the 1.4 million residents in nursing homes:

- *64 % Medicaid,*
- *22 % out of pocket / private payers, and*
- *14 % Medicare*
 - ***The percent of residents paid for by Medicare has increased by about 16 percent since 2004 with a reduction in the percent paid by Medicaid.***

10





STACKPOLE
 & Associates, Inc.

Qualitative Assessment

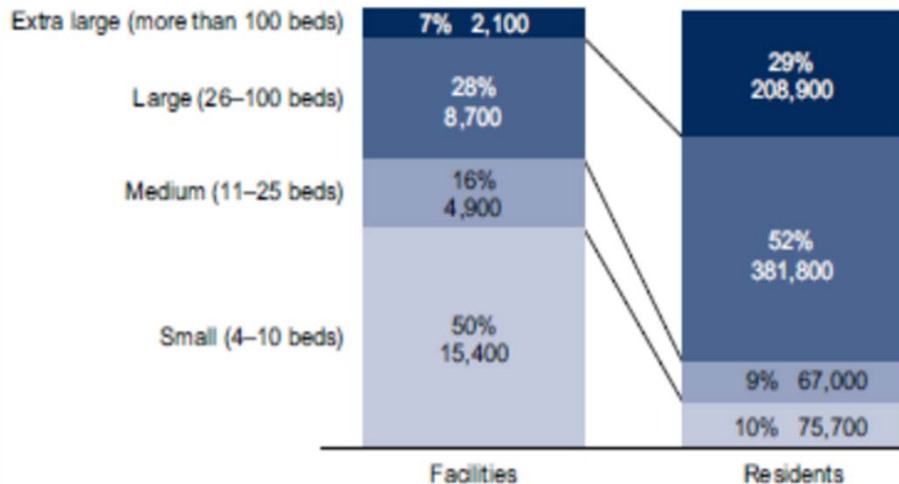
Stackpole & Associates, Inc.

Supply Side - Residential Care

- 31,100 residential care and assisted living facilities in the United States, with 971,900 beds
- Composition of the market

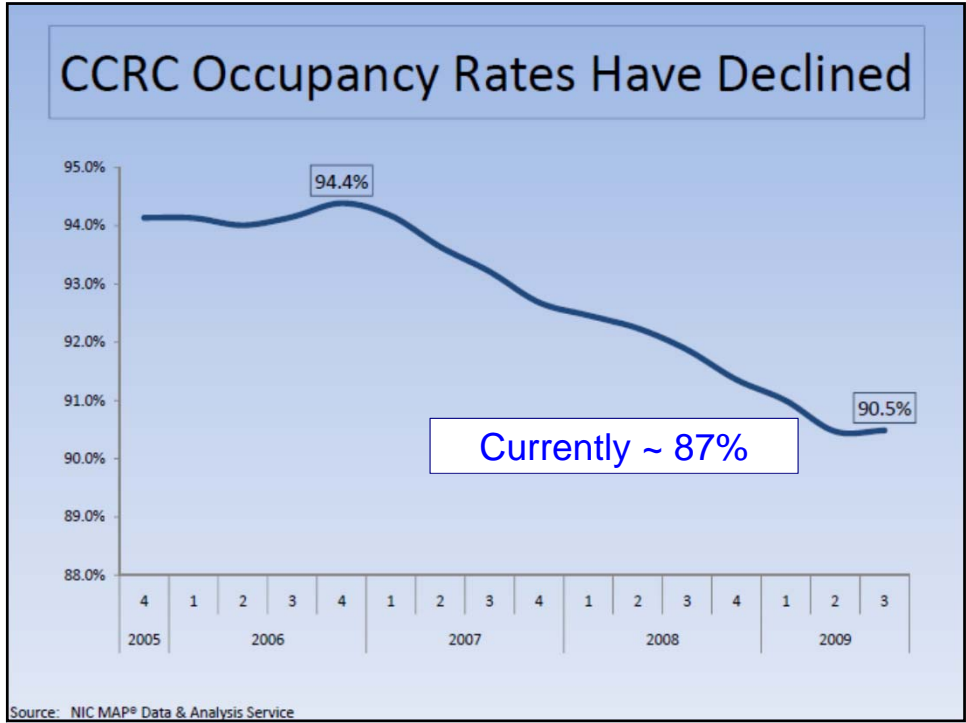
15

Stackpole & Associates, Inc.



NOTE: Estimates may not add to totals because of rounding.
 SOURCE: CDC/NCHS, National Survey of Residential Care Facilities, 2010.

Stackpole & Associates, Inc.



STACKPOLE
 & Associates, Inc.

RCF Market Qualitative

Stackpole & Associates, Inc.

Demand - Consumers

- *Aged cohorts*
 - *By definition – your market*
 - *Changes in the markets?*
 - *Quantitative*
 - *Qualitative*

19

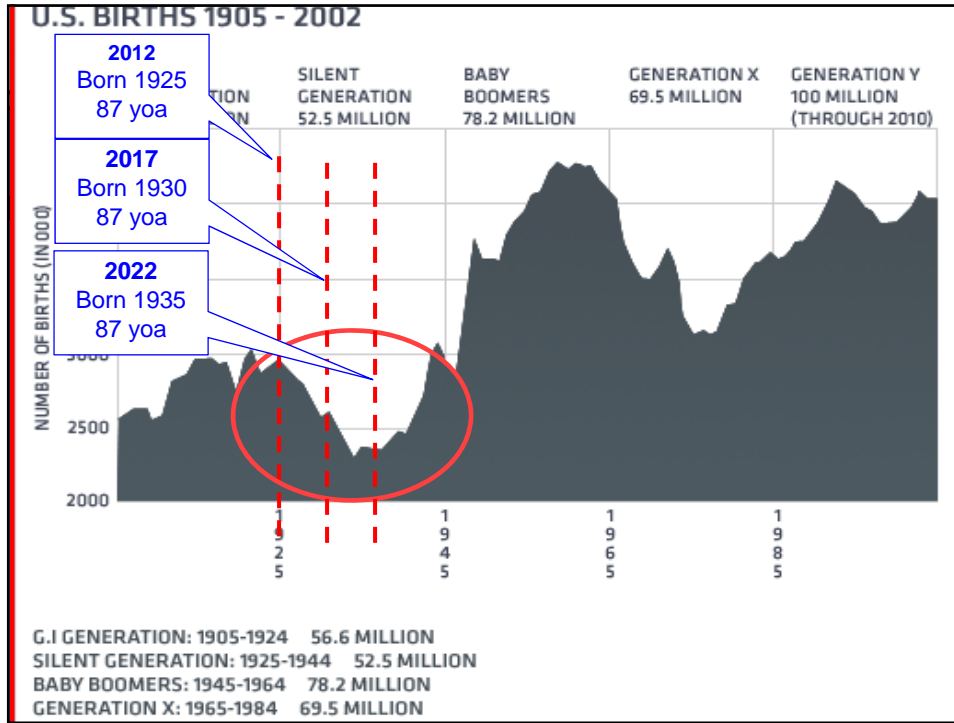
Stackpole & Associates, Inc.

Quiz

- *The aged cohorts are*
 - A. *Increasing*
 - B. *Decreasing*
 - C. *Some going up, some going down*
 - D. *Staying about the same*

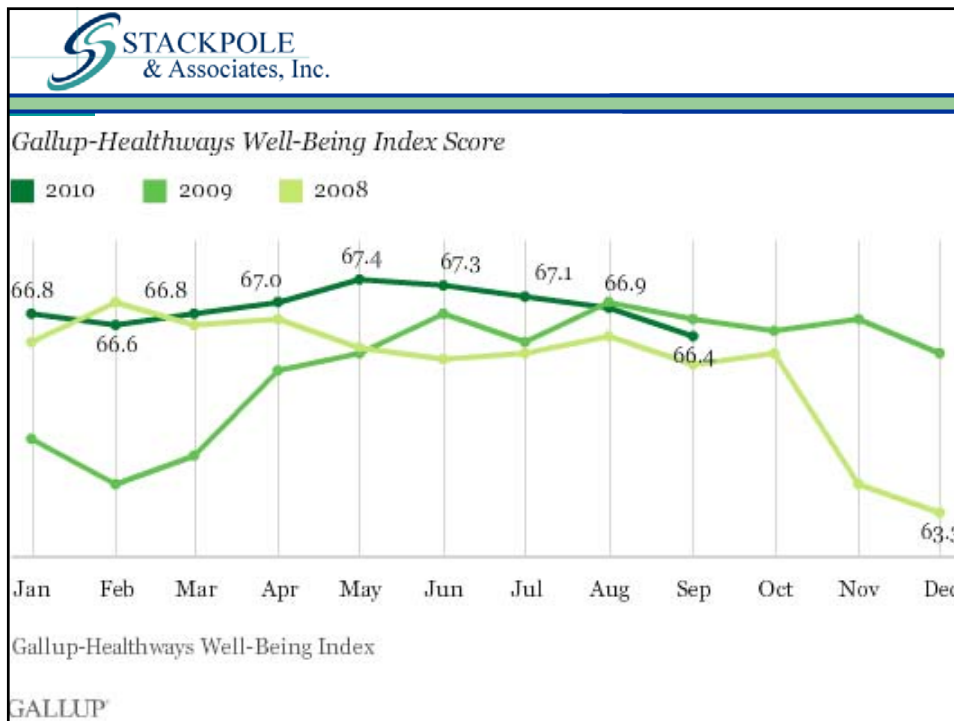
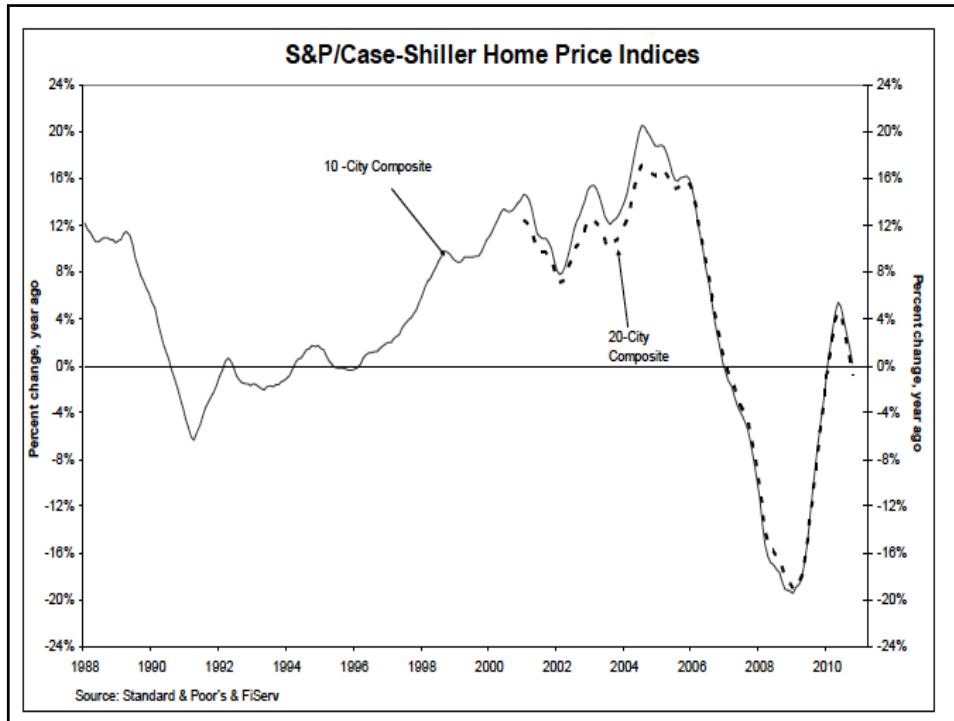
20

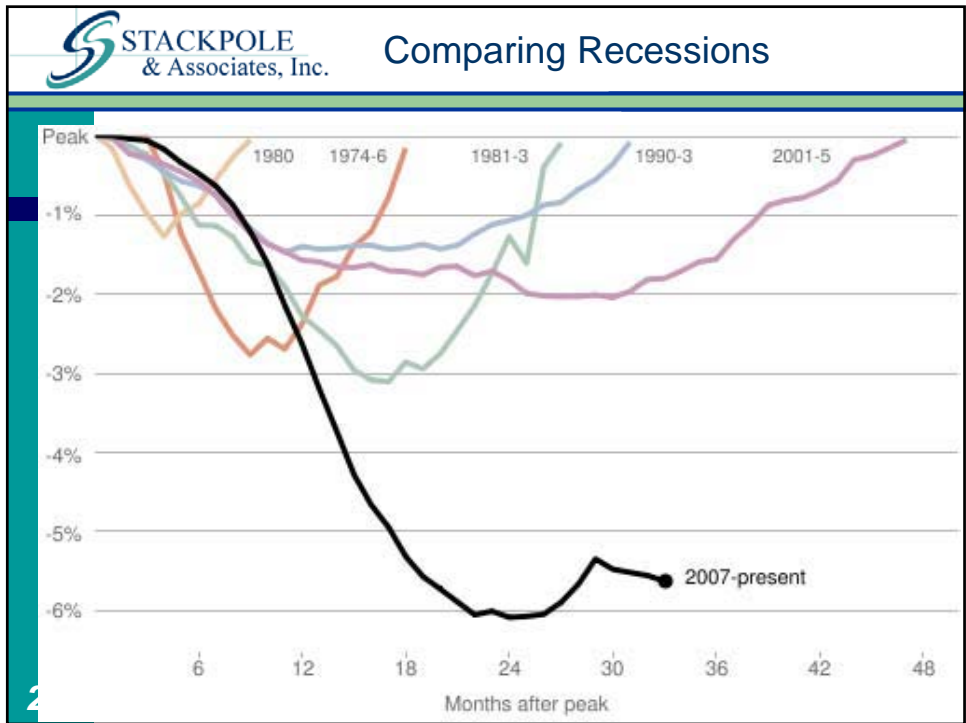
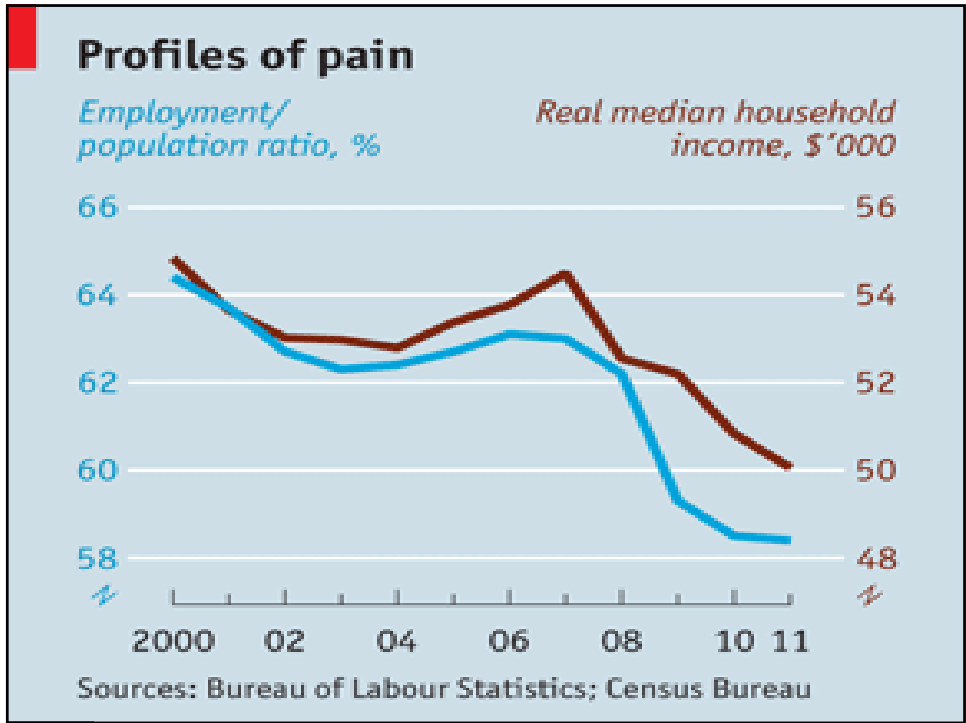
Stackpole & Associates, Inc.

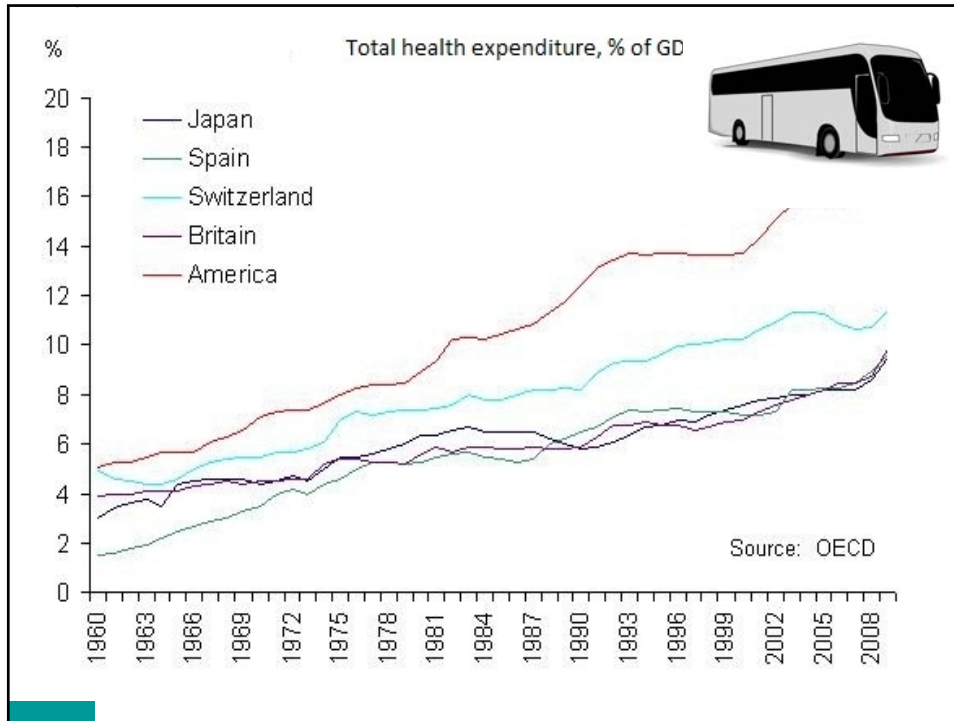


Stackpole & Associates, Inc.

Consumer







Conclusion

- *To Quote Randy Newman*

“It’s a Jungle Out There”



This Presentation

- **Marketing What No One Wants to Buy**
 - *What are we “selling”*
 - *What is the current situation / trends*
 - *What is the motivation or resistance at 1st purchase v. re-purchase*
 - *Applications & Lessons*

Targeting by Lifecycle

- *Markets and service lines go through 4 lifecycles*
- *The match between the market & service lifecycles determines best strategies*

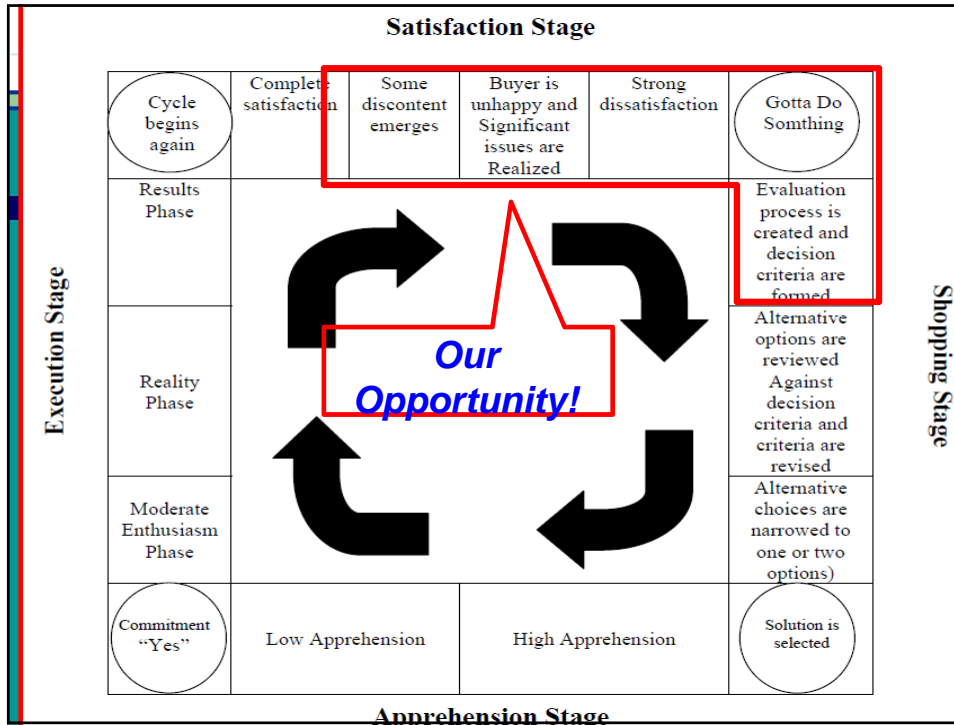
Hillestad, 1991, Health Care Marketing Plans: From Strategy to Action

Stackpole & Associates, Inc.

31

Marketing / Service Lifecycles

		Market			
		Introduction	Growth	Maturity	Decline
Service	Decline	X	X	X	Drop
	Maturity	X	X	Maintenance	Harvest
	Growth	X	Differentiate	Necessity/ Network	Niche
	Introduction	Go for it!	Differentiate	Necessity/ Network	Niche

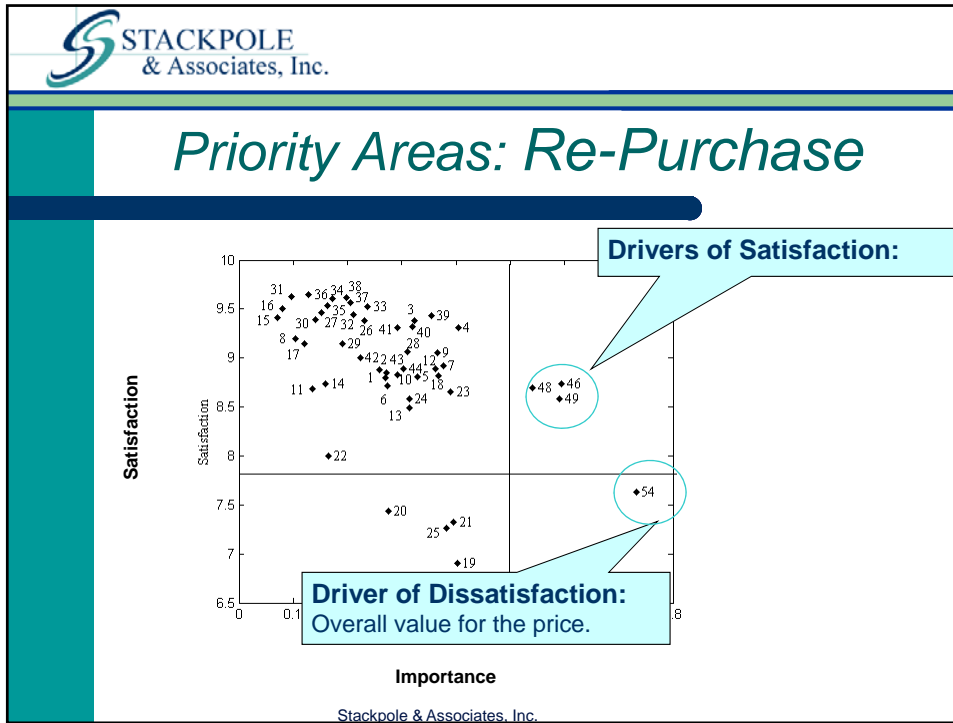


STACKPOLE
 & Associates, Inc.

1st Purchase (Change) V. Re-Purchase (Loyalty)

- *1st Purchase*
 - *Solution to current problem*
- *Perceived value drives loyalty (re-purchase)*
- *Value, satisfaction and importance*
 - *What is "Value"*
 - *Prospects & customers compare*

34 *Stackpole & Associates, Inc.*



STACKPOLE
 & Associates, Inc.

Staying “Top of Mind”

- *IF you are an established Brand*
 - Reinforce Value & Value Added
 - What have you done for me lately?
- *IF you are a “new” Brand*
 - Focus on what’s distinct
 - The Un-Cola
 - Don’t compete on Price
 - It’s a Race to the Bottom
 - Testimonials & Referrals

Stackpole & Associates, Inc.

Staying “Top of Mind”

- *Push*
 - *Email marketing - content that’s relevant*
 - *Events that benefit the SNF*
 - *Public health & wellness*
 - *Polypharmacy, falls prevention, etc.*
- *Pull*
 - *Google alerts*
 - *Social networking*
 - *Real AND virtual*

37

Stackpole & Associates, Inc.

What We’ve Learned

- *Task Clarity is Critical to Sales Success*
 - *The sales team are 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!*

A Few Definitions - For Clarity!

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

39

A Few Definitions - For Clarity!

- Marketing – a definition
 - Management of the interface between the provider and the customer / consumer
 - Creating / maintaining preference


40

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 volume?*
- *Don't agonize.. These are the choices*

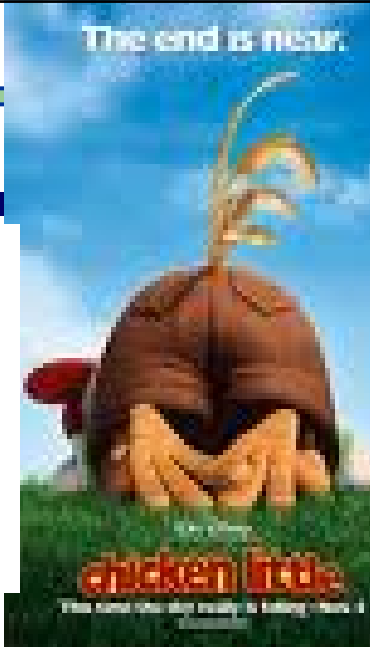
Market Conclusions


- *The market is stagnant or declining*
- *Disability rates are ↓*
- *There are more options*
- *Acuity (ADLs & IADLs) for consumers ↑*
And on the Supply side...
- *Inventory of product is mixed*
 - *Somewhat old*

 **STACKPOLE**
& Associates, Inc.

Choices

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




 **STACKPOLE**
& Associates, Inc.

The question of the moment!

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

Can we handle the truth?



Rx for Long Term Care

- *Marketing Messages*
 - *The metaphors are extremely negative*
 - *The words are bad – really bad*
 - *Images are often worse than the words!*
 - *The “F” word*
- *Re-Position our Products / Solutions*

45

Stackpole & Associates, Inc.

Target Messages

- *To whom are our words targeted*
- *To whom are our images targeted*
- *What effect are we seeking*


- *Some examples...*

46


Stackpole & Associates, Inc.

St. Joseph's Nursing Home

www.StJosephs.net 1222 Tugwell Drive - Catonsville, Maryland 21228 410-747-0026



- Home
- Our History
- Health Care Services
- Features & Facilities
- Spirituality
- Dietary Services
- Activities
- Finance
- Giving Opportunities
- Related Links
- Contact Us
- Terms & Privacy Policy



Welcome

Saint Joseph's Nursing Home is a non-profit nursing home owned and operated by The Sisters Servants of Mary Immaculate.



The Nursing Home is located in a rural setting at 1222 Tugwell Drive in Catonsville, Maryland, and has provided Long Term Care since its opening in 1959.

The Nursing Home is a one-story brick building with two wings, and has a total occupancy of 44 beds.

Please feel free to look around our site to learn more about us. If you have any additional questions, please call us at 410-747-0026.

Do these words "work"?



- Home
- Who We Are
- Our Community
- Care & Services
- Activities & Programs
- Our Location
- Career Opportunities
- Contact Us

Westchester Gardens. Experience the difference.



Skilled Nursing Care Center

Welcome to Westchester Gardens Rehabilitation & Care Center, the premier short term rehabilitation care facility in the Clearwater area. Westchester Gardens is conveniently located directly across the street from the acclaimed Mease Countryside Hospital. We are certified by Medicare and Medicaid and contract with most managed care health plans.

The Center enjoys a well-staffed and equipped therapy department including physical, occupational, and speech therapy and is staffed around the clock with Registered Nurses, Licensed Practical Nurses, and Certified Nursing Assistants. We are very proud of our reputation for returning patients to the community, working closely with some of the area's best orthopedic surgeons and primary care physicians. Our average length of stay for rehabilitation patients is just over 24 days. Many of our clients return for outpatient therapy and enjoy the continuity of working with therapists that know their needs.

Whether you are looking for short term rehabilitation, long term care, hospice or respite stay, Westchester Gardens is staffed with highly trained, compassionate

THINK CRITICALLY



KEEP IT SIMPLE



"Call me to schedule a tour or for immediate information on our programs at Westchester Gardens at 727.783.8333."

~ Dawn Zabrocke
 Director of Admissions
[Email Us](#)

Stackpole & Associates, Inc.
 1018 Beacon Street, Brookline, Massachusetts 02446 617-739-5900 800-844-9934 www.StackpoleAssociates.com

24

ST. LOUIS Altenheim

Welcome Home!

Welcome to Saint Louis Altenheim...where living is gracious. For more than a century, seniors have made the Altenheim their choice for quality living, exceptional care, treasured friendships, and an abundance of activities to remain active and independent.

The charm of the Altenheim begins with its magnificent location gracing the banks of the scenic Mississippi. From the moment you walk in, you'll feel at home. Fine appointments and rich textures create an atmosphere of quiet elegance - the most delightful surroundings you could ask for in an independent, supportive and continuing care senior residence.

Most important are the people who are proud to call Altenheim their home. We have the pleasure of accommodating wonderful residents who are rich in spirit, rich in experience and rich in character.

314-353-7225



[Click Here to View "Your Home for All Seasons"](#)

Welcome Home
About The Altenheim
Levels of Care





My eTools Login | Sign Up for FREE

FREE Instant Call Back

or call 1-800-597-Jenny (1-800-597-5366)

Jenny Craig *We Change Lives*

27,754 people like this. Be the first of your friends.

Home Our Program Success Stories Food Articles & Tips Community eTools

Find a Centre Contact Us

TAKE IT OFF for \$1 per lb!*

*Plus the cost of food

We know Moms

... because we are Moms!

The Jenny Craig Program is designed and run by busy working Mothers. We understand how hard it is to find time for yourself.

TAKE CHARGE OF YOUR LIFE.

[Join Jenny Today!](#)

FREE Instant Call Back

Speak to a Jenny Craig Consultant today – FREE!

You Choose
In-Centre or At Home

Curious About
Jenny's Cuisine®?

Get a FREE
Weight Loss Profile

Height: 5'4" Take the Quiz

Weight: lbs.

Get Started Now!
FREE Consultation

Internet | Protected Mode: On

STACKPOLE & Associates, Inc.

Park Avenue
NURSING & REHABILITATION CENTER

Home | Directions | Testimonials | Download Brochure

Our Advantage | Our History | Nursing | Rehabilitation | FAQs | Contact

"Just as nature uses the earth's environment to rejuvenate itself periodically, often people also need an atmosphere that is conducive to healing and renewal."

- John Burroughs
Essayist & Naturalist

Making a Difference Every Day

When you need to find exceptional short-term rehabilitation, complex medical and post-surgical care, or traditional long-term care, for yourself or a loved one, you want to know that care will be provided competently with compassion and respect.

That's what our patients, their families, and physicians find every day at Park Avenue Nursing and Rehabilitation Center.

Information

Call us at 781-648-9530 or use our [Online Form](#) to schedule a tour or request additional information. We're happy to help.

State-Of-The-Art Nurse Call System

The Massachusetts Senior Care Association selected Park Avenue Nursing and Rehabilitation Center to participate in its Clinical Innovations Program...

[Read More >](#)

Stackpole & Associates, Inc. Internet | Protected Mode: On

STACKPOLE & Associates, Inc.

Solution Cycle / Sales Cycle

- The 1st purchase decision is very different from the re-purchase decisions (aka loyalty)
- Purchase – 1st time
 - Overcoming Objections, Empathy, Transactional Competence and Demonstration of Value
- Re-Purchase
 - Reinforcing Value, Transactional Competence

52

Stackpole & Associates, Inc.

Recommendations

- *Fortify, Protect & Defend*
 - *Loyalty*
- *Productivity Growth*
- *Innovation, Differentiation*

53

Stackpole & Associates, Inc.

Recommendations

- *Scrutinize messages*
 - *Print*
 - *Web*
 - *In-Person*

54

Stackpole & Associates, Inc.

Marketing & Sales

Low / No Budget

- *Leverage employees*
- *Educate the community*
- *Testimonials*

- *What would Google do?*



55

Recommendations

- *Aggressively attack the negative metaphor*
 - *Start with staff – move on to families*
 - *Ban the “F” word*
 - *Add “movement”, action and kinesthetic language*
 - *Bring people in (if you can)*
 - *Get your people out*

56

Stackpole & Associates, Inc.

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.

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

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*

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*

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*
 - *Mix / alter the rewards*

Tactic #1 - Leverage employees

2. Ask employees for help!

- *Referrals*
- *Connect via social media*
 - *Groups on LinkedIn*
 - *Friends on Facebook*
 - *Monitor results*
- *Altruism & reward*
 - *Mix / alter the rewards*

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*

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

6/8/2010 Groups Directory | LinkedIn

Basic Account: Upgrade Welcome, Irving Stackpole · Add Connections · Settings · Help · Sign Out

Home Profile Contacts Groups Jobs Inbox (15) More...





My Groups Following **Groups Directory** Create a Group FAQ

Search Groups Search Results (12)

Salt Lake City, UT Seniors Guide

Create a Group

LinkedIn Groups can help you stay informed and keep in touch with people that share your interests. Create a group today.

	<p>ALFA - Assisted Living Federation of America</p> <p>ALFA is the largest national association exclusively dedicated to professionally operated assisted living communities for seniors.</p> <p>Owner: Jaelyn Allmon 586 members Share</p>	<p>Join this group ></p>
	<p>Seniors Guide</p> <p>Welcome to Seniors Guide! We provide seniors and their families with terrific information on a complete range of topics including senior services, senior housing, home care, senior products, assisted living, independent living, continuing care, Alzheimer's care, Medicare and Social Security.</p> <p>Owner: Lisa Davies 65 members Share</p>	<p>Join this group ></p>
	<p>Friends of Country Place Living</p> <p>CountryPlace Living is a small footprint assisted living provider. We own, develop, manage and franchise our concept! We're expanding in the US! Ask us about how you can join us on our journey to improve senior's lives!</p> <p>Owner: Jack West 62 members Share</p>	<p>Join this group ></p>
	<p>Ambient Assisted Living</p> <p>In this group the following topics are of interest - Home Monitoring - Tele Monitoring - Smart Homes or houses - Smart technologies for everyday life - Home based Training</p> <p>Owner: Christian Menard 38 members Share</p>	<p>Join this group ></p>

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?*

Tactic #3 - Testimonials

- *Do you have testimonials?*
- *Where are your testimonials?*
- *Where can they be seen?*

Tactic #3 - Testimonials

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

What’s behind an endorsement?

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

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*

Cheap subliminal suggestion →



Presentation Available at:

[www. StackpoleAssociates.com](http://www.StackpoleAssociates.com)

1-800-844-9934

Bibliography

Albrecht K. and Zemke, R. *Service America*. New York: Warner Books, Inc. 1985

Bruner II, G.C. , James, K.E., and Hansel, P.J. *Marketing Scales Handbook: A compilation of multi-item measures*, volume iii. Chicago: American Marketing Association. 2001

Chase, R & Dasu, S. *Want to perfect your company's services?: Use behavioral science*. Harvard Business Review June, 2001.

Cialdini, R. *Influence: The psychology of persuasion*. New York: Quill. 1993

Johnson, M & Gustafsson, A. *Improving customer satisfaction, loyalty and profit: An integrated measurement and management system*. San Francisco: Jossey-Bass. 2000

Reichheld, F *The Loyalty Effect: The hidden forces behind growth, profits, and lasting value*. Boston: Harvard University Press. 1996

73

Stackpole & Associates, Inc.

Bibliography

Cialdini, R. (1993). [Influence: the psychology of persuasion](#). New York: Quill

Hillestad, S & Berkowitz, E. [Health Care Marketing Plans: from strategy to action](#). Gaithersburg: Aspen. 1999

Reichheld, F. [The Loyalty Effect: the hidden force behind growth, profits, and lasting value](#). Boston: Harvard University Press. 1991

Stackpole, I. & Ziemba, E. [Make Your Marketing P-P-P-P-Perfect](#), Care Management Matters, April 2008

Stackpole, I. & Ziemba, E. [It's Not What Your Say – It's What People Hear!](#), Care Management Matters, June, 2008

Ziemba, E. [Email Campaigns that Work](#). Care Management Matters, April, 2009

Parasuraman, Zeithaml and Berry. "A conceptual model of service quality and its implications for future research." *Journal of Marketing*. 1985 Fall:41-50.

74

Stackpole & Associates, Inc.

74

Bibliography

Zaltman, G, Zaltman, L, *Marketing Metaphoria: What deep metaphors reveal about the minds of consumers*. Boston, Harvard Business Press 2008

Ziemba, E. "Email Campaigns that Work". *Care Management Matters*, April, 2009