

# Chicken Little – The Optimist!

STACKPOLE & Associates, Inc.

*Chicken Little*  
 Was an Optimist  
 Marketing in Difficult Times

Presented by  
 Irving Stackpole, RRT, MEd

 **Omnicare, Inc.**




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*Presentation Available*

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*Today's Presentation*

- Challenges
- Successful "Systems"
- Marketing & Sales
  - Low / No Budget ideas
  - Leverage Employees
  - Educate the Community
  - Testimonials



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**ONE: Employees as Market Channel**

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- *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*

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**TWO: Educate the Community**

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→ **FACT:** You KNOW what many desire to learn.

- *Find your audiences*
  - *Where are they?*
  - *What do they need / want to know?*
- *Develop the messages*
  - *What positive messages “stick”*
- *Deliver the Content*
  - *Find the right channels*
  - *Develop relationships & make the commitments*
  - *“Scrapbook” your activity & success*

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**THREE: Testimonials = Powerful Marketing Tools**

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

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*Historical View of Management*



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*Today's Reality*



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*Chicken Little Context - Challenges*

- Competition
  - More Choices - Congregate, HHA, HHC, HCBS
    - And your home's worth less today than yesterday!
- Economy – Medicaid Cuts
- Uncertainty about “Reform”
- Turnover of staff
- Occupancy
  - Demographics & Demand

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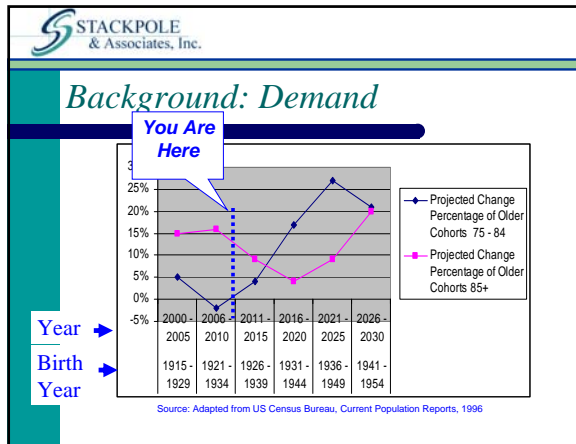
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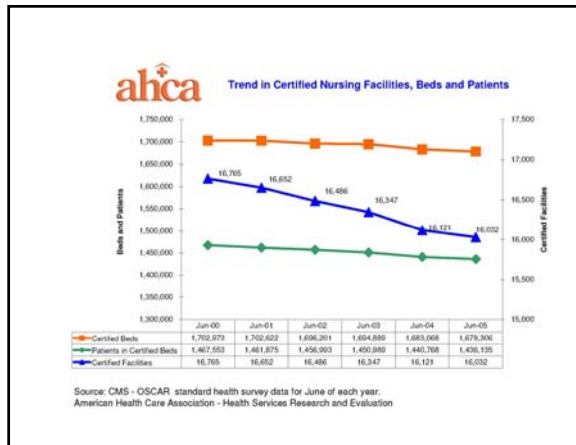
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### Demand & Supply

- Economics is the study of this relationship
- The science of "scarcity"
  - Time
  - Talent
  - Systems

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## Conclusions

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- We are “selling” a service which no one really wants
- To markets which are static or shrinking
- And these markets are being offered more choices
- Choices which the markets DO NOT understand

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## Stackpole’s Law #5

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- Most people would rather live with a problem they cannot solve, than with a solution they cannot or do not understand

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## Background: Marketing & Sales

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- 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!

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**Who Succeeds at Sales?**



© 1998 Matt Groening

Some folks just aren't cut out for sales.

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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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**This is NOT sales / selling**




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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*
- *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*

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**Tactic #1: Leverage Employees**

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

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**Leveraging Employees**

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

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**Tactic #2: 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

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**Tactic #2: 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
- **Some Do's and Don'ts**

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*Our consumers are tough!*




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*Tactic #3: Testimonials*

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

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*What Is Satisfaction?*

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

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

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**What's the Difference?**

- Satisfaction → Subjective
- Loyalty →
  - Objective / Observable
  - Attitudinal

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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*

The diagram is a 2x2 matrix with 'Loyalty' on the vertical axis (Low at bottom, High at top) and 'Satisfaction' on the horizontal axis (Low on left, High on right). The top-left quadrant is labeled 'Loyal / Dissatisfied' and the bottom-right quadrant is labeled 'Disloyal / Satisfied'. Two arrows originate from the 'Loyal / Dissatisfied' quadrant and point towards the 'Disloyal / Satisfied' quadrant, indicating a transition or change in customer status.

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## Factors → Loyal & Dissatisfied

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- **Loyal (behavioral) / Dissatisfied**
  - Doesn't see an alternative
  - Others arguing against change
  - Perceives "cost" or barriers to change too great
  - Inverse correlation ALOS v. Satisfaction

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## Loyalty: The Recovery Story

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- **Loyalty behavior when experience is good**
- **Loyalty behavior when experience is bad**
- **Effective Recovery = Loyalty**

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## Tactic #3: Testimonials

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- **Loyalty – Among all your segments**
  - Residents
  - Families
  - Employees
  - Vendors / Suppliers
- **Measure of Loyalty?**
  - Willingness to recommend
  - Recommendations = Referrals!
- **Securing testimonials is excellent measure of attitudinal loyalty**

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**Conclusion**

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

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*(Cheap Subliminal Suggestion)*




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