



Teaching a Client to Fish with a 360° Approach to Marketing



Case Study:

Integrated Marketing

Phoebe Ministries

Website:

Phoebe.org

Industry:

Senior Living Communities

The Situation

Phoebe Ministries operates four continuing care retirement communities in Pennsylvania and has a fifth community under development. While they provide the full continuum of senior living options and care services, they were known in the market only as a nursing care provider. This was making them over-reliant on revenue from their Skilled Nursing services and was narrowing their position in the market among their senior living competitors.

Phoebe brought Creating Results onboard to reposition them as a full-service senior living provider and improve census across all of their communities and levels of care. To do so, we built from the ground up to create cohesive communications, marketing and sales efforts, and then equipped them with the knowledge, processes and tools needed to support their initiatives internally. We recognized that Phoebe needed more than results: they needed to learn how to "fish" for themselves.



Photoshoot highlighting Independent Living at Phoebe

TESTIMONIAL:

"Creating Results acts as an extension of the Phoebe team. The assistance we have gotten from them has encouraged us to hold other vendors and partners to a higher standard.... We compare CR's transparency and ability to deliver and demonstrate ROI with our other partners and vendors, and we use CR as the expectation and model. That's what we now request and expect from others."

BRYNN BUSKIRK
Vice President of Marketing
and External Relations
Phoebe Ministries

Strategy

Phoebe's financial success required a shift from a clinical, need-based marketing approach to an aspirational, want- and goal-based approach. Targeting younger, more active seniors interested in Independent Living (IL) would address that shift *and* solve two of their challenges simultaneously. It would (1) increase revenue through private-pay IL contracts and (2) create a pipeline to fill census in the higher levels of care as IL residents move through their continuum.

Our first steps were to refresh their brand and tee them up for repositioning in the market with an integrated marketing plan focused on IL. The plan included fresh creative and new tactics that would create a roadmap for future plans targeting higher care levels.

With that solid foundation laid, our engagement with Phoebe expanded to other service lines and we became their agency of record. It then became increasingly important for us to go beyond providing marketing solutions to educating and empowering their marketing and sales teams to support our initiatives. To ensure ongoing success, we introduced them to a broad spectrum of new tactics, tools and processes, such as:

- [digital marketing](#) for engagement with prospects across all platforms,
- [journey mapping](#) to understand the customer journey and
- [blue sky marketing and sales](#) tactics for their planned community.



Collateral piece with new branding

Displays for the new Sales Center (Chestnut Ridge)

Ad campaign for Independent Living

SOLUTIONS

Creating Results has helped Phoebe achieve short-term results, develop long-term strategic goals *and* build their capacity to gradually insource more of their marketing efforts. The initiatives below illustrate our 360° approach to building Phoebe's robust, sustainable marketing and sales operation.

REBRANDING & REPOSITIONING

To ensure effective rebranding and repositioning, Creating Results armed Phoebe with tools to support these efforts, both internally and working with their other partners. This included a brand strategy, communications plan, brand guide, voice and tone guidelines, and brand ambassador training.

MARKETING PLANS

Our initial IL plan focused on (a) building awareness, (b) generating leads and (c) nurturing existing leads. We then built targeted plans to support higher care levels (Personal Care, Skilled Nursing) and to introduce their [new community](#). Each plan included detailed reporting on Return on Investment and demonstrated results based on care-level goals. Employing tactics newer to Phoebe (paid social, pay per click, SEO, etc.), combined with traditional media (printed collateral, email, print ads, broadcast, video, billboards), and [reputation management](#), we improved their market recognition, engagement and response rates across channels.

CREATIVE CAMPAIGNS

To bring their refreshed brand to life, we designed creative campaigns highlighting the Unique Selling

Propositions of each community to set Phoebe apart in the market. We used campaign roadmaps to visualize for the Phoebe marketing and sales teams how the campaigns would work across channels, helping them anticipate and leverage prospect engagement.

SALES TRAINING

Creating Results worked with Phoebe to redefine their sales approach and help set and monitor activities and goals. With a [new sales philosophy](#) in place, we held group training sessions on best practices and provided one-on-one coaching to support individuals in meeting their activity and sales goals. The result is a more standardized sales process; a more skilled, confident sales force; and sales goals that work in tandem with their marketing plans.

INFRASTRUCTURE IMPROVEMENTS

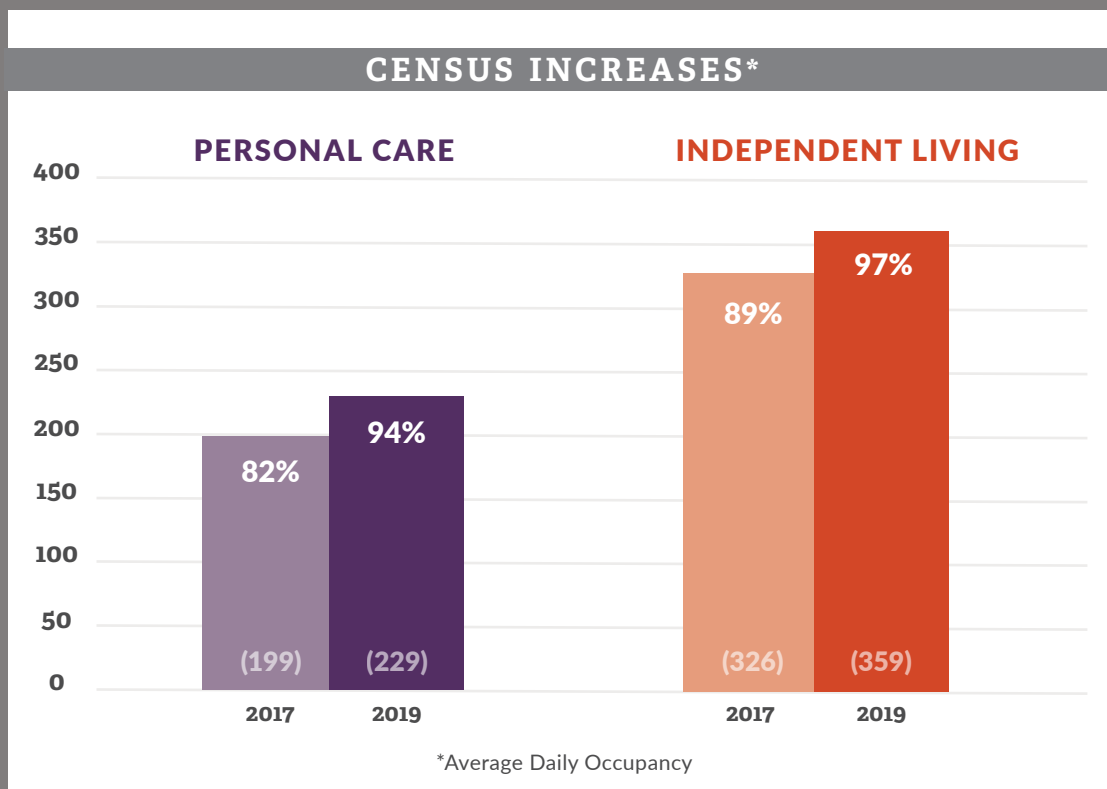
Our audit of Phoebe's data and sales tools uncovered opportunities for improvement, including better tracking of marketing and sales performance. After scrubbing their database and putting a new CRM in place, Phoebe was better equipped to develop meaningful benchmarks (cost per inquiry, cost per lead, cost per sale). They can now make more informed decisions about future tactics and budget allocations.

It wasn't enough for Creating Results to lead Phoebe to their pool of prospects;
we wanted to give them a pole and teach them how to fish.

Results

Since engaging with Creating Results in 2017, Phoebe has seen positive results and gains in all avenues: inquiries, leads, website engagement and sales. While sales activity increased, they reduced their average sales cycle by more than 60 days, from 357 days to 291 days. On the back of all of these successes, Phoebe improved their overall reputation score by 12% and has generated more than 70 positive reviews (43% increase from 2018).

Beyond the numbers, Creating Results' relationship with Phoebe reveals a success story built on trust and empowerment. What began as a marketing effort targeting a single service line evolved over time to a full partnership that has led Phoebe to take increasing ownership of their own marketing goals and results. We continue to build for the future and provide value and guidance as Phoebe's strategic marketing partner.



+162%
Increase in
Annual Lead
Generation

+25%
Increase in
Sales Lead
Activity
(2019-2020)

1 → 4.9
Increase in
Average
Sales per Month
(2019-2020)



©2021 Creating Results, Inc.

everything mature consumers experience

Creating Results is a generational marketing agency with more than 25 years of experience in senior living and 55+ housing. Exclusively focused on 50+ audiences, we design solutions for each client's competitive landscape, assets and goals.

CreatingResults.com | 888.205.8899 | info@CreatingResults.com