Creating® Results

A GUIDE TO ACHIEVING YOUR SALES GOALS

SO YOU HAVE SALES GOALS...

NOW WHAT?

Now that you understand what your sales goals should be for you and your team, it's time to start implementing those and improving your results. But how, you ask? The key to success is motivating your team, being a cheerleader and giving them the tools to be successful.

IN THIS GUIDE, YOU'LL LEARN HOW TO:

1. Turn sales goals into sales activity goals
2. Roll out the sales activity goals to your team
3. Coach your team on achieving better results
4. Monitor and adjust the goals over time

Step 1: Turn sales goals into sales activity goals

You've heard the saying, "Activity breeds results", right? If not, that should certainly be a mantra to take to your team and share with them that to achieve your sales goals (the results), there first must be expectations and goals for activities.

When Creating Results is working with sales managers and their teams, we use calculations and work backward to then determine the number of activities needed in a day, week, month and year to reach those sales goals. Keep in mind there are variables to this equation, such as the size of your database or the number of sales people on your team, so the following example is illustrative based on one sales person and no knowledge of existing database size. You can feel free to adjust as your needs apply.

EXAMPLE: Community X

In this scenario, we are going to look at how we arrive at sales activity goals for 1 salesperson in an independent living sale. Results will vary for higher levels of care and/or a larger team.

40 / **23%** = **174**

SALES NEEDED (3–4 per month) / **TOUR-TO-SALE RATIO** (% of tours ending in sale) = **TOURS NEEDED** (average 15 per month)

174 / **20%** = **870**

TOURS NEEDED (average 15 per month) / **CALL-TO-APPT. RATIO** (% of calls resulting in appointment) = **VOICE-TO-VOICE CALLS NEEDED** (average of 73 per month)

870 / **57%** = **1,526**

VOICE-TO-VOICE CALLS NEEDED (average of 73 per month) / **DIALS-TO-CONNECTION RATIO** (% of dials to connect to person) = **CALL-OUTS NEEDED** (average 127 per month)

Now it's time to share these activity goals with your team!

Step 2: Roll out the sales activity goals to your team

Before you can share the metrics and goals that your team is expected to achieve, they first need to understand the **WHY**. Providing them with the context around how the activities were arrived at, and the overall goals of the organization, will help them get on board. Teams that understand the magnitude and the impact that these have on the community will have a better chance of getting on board and be more apt to fulfill the sales activity goals.

Then, once you've shared the big picture with them, also share the calculations on how those goals then translate into the specific activities of your team. Focus on the lead-to-sale conversion rate, the inquiry-to-tour conversion rate and their contact rate (the number of dials it takes for them to get to a voice-to-voice call) which directly impact their specific sales activity goals.

INDUSTRY BENCHMARKS

Additionally, providing industry benchmarks can also help your team understand that they are not alone in the expectations and the goals that are necessary to achieve the census results of your organization. But what *are* the industry benchmarks?

	Independent Living	Assisted Living
Sales Cycle *(inquiry to move-in)*	18–36 Months	6–12 Months
Average Face-to-Face Activities per Month *(tours, home visits, re-tours)*	29	23
Average Calls per Month *(all calls – regardless of connection)*	241	245
Average Additional Inquiry Activity *(outside of calls and face-to-face)*	44	36
Average Total Activity to Yield a Move-In	23	22

SOURCE: Enquire Solutions Benchmark Report 2021, supported by Creating Results' client data.

Once you provide your team with the expectations and the insights as to how you will measure results, your team will likely want to understand more about improving their conversion rates.

Step 3: Coach your team on achieving better results

Now that the expectations have been set, it's time to implement your sales activity goals. When you or your team thinks about having a phone call or an appointment — how can you most proactively impact having a good outcome of that interaction? How can you make sure you advance the prospect closer to making a decision?

MAXIMIZING INTERACTIONS

Many times, we are planning things in our life, like vacations or parties in our personal lives and prospect appointments in our work lives. Our entire sales process should include such planning. Every interaction is costing us money, so we need to maximize the value of our interactions. What do I need to know? What is my goal of this next interaction?

LISTEN Get them talking! 70% of your interactions should be listening. Most of our interactions leading up to the sale are to learn about them and what they value in their lives that your community can fulfill or enhance. **Rule of thumb: Turn every tell into a question.**

SET AN APPOINTMENT Make it with YOURSELF! You read that right... We understand there is a lot that happens every day in a community. Therefore, we recommend setting aside time in your day where you may close your door, shut off outside communication and just focus on your daily activities and nurturing of your database.

PLAN IN YOUR CRM Put together and record your discovery points in your database as you prepare your next touchpoint. Base it on your last conversation and what was missed in your discovery.

SET GOALS Is your minimum goal to get an-in person appointment? Is your maximum goal to secure a deposit? By having a minimum and a maximum goal it helps you to be able to pivot in any direction dependent on the conversation with your prospect.

VALUE OF DIGITAL LEADS

Even prior to the pandemic, Seniors and Boomers were slowly adopting technology. In fact, daily consumption in the digital space is now higher for the 50+ consumer than any younger group. Use of websites, smartphones and streaming services continue to outperform traditional modes of advertising. In turn, our sales teams must recognize this shift and adapt to leverage digital more than ever.

INITIAL INQUIRY

- Respond via email or phone within 24 hours (dependent on the information provided)
- WIIFM (What's In It for Me? – meaning, the prospect)
  - > Be relevant in your response
  - > Use powerful subject lines & voicemail
  - > Refer to what information they have engaged with in your marketing
  - > What more do you have to offer?

FOLLOW

- Try, try again
- Continue to communicate via email or phone
- Goal is to secure an advance (call or appointment)
- Use video and texting to your advantage

THE APPOINTMENT PROCESS

Do you have an appointment process? How long are your appointments? Our most successful client sales teams analyze all parts of their sales process, including their visits (either in-person or virtually). Since one of the main keys to success is increasing your tour-to-sale conversion rate, it's imperative that you look at how your appointments are being conducted and where there are opportunities to improve. Consider the following:

CUSTOMIZE YOUR TOUR Appointments should be focused mainly on discovery and linking the benefits of your community to what the prospect values. You want to give them a reason to come back. Therefore, keep in mind that you don't want to give everything away on the first visit. Showing too many homes, all of the amenities, plus meeting with residents can not only be overwhelming, but it gives your prospects no reason to return.

SWAT No, we're not talking about strengths and weaknesses, this means SELL WHAT'S AVAILABLE TODAY. If you don't have any two-bedrooms or cottages available, it's not a good strategy to try to sell or push those accommodations. Focus on your available inventory today and motivate your team to sell those accommodations to their leads.

DEMONSTRATING CAPABILITIES If your team is doing a good job with discovery, then demonstrating the value of the community based on their interests will be simple. Bottom line: don't info-dump and show areas of the community that aren't important to your prospect.

PROPOSING THE ADVANCE Depending on what you learned on your in-person or virtual appointment, the next steps will vary. Typical advances could be inviting them to an upcoming event, scheduling a lunch or meet and greet with a resident, an assessment for health, or deposit and closing on the sale. Your proposed next step should already be planned before the appointment but could shift. That's why it's important to have a couple of options ready.

LEAD FOLLOWUP

We do recommend you follow up very quickly with someone after an in-person interaction. Often when we are evaluating sales teams or conducting secret shops, we find the biggest opportunity for your team to shine is through the follow up. We can count on multiple hands the number of times we have made an online inquiry, called in for information, or even attended an appointment and the salesperson neglected to follow up in a timely manner (or at all). Here are some guidelines on how often you should follow up with different types of inquiries.

WEB INQUIRY

Personal touch within 24 hours and consistent follow-up

Immediately start marketing automation/drip campaign

IN-PERSON INTERACTION

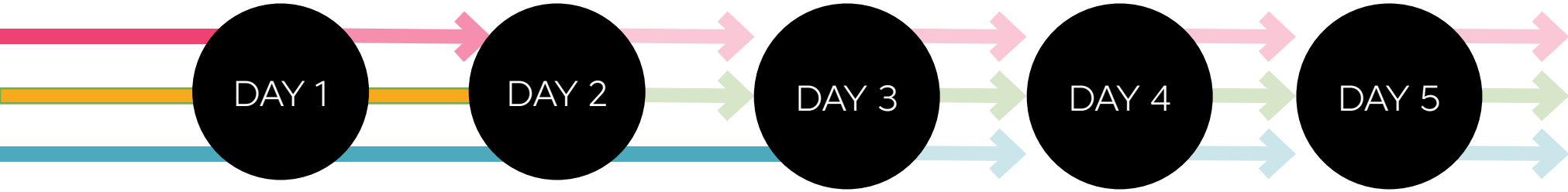
Follow-up based on agreed-upon timeframe

Within minimum of 2–4 days

PHONE CALL

Leave voicemail within 24 hours

Within 3–5 days of information sent or first call



Step 4: Monitor and adjust the goals over time

As with any successful goals or measurements, they should be tracked and monitored over time. We recommend ideas for both a sales manager and the sales team to use a variety of tools to meet or exceed the goals.

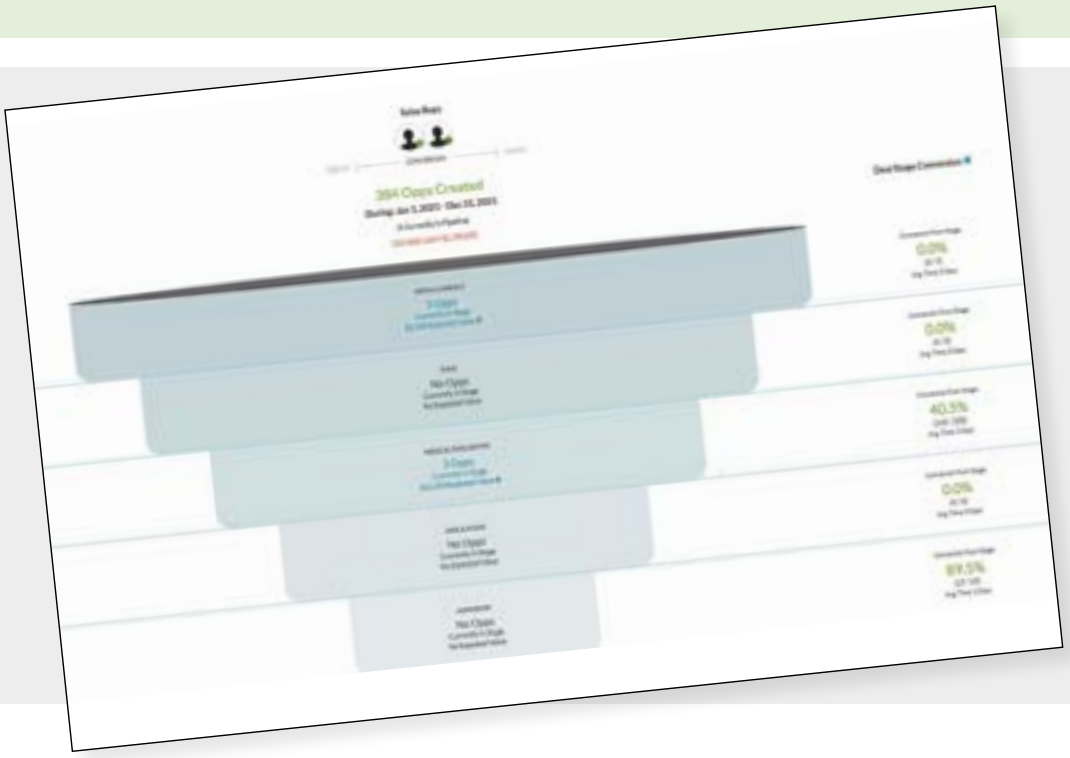
REPORTING

DAILY STAND UPS This is meant to be a cross-departmental meeting addressing coverage for that day. Who can take walk-ins, what the current occupancy is and what the events are going to be. It happens more often in the higher levels of care. Here's an example of sales person-led stand up.

> **"We have three appointments today. Please make sure they are greeted well at the concierge desk. Housekeeping, we have three move-ins tomorrow, please have those rooms ready and cleaned..."**

For independent living, focus on accommodation turnover, what needs to be updated and addressed. Plus, any upcoming move-outs to be prepared for clean out or reconstruction.

HOT BOARD The hot board is meant to focus on strategic ways to advance the lead and to assess whether sales has identified what will motivate the prospect to take action. You're coming to these meetings with what you believe is the hot button and how to motivate your next prospect to sale. This is NOT meant to be storytelling or inventory management. Do we have the hot button or don't we? The rest of the team is there to challenge if a sales person says "I think the hot button is..." as a cue to do more discovery and get to the motivating factor of the prospect.

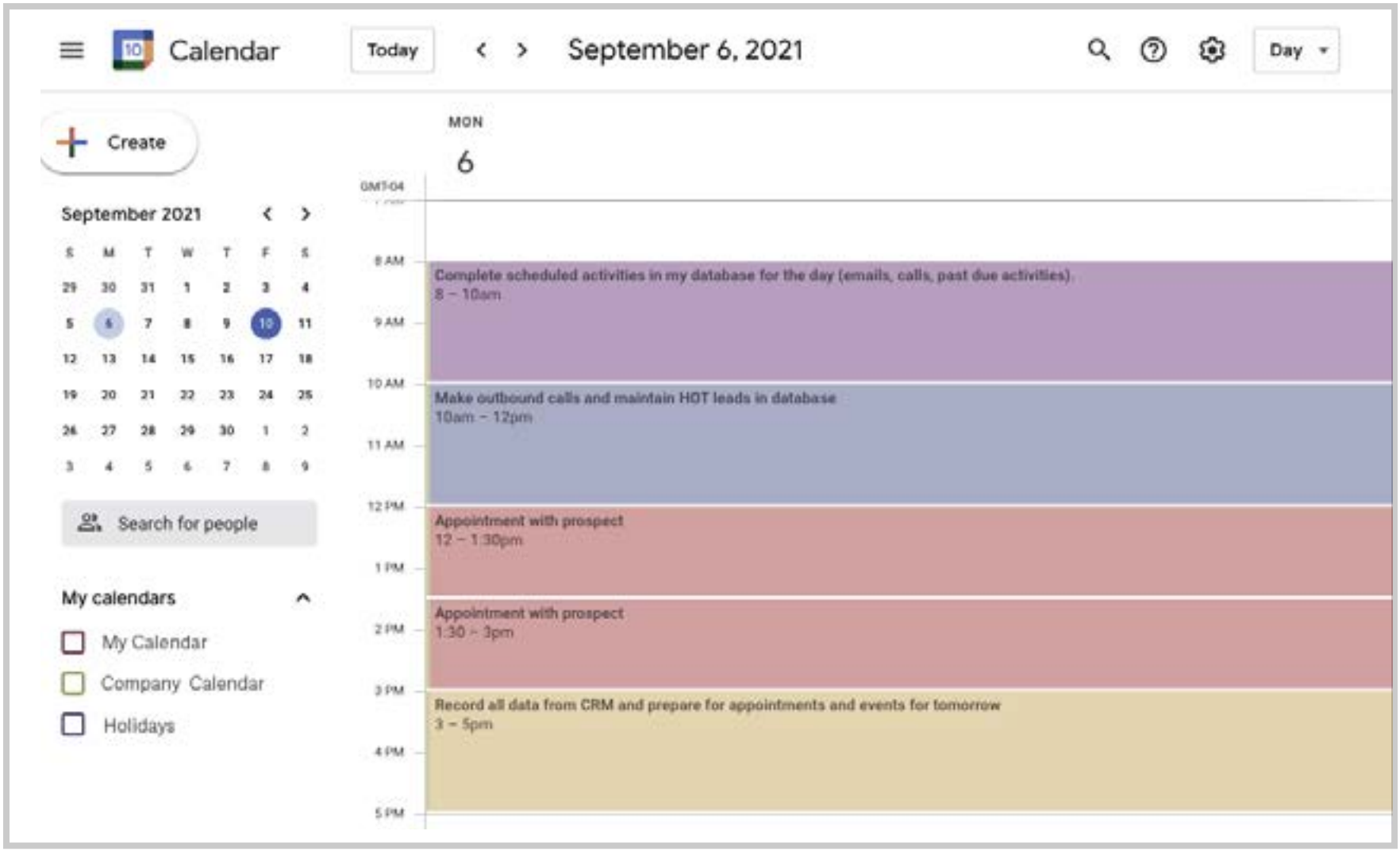


WEEKLY REPORTS AND MEETINGS A variety of reports to keep everyone aware of the goals and how we are measuring against them to date.

- **Sales Activity Reports (against goals)**
- **Weekly Occupancy (against goals)**
- **Pipeline Deposit Report (can/should come directly from your CRM)**

LEAD ACTIVITY MANAGEMENT

On a day-to-day basis the sales team should be keeping tabs on their leads. Here's a sample of a daily schedule for one particular sales person and how they manage their day.



DASHBOARDS AND CALL TRACKING

Keeping tabs on your sales team's activities regularly versus once a month can keep everyone accountable. No matter what database you are using, you can set up dashboards to monitor your team's results.

Monitoring your results will also allow you to see where the gaps and opportunities lie to achieve better results. For example, if you are seeing that your team is achieving their appointment goals, but not converting a sale, this could mean a few things:

KEY AREAS TO LISTEN FOR DURING CALLS

Depending on the call tracking platform you use, you may have the ability to download the calls and listen along with your sales team members to determine their strengths and weakness on the phone. Listening to inbound and outbound calls provides a collaborative training opportunity.

In conclusion, sales activity goals should not be set in stone.

Monitoring them over time and measuring your sales team conversion rates, progress against goals and comparing to industry benchmarks will allow you to adjust and continue to set your sales team up for success. It should also have a positive impact on your census and your organization's bottom line.

Creating® Results

Let's Chat

Need help? At Creating Results, we develop, execute and monitor sales activity goals and metrics every day. If you're ready to help your team achieve results and positively impact your census, schedule a FREE consult with us.

Call Jessica Ruhle, Sales Specialist
at 703.215.1989 or 401.932.8242
or email Jessica@creatingresults.com

creatingresults.com