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**Marketing Plans:
ROI or RIP?**

Presented by:
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What Is a Marketing Plan?

Road Map, NOT a Rule Book
What's crucial is the planning, not the plan
Tactical Guide, NOT a Bible
Only the reality of your market and marketplace will reveal success
Empirical truth is the ultimate marketing plan
Learn more from mistakes than successes

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Historical View of Marketing / Sales Management




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Today's Management Reality




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Marketing Plan – Preliminary Step

Your Primary Aim
Why are you undertaking this plan?
How will it's outcomes fit in your life?
What does the resulting future look like?

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Marketing Plan – Preliminary Step

Your Primary Aim

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Marketing Plan Step 1

What are you offering?

- Current Problem**
- Current Market(s) Solution(s)**
- Incremental / Continuous Solution**
- Undefined Problem**
- Divergent / Discontinuous Solution**


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Marketing Plan Step 1

What are you offering?

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Marketing v. Sales

Marketing vs. Sales

- Marketing = Management of the Customer / Organization Interface**
- Sales = Behaviors Which Influence Choice**

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Marketing Plan Step 2

How Will You Deliver / Provide The Offering?

- Fulfilling the Offer**
- Resource Allocation**
- Time / Money / Social Capital**

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Marketing Plan Step 3

To Whom Do You Plan To Sell Your Offering?

- Segments**
- Target Lists**
- Benefits by Segment**
- Affinity Groups**


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Market Segmentation

Market = Common group of referents

- **Market is not demographics alone**



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The Fragmented Markets

Segments

- Customers (Choosers)
 - SNF executives / owners
 - Elderly Population
- Consumers (Users)
 - Elderly Population
 - Families


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Sample Segments

Segments	
SNFs	Doctors
HHAs	IL / AL / Sr. Living
Group Homes	65+ Population

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Benefits / Segment

Segment	Benefit(s)
SNF	
65+ Consumer	

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Marketing Plan Step 4

Why Will Your Market(s) Buy Your Offering?

- Value propositions**
- For each service and segment**
- Your "Story"**
- Brand / Brand Equity / Position**

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Marketing Plan Step 4

Why Will Your Market(s) Buy Your Offering?

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Marketing Plan Step 5

How Will You Communicate & Promote Your Offering To Your Markets?

- Marketing "mix"**
- Direct marketing**
- Advertising**
- Non-Paid Media**

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Market/Service Lifecycles

Markets and service lines go through 4 lifecycles.

1. Introduction
2. Growth
3. Maturity
4. Decline

➤ The match between the market & service line lifecycles determines best strategies

Hilstead, 1991, Health Care Marketing Plans: From Strategy to Action
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Market Lifecycles

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

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Market Lifecycles

There are 7 marketing strategies:

1. Go for it
2. Differentiate
3. Necessity
4. Maintenance
5. Niche
6. Harvest
7. Drop

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Market Lifecycles- Go For It

➤ In a new market, an organization introduces a service and attempts to secure leadership.

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Market Lifecycles – Go For It

- Service
 - *Limit variations and carefully control quality*
- Placement
 - *Limited*
- Promotions
 - *High-profile advertising and PR*
 - *Education of markets*
 - *Brand recognition*


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Market Lifecycles-Differentiate

In a growing market, an organization introduces a service or wants to continue to grow its previously introduced service.

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Market Lifecycles - Differentiate


Service

- Feature/quality set by prior entrants
- Target specific market segments
- Vary features

➤ **Placement**

- Find under-served, unserved locations – scheduled times and convenience

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Market Lifecycles - Differentiate


➤ **Promotions**

- Direct marketing – create selective demands
- Advertising and PR less important
- Sales functions more important
- Labeling VIP for ease of distinction

➤ **Price**

- Variations/flexibility


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Market Lifecycles- Necessity

The organization must enter a market with well-established competitors, where large market share is not probable.

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Market Lifecycles - Necessity

Service

- Features and quality must match current offerings
- Segment market and offer highly tailored features

➤ **Placement**

- Less Important

➤ **Promotions**

- Highly targeted communications – low cost tactics
- Sale force somewhat important if there is an opportunity for differentiation or to match competitors

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Market Lifecycles-Maintenance

➤ *Steady market share, very few or no new competitors*

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Market Lifecycles - Maintenance

Service

- Leaders can segment and fortify
- Leaders must innovate (paradox)

➤ **Placement**

- Change only as necessary

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Market Lifecycles

Choose a Service &
Select Strategic Match

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Markets & Competition

- Market: Short Term
- Market: Long Term
- Summary of the Projected Market


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Marketing Plan Step 5

**How Will You Communicate & Promote
Your Offering To Your Markets?
What Media & Methods
How Often?
At What Cost?**

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 **Marketing Plan Step 6**

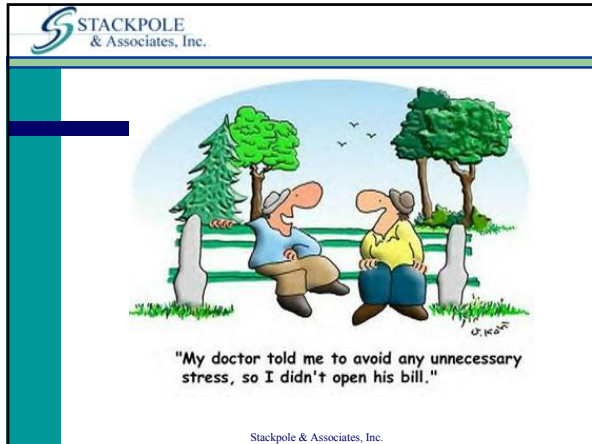
What Is the Economic Model?
AKA – “Show Me The Money!”
Profit & Loss (P&L)
Budget
Capital / Credit Requirements
Return on Investment (ROI)

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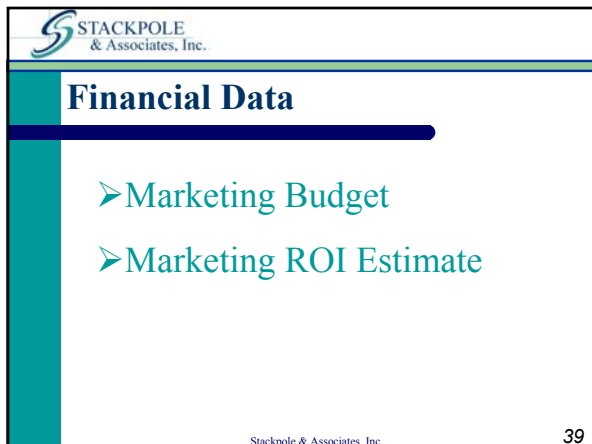
	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05
PR Professional	\$2,000.00					
Promotional Events	\$510.95					
Postage	\$500.85	\$34.75				
Printing	\$1,960.00					\$480.00
Tri-Fold Brochure(Printing)						
Main Brochure						
Invitations(Postcards)						
Gifts / Incentives	\$1,117.20					
Photography	\$499.50					
Misc. Expenses	\$2,498.75		\$459.00	\$145.50	\$225.75	\$100.50
Advertising Placements						


	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05
Yellow Pages						
Direct Mail						
Newsletter						
Move-In Booklet						
Brochure						
Web Site	\$2,150.00		\$1,250.00			\$435.00
Management	\$3,240.00	\$2,160.00	\$1,620.00	\$1,080.00	\$1,200.00	\$1,200.00
Design		\$300.00	\$1,050.00	\$2,280.00		\$840.00
Copy Writer / Development						
Leasing Fees						
MONTHLY	\$14,477.25	\$2,494.75	\$4,379.00	\$3,505.50	\$1,425.75	\$3,055.50
TOTALS						

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