



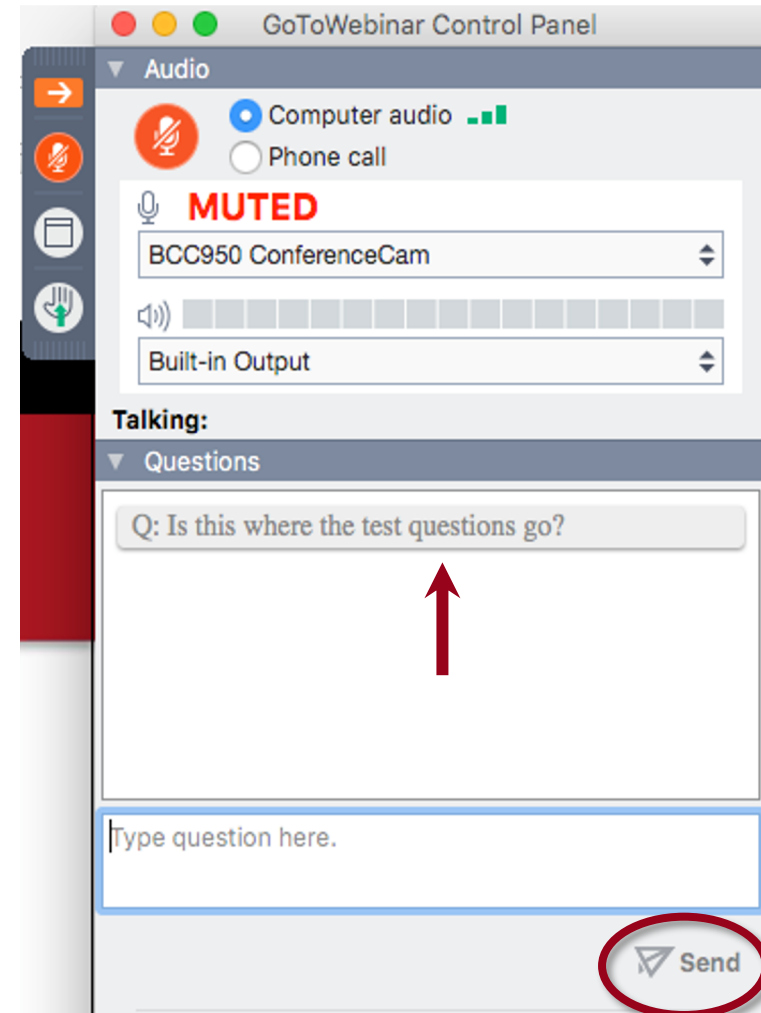
Marketing and Sales in 2021:

The Path To Rebuilding and Sustaining Census

*Note: We will begin the webinar at about 12:02 Eastern,
to allow people to log in to the webinar program.*

Your GoToWebinar Control Panel

- ◆ Submit questions throughout the webinar in the questions box
- ◆ We will answer questions at the end.
- ◆ Type questions here



OUR PLAN FOR TODAY



- I. Introductions
- II. Setting the Stage: Highlights from 2020
- III. What Consumers are Thinking
- IV. Marketing & Sales Strategies
- V. Question and Answer Period

Session Panelists



Lisa Pearre
Principal, Chief
Client Services
Officer



Amy Brodie
Vice President,
Client Services



Jim Gentry
Copy Director



**Joan Kelly-
Kincade**
Strategic Sales
Advisor



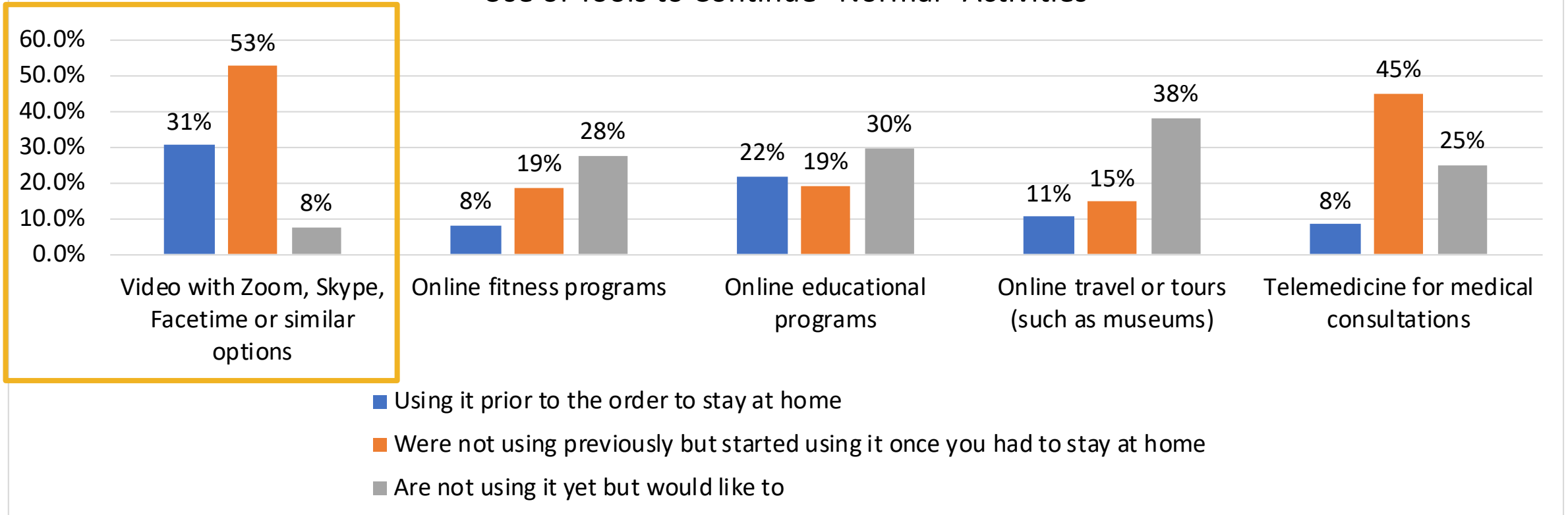
**Karen
Adams**
Vice President,
Market
Intelligence



HIGHLIGHTS FROM 2020: WHAT WE LEARNED

COVID Constituent Survey

Use of Tools to Continue "Normal" Activities



The Baldwin

Priority Deposit Phase and start of 10% Conversions

- ◆ Blue sky project in NH; sister community to Edgewood in MA
- ◆ Launched official Priority Deposit Program in mid-April 2020
- ◆ Welcome Center closed, sales staff working from home, no in-person events or appointments through June.
- ◆ Digital and direct mail lead generation, filling virtual events
- ◆ Sales team is making connected calls and holding virtual appointments.
- ◆ Webinar attendees making deposits online during and following events.
- ◆ Began 10% deposit conversions in Fall – 36 deposits to date

Pennybyrn

Secured Expansion Financing + Maintained 93% Existing Occupancy

- ◆ Expansion project in Highpoint, NC, building 42 spacious hybrid home residences to complement existing apartments and cottages.
- ◆ Existing community has enjoyed full census for several years with strong Ready List for largest inventory and has remained mostly full thru stay-at-home.
- ◆ Began 10% conversion appointments first full week of March.
- ◆ Community closed and sales team moved to work-from-home by the end of that week.
- ◆ Since then, sales team conducted all conversion appointments remotely.
- ◆ To date, expansion is 79% reserved (all deposits/contracts received).

John Knox Village

Strong Lead Generation and Sales Activity through 2020

- ◆ Large single-site Life Plan Community located in Pompano Beach, FL
- ◆ Key Performance Indicators (KPIs) in 2020 stayed on pace with 2019 results, including 3,500+ leads generated and 650+ appointments
- ◆ Ended 2020 at 91% occupancy
- ◆ Pivoted to online webinars and sales appointments for continued lead generation
- ◆ Created videos for social media showing robust (safe) activity during COVID
- ◆ Placed an ad featuring a glowing letter from the residents on how well they were handling the pandemic and how safe they felt living at JKV

2020 Highlights



- ◆ Our audience is now online more than ever before
- ◆ Senior living sales cycle is now circular with many entry points, thanks to digital
- ◆ Marketing automation helps warm up and educate prospects and enable sales team to focus activities, but it does not replace personal connection
- ◆ Nurturing content brands, tailors your communication, engages and connects
- ◆ Lead capture, speed-to-lead, and data tracking are critical
- ◆ Marketing automation increases inquiries and decreases cost per lead
- ◆ Get back to the basics



WHAT
CONSUMERS
ARE THINKING

Love & Company's Surveys

- ◆ Two types
 - Wait list/depositor
 - Designed to gauge the strength of this core group
 - Leads
 - Designed to measure markets but also generate engagement
 - Some questions cross-cut both instruments
 - Some communities included multiple lists
 - Four surveys with 1,238 respondents for this discussion
 - Wait list: 10% deposit, residence type selected
 - Depositors: \$1,000 deposit or similar
 - Leads: Individuals with no financial commitment

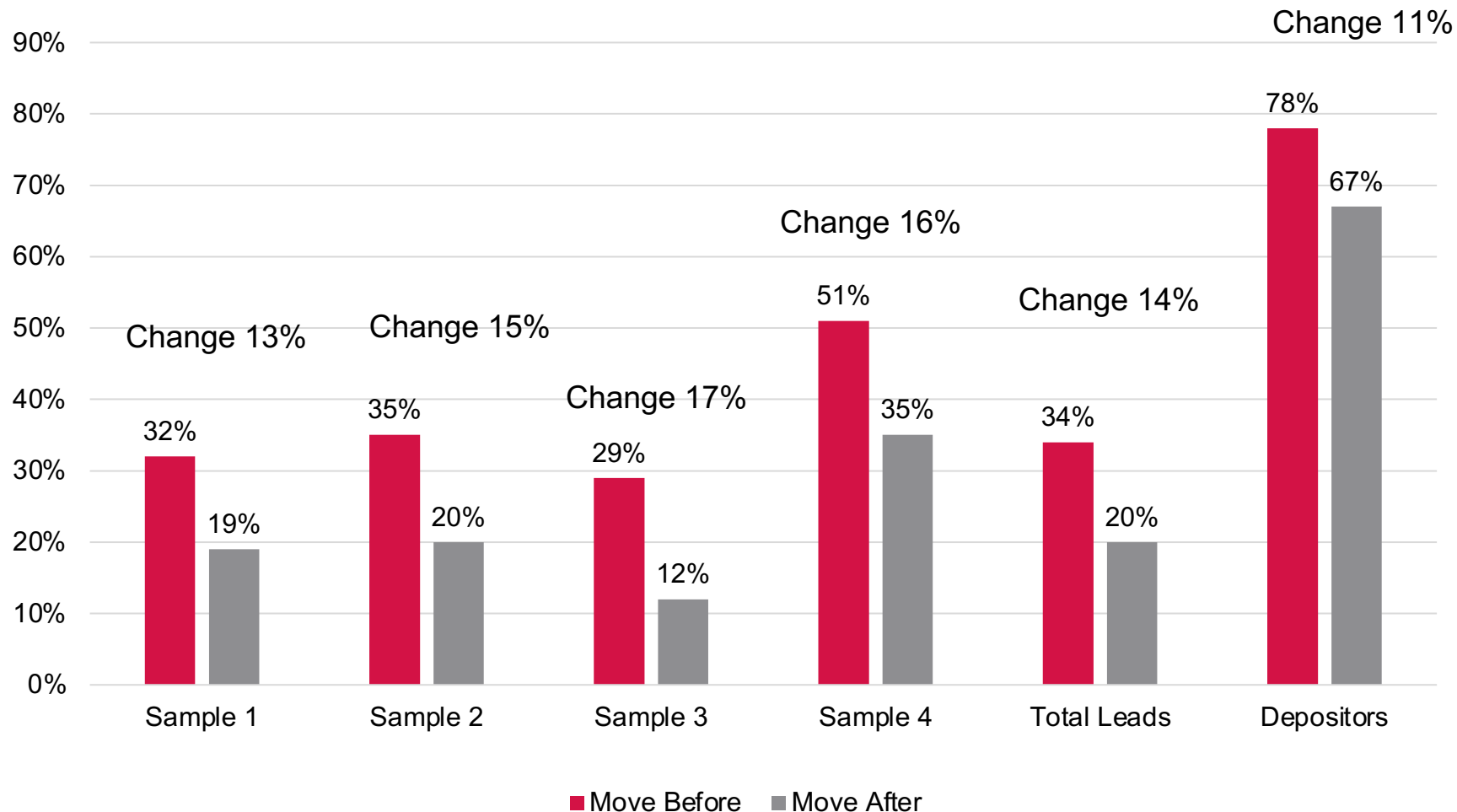
Insights

- ◆ Depositors with 10% invested retain a very strong commitment to their decision.
- ◆ Among the less committed "leads," there is a greater decline in likelihood to move but there is also a greater degree of "unsureness"
- ◆ Health care does not appear to be the monster under the bed for prospects who are familiar with the Life Plan communities for which surveys were administered. General rules may not apply to individual communities.
- ◆ Prospects have observed the housing markets and the economy and for now have less fear of these than they do about continued spread of the virus.
- ◆ Prospects are not necessarily totally sold on the idea that staying in their own homes is ideal.

**All Markets Are Local ...
Always**

There is not a mass exodus of market

%Definitely planning or very likely to move before and after the pandemic



Concerns

(Percent who are very or somewhat concerned)

Leads and Depositors combined – N=858

	Percentage	Range
Impact of the economy on my financial resources	38%	32-42%
The continuing spread of the COVID-19 virus	55%	42-62%
The potential loss of value of my home	26%	16-30%
The potential inability to sell my home	21%	14-24%

- ◆ These will clearly change with:
 - New strains of the virus
 - Vaccines
 - Financial markets' response to programs and policies

Health care on-site remains important

Is access to healthcare services on site more important, about the same or less important to you following the stay-at-home experience?

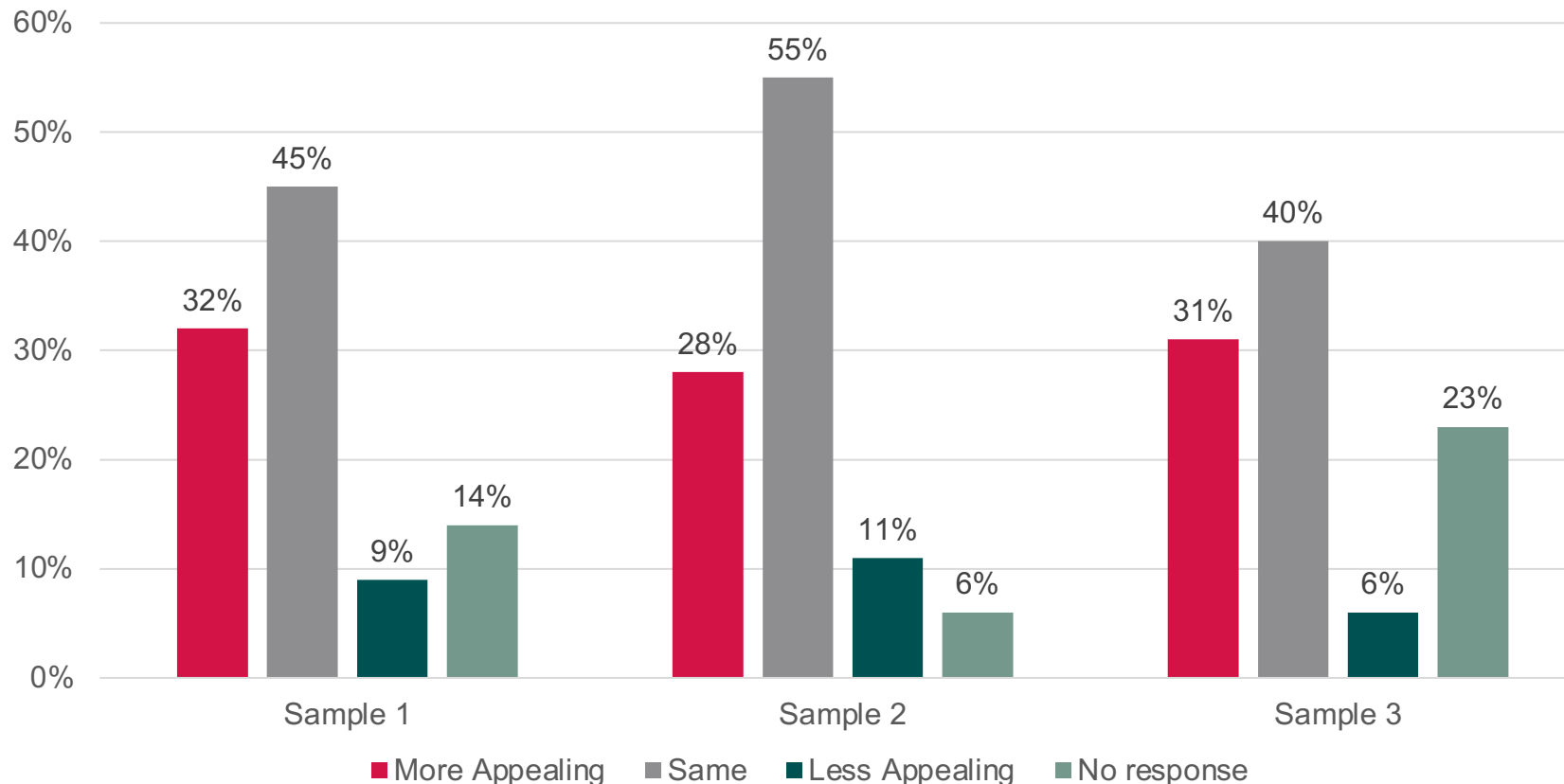
	Depositors	Leads
More important	42%	35%
About the same	49%	32%
Less important	0%	2%
No response	11%	30%

Note:

1. Health is more likely to become more important among depositors
2. Higher rate of doubt (no response) among all prospects

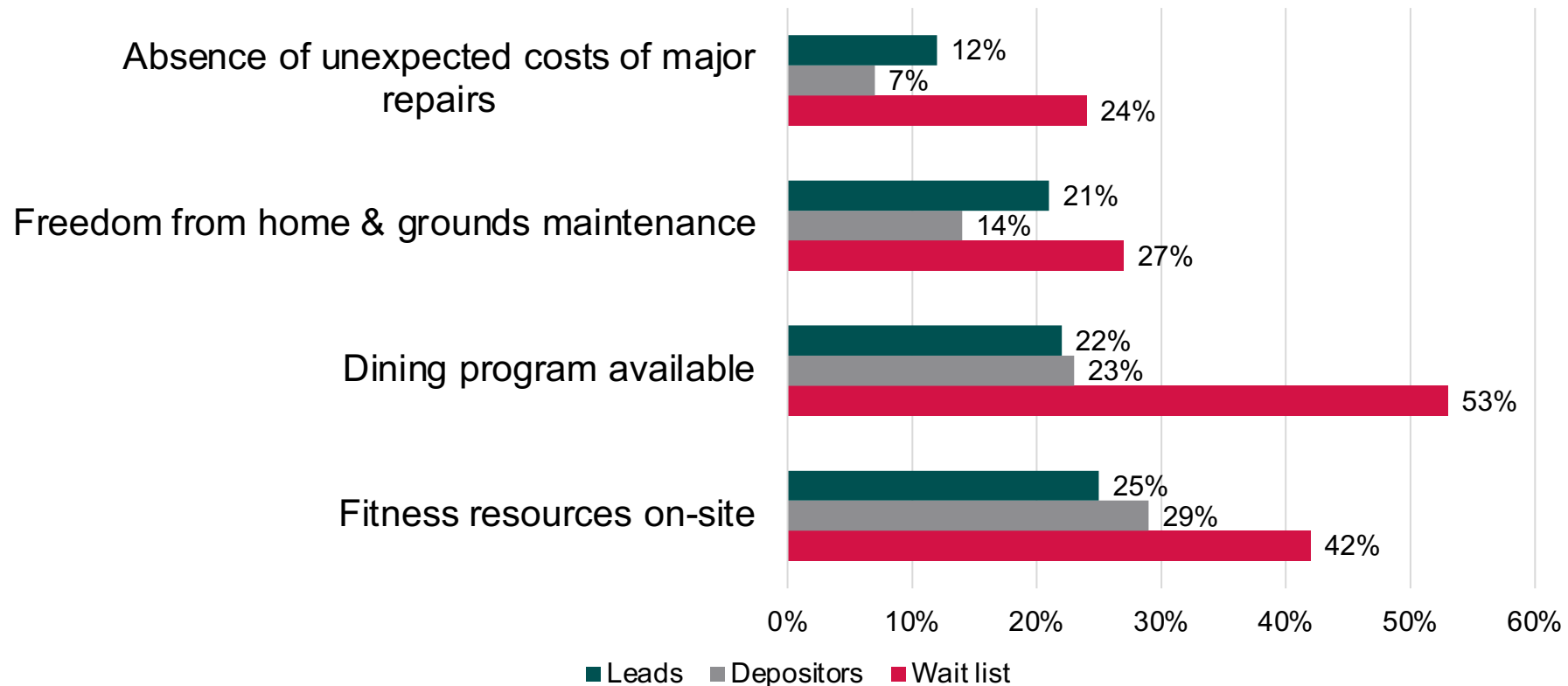
Staying home is more appealing than prior to the pandemic to about a third

Is living in your current residence more appealing, about the same or less appealing to you now than it was before the pandemic? (Leads)



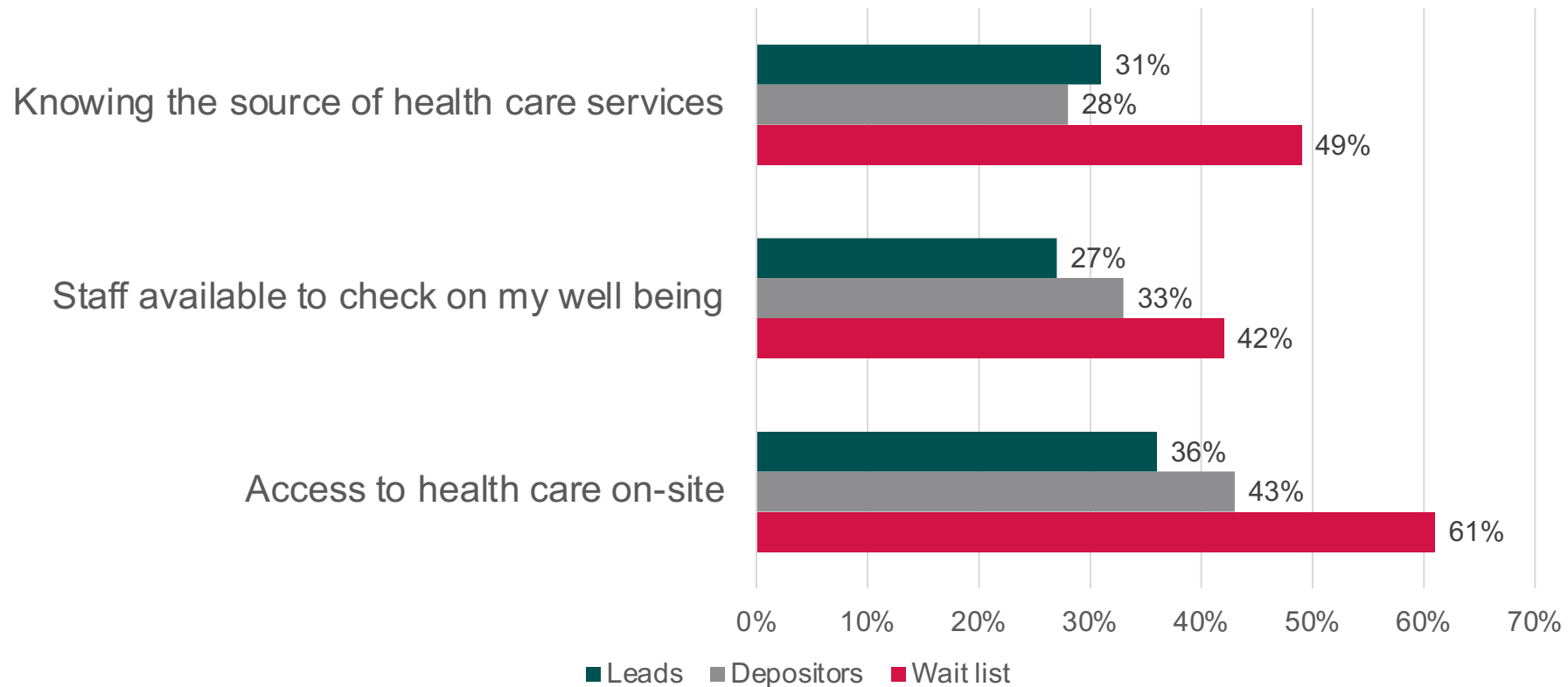
Level of commitment makes a difference

Is each of the following aspects of the retirement community lifestyle more important, about the same, or less important following the "stay-at-home experience?" % more important



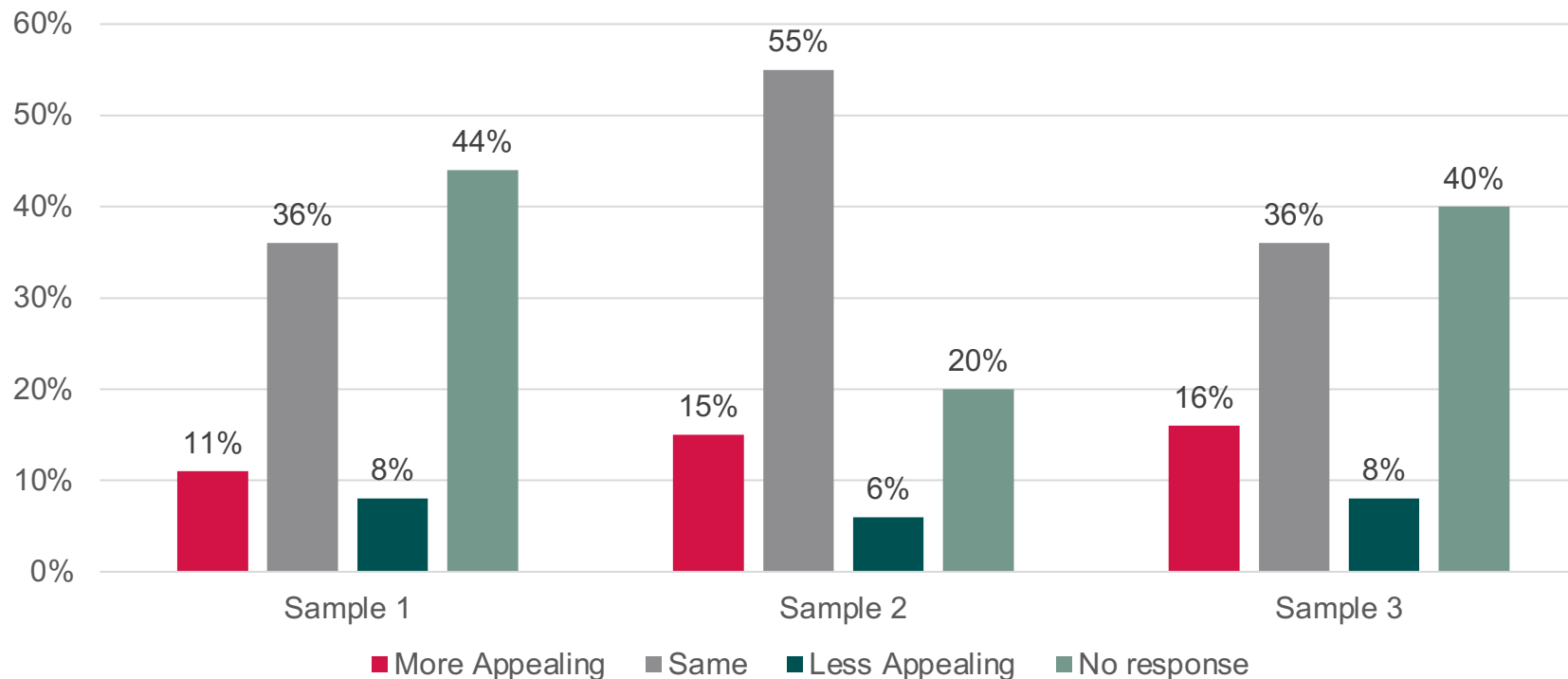
Level of commitment makes a difference

Is each of the following aspects of the retirement community lifestyle more important, about the same, or less important following the "stay-at-home experience?"



Leads/depositors need reassurance about community

In evaluating your likelihood to join a community, please tell us if living in a community with people who share common interests is more important, about the same or less important to you than it was prior to experiencing the COVID19 pandemic





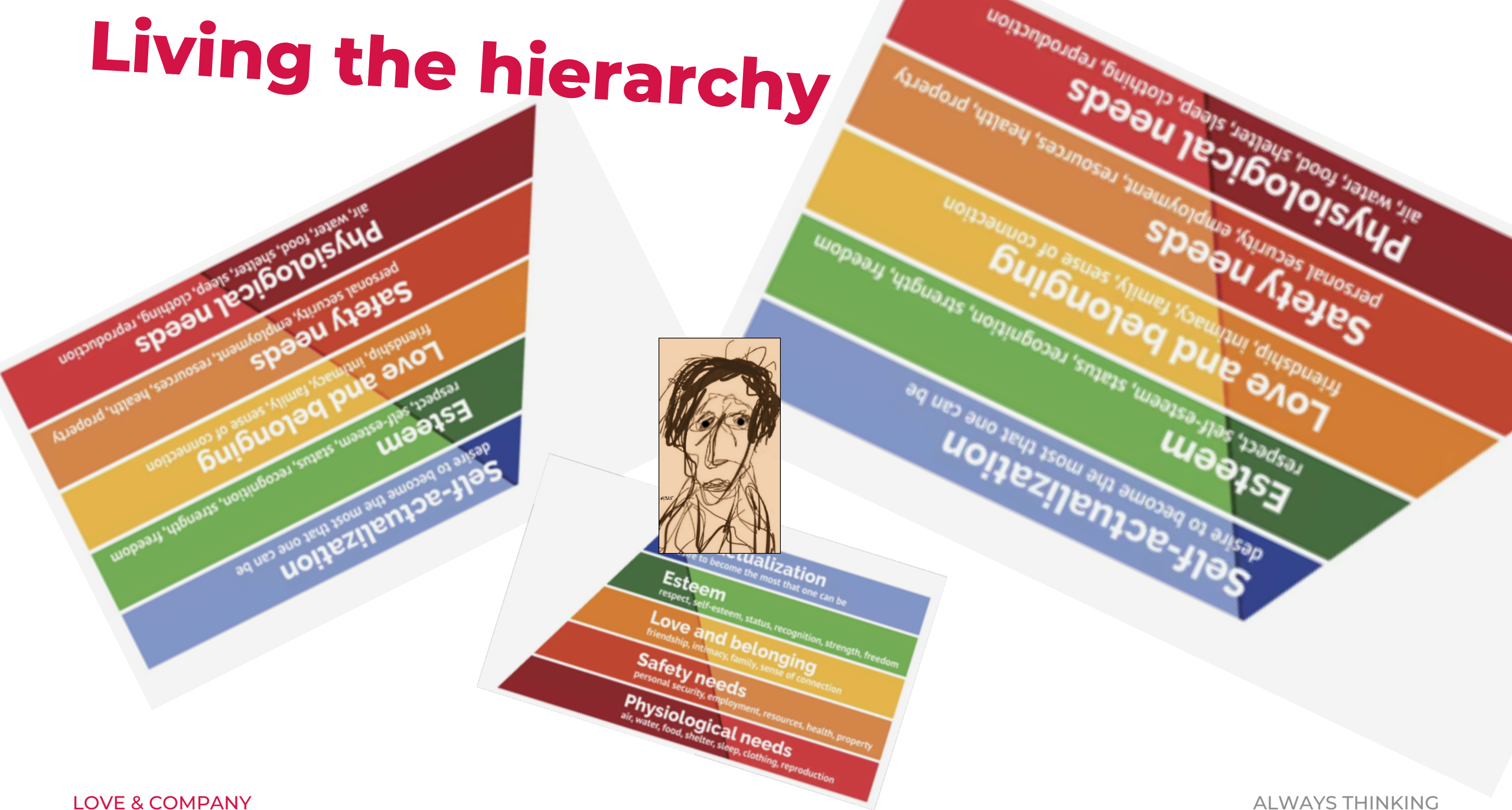
MARKETING STRATEGIES

Living the hierarchy

- 2020 messed with us
- Maslow's Hierarchy
- Where are your prospects?
- Where does your community come in?



Living the hierarchy



Meet them where they are

- Anticipate
- See the big picture
- Campaign cycles
- As the COVID-19 situation evolves



January – April 2021

Prospects are feeling:

- Anticipation, relief, cautious, hope, tired

You need to:

- Help re-establish safety, health, security

Tell this story:

- Here's how we did – show the ways your community adapted
- Talk about the swiftness with which you took action

Try this:

- Direct Mail
- Social Media
- Digital
- Content Marketing



May – August 2021

Prospects are feeling

- Optimistic, resilient, energized, strength

You need to:

- Re-Introduce mid pyramid – belonging, socialization
- Provide social opportunities, connections, a reason to plan

Tell this story:

- Good news stories and vaccine success,

Try this:

- Direct Mail
- Social Media
- Digital
- Content Marketing



September - December

Prospects are feeling:

- Aspirational, confidence, moving on, took stock of life, rebounded

You need to:

- Build on your prospects' new confidence, strong desire to move forward

Tell this story:

- Allow us to provide the backdrop for your next life adventure

Try this:

- Direct Mail
- Social Media
- Digital
- Content Marketing



Summary

- Plan the entire year so that messaging flows during each stage
- Timing: 4-month campaign waves – start at appropriate phase
- If there is a delay or your prospects experience a setback, go to the pyramid and examine – where are we and how do we adapt to meet them where they are?
- Adjust marketing to that stage even if it is going to a previous stage.
- Understand your audience – be flexible and meet them where they are.
- This strategy gives you a plan with flexibility to adapt to whatever stage your prospects are in.
- Follow your prospects to self actualization



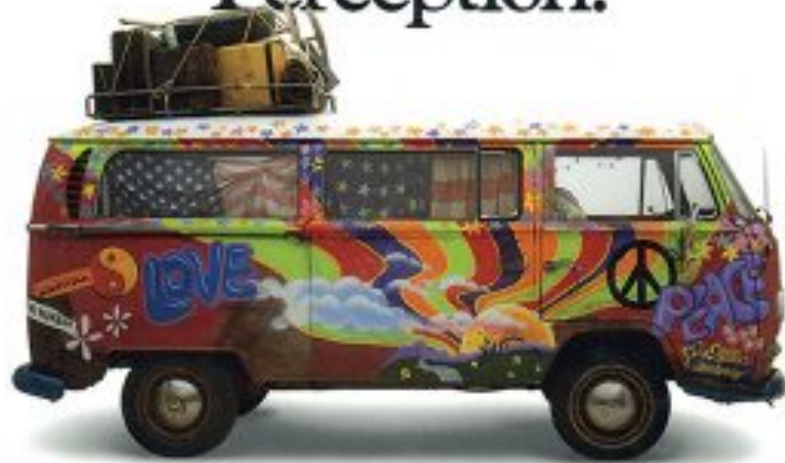


MESSAGING STRATEGIES

Abandon the Sea of the Sameness



Perception.



Reality.



Rolling Stone

Perception.



Reality.



If your idea of a Rolling Stone reader looks like a holdout from the 60s, welcome to the 80s. Rolling Stone ranks number one in reaching concentrations of 18-34 readers with household incomes exceeding \$25,000. When you buy Rolling Stone, you buy an audience that sets the trends and shapes the buying patterns for the most affluent consumers in America. That's the kind of reality you can take to the bank.

Rolling Stone

1. It was a gift to our children

- 1. It was a gift to our children**
- 2. Everyone is so friendly!**



An unexpected view

Having 450 acres in the heart of New England, with 16 miles of trails for walking, hiking and cross-country skiing, might not be what you expect from a “retirement community.”

The retired police captain, the brewmaster, the former Celtics player, the 100-year-old fitness buff and other inspiring people you’ll meet here may not be what you expect either.

They’ve chosen The Overlook because we have a different perspective—and so do they.

Make your vision a reality

Just an hour from Boston, Providence and Hartford, the perfect destination awaits. Where your time is your own. You have space and inspiration to stretch yourself in every way, following your own vision rather than others’ expectations.

Arts, fine dining, friends and neighbors are all within easy reach. And you can relax knowing that everything you might need for the future is right here.

At The Overlook, you can see all the possibilities.



The art of adventuring

Sue Siopes' first big adventure? Becoming the first female police officer in Lowell, Massachusetts. Highly involved in the city's community policing initiative, she retired as a Captain.

Her new adventure is life at The Overlook, where she happily gave up yard work to have more time to see her grandchildren and pursue her interest in art. She's in the studio every day. One project she's particularly proud of is the wall mural that her art group painted together, which you can see on display in the art studio.

Resources for any adventure

The arts and education thrive at The Overlook, including art clubs and classes, a fall Scholar in Residence program and our 280-seat Performing Arts Center with its full calendar of concerts, plays and speakers.

Our spectacular heated pool, well-equipped health and fitness club, miles of trails, farm-to-table dining and abundant assortment of events and groups will inspire you to explore and grow.



Crafted from a unique perspective

If someone at The Overlook tells you they're having a Senior Moment, you can thank Steve Dragon.

Craft brewing is Steve's passion, and sharing it with others is just one of the ways his vision for creating community comes to life every month.

A home brewer for nearly 40 years, Steve chose The Overlook because the community was open to installing a brewing system for him. The Brew Crew he founded does everything from grinding the grain to bottling. The group now boasts dozens of members and produces award-winning beers under the Senior Moment label.

*Some of the most creative aspects
of The Overlook were inspired
by the people who live here—
which is how it should be.*

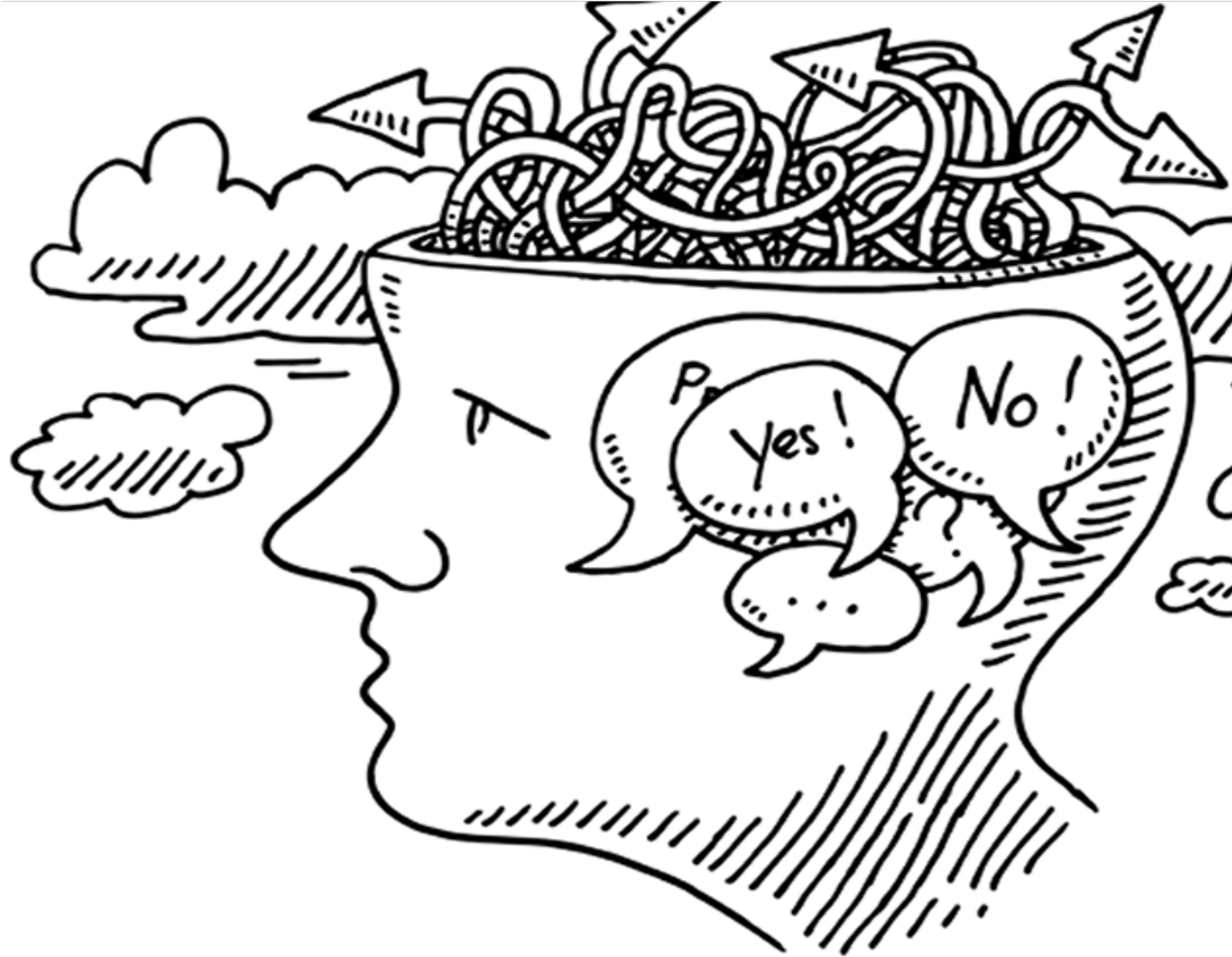
**“At the end of the day people
won't remember what you
said or did, they will
remember how you made
them feel.”**

— Maya Angelou



SALES STRATEGIES

**“I’m not
burned-
out...
but I think
I may be
fried...”**



Best Practices . . .With a Twist

- ◆ Sales Mindset Reset
- ◆ Re-establish Trust
- ◆ Key Take Aways

Sales Mindset Reset

Today's Reality = Near Constant Change

The Perils of the Expert

- ◆ Stops being curious
- ◆ Is hesitant to seek advice
- ◆ Doesn't seek new challenges
- ◆ Stops learning

The Promise Of The Beginner

- ◆ Make time to learn
- ◆ Is focused and attentive
- ◆ Asks for help
- ◆ Is willing to try

“(The Growth Mindset) is the mindset that allows people to thrive during some of the most challenging times in their lives.”

- Carol Dweck, Ph.D., Stanford

Sales Mindset Reset

Beginner's Mind

Refers to having an attitude of openness, eagerness, and lack of preconceptions when studying a subject, even when studying at an advanced level, just as a beginner would.

**“In the beginner's mind there are many possibilities,
in the expert's mind there are few.”**

- Shunryu Suzuki

Sales Mindset Reset

Examples

- ◆ I can't do virtual presentations
- ◆ I don't know what to say anymore
- ◆ The CRM is a pain
- ◆ She won't list her house
- ◆ He is afraid and overwhelmed
- ◆ I meet friends virtually . . .
- ◆ Let me reconnect and start over
- ◆ My notes make me think
- ◆ Let me research local real estate
- ◆ I will affirm and appreciate

Sales Mindset Reset

Near Constant Change = Hard Problems = Great Opportunities

An Expert with Beginner's Mind or a Growth Mindset

- ◆ Makes mistakes because they continue to try new things
 - Is ready to catch errors
 - Use mistakes as a form of feedback
 - Is willing to be fluid and correct course based on what is learned
- ◆ Explores process with focus and sees it as a standard to respect
- ◆ Is forwarding thinking and believes in what is possible

Believes in the inherent integrity of what we do and what we sell.

Sales Mindset Reset

How to Begin to Reset my Sales Mindset

- ◆ Recognize and count every advance and count every conversation
 - This helps you recognize progress and use it to build momentum
 - Make conversations part of your KPIs
- ◆ Challenge assumptions and explore possibilities
 - Don't pre-judge reasons or results
 - Employ the spirit of inquiry and discovery with prospects – and with your team
 - What is the most relevant and logical next step? Why?
- ◆ Apply valuable experience - but in a new way
 - Knowing all I do, what would I do if I was just starting out? Why?
- ◆ Act on the data

Re-establish Trust

Learn to listen. Sounds simple! Active Listening takes practice.

Problem Focus

- ◆ Communicates intent
- ◆ Focused on what is known
- ◆ I have the answer!
- ◆ Not sure of understanding

Motivation Focus

- ◆ Fully concentrating
- ◆ Words and emotion
- ◆ Reflect and respond
- ◆ Clear and shared understanding

**“The most basic of all human needs is the need to understand and to be understood.
The best way to understand people is to listen to them.”**

- Bryant H. McGill, author on human potential

Re-establish Trust

Hearing vs Listening

Hearing is
passive

Hearing

- Accidental
- Involuntary
- Effortless

Listening is
active

Listening

- Focused
- Voluntary
- Intentional

Re-establish Trust

Trust is the coin
of the realm!
Active Listening

5. Action & Change
4. Clarity
3. Summarize & Reflect
2. Open-ended Questions & Paraphrased Responses
1. Body Language



Trust
Empathy
No Judgement
Set Self Aside
Mirror & Model

Key Take Aways

Being intentional about the basics

- ◆ Mind-set reset: the best of the expert but with a growth mind-set
- ◆ Re-establish trust through Active Listening
- ◆ Affects
 - Discovery
 - Each next step becomes more logical and relevant to the prospect
 - Tactics, strategies, timing, and projections all adjust
 - Count advances and continuances on a Post-it with hashes and dashes
 - CRM use improves
 - Re-evaluate key metrics including conversations
 - Act on the data

Key Take Aways

**“Inaction breeds doubt and fear.
Action breeds confidence and courage. Go out and get busy.”**

- Dale Carnegie



CLOSING SUMMARY

The Path to Rebuilding Census in 2021

- ◆ Knowing what consumers are thinking at the local level is more important than ever. But don't assume! Find out through conversations and surveys.
- ◆ Consumers are concerned, but there is not a mass exodus. Leads and depositors need reassurance.
- ◆ Proactively plan out the year with strategies and messaging that meet your audience where they are.
- ◆ Plan ahead, but be flexible to adjust strategies to the stage your prospects are in, even if that means stepping back a stage.

The Path to Rebuilding Census in 2021

- ◆ 2020 increased stay-at-home competitive pressure. Now more than ever, it's important to overcome the "Sea of Sameness." Go deeper than the general benefits.
- ◆ Understand who you really are, whom you are for, and what prospects will gain by moving to your community. Understand and communicate your Why.
- ◆ Be intentional about the basics: return to sales best practices.
- ◆ Now is the time for a sales mindset reset: with constant change, everyone needs to look at everything as if they are learning it for the first time.
- ◆ Re-establish trust through Active Listening.

Questions and Discussion

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- ◆ JGentry@LoveandCompany.com
- ◆ JKellyKincade@LoveandCompany.com

A photograph of an elderly couple in a park. The woman, on the left, has short grey hair and is wearing a teal t-shirt, laughing joyfully. The man, on the right, has white hair and is wearing a dark t-shirt, with his hand raised in a playful gesture. A semi-transparent teal circle is centered over the image, containing white text and a logo.

EVERY DAY
WE HELP SENIORS
EXPERIENCE
A BETTER LIFE

LOVE
& COMPANY



THANK YOU!