

# CASE STUDY

## THE PRICING BLIND SPOT:

### HOW ONE OPERATOR UNLOCKED \$300K+ IN HIDDEN REVENUE THROUGH COMPETITIVE INTELLIGENCE

#### THE CLIENT

A confidential senior living operator, referred to here as **Summit Living**, partnered with Bild & Co to conduct a multi-market competitive analysis. With communities across IL, AL, and MC, Summit was unknowingly leaving revenue on the table due to outdated internal pricing assumptions.

#### THE CHALLENGE

Summit Living relied on internal teams—Sales Directors, EDs, and Regionals—to gather comp data. The result?

- Incomplete, outdated, or biased data
- Undervalued pricing opportunities
- No strategic application of insights
- \$5,000–\$7,000 per move-in in marketing costs—but pricing that undercut value

Leadership suspected something was off, and they were right.



#### THE SOLUTION:

Third-Party Competitive Market Research That Drives Strategy

Bild & Co deployed a systematic, unbiased comp analysis—covering dozens of competitors with verified, decision-grade data.

##### Data Collection Included:

- Rent by floorplan and care level (AL, IL, MC)
- Tiered and flat care fee models
- Community and second-person fees
- Amenity packages, programming, and wellness services
- Dining, assessments, and move-in processes
- Online reputation and lead-gen review
- Occupancy levels and incentive offerings

##### Deliverables were presented in:

- Smart dashboards
- Written reports
- Exportable formats (PDF, Excel, PPT)
- Strategy sessions with leadership

“

***In one market, the ED estimated care fees at \$900 below average. Correcting that one error alone created \$210K in new annual revenue.***”

#### WHY THIRD-PARTY RESEARCH MATTERS

Too many operators rely on in-house “comp calls.” But this shortcut often costs more in lost revenue.

- ✓ Unbiased Accuracy – We collect data with no internal agenda
- ✓ Trained Analysts – Experts in senior living care models and pricing
- ✓ Standardized Methodology – Competitors measured apples to apples
- ✓ Strategic Interpretation – Not just what the data says—what to do with it

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## INSIGHTS THAT DROVE REAL REVENUE



### Missouri: Memory Care Undervalued

Private studios were \$900 below market. Incremental rate increases + repositioning messaging = \$2,700/unit/quarter gain.



### Indiana: Flat Fee Costing Margin

Switched from flat to tiered care pricing. Outcome: 11% increase in revenue per resident.



### Ohio: Missed Differentiator

Wellness and concierge offerings weren't emphasized in sales scripts or digital marketing. Post-repositioning, the community generated stronger leads and reduced discounting.



## FROM DATA TO ACTION

We didn't just deliver insight—we helped Summit execute:

- Regional pricing workshops
- Care fee modeling pilots
- Messaging refresh
- Sales team coaching to use comp insights in discovery conversations

## FROM ACTION TO RESULTS

- 6-10% occupancy lift in priority markets
- \$300K+ in new revenue from rate realignment
- Improved price-to-value alignment across all offerings

## Conclusion

### Data Without Strategy Is Just Noise

Summit Living turned a pricing blind spot into a revenue opportunity—because they invested in third-party, actionable research. Your competitive intelligence should do more than validate assumptions. It should guide pricing, improve margins, and differentiate your product. Want to run your own analysis? Email [revenue@bildandco.com](mailto:revenue@bildandco.com) Competitive studies start at \$500/location with volume discounts available.

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