

DRIVE OCCUPANCY IN 2017:

THE ROLE OF OPERATIONAL
LEADERSHIP AND OVERSIGHT IN
TOP LINE REVENUE



TRACI BILD





Revenue Outlook for 2017

The revenue outlook for senior care communities in 2017 is good but not great. In fact, I would venture to say that a lot of revenue is being left on the table for competitors outside of senior housing to freely take.

Industry-wide, occupancy stands at a stagnant 89%. And there's no sign that will significantly increase.

In 2017, many communities will rely on regional sales managers to drive increased occupancy. But there's a significant problem with this strategy: many of them aren't empowered with operational authority.

For regional sales directors, a significant chunk of time is spent putting out fires. Sometimes directors stand in the gap of a vacant sales position. Other times, they're stalled with correcting a community that's sucking the financial wind out of your portfolio. They can't drive sales regionally because they simply don't have time for their other properties.

Perhaps the biggest problem of all is this: regional sales managers are seen as nothing more than an advisor. The power structure of senior care communities is centered around operations. Regional sales directors, and in many cases even the vice president of sales, simply don't have the authority to enact real change.

In short, here are Bild & Company's two major revenue forecasts for 2017:

Forecast #1: Occupancy won't grow significantly, leaving much revenue on the table.

Forecast #2: Many operators will likely rely on unempowered regional sales directors to solve the problems of Forecast #1.



How to Drive Revenue in 2017

You don't have to be part of this prediction. You *can* drive revenue in 2017 with one simple change.

And that change is **operational empowerment**.

Let me explain what I mean.

For years, Bild & Company focused almost exclusively on regional sales directors. We tried to empower them and encourage executives to give them more authority.

But in 2016, we made a simple shift that created big changes. We started empowering the directors of operations as well to collaborate with regional sales leaders and regional clinical leaders to drive occupancy.

The results were transformative. We saw our systems executed faster. We saw huge traction as both occupancy and revenue increased.

This breakthrough shift will become a core focus for Bild & Company and its clients in 2017. Furthermore, I'm offering this shift as a solution to escape the common pitfalls in this upcoming year.

Here's the bottom line. Operations drive the senior care industry. And the buck stops with your directors of operations, either regionally or divisionally.

Once you empower your directors of operations and equip their supporting cast of sales and clinical, your chances of beating your competition in 2017 are greater. Here's how you can take steps in this direction.

Operational Empowerment: 3 Steps

Empowering your operational directors isn't complicated.

However, it is a process that includes not just them, but regional sales and clinical leaders. Here are 3 steps you should take to begin shifting your organizational focus.

1. Recognize the Problem

Some of you may be struggling with this idea. You simply can't envision how or if directors of operations can drive sales and, in turn, occupancy.

Here's what you need to understand. The reason your operational directors have never been involved in sales isn't because they lack ability. The problem is a lack of training.

Traditionally, operational directors have been uncomfortable with sales because they lack either a strategy or the knowledge. And thus, they can't hold sales teams accountable to a process they don't understand.

Once Bild & Company began educating operational leaders, they soaked it up and began implementing significant change.

Recognize that your operational directors have the capability. They simply need a strategy.

2. Educate Your Operational Directors

Once your organization agrees that operations should drive sales, you'll need to equip your directors with proper training. Without education, you may stay right where you started.

You need to give your directors of operations sales leadership training that taps into how they think. Bild & Company teaches sales in a systematic way at the site, regional, and divisional level.



When we train operators (or any staff for that matter), we use a structured,

metric-based process. And the operational leaders have devoured it.

Once they understand the proper sales systems and metrics needed to drive move-ins, they will execute and drive results.

3. Support Operational Directors with Other Staff

Even though you should switch your focus to equipping operational directors, that doesn't mean that other vital departments should be neglected.

The best results occur when you equip operations, clinical, *and* sales departments. During our training, we've found that even the clinicians want to understand and support the sales process.

The key is to get all regional leadership teams on the same page regarding occupancy. This will ultimately trickle down to the site level, where the executive director, sales director, and director of nursing will model the same collaborative approach.

Your Next Steps

The Senior Living landscape is changing rapidly. And CEOs must shift company cultures with a clear message that it's everyone's job to drive sales.

In 2017, Bild & Company is on a mission to equip operational leaders to drive occupancy and revenue. We do this through teaching operational leaders...

- How to execute metric-driven systems that drive occupancy.
- How to use accountability and reporting to fuel the sales process.
- How to understand the sales cycle as a whole.
- How to shorten the sales cycle.
- How to equip their team members to see sales results.

In January 2017, Bild is accepting new clients into its **Sales Leadership**



Initiative. I invite you to implement this simple shift in your senior care organization by enrolling.

Begin 2017 on a road to increased occupancy.
[Transform your organization with Bild & Company's Sales Leadership Initiative.](#)

You can also call us at [1-800-640-0688](tel:1-800-640-0688).

Here's to a vibrant senior care community in 2017!

Traci Bild, CEO

[About Bild & Company](#)

Bild & Company, headed by CEO Traci Bild, is an organization that specializes in helping senior care communities grow occupancy, drive revenue, and increase net operating income. We do this through professional training, coaching, and mystery shopping. Bild & Company is distinguished by its agility. No matter the situation for your senior care community or organization, we have a wide array of tools to help you move toward full occupancy. To bring your operational, clinical, and sales teams together, [contact us](#) or call us at [1-800-640-0688](tel:1-800-640-0688)