

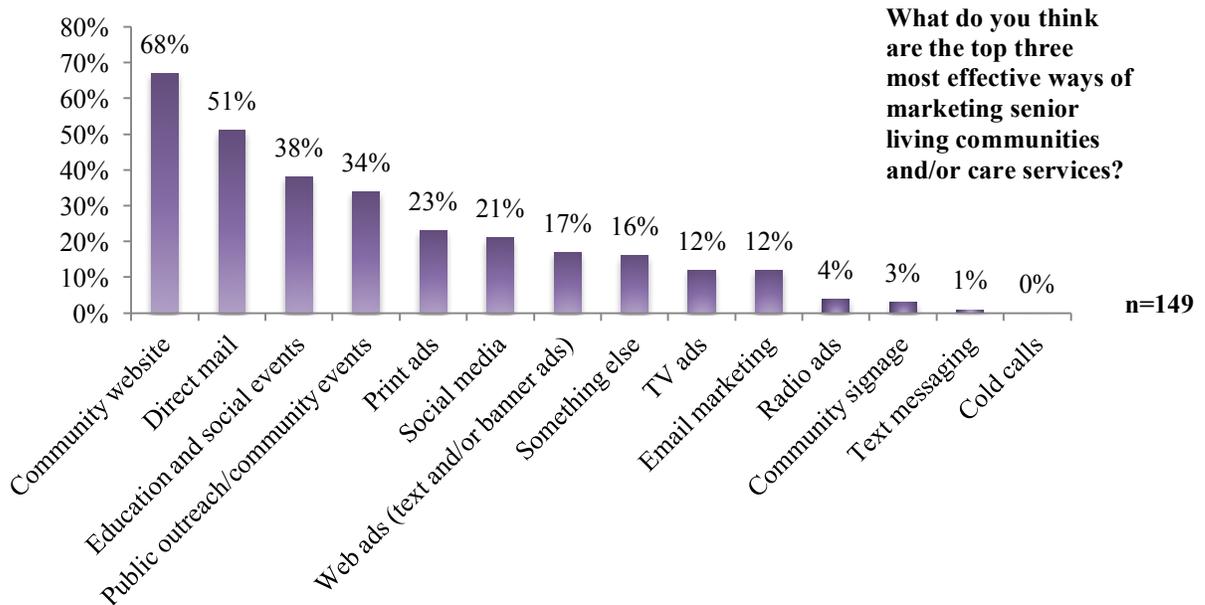
Digital Marketing Trends in the Senior Living and Care Field

In June 2016, Brooks Adams Research conducted an online survey with American Seniors Housing Association (ASHA) and LeadingAge members who would likely have the most knowledge of their organization's digital marketing efforts. Of the 255 total respondents, 149 described their role as a Marketing VP/Director/Manager. About three-quarters of the responding organizations were not-for-profit and about half operated multiple sites. The results reported here include both not-for-profit and for-profit communities, and material differences are noted.

By definition, digital marketing is the promotion of brands, products and services via electronic media. This report comprises the 2016 baseline results of this first-of-its-kind senior living and care digital marketing research study. Future surveys will provide ongoing feedback regarding the rate of change and adoption across the industry. Currently, 80% of respondents report having a digital marketing strategy in place.

The goal of this groundbreaking benchmark study is to provide information about the growing importance and successes of outbound digital marketing practices across the industry and to help decision-makers formulate future marketing strategies.

Among the many methods senior living and care marketers use to drive business, traditional mediums such as direct mail and organized events are secondary to the website. While most (68%) consider the website to be very effective, more marketing executives, directors and managers currently find traditional print advertising highly effective over digital marketing channels such as social media, web ads and email marketing.



Currently, 42% of the organizations deploy monthly email blasts/newsletters, 16% send them out weekly and 16% send them out quarterly.

How often does your organization send out email campaigns such as e-blasts and newsletters?	Percentage
Never	9%
Every day	3%
Weekly	16%
Monthly	42%
Quarterly	16%
Less frequently than quarterly	15%
	n=120

Table does not total 100% due to rounding

While few answered the question, all of those who did agreed that Facebook was the most effective social media platform, followed by Twitter and LinkedIn.

Social media platforms that you think are the most effective	Percentage
Facebook	100%
Twitter	31%
LinkedIn	24%
Instagram	14%
Something else	7%
Don't know	0%
	n=29

Approximately half of the organizations that were surveyed currently use call tracking technology (53%). About a third of respondents (36%) reported using dedicated call tracking telephone numbers to follow the success of both their offline and digital sources of telephone inquiries; 11% use only digital sources and 6% use only offline sources.

Use dedicated call tracking numbers to track the success of offline and/or digital sources of your telephone inquiries	Percentage
No, we do not use dedicated call tracking technology	47%
Yes, both offline and digital sources	36%
Yes, but only digital sources	11%
Yes, but only offline sources	6%
Don't know	0%
	n=146

Use dedicated call tracking numbers to track the success of offline and/or digital sources of your telephone inquiries	For-Profit Providers	Not-For-Profit Providers
Yes, both offline and digital sources	63%	28%
No, we do not use dedicated call tracking technology	22%	57%
Yes, but only offline sources	11%	5%
Yes, but only digital sources	4%	10%

For-profit providers are significantly more likely to be using both offline and digital sources while not-for-profit providers are less likely to use call tracking technology at all.

Increasing lead generation (78%), brand awareness (58%) and sales (53%) top the list of senior living marketers' primary goals. The lead-to-tour rate of conversion from digital marketing was reported at an average of 20%, and the lead-to-sale rate of conversion from digital marketing was at an average of 7%.

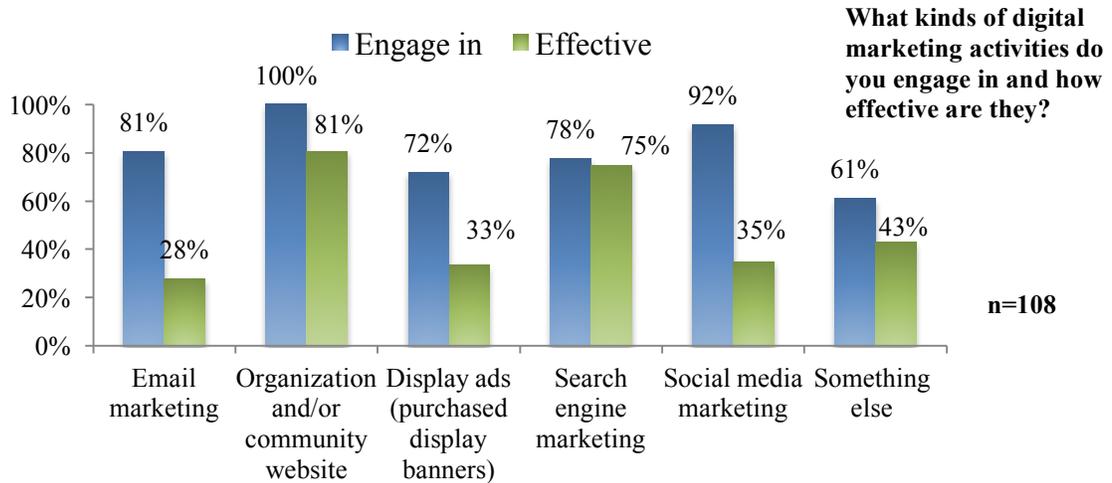
Approximately half of visitors access a community or care organization's website with a desktop computer (51%) spending 1-3 minutes (54%) and typically viewing 1-3 pages per session (54%). Live chat is not widely utilized. Only 11% of the communities or organizations currently have a live chat feature on their website.

Relatively few visitors currently access websites via mobile phone (28%) or tablet (21%), but these percentages are expected to grow as greater numbers of the baby boom generation, who are heavy users of mobile technology, interact with a parent or loved one's community or caregiver and increasingly seek information about senior living and care services for themselves.

What is the average time a viewer spends on your website?	Percentage
Less than 1 minute	1%
1 to 3 minutes	54%
4 to 6 minutes	20%
7 to 8 minutes	4%
More than 8 minutes	2%
Don't know	19%
	n=138

What is the average number of pages viewed per session on your website?	Percentage
1	1%
2	11%
3	42%
4	13%
5	3%
6 or more	4%
Don't know	26%
	n=137

All the organizations have a website and about four out of five (78%) utilize search engine marketing with the most success. Social media, email and display ads are also widely used digital marketing tactics, but these have yet to reach high levels of effectiveness.



Reputation management is viewed as an important component of digital marketing strategy. Three-quarters of respondents (75%) are actively managing their reputation online. Most engage a third-party provider, but many use a reputation management platform to help them respond promptly to online reviews and comments. Others self-monitor review websites such as Google+, Yelp, Facebook and Caring.com and encourage staff and residents to post positive reviews on the organization’s behalf. Some have hired a dedicated reputation management employee to monitor and respond to comments. For-profit providers are more likely to be managing their reputation online than not-for-profit providers, but not significantly.

Are you actively managing your reputation online?	Percentage
Yes	75%
No	22%
Don’t know	3%
	n=108

Actively Managing Reputation Online

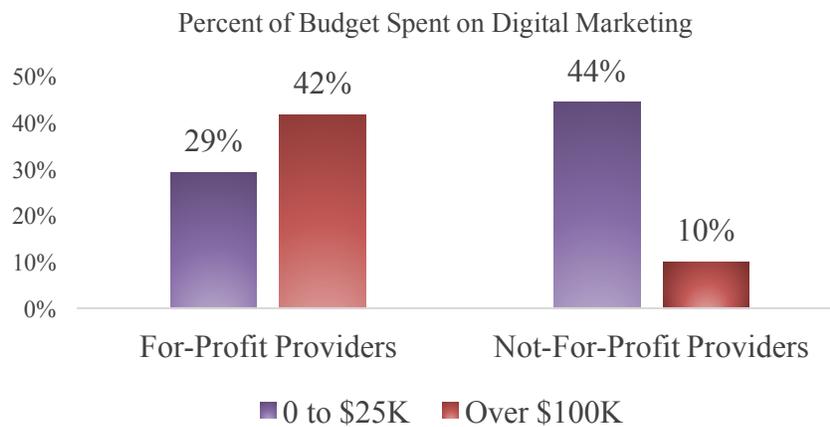


Three quarters (75%) of respondents reported using up to 40% of their overall marketing budget on digital marketing efforts; with most companies spending \$25,000 or less on digital marketing.

The largest percentage of annual digital marketing budget for 2016 was allocated to Google AdWords at an average of 20% and social media ads at an average of 13%.

What percentage of your overall marketing budget is currently spent on digital marketing activities?	Percentage
0-20%	43%
21-40%	32%
41-60%	9%
61-80%	7%
81-100%	2%
Don't know	7%
	n=105

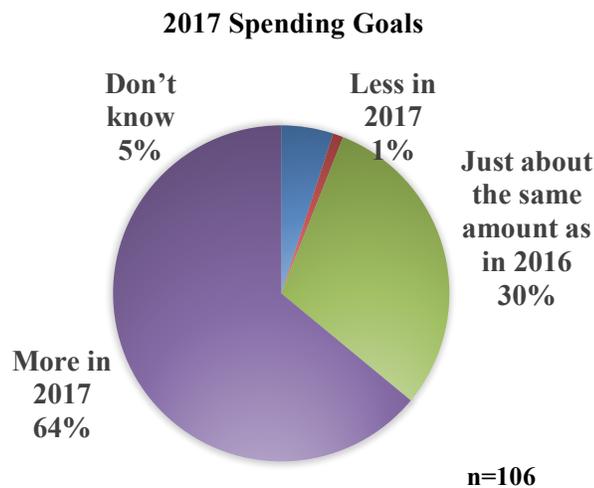
What is your current overall yearly budget spent on digital marketing activities?	Percentage
\$0-\$10k	21%
\$11k-\$25k	17%
\$26k-\$50k	11%
\$51k-\$75k	12%
\$76k-\$100k	7%
\$101k-\$150k	7%
Over \$151k	14%
Don't know	11%
	n=103



Significantly more for-profit providers spend at least \$100,000 per year on digital marketing than not-for-profit providers.

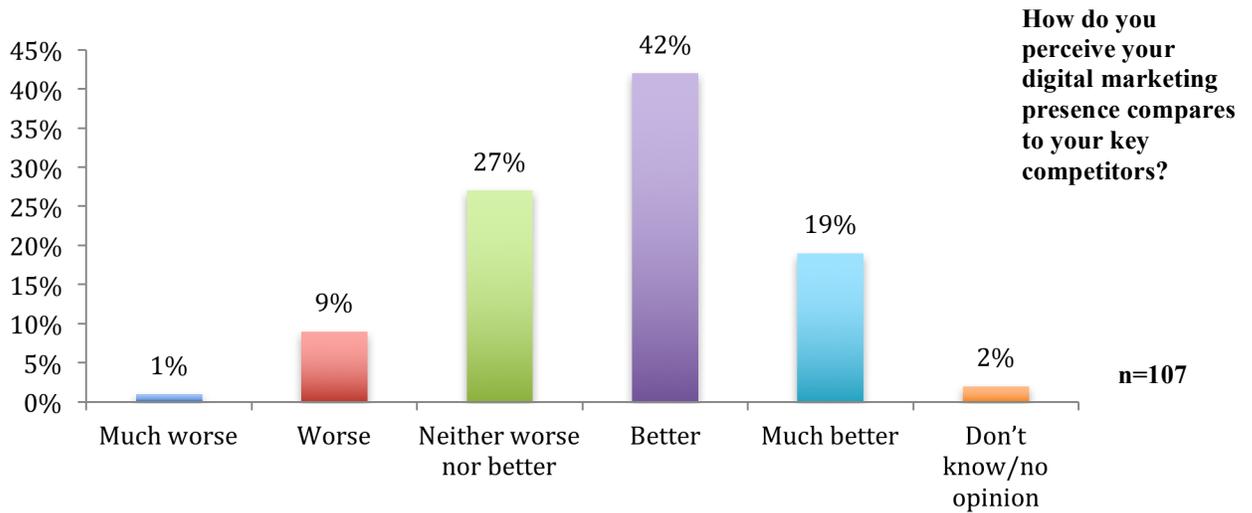
	For-Profit	Not-For-Profit
\$0-\$10k	8%	27%
\$11k-\$25k	21%	17%
\$26k-\$50k	4%	13%
\$51k-\$75k	4%	16%
\$76k-\$100k	8%	6%
\$101k-\$150k	13%	4%
Over \$151k	29%	6%
Don't know	13%	11%

Nearly two-thirds of the respondents (64%) anticipate spending more on digital marketing activities in 2017; only 1% anticipate spending less.



Most respondents see room for improvement as their strategies begin to bear fruit. About four out of five (79%) grade their current digital marketing plan a B or C for being successful in achieving their organization's goals, and three out of five perceive their digital marketing presence to be worse than their competitors (61%).

How do you grade your current digital marketing plan's success of achieving your organization's goals?	Percentage
A	10%
B	48%
C	31%
D	8%
F	1%
Don't know	2%
	n=106

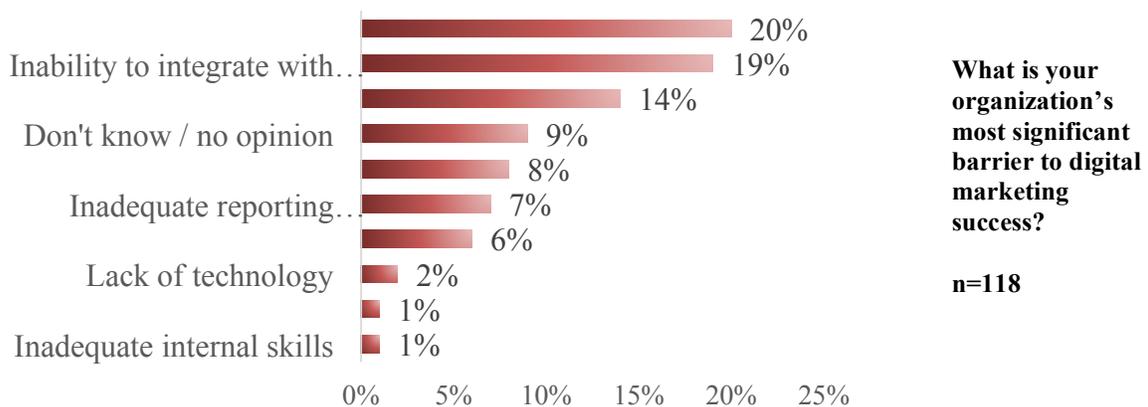


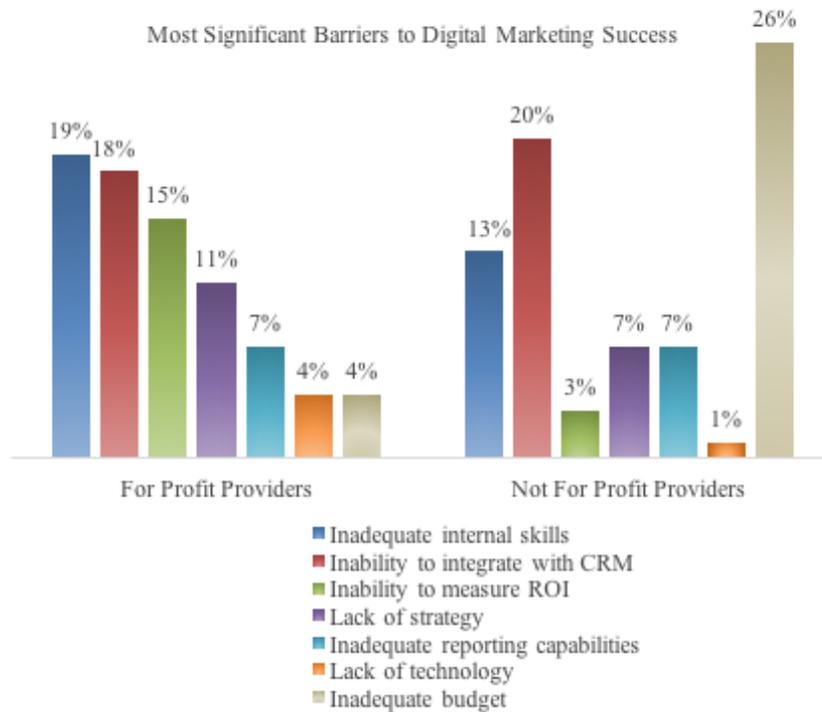
Strategy execution is the biggest challenge for most of the organizations (30%) followed by tech savviness (24%).

Inadequate budget and inability to integrate with a CRM (Customer Relationship Management system) were noted as the top two barriers to digital marketing. Not-For-Profit providers were more likely to cite inadequate budget.

What aspect of digital marketing is your organization's biggest challenge?	Percentage
Process – Having the means and methods to carry out strategy	30%
Knowledge – Having the understanding to capitalize on technology	24%
Data – Having access and control over customer and marketing application data	17%
Technology – Having the tools to use data to create personalization in real time	14%
	n=118

Table does not total 100% due to removal of "Don't know" responses





Marketing automation technologies facilitate automated tasks from the marketing and sales process including lead nurturing, prospect profiling, lead scoring and delivering personalized content to maximize consumer engagement.

Just under half (45%) of the respondent organizations are either exploring marketing automation technology used for delivering personalized marketing content at key touchpoints in the customer’s journey or will implement it in the future; 39% are not exploring or unaware, and 16% are currently using it.

What best describes your organization’s approach to marketing automation technology used for delivering personalized marketing content at key touchpoints in the customer journey?	Percentage
We are using that technology today	16%
We anticipate having this technology in place for 2017	13%
We are exploring this technology but have no set date for implementing	32%
We are not yet exploring this technology	29%
Don’t know/unaware of this technology	10%
	n=120

In conclusion, as digital marketing practices in the senior living and care industry evolve and mature in the coming years, challenges will include having the means and processes to ensure digital marketing strategies are carried out efficiently and having the

understanding necessary to take advantage of trends and technology. Adoption will grow to include greater percentages of overall marketing budgets. Smaller organizations will take steps to improve their knowledge, while larger organizations will work on streamlining digital marketing processes.

Our industry will develop stronger one-on-one consumer relationships forged through marketing automation activities and online reputation management. In 2017, the industry can expect greater engagement through email marketing, online lead management and relationship-building activities, CRM integration for better customer engagement and increasing marketing and sales opportunities.

The American Seniors Housing Association (ASHA), LeadingAge and Brooks Adams Research thank all who participated in this important study to understand outbound digital practices and trends in the senior living industry.