



# SALES & MARKETING MISALIGNMENT IS COSTING YOU OCCUPANCY

**A Comprehensive Guide  
to Senior Housing Growth**



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# Aligning Sales and Marketing To Drive Occupancy

Today's senior living prospects are more complex than ever before, and this means that your sales and marketing processes has to be modified to address these complexities.

Herein we will discuss what the really important sales and marketing metrics are, as well as the importance of these metrics to both sales and marketing teams.

We'll also discuss the importance of aligning sales and marketing, and dive into the negative impact that a lack of alignment can bring.



The marketplace is quickly changing:

→ 70% of all personal wealth in the US belongs to those 55+\*

→ 81% of those 60 to 69 own and use a smartphone, as do 62% of those 70 and older\*\*

5.86% CAGR for the US will grow th esenior living market from 112.93 billion in 2024 to  
→ 150.42 billion by 2029\*\*\*

\* Federal Reserve's "Study of Consumer Finances"

\*\* 2020 survey by AARP on tech usage

\*\*\* 2023 report from Mordor Intelligence

## Sales vs Marketing

The lack of communication between sales and marketing teams can lead to a gap of information sharing, ultimately resulting in a disjointed customer experience. Since there are usually multiple stakeholders, the problems for senior living community marketing quickly become compounded.

The adversarial relationship that often exists between these teams is counterproductive, with marketing questioning sales' ability to close deals and sales critiquing the quality of leads generated by marketing.

To build a successful integrated approach to sales and marketing, it's crucial to understand the different types of sales funnels, as well as the variations in duration that can occur based on how your senior living prospect and their family feel about the urgency of the decision.

This marketing concept defines the stages of a customer's journey, which are awareness, action, engagement, conversion and advocacy. For more information and visuals that further detail the variations within these stages, see page 4.



Sirius Decisions found that companies that align sales and marketing teams achieve:

**24%**  
faster occupancy  
rates

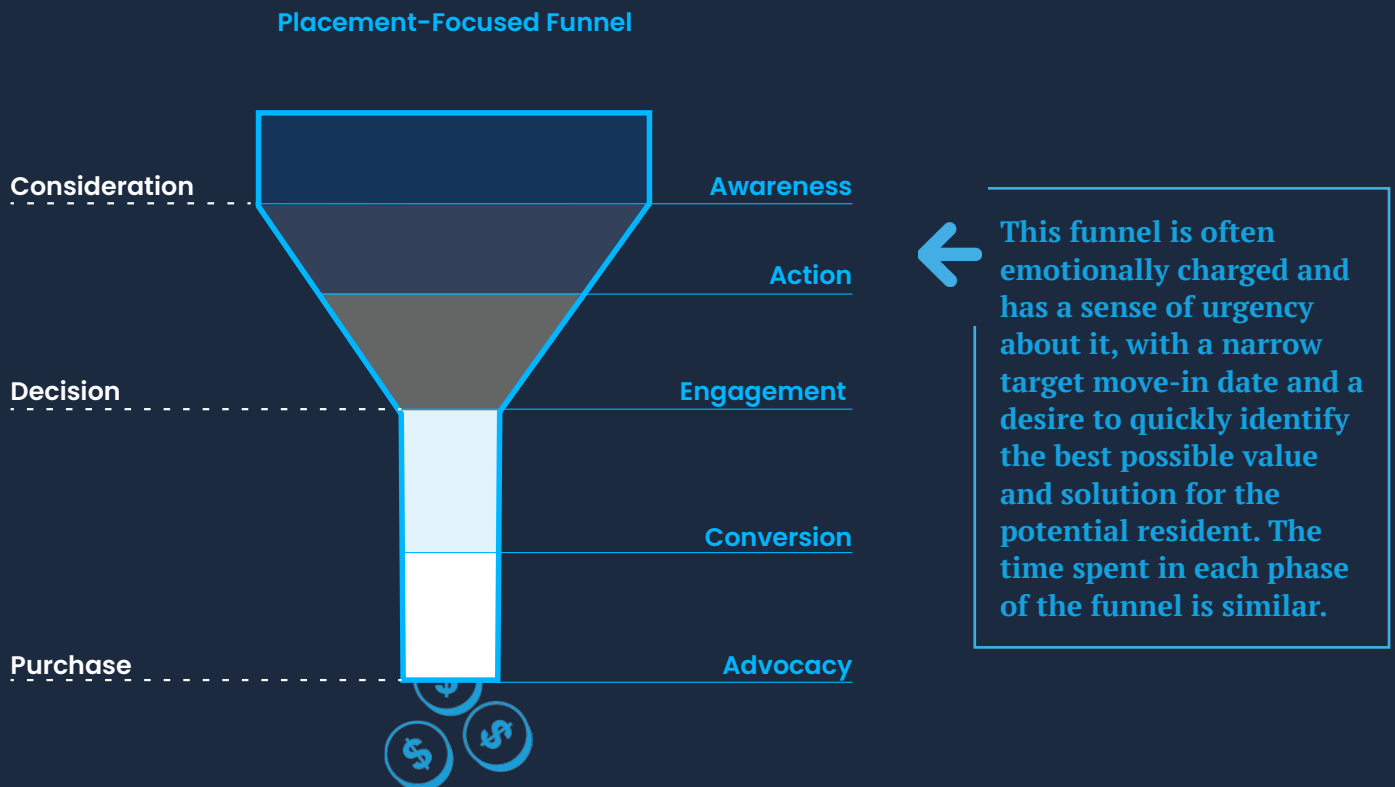
**27%**  
faster profit  
growth rates

# Sales Funnels

For Senior Living leads, there are two separate funnels that should be addressed in your lead-gen and lead-nurturing efforts; a Placement-focused funnel AND a Planning-focused funnel.

The Placement-Focused funnel will be about 25% of your leads and represents a more common progression between awareness and conversion. The time progression between each phase is often similar and short.

Information for prospects in this funnel needs to be highly defined, easy to digest and delivered quickly to those involved in the decision-making process.

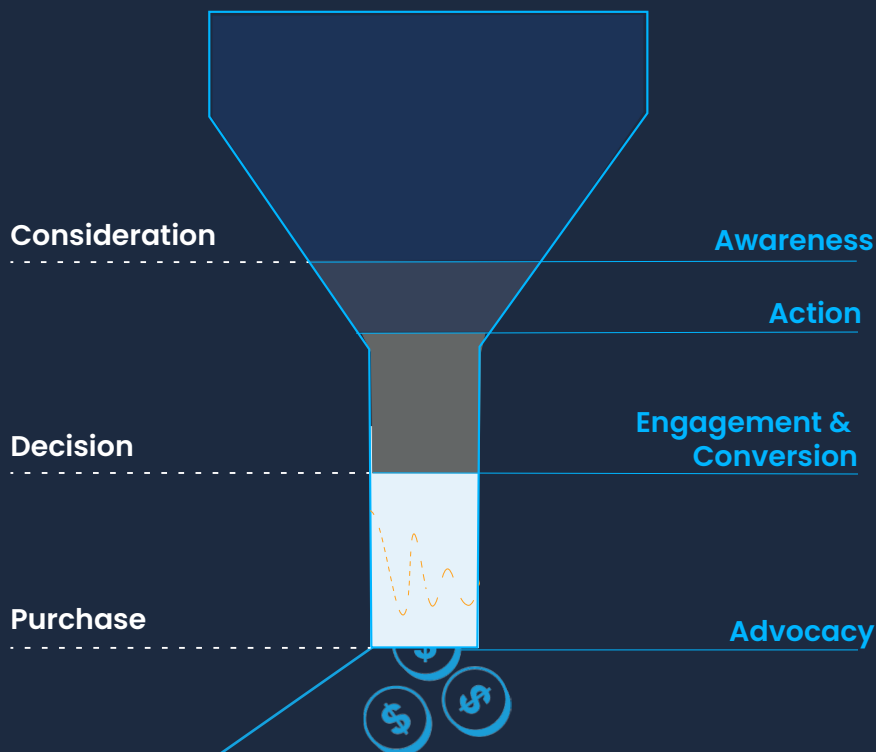


PICTURED ABOVE: A lead funnel is a strategic process that guides potential residents and their family/advisors through various stages, from initial awareness to conversion, with the goal of turning them into deposits and residency. It involves capturing, nurturing, and qualifying leads to ultimately drive growth.

Unlike the Placement-Focused funnel, the Planning-Focused funnel showcases an unusually large gap of time between the point at which the prospect begins to investigate senior living options and the time at which they begin to more deeply engage to move toward a decision. The prospect represented in this funnel is often not the potential resident themselves, but rather an adult child or advisor of the prospective resident.

A variety of different occurrences spur the initiation of investigating senior living options. What is common in all situations for this funnel is that there is not yet a sense of urgency around the target move date. What is also common for all is the benefit of nurturing this lead in order to increase the likelihood of the targets looking to your senior living facility first when the need becomes more urgent.

**Planning-Focused Funnel**



PICTURED ABOVE: During the advocacy phase in the Planning-Focused funnel, seniors and their family members may feel a wide range of emotions and experience a variance in the amount of advocacy required for themselves or their loved ones. This is represented by the peaks and valleys shown here.

# Sales Metrics

Sales metrics are quantifiable measurements used to evaluate and track the performance and effectiveness of a sales team or individual salesperson.

These metrics provide insights into various aspects of the sales process and help assess the overall health and success of sales efforts.

Sales metrics are crucial for analyzing performance, identifying areas for improvement, setting targets and making data-driven decisions to optimize sales strategies.



**Total Leads:** The total number of potential residents and/or their family who have shown interest or engaged with a senior community's sales efforts.

**Qualified Leads:** Leads that have been evaluated and determined to meet specific criteria, indicating a higher likelihood of conversion into paying residents. Given that there are 2 unique sales funnels, qualification should also evaluate the time sensitivity, determining whether the lead is Planning-Focused (long-range nurturing) or Placement-Focused (immediate need).

**In-Funnel Leads:** Leads that have progressed further into the sales pipeline and are actively being pursued by the sales team.

**In-Funnel Value:** The total estimated value of leads/potential residents currently in the sales pipeline.

**Close Win:** Leads that have been successfully converted into community residents, resulting in revenue generation for the community.

**Close Loss:** Leads that were not successfully converted, resulting in lost potential revenue.

**Total Value Of In-Funnel:** The cumulative estimated value of all placement-focused sales opportunities currently in the sales pipeline, representing the potential revenue that could be generated if all deals are successfully converted.



## Marketing Metrics

Marketing metrics are measurable indicators used to evaluate the performance and effectiveness of marketing campaigns, initiatives and strategies.

These metrics provide valuable insights into various marketing activities and help assess the impact and return on investment (ROI) of marketing efforts.

**By tracking and analyzing marketing metrics, businesses can make data-driven decisions, optimize marketing strategies and allocate resources effectively.**

**Cost Per Lead:** The average cost of a marketing effort to generate a single lead, calculated by dividing the total marketing spend by the number of leads generated.

**Media Spend:** The amount of money invested in various media channels, such as advertising platforms, to promote a community's products or services and reach the target audience.

**Conversion Rate:** The percentage of website visitors or leads that take a desired action, such as making a purchase, filling out a lead form, signing up for a weekly newsletter, or placing a call to inquire about cost and availability, indicating the effectiveness of a marketing campaign in driving conversions.

**Web Traffic:** The total number of visitors or users who visit a website, providing an indication of the overall popularity and visibility of the website among the target audience, as well as the relative interest in the content subjects that exist on the business' website.

**Lifetime Customer Value:** (LCV) is a metric that represents the estimated total revenue a community can expect to generate from a customer throughout their entire residency at your senior living community.

Understanding the lifetime customer value is crucial when engaging in marketing efforts because it provides a more comprehensive and accurate perspective on the true value that each resident brings to the senior living community during the entirety of their residency.

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# Understanding Lead Indicators

Lead indicators are pre-emptive, measurable factors that can predict the performance or success of a campaign, strategy or business objective.

**In sales and marketing, these indicators are often closely tied to customer behavior and engagement.**



**Web Traffic:** The number of visitors to a website can indicate the level of interest in a community's product or service. A surge in web traffic might suggest successful marketing efforts, while a decline might prompt a review of SEO or advertising strategies.

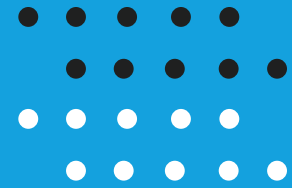
**Search Volumes:** The frequency with which certain keywords or phrases are searched can signal demand or interest in a specific product or service. High search volumes often correlate with high potential for lead generation.

**Time On Site:** The duration of website visits can indicate the level of user engagement. Longer visits often suggest the content is resonating with visitors and may result in higher conversion rates. Pay close attention to time on specific pages, however, as extended time on site may also be a flag that the prospect is having difficulty finding the information they seek.

**Website Content Popularity:** The popularity of specific content pieces can provide insights into what resonates most with the audience. Popular content can be leveraged further, while less popular content might require optimization.

**Top Keywords:** Frequently used search terms can provide insights into market trends and customer interests. They can help optimize a website's visibility in search engine results and attract high-quality leads.

**Social Media Engagement:** Social media likes, shares and comments can indicate the level of audience engagement and interest in a community's enrichment and service offerings.



**By analyzing these lead indicators, sales and marketing teams can better understand the effectiveness of their campaigns, identify areas for improvement and adjust their strategies accordingly.**

Understanding lead indicators and marketing metrics is crucial for both sales and marketing teams. Lead indicators provide valuable insights into customer behavior and engagement, allowing teams to optimize their campaigns and strategies.

By analyzing these indicators, marketing teams can create content that resonates with users and attracts high-quality leads.

On the other hand, sales teams can leverage lead indicators to identify keywords or phrases that are important to potential residents and their families, providing valuable feedback to the marketing team.

Moreover, lead indicators are closely tied to inquiries, which represent initial levels of interest from potential customers. Marketing inquiries, such as newsletter signups or social media post likes, provide insights into customer behaviors and preferences.

These inquiries and engagements can be nurtured and converted into Marketing Qualified Leads (MQLs), which meet specific criteria identified by the marketing team. MQLs are then passed to the sales team for further qualification, increasing the likelihood of closing deals and generating revenue.

#### Examples:

**1** If a community sees web traffic to a particular page increasing, or that a particular piece of content is getting a lot of views, shares or likes, they can infer that the content resonates with one or more of their target customers. Marketing teams can then use this information to create more similar content.

**2** If sales teams are hearing a particular keyword or phrase out in the marketplace, with current or prospective residents and their families, they can tell marketing teams this keyword is important. Marketing teams can then use this information to create more content that is optimized for this keyword.

# Understanding Inquiries

Marketing inquiries are responses or interactions with potential residents or their family members. They represent an initial level of interest and are typically the result of marketing campaigns or initiatives.

Inquiries are differentiated from Lead Indicators based on a concrete action a user makes to interact with your content or business.



According to a report by Forrester Research titled “Invest in Lead Management to Generate Quality Leads,”<sup>1</sup>

**companies that excel at lead nurturing generate 50% more move-in-ready leads at a 33% lower cost.**

The report emphasizes the importance of nurturing leads through the entire buying process, indicating that nurtured leads had a 47% greater impact on sales outcomes. This translates into a very high value for creating light-touch communication streams (email, retargeting ads, etc.) that nurture your Planning-focused leads.



Another study conducted by DemandGen Report in 2017<sup>2</sup> found that

**organizations with effective lead nurturing practices experienced a 45% higher ROI compared to those without.**

\*Note: SSDM offers a free Sales + Marketing Scorecard that can be accessed [here](#).



**Lead Nurturing Increases ROI**

# Understanding MQLs

For Senior Living Communities, a Marketing Qualified Lead (MQL) is a lead that meets specific criteria identified by the marketing team and has the potential to become or heavily influence the choice of a resident.

These criteria may include:

## Care Type and Availability

Does your community offer the current care type they desire and is there availability?

## Room Preference and Availability

Do you offer private rooms and shared rooms? Is the desired accommodation available?

## Financial Viability

Can the resident afford the desired room preference and services for the foreseeable future?

## Available Services

Are additional services desired and available, like transportation, bathing assistance, on-site hair salon, feeding assistance, etc.?

If yes, does the cost stay within the financial viability of the resident?

## Life Enrichment Opportunities

Does your community offer the types of life enrichment opportunities that are most desired by the resident and their family/advisors? This can run the gamut from gardening classes/activities to group

outings for off-site dining and shopping. It can also include the ability to book an area of the community for private family gatherings and other on-site amenities, like ice cream parlor or bakery, craft shows, etc.

## Ideal Geography

It is most common that a senior will desire a community that is in an area near where they have lived previously. Sometimes, however, it is best if they relocate to a different geography (ie, to be near adult children). Either way, it is critical to identify the ideal geography they seek and direct them to a community you have that is closest to this. If you are not within the ideal geography, it would be best to know what factors would cause the involved parties to deviate from this (ie, geography may not be ideal, but room style, care level and life enrichment options are all perfect).

## Relationship to Prospective Resident

Is the person you are speaking to the actual resident? If not, what relationship are they and will they make a decision without the consent of the resident? The latter is rare, but there are definitely circumstances where this occurs. Knowing the relationship to the resident is critical to being able to place them as an MQL or SQL.

## Target Move-in Date

- Known (this will be about 25% of your leads)
- Unknown (this will be the other 75% of your leads)

# Understanding MQLs (continued)

MQLs are critical to both marketing and sales teams for Senior Living communities. For marketing, MQLs represent a successful outcome of their efforts in attracting and engaging potential customers. These leads are then passed to the sales team for further qualification, allowing them to focus their efforts on leads that are most likely to convert into customers.



Senior Living sales teams value MQLs because they have already shown some level of interest in the community they represent. This means that sales reps can reach out to them with a higher likelihood of success and focus on asking the types of questions that will determine whether they are ready to move to an SQL or should be placed in “nurturing” mode until the target is ready to establish a target move-in date.

**Sales reps can focus on asking the types of questions that will determine whether potential residents are ready to move to an SQL, or need to be nurtured.**

Having a well-defined process for identifying, qualifying and properly nurturing MQLs is crucial, as it allows marketing and sales teams to work together more effectively. By working

together, they can ensure that there is the right collection and mix of content and communications to nurture various target customers over a period of time, resulting in a higher conversion rate and ultimately driving revenue and occupancy growth for the senior living communities.

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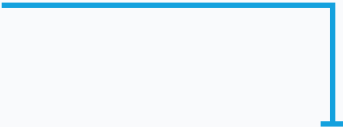
# Understanding SQLs

A Sales Qualified Lead (SQL) is a lead that has been identified as having a high probability of becoming a community resident. The criteria for being considered an SQL is engagement with a salesperson, such as request for a tour, pricing discussions and completing a needs consultation.

SQLs represent a valuable asset for both sales and marketing teams. For sales teams, SQLs represent a higher likelihood of receiving deposits and generating revenue. By working with leads that are already engaged with the sales team, sales reps can focus their efforts on leads that are most likely to move into your community.

**For marketing teams, understanding the reasons for a move-in deposit or non-conversion are crucial to developing effective ad messaging and targeting the appropriate audience.**

**By analyzing the reasons for a deposit or non-conversion, marketing teams can fine-tune their methods for qualification, ensuring that the leads passed to sales are more likely to result in a successful outcome.**



**For marketing teams, SQLs also represent a valuable metric for measuring the effectiveness of their campaigns. By tracking the number and quality of SQLs generated, marketing teams can better understand the impact of their campaigns on the sales pipeline.**

Understanding the importance of SQLs is critical for both sales and marketing teams. Senior communities can optimize their sales funnel and drive revenue growth by developing effective methods for identifying and qualifying leads and analyzing the reasons for a deposit or non-conversion.

# MQL to SQL

An MQL becomes an SQL when the lead is deemed to have reached a high likelihood of becoming a resident. It's essential for marketing and sales teams to work together to define and refine the criteria for establishing an SQL based on the data and feedback from the sales pipeline. For some industries, the path from MQL to SQL is clean and highly defined, with only a few subtle variables. For Senior Living Communities, however, there are far more variables and complexities in establishing where the prospect is in the flow.

## Senior Living Variables:

### Target Audiences Variances

- Prospective resident
- Adult children of prospect
- Professional advisors/caretakers

Not only do you almost always need to account for multiple stakeholders in the sales process, each has a unique set of priorities and preferences. Though there is often overlap that allows for some commonality in communication, their reasoning and emotion behind the priorities can vary quite a bit (for example, the resident is focused on an environment that is as rich as possible in their current level of independence, whereas the adult children or advisors may be more focused on the future needs and an easy transition that will not require a relocation).

### Where The Lead Originated

- Paid lead businesses (A Place for Mom)
- Paid Search marketing

- Unpaid referrals (residents, hospital staff, etc.)
- Website organic traffic/brand + content power

### What You Know About Them

- Financial viability
- Desired care level
- Geographically desirable
- Life enrichment options

Whether the lead comes in via a web form or phone call, the level of detail collected at the initial touchpoint has a significant impact on how that lead flows from Inquiry to MQL to SQL. A high level of detail collected at the intake will lower the lead volume collected, but will greatly pre-qualify the prospective resident and minimize the sales teams' time spent on prospects who have a low likelihood of moving into their community.

### Transparency

Transparency on your website can also assist in weeding out those who are unlikely to ever become a SQL. Things that can be highly evident on your website are:

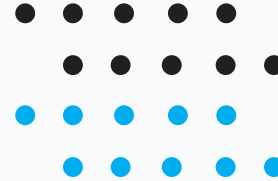
- Levels of care offered
- A la carte services offered
- Life enrichment options

# MQL to SQL

## (continued)

### Fit with Ideal Customer Profile (ICP)

The lead matches the ideal customer profile established by each community. This includes factors such as level of independence and financial viability, but certain communities may have additional factors in their ICP.



### Sales-Ready Communication

The lead has engaged in meaningful conversations with the sales team and a sincere interest in moving toward a potential deposit, which would likely include discussion of specific care needs, life enrichment preferences, services offered and overall pricing and the desire to tour the facility. They should display an open mindset toward making a deposit and establishing move-in date.

**There are almost always multiple stakeholders in this sales process, each with different concerns and considerations.**

### Resident Tour Booked

The tour is typically one of the final areas where a salesperson can showcase the services and life enrichment opportunities that are most important to the potential resident and their family/advisors. It also allows

the prospects to meet the key people and connect with friendly, compassionate individuals that make them feel comfortable and confident.

Once a lead meets any or all of these criteria and is deemed an SQL, sales reps will work with the involved individuals to further address and demonstrate the community's ability to deliver on the desired living experience and levels of care.

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# The Importance of Content

Compelling content is crucial for converting an MQL into an SQL and ultimately into a tour and deposit. Effective content, such as email campaigns, whitepapers, blogs and other collateral can persuade potential residents and their family/advisors, build trust and provide them with the information they need to make an informed and confident decision. Some examples of this type of content senior living communities may utilize are:

**Educational Blog Posts:** Senior living communities can create informative blog posts that address common fears, questions or challenges faced by potential residents and their families/advisors regarding the differences between service levels (ie, independent living vs assisted living vs nursing care vs memory care), research around the aging process, ways to keep the elderly vital and other relevant topics. These blog posts can provide valuable insights, tips and best practices to help prospective tenants and their family/advisors navigate these issues. There are several categories and purposes of content within the senior living industry and being sure you have a good representation and diversity among them can be critical.

**Pricing Guides and Amenities:** One of the very first things that targets will likely vet for in a potential senior living community are the costs and available amenities and services. Having a good collection of content that looks at all of these, compares some and offers both high level and highly detailed perspectives is ideal.

**Case Studies:** Sharing success stories and case studies highlighting how your senior living community has helped other residents overcome challenges and achieve positive outcomes can be highly persuasive. Case studies can demonstrate the real-world benefits of living within a vital community of other seniors and will allow you to showcase your offerings and amenities within a true experience and demonstrate how much they can contribute to the happiness and wellbeing of the individual.

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# The Importance of Content

## (continued)

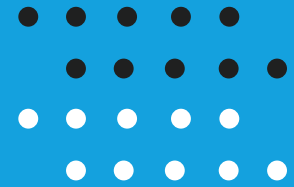
**Staff Profiles:** Just about everyone knows that the experience within a facility has a tremendous amount to do with the staff. Profiles that showcase the training, experience, passion and longevity of team members will help give both potential residents and their families a great deal of confidence in the long-term happiness and consistency they would know while living there.

**Infographics and Visual Content:** Many of the variables in senior living can be highly confusing for potential residents and their family members. Creating content that simplifies and clarifies these variables is highly appreciated and engaged with among senior living prospects. These can range from service offerings/comparisons, natural aging service flows, living type comparisons and more. If your sales team tells you what the most common questions are, then the marketing team should look to create infographics and other types of visual content (or videos) that clarify these vital and influential details.

**Email Newsletters:** Sending regular newsletters to leads and subscribers can help nurture relationships and help assure that when they transition into the Planning-focused stage, you will be one of the first places they contact for a tour. Email newsletters can also serve to provide ongoing reassurance to family members, particularly those who do not live nearby. When the newsletters highlight numerous life-enrichment activities and showcase how well residents are treated, family members gain important peace of mind.

**Interactive Tools or Assessments:** Developing interactive tools or assessments, such as service need checklists, living style comparison quizzes, and other types of tools that can help them work with a broader team to align on the best fit for the potential resident, can engage leads and provide personalized insights. These interactive assets can serve as lead-generation magnets, capturing contact information while delivering valuable content and highly desired information.

**In order to convert an MQL into an SQL, the content needs to be persuasive and informative. The content should address the lead's concerns and address their priorities, while also highlighting the unique value proposition of your senior living community and even how it exceeds/differs from those of other nearby senior communities.**



Compelling content can also establish your senior community as a thought leader in the industry, which can help build credibility and trust with potential residents and their family/advisors. Great content also serves to drive preference among the adult children prospects who are Planning-Focused. Content that helps them figure out how to keep their parent happier and healthier at home, even for a few months longer, will go a long way in making them feel confident that you are a community where their parent will continue to thrive.

Successful senior communities create and share high-quality content that positions them as knowledgeable, helpful and dedicated to the well-being of seniors. Even content that has little to do with living in a senior community leaves the impression that the community that published the content knows a great deal about helping seniors thrive. By creating blog posts, whitepapers, case studies and webinars that provide valuable insights and in-depth knowledge of a vast variety of subjects related to aging, family connections, mental and physical health and remaining vital demonstrate their knowledge and authority and build trust with potential customers.

**Infographics can help explain various levels of care and/or living options. And if competitive comparison works in your favor, it could even compare your offerings with those of your competitors.**

Additionally, effective content can help move an SQL further down the funnel. As the potential customer engages with the company's sales team, they will likely have questions and concerns that can be addressed with relevant content.

Seniors are becoming more active than ever in researching, comparing and seeking out information online before seeking direct communication with sales teams. The best way for a senior community to adapt to the emergence of this more user-centered approach is to focus on providing high-quality, relevant content that addresses this behavior and guides prospects through the planning and decision making process and help to minimize the stress that often accompanies this decision.

To effectively engage these well-informed prospects, senior living communities must adopt a user-centered approach to marketing, guiding an often diverse group of prospects through the various touch points from inquiry to conversion with compelling and informative content.

This approach ensures that when leads reach the sales stage (whether that takes two days or five months), they are well-informed and primed with a preference for your community, enhancing the efficiency of the sales process.



**By providing varied prospects with the information they need to make an informed decision and building trust and credibility, the right content can help drive sales and grow the business.**

Overall, compelling content is critical for converting MQLs into SQLs and moving them down the funnel to a close. The conversion of MQLs into SQLs is a critical step in the sales and marketing process. By working together to define and refine criteria for SQLs, marketing and sales teams can ensure leads are properly qualified and have a high probability of becoming paying customers. Compelling content plays a significant role in converting MQLs into SQLs and closing deals. Educational blog posts, whitepapers, case studies and webinars provide potential customers with valuable information and build trust, ultimately influencing their purchasing decisions.

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## Referrals

There are two types of referrals for senior living communities.

**EARNED REFERRALS:** These types of referrals come from the family, friends and advisors of the residents who have or currently live in your community. Since friends of a similar age often have parents who want or need to move to a senior living community, they will seek out recommendations. Additionally, referrals may come from healthcare and other types of professionals who may be common to folks as they age. These are the very best leads you can have. They cost nothing and are usually highly informed and qualified. These are one of the many rewards you will experience when you do a great job of organizing and managing your senior community.

**PAID REFERRALS:** These types of referrals are somewhat unique to the senior living industry and come from sources like "A Place For Mom." These are by far the most expensive "deposits" you will have in your sales pipeline, however, you are paying for a deposit vs a lead that takes time and may not become a resident.

Your marketing strategy should be heavily focused on driving your own paid leads. SEM and SEO are going to be your bread and butter for this. These leads are in between the Earned and Paid leads in cost, but when you have a strong marketing strategy, they will be the highest in volume and will keep your sales pipeline robust.

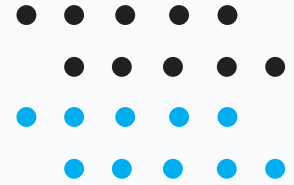
# The Importance Of Information Sharing

For senior living communities, the sales metric that most impacts marketing is close loss. By analyzing the reasons for close loss, marketing teams can identify areas for improvement in their campaigns and adjust their messaging, targeting and ICP accordingly.

**If close loss is consistently due to confusion on pricing, or on the specific set of services the senior community provides, marketing can adjust messaging to reduce ambiguity or confusion of these specific points of focus.**

Similarly, close win is another important sales metric that impacts marketing. By analyzing the factors that led to successful deposits, marketing teams can identify effective messaging and targeting strategies and replicate them in future campaigns.

On the other side, the marketing metrics that most impact sales for senior living communities include web traffic and search volumes. By tracking web traffic and search volumes, marketing teams can identify which content and messaging resonates most with potential customers, and use this information to inform sales outreach and messaging. Additionally, lifetime customer value is a key marketing metric that can inform sales by indicating which types of customers are most valuable and which should be prioritized in outreach efforts.



Ultimately, close win and close loss are the most important sales metrics that impact marketing, while web traffic, search volumes and lifetime customer value are the marketing metrics that most impact sales for senior living communities. By analyzing these metrics, and using the insights gained to inform marketing and sales efforts, organizations can optimize their sales funnel and drive revenue growth.

Overall, the alignment of sales and marketing, the use of lead indicators and marketing metrics, and the creation of compelling content are essential for driving occupancy.



## Best Practices

In order to have better integration between sales and marketing departments, senior living communities should consider implementing several best practices. Active communication between the two departments is key, with regular meetings and check-ins to discuss trends, opportunities and challenges. This communication can also involve the marketing team sharing insights and data on the performance of their campaigns, which can inform sales strategies and approaches.

**Focus on the identification and retention of "Planning Focused" prospects by way of lead nurturing. This involves regularly providing valuable content and touch points to help prospects develop a preference for your community.**

Another best practice is to ensure that sales learnings, such as reasons for close loss, are shared with the marketing team. This information can help marketing teams fine-tune their campaigns, messaging and targeting to better qualify and attract leads that are more likely to convert into customers.

Content activation is another important aspect of integration. Senior living communities should focus on creating compelling content that is tailored to all targets in the MQL to SQL phase, as well as in the SQL to close phase.

Additionally, having a uniform set of key performance indicators (KPIs) and objectives across sales and marketing teams is crucial

to ensure both departments are working toward the same goals and that efforts are aligned. This not only helps to improve communication and collaboration between the teams, but also ensures that everyone is working towards the same metrics and objectives.

When sales and marketing teams share a common set of KPIs and objectives, it helps to facilitate a culture of accountability, transparency and teamwork. It helps to identify areas of improvement, which can lead to better performance and results. By having a shared set of metrics, it becomes easier to track progress towards shared goals and objectives, which can help to identify where adjustments need to be made.

To accomplish this, it's important for sales and marketing teams to work together to identify and define a set of common KPIs that are aligned with the overall business goals. The process of defining these KPIs should involve input and feedback from both departments to ensure they are meaningful and achievable. It's also important to establish a regular cadence for reviewing and assessing progress towards these goals and to adjust them as needed based on changes in the market, customer feedback or other factors.

By maintaining a regular feedback loop between sales and marketing teams, both teams can stay informed and aligned. And, by following these best practices, senior living communities can improve integration between sales and marketing departments, optimize their sales funnel and ultimately drive occupancy and growth.

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# Resources

1. The CMO's Agenda: Managing Marketing & Its Alignment with Sales. <https://channel.report/AberdeenGroup/The%20CMOs%20Agenda%20Managing%20Marketing%20And%20Its%20Alignment%20With%20Sales.pdf>

2. SiriusDecisions Summit 2019: Alignment, Relevance & Respect Key To Well-Oiled Revenue Engine. <https://www.demandgenreport.com/features/industry-insights/siriusdecisions-summit-2019-alignment-relevance-respect-key-to-well-oiled-revenue-engine>

