

Occupancy success is dependent on individuals who want to sell, like to sell, and are highly motivated by the money they can make by doing their job well.



# Marketing and Sales Manpower—How To Staff For Success

You'll enjoy this chapter because it's all about the marketing and sales team, from staffing models, ideal roles, and productivity goals to training and education, and best of all, various compensation programs. Forget about the old-school method of shaping your staffing based on a bare-bones budget and past practice. Rather, you'll learn how to fulfill your staffing needs based on your program needs.

To achieve the lead and sales objectives you identified in Chapter 2, you must resource your marketing program with ample, highly skilled manpower. The question, of course, is how much? Before you can define how many staff your program requires, you first need to determine what has to be accomplished. In fact, if this is your first go-round with crafting a formal marketing plan, you'll most likely need to configure your departmental staffing after you have worked through all the critical components and identified the key elements of your marketing plan.

## The Five Essential Marketing Functions

However, there are five essential marketing and sales functions that are universal to any marketing program; these functions must be reflected in your ultimate staffing configuration. Don't get hung-up on the job titles. Give your attention instead to the described roles.

**Marketing Director.** Plans and puts into practice the entire marketing program, from performing the environmental scan to implementing the sales, networking, special events, and advertising campaigns.

**Sales Representative.** Responds to inquiries, performs lead follow up, provides tours and presentations, and secures the sales objective.

**Marketing Assistant.** Provides administrative support to the marketing and sales team.

**Community Affairs Representative.** Plans and carries out the program's outreach activities to support the lead generation and sales effort.

**Move-In Coordinator.** Provides post-close support services to new residents as they transition from their present homes to your community.

If your present departmental staffing mirrors the five essential positions, then you have the makings of an optimally configured team. If you're reading all of these positions and laughing out loud, it may be because you're the only person in the marketing and sales department—you're a staff of one. Chances are, the identified roles and functions are miles away from what management thinks your department needs or can afford. However, don't be discouraged. Now is the time to take charge of your situation using the information provided in this chapter.

Also, do not interpret these functions as black-and-white mandatory staffing minimums for all communities, or construe them as full-time positions. Rather, the goal is to match your staffing to the program's lead and sales objectives (and the assigned maintenance or growth marketing strategy) through a combination of positions whose duties are structured to allow the highest and best use of staff time.

For example, a growth marketing strategy, with its higher lead and/or sales objectives, would technically warrant a full-time marketing director whose sole role is to plan and execute the program. However, it may make more sense to secure the services of an industry marketing/advertising firm to provide the marketing director with supplemental support in planning and executing select marketing components, at least until the program is well underway. This support enables the marketing director to devote more time to higher-impact functions, such as managing the sales team and directly participating in sales.