

## Marketing Plan for Trojan Older Adult Apartments

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## **Executive Summary**

### **Situation Analysis**

Trojan Older Adult Apartments is a 250-unit complex that provides housing to men and women over the age of 55 who do not want to deal with the hassle of maintaining a house. Located in Seattle, Washington, the facility currently has an occupation rate of 87%. In addition to the 250-unit apartment complex, Trojan owns several assets necessary for the achievement of future goals. One of its most important assets is the Trojan brand, which is associated with safety, convenience, security, and affordability. The facility's brand assets include an easily recognizable logo and a slogan that reminds older adults there is more to life than maintaining a lawn and paying for home repairs.

### **SWOT Analysis**

A SWOT analysis revealed that Trojan Older Adult Apartments has several strengths. After operating the facility for 15 years, key personnel understand how to meet the needs of Trojan's target market. Trojan also has four employees who have been with the organization for at least five years. These employees have strong relationships with residents, making it easier to retain customers and achieve high levels of customer satisfaction. The building itself is also a strength, as designers and builders paid careful attention to the needs of older adults. Each unit features handicapped-accessible doorways and hallways, low shelves and cupboards, non-skid flooring materials, and plenty of light. All bathrooms have handrails near the toilets and showers, reducing the risk of injury due to slip-and-fall accidents. The building also has elevators for residents who have difficulty using stairs. The SWOT analysis also revealed that Trojan Older Adult Apartments has several weaknesses. Trojan does not offer skilled nursing, making the complex unsuitable for older adults who need help managing chronic medical conditions. The

occupancy rate declined from 95% to 87%, making it difficult to generate enough revenue to make payroll and pay other expenses. Although Trojan has several experienced staff members, turnover is also a problem for the facility. Due to a high rate of turnover, Trojan has had to hire staff members who do not have experience working with our target market. As a result, the number of complaints received from residents increased during the last quarter.

Several opportunities exist in the senior living market. Lois Bowers of McKnight's Senior Living (2016) expects that the demand for senior housing will continue to increase in 2016 due to a reduced unemployment rate, improved consumer confidence, and other economic improvements. The number of older adults in the United States is also increasing rapidly, with the United States Census Bureau (2014) estimating that more than 20% of the country's residents will be at least age 65 by the year 2030. In King County, Washington, more than 17% of residents are at least 60 years old (Area Agency on Aging for Seattle and King County, 2016). These statistics represent an opportunity for Trojan Older Adult Apartments to attract new residents and increase the facility's occupancy rate. Although there is no lack of opportunities in the senior housing market, Trojan faces several external threats. Because the complex is 15 years old, it is difficult to compete with newer facilities that offer modern décor and upscale amenities. Three competing facilities have scheduled activities nearly every evening, making those facilities more attractive to customers who want to maintain active social lives. Two facilities also offer skilled nursing services, but Trojan Older Adult Apartments does not. Skilled-nursing facilities are a threat because they can accommodate seniors who need medical personnel available to provide daily medical care.

### **Core Competencies**

Trojan Older Adult Apartments has several core competencies that give the complex a competitive advantage in the senior housing market. Leadership is one of those core competencies. Trojan has a strong leadership team made up of individuals who have extensive experience in the senior housing market. Two executives are former employees of the Area Agency on Aging, giving the executive team insight into the problems experienced by older adults in King County. Our leaders excel at developing and communicating goals for organizational growth, explaining how each employee's efforts relate to Trojan's mission, and ensuring that all departments work toward specific goals on a monthly, quarterly, and annual basis. Trojan's leadership team excels at fostering positive relationships among team members, creating a shared sense of purpose and commitment to teamwork. Executives, department managers, and supervisors expect all staff members to cooperate with each other and treat each other fairly. Managing change is another one of Trojan's core competencies, as executives and employees are always working to improve organizational outcomes. Employees are willing to make suggestions and develop better ways of doing things. Managers come up with innovative solutions to market challenges, create partnerships that benefit Trojan Older Adult Apartments, creates the systems necessary to ensure changes are implemented successfully, and helps team members solve complex problems.

### **Market Analysis**

According to the 2010 Census, nearly 609,000 people live in Seattle. More than 17% of those people were born in foreign countries, and 21.3% of people over the age of 5 speak a language other than English when they are at home. The majority of Seattle residents—just under 70 %—are white. Nearly 8% are black or African-American, 0.8% identify as American Indian or Alaska natives, 0.4% are of Hawaiian or other Pacific Island descent, 6.6% are

Hispanic or Latino, and 2.4% reported belonging to another race (Seattle Office of Planning & Community Development, 2013c). Changes in the Seattle housing market reflect an increased demand for senior housing options in King County. Although Seattle had more than 308,500 housing units in 2010, more than 90% of those units were occupied (Seattle Office of Planning & Community Development, 2013a). Approximately 48% of those units were occupied by their owners, while nearly 52% were occupied by renters. As property owners age, they may be unwilling or unable to continue caring for their homes. Older renters may also need to move to facilities designed specifically for older residents. Both scenarios indicate strong demand for senior living options.

The Bureau of Labor Statistics (2015) examined consumer expenditures for 2013-2014 in the Seattle-Tacoma-Bremerton area. During that period, the average household spent \$64,933, which is significantly above the national average of \$52,284 per household. Housing accounted for approximately 35% of the average household budget, making it the single largest expenditure for households in the Seattle region. The average household also spent \$3,446 on food prepared at restaurants and \$4,512 on food prepared at home. This represents 12.3% of the average household's budget. Seattle has an average household income that is significantly higher than the national average--\$87,176 compared to \$65,339. The average household has 2.8 people, 2.2 vehicles, 0.7 children under the age of 18, and 0.3 adults age 65 and older. Housing, transportation, food, personal insurance, pensions, and healthcare are the largest expenses for the average household. Seattle households spent 5.7% of their income on entertainment, 3.5% of their income on apparel and services, and 3.1% on cash contributions from 2013-2014 (Bureau of Labor Statistics, 2015).

Trojan Older Adult Apartments has four key competitors in the Greater Seattle Area. Jubilee Towers, located in Redmond, has a total capacity of 175 residents. It currently has a 92% occupancy rate, with 67% of its residents living in apartment units and the remaining 33% living in single rooms. Jubilee Towers charges \$600 per month for a single room and market rent for its apartment units. The facility schedules group outings several times per week and plans overnight trips at least once per month. Because Jubilee Towers has only been open for three years, the complex is more modern and visually appealing than the Trojan complex. Sunset Acres, established in 2009, is located on the outskirts of Seattle. The facility has 50 one-bedroom units and 75 two-bedroom units. Like Trojan, Sunset Acres has difficulty attracting residents who desire modern finishes and upscale amenities. Although the complex regularly has special events for residents, it does not have any full-time staff members dedicated to event planning. Sunset Acres also charges market rent for its apartment units. Four Winds Senior Care is a real threat to Trojan Older Adult Apartments, as it offers skilled nursing services in addition to senior housing. The facility has 82 units for seniors who are able to live independently and 20 units in its skilled-nursing wing. Four Winds also has two staff members dedicating to organizing special events and ensuring that residents lead active social lives.

Emerald Gardens is a 147-unit complex located in Seattle. Established in 2012, it is the newest senior living facility in King County. The complex advertises modern furnishings, handicapped-accessible apartments, and features that make life easier for seniors who may have trouble bending down, using stairs, and reaching cabinets. Although Emerald Gardens charges market rent, it also accepts vouchers from residents who qualify for subsidized housing. This is a significant competitive advantage, as no other facilities in the area accept housing vouchers. Emerald Gardens offers activities several times per week, giving residents a chance to play

games, watch movies, and form new friendships. Wilton Place is a senior living complex established in 2004. Located in downtown Seattle, the facility has a total of 118 units for adults over the age of 60. Like Emerald Gardens, Wilton Place offers skilled nursing care for residents who are unable to live independently. The facility accepts Medicare and private insurance, giving it a competitive advantage over Trojan, Jubilee Towers, and Sunset Acres.

Several factors make Trojan Older Adult Apartments an attractive choice for residents of Seattle and surrounding areas. In the first nine months of 2015, Seattle residents reported 82 rapes; that number increased to 127 rapes in 2016, a 55% increase. The rate of residential burglaries decreased by 5%, but non-residential burglaries increased by 13%. Rates of domestic violence and auto theft also increased between September 2015 and September 2016 (Seattle Police Department, 2016). Trojan Older Adult Apartments has a state-of-the-art security system and full-time security guards to ensure the safety of residents concerned about increasing crime rates. Seattle has a median household income of \$67,100, but the poverty rate hovers near 15% (Seattle Office of Planning & Community Development, 2013b). Nearly \$68,000 per year in income may seem significant, but Seattle residents spent the majority of that income on necessities such as housing, food, and insurance. In 2016, home prices in the Seattle area reached historical highs, with the average price of a single-family home increasing by 10.7% between April 2015 and April 2016. Seattle also experienced the highest month-over-month increase in home prices, beating out Minneapolis and Chicago (Rosenberg, 2016). All of these factors indicate an increasing need for affordable housing, particularly for seniors living on a fixed income.

### **Goals**

As of September 2016, only 218 of Trojan's 250 units are occupied. The primary goal of the marketing department is to maintain an average occupancy rate of 95% during fiscal year 2017. This means that at least 237 of our 250 units must remain occupied at all times.

## **Strategy**

### **Target Customer**

Trojan Older Adult Apartments serves two specific segments of the senior housing market: adults between the ages of 55 and 65, and adults over the age of 65. Customers in the first group are often more active and have fewer health problems than customers in the second group, which creates a need for the Trojan marketing team to develop separate promotional materials for each segment. Adults over the age of 55 share some common characteristics, but they also have different backgrounds. Seniors between the ages of 55 and 65 tend to have more disposable income than other age groups because they saved and invested when the economy was growing at a steady rate. They also tend to be cynical due to their experiences participating in or reading about the Vietnam War as it happened. Some of the people in this age group have high cholesterol and diabetes, so they are concerned about maintaining their health. Seniors over the age of 65 have different points of view. They lived through the Great Depression, so they tend to be frugal instead of extravagant. People in this age group tend to have problems with their hearing and vision. Some of them also lose their strength, making it difficult to stoop, bend down, and reach above their heads. Seniors over the age of 65 may have some physical problems, but they still value social activities and a sense of community (Williams, 2007).

In spite of the economic downturn that occurred in 2008 and 2009, many seniors are now enjoying improved financial stability. These seniors now make up a significant portion of the middle class, according to Dionne Searcey and Robert Gebeloff of *The New York Times* (2015).

As a result of delaying retirement and using tried-and-true investment strategies, seniors now have more money to spend on housing, travel, food, and other expenses. In fact, spending by seniors 75 and older increased by 15% between 1989 and 2013. For seniors aged 65 to 74, spending increased by 18% during the same time period (Searcey and Gebeloff, 2015). In contrast, spending declined for all consumers between the ages of 25 and 64.

### **Positioning Model**

Trojan Older Adult Apartments is the ideal community for seniors who want to maintain their independence without worrying about security and maintenance. By charging market rent for all units, Trojan is adopting a penetration pricing strategy. Increasing rents above market rate would discourage potential customers from moving to the community, but reducing prices would make it difficult for the company to break even or turn a profit. To achieve the goal of maintaining a 95% occupancy rate, Trojan Older Adult Apartments will promote the 250-unit complex by advertising directly to consumers, offering incentives, using digital marketing tactics, and hiring a full-time salesperson.

### **Value Proposition**

Trojan Older Adult Apartments has 250 units designed for adults who are at least 55 years old. Our residents enjoy the peace of mind of knowing that maintenance professionals and security personnel are available 24 hours per day, seven days per week. Unlike other senior living communities, Trojan Older Adult Apartments charges no extra fees for apartment repairs or routine maintenance services.

### **Positioning Statement**

Trojan Older Adult Apartments is for older adults who want modern amenities without the hassle of making repairs, mowing the lawn, or paying property taxes.

## Tactics

**Community involvement.** Participating in community events gives Trojan Older Adult Apartments the opportunity to connect with adults over the age of 55. The Seattle/King County Area Agency on Aging holds several events each year, creating opportunities for Trojan staff members to distribute promotional materials and speak with older adults about their housing needs. Trojan will provide branded polo shirts to each staff member assigned to volunteer at these events. Purchasing branded merchandise will help Trojan Older Adult Apartments increase brand awareness and help staff members make a good impression on potential customers. Trojan staff members will also pass out gift bags during each event.

**Content marketing.** Trojan Older Adult Apartments will use several forms of marketing to increase website traffic and generate leads. The Trojan website already has a blog, but it has not been updated in three months. Going forward, one of the marketing staff members will publish a new blog post at least once per week. These blog posts will address issues of interest to older adults; they will also contain several calls to action: one below the title of the post, one in the middle of the post, and one at the end of the post. Trojan Older Adult Apartments can also benefit from guest blogging and article marketing. *The Seattle Times* publishes sponsored articles in its online editions, giving Trojan the opportunity to educate potential customers. Because the marketing team is currently short-staffed, Trojan will use the services of a freelance writer to create one sponsored article per quarter. Each sponsored article will contain a 100-word description of the Trojan complex and an invitation for readers to schedule a tour of the facility. Once we have a strong relationship with a freelance writer, we can also have the writer create guest blog posts for other websites. These guest posts will be published by insurance agencies,

financial planners, and other businesses that market to older adults, increasing our reach significantly.

**Direct mail.** Although direct mail is expensive, it still produces a better response rate than all digital marketing tactics (Haskel, 2015). Trojan's marketing department will purchase a mailing list that has been scrubbed to remove duplicate names and addresses. Marketing staff members will also review the list to ensure it does not contain the names of any existing residents. After ensuring the list is accurate, the marketing department will mail an oversized postcard to 250 households at a time. This postcard will have full-color photos and a glossy finish to make it as visually appealing as possible. It will also ask readers to call the complex and schedule a complimentary tour. To improve our response rate, we will hire an experienced direct-response copywriter to write the copy that appears on both sides of the postcard.

**Email marketing.** Trojan already has email software in place, but the marketing team has not been using the software on a consistent basis. Going forward, marketing staff will send weekly emails to everyone who has subscribed to our mailing list. Trojan uses a double opt-in process to ensure that the names on our email list belong to people who truly want to receive our mailings. The email software is free for mailings of up to 1,000 subscribers, so it will not cost Trojan any additional money to implement this tactic. If our list exceeds more than 1,000 subscribers in the future, it will cost \$19.95 per month for every 100 subscribers over the maximum for a free account. Staff members will use pre-designed templates to ensure our mailings are visually appealing; using templates also eliminates the need to hire a freelance designer or give our in-house designer additional tasks. Each mailing will contain a short article about a topic of interest to older adults, a message from the facility's director, and a request to call the complex for more information or to schedule a tour.

**Internet advertising.** Trojan Older Adult Apartments does not currently do any Internet advertising, which gives us a tremendous opportunity to reach more people in our target audience. In addition to advertising in the online versions of the *Seattle Times* and *Seattle Post Intelligencer*, Trojan will also be advertising on websites that attract visitors in our target age range. We will partner with insurance agent, financial planners, medical practices, and hospitals to ensure our advertisements are seen by older adults. The marketing team plans to use full banners to attract attention from website visitors.

**Pay-per-click (PPC) advertising.** In addition to traditional advertisements, Trojan Older Adult Apartments will also be using pay-per-click advertising to generate leads. The Google AdSense program allows advertisers to bid on specific keywords related to their products and services. Staff members plan to bid on terms such as “senior living Seattle” and “senior housing Seattle” to ensure people who click on these ads are truly interested in Seattle’s senior living options. The AdSense program also allows advertisers to set a daily budget, so it will be fairly easy to control costs. Our marketing team will also use Facebook’s advertising program to target older adults. The program allows marketers to create custom audiences for their advertisements, so our marketing team will target the ad to adults who are at least 55 years old.

**Print advertising.** Trojan Older Adult Apartments currently advertises in the *Seattle Post Intelligencer*, but there are additional print advertising opportunities available. *Northwest Prime Time* is a magazine for senior citizens living in and around Seattle. The magazine publishes articles related to housing, health issues, travel, financial planning, and entertainment. Approximately 79% of the magazine’s readers say they frequently purchase products and services featured in *Northwest Prime Time Ads*. The publication has a circulation of 50,000 and a

total readership of 100,000 people in King, Snohomish, Pierce, and Thurston counties, making it the ideal place for Trojan Older Adult Apartments to advertise.

**Public relations.** Trojan does not currently have a full-time PR representative; however, one of the members of the marketing team has previous experience writing press releases and handling media inquiries. This staff member will devote 25% of her time to developing relationships with reporters, serving as an expert source for media organizations, and issuing press releases. Before sending out any press releases, this staff member needs to develop a media kit and work with our website designer to publish online materials specifically for journalists. The media kit should include a fact sheet, copies of Trojan's print marketing materials, and contact information for key personnel.

**Radio advertising.** Several Seattle-area radio stations have a significant number of listeners over the age of 55. Trojan Older Adult Apartments will develop a 30-second radio spots to air on four stations: KPUL 88.5, which features jazz music and programming from National Public Radio; KING 98.1, a classical music station; KJR 95.7, which plays classic hits; and oldies station KMCQ 104.5. Advertising on these four stations gives Trojan the best chance of reaching older adults.

**Search engine optimization.** Our website currently receives fewer than 1,300 unique visitors per month. Search engine optimization (SEO) is a relatively inexpensive way to increase traffic and make more people aware of Trojan's website. The marketing team does not currently have a staff member with SEO experience, so we plan to hire an outside consultant. However, the consultant works on a pay-per-performance basis. If his SEO strategy does not increase Trojan's revenue by at least 20% within one year, we do not have to pay for the SEO services. If the SEO strategy is successful, we owe the consultant a 15% commission on any new business

he generated. The SEO consultant will use keywords related to senior living to attract potential customers to the Trojan website (See Fig. 1). He also plans to improve off-page SEO by building links to the website and finding guest blogging opportunities for our marketing team.

**Social media.** One of our marketing staff members will devote 10% of her time to managing the company's Facebook account. Very few people in the 55+ age group use Twitter, Instagram, and Pinterest compared to the number of older adults who use Facebook. Therefore, it makes sense to focus our efforts on Facebook marketing instead of trying to manage four platforms. The social media manager will post new content at least twice per day. In addition to posting about open houses and other special events, she will share links to articles of interest to seniors, post photographs of the facility, and answer questions from Facebook users.

**Television advertising.** Seattle has three major television stations: KING 5, KIRO 7, and KOMO. Trojan's marketing team will work with a freelance videographer to produce 45-second television spots aimed at senior citizens. Forty-five second commercials are more expensive to produce and air than 15-second or third-second commercials; however, senior citizens may need extra time to understand the message presented. Therefore, our advertising efforts are likely to be more effective if we produce longer commercials. These commercials will air between 10 a.m. and 4 p.m. Monday through Friday.

### **Communications**

Trojan Older Adult Apartments needs to communicate in a way that conveys care and concern for older adults. Because we cater to senior citizens, all of our communications must have images that show seniors living happy, active lives. Our marketing team must be careful not to produce promotional materials that cast seniors in a negative light. Trojan must also be

mindful of the fact that many older adults have problems with their vision. All print and online materials must use fonts and colors that are easy to see.

### **Sales Approach**

Trojan’s full-time salesperson will use a consultative approach to guide older adults into making a decision that is right for their circumstances. The salesperson will conduct tours, work with marketing staff members to organize open house events, and answer questions in a thoughtful manner. None of our staff members will ever go for the “hard sell” or manipulate people into choosing Trojan Older Adult Apartments.

### **Incentives**

Discounting does not make sense for Trojan Older Adult Apartments, as the complex already charges market rents for one- and two-bedroom units. However, our salesperson does have the authority to offer certain incentives for older adults who want to live in the Trojan complex. For example, offering relocation assistance may motivate some older adults to move into the complex faster than they would if they had to coordinate a move on their own. Trojan will partner with a local moving company to ensure each new resident’s belongings are handled with care.

### **Implementation**

### **Financial Plan**

<b>Item</b>	<b>Estimated Cost</b>
<b>Community involvement: Four events per year at \$500 per event for gift bag materials</b>	\$2,000
<b>Content marketing: Four sponsored articles per year (\$300 per article), one guest blog post per month (\$50 per post), two blog posts per month for the Trojan website (\$0 per post)</b>	\$1,800

<b>Direct mail: Oversized postcard with glossy finish and full-color photos (500 postcards at \$1.19 per card); direct-response copywriter's fee of \$1,200; mailing list fee of \$750</b>	\$2,545
<b>Email marketing: No additional cost unless mailing list reaches 1,000 subscribers; use of in-house marketing staff</b>	\$0
<b>Internet advertising: One banner ad per month at \$200 per ad</b>	\$2,400
<b>Pay-per-click advertising: Budget of \$175 per month</b>	\$2,100
<b>Print advertising: One magazine ad per quarter at \$300 per ad; one newspaper ad per quarter at \$200 per ad</b>	\$2,000
<b>Public relations: Use of in-house staff member</b>	\$0
<b>Radio advertising: One 30-second commercial per week for four weeks at a cost of \$650 per commercial (commercial airs 20 times per week); videographer fee of \$1,000</b>	\$3,600
<b>Search engine optimization: No up-front fee; 15% commission on sales generated</b>	\$2,200
<b>Social media: Use of in-house staff member</b>	\$0
<b>Television advertising: Two commercials per day at a cost of \$105 per commercial (30 days total)</b>	\$6,300
<b>TOTAL:</b>	\$24,945

### Work Plan

Month	Amy	Jessica	Michael	Mark	Amanda
<b>Jan.</b>	Represent Trojan at senior health fair; Post to Facebook at least twice per day	Write two blog posts for Trojan website; Place advertisements in newspaper and magazine; Manage	Create four email newsletters and schedule them for weekly distribution	Arrange for banner advertising on partner website	Purchase mailing list for direct-mail piece; Manage PPC campaign

		Trojan PR activities			
<b>Feb.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Review mailing list and remove names that are already in our database	Manage PPC campaign
<b>Mar.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Write sponsored article for newspaper	Work with graphic designer and freelance designer to create postcard; Mail postcard to 250 households; Manage PPC campaign
<b>Apr.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Place advertisements in newspaper and magazine; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Arrange for banner advertising on partner website	Represent Trojan at senior health fair; Manage PPC campaign
<b>May</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Work with videographer to produce television spots; Schedule advertising with local television stations	Manage PPC campaign
<b>Jun.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage	Create four email newsletters and schedule them for	Write sponsored article for newspaper	Send direct-mail piece to an additional 250 households;

		Trojan PR activities	weekly distribution		Manage PPC campaign
<b>Jul.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Place advertisements in newspaper and magazine; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Represent Trojan at senior health fair; Arrange for banner advertising on partner website	Manage PPC campaign
<b>Aug.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Work with production team to produce radio advertisements; contact local stations to ensure ads are aired as scheduled	Manage PPC campaign
<b>Sept.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Write sponsored article for newspaper	Manage PPC campaign
<b>Oct.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Place advertisements in newspaper and magazine; Manage Trojan PR activities	Represent Trojan at senior health fair; Create four email newsletters and schedule them for weekly distribution	Arrange for banner advertising on partner website	Manage PPC campaign
<b>Nov.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution		Manage PPC campaign

<b>Dec.</b>	Post to Facebook at least twice per day	Write two blog posts for Trojan website; Manage Trojan PR activities	Create four email newsletters and schedule them for weekly distribution	Write sponsored article for newspaper	Manage PPC campaign
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### Performance Evaluation

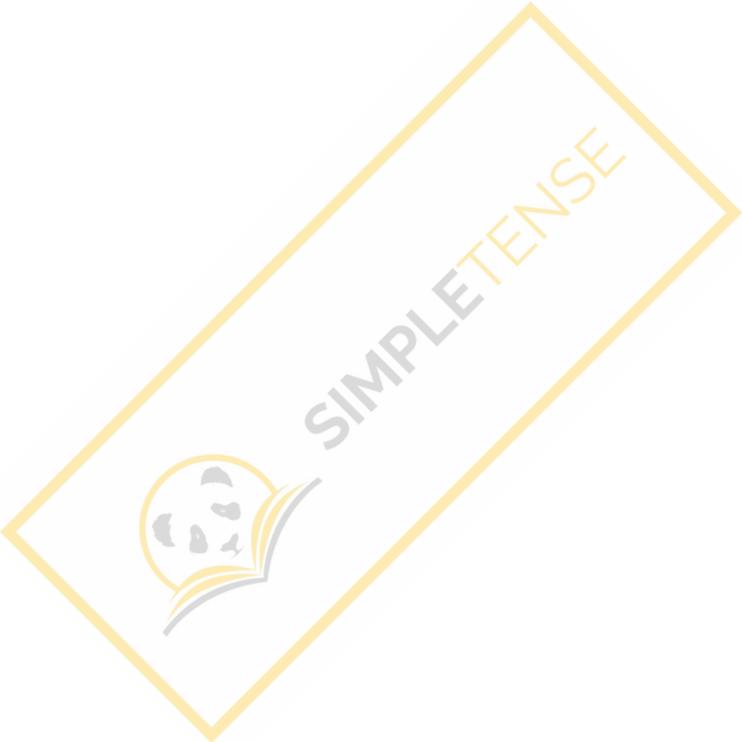
The Trojan marketing team must track several metrics to ensure each marketing tactic is producing the desired result. We plan to track the following in 2017:

- Website page views (weekly/monthly)
- Unique visitors per month
- Total number of leads generated on a monthly, weekly, and annual basis
- Number of telephone calls received as the result of radio and television advertisements
- Number of leads generated by newspaper and magazine advertisements
- Click-through-rate on online advertisements
- Number of leads generated as the result of attendance at community events
- Email open rate
- Email bounce rate
- Direct response rate
- Number of “likes” on complex Facebook page
- Search engine rankings for primary keywords
- Search engine rankings for secondary keywords

**Supporting Documents**

Figure 1: Target Keywords for SEO Campaign

<b>Keyword</b>	<b>Searches</b>
senior housing Seattle	312
Seattle senior housing	252
senior living Seattle	132
Seattle senior living	48
senior housing Seattle WA	36
senior apartments Seattle	30
senior housing in Seattle	24



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