

CASE HISTORY

Synopsis: Integrated marketing encompasses traditional (television, radio, print) and digital (online advertising, search engine optimization, pay-per-click, website, electronic newsletters) to build marketing power and establish new brand, rapidly increasing leads and revenues

Company: **ALWAYS BEST CARE SENIOR SERVICES**

Situation: Always Best Care began franchising its non-medical in-home care and assisted living referral services in 2007, had its first franchise revenues in 2008, and by 2010 had reached \$9.6 million in franchise revenues. However, this averaged less than \$125,000 per franchise – substantially under the industry average. The company had no national advertising fund, no marketing department, and no national advertising program. Compounding this was an explosion in industry competition – national brands grew from 12 in 2007 when Always Best Care began franchising to more than 50 by the end of 2014, putting even greater pressure on franchise performance.

Action: Joining Always Best Care at the end of 2010, I set up the first National Advertising committee of franchisees to provide guidance and advice to company management, launched the first national advertising fund drive among franchisees, and established the first national advertising program. Over the next five years, we launched the brand's first television campaign, its first Internet marketing campaign, its first consumer website, its first national public relations campaign, and many other new activities – a complete array of integrated marketing activities. In the process, Always Best Care was honored with 22 awards for marketing and advertising excellence – more than any other Senior Care company in the United States and Canada.

Results:

- Franchise revenues exceeded \$100 million in 2015, increasing from only \$9.6 million in 2010
- Average franchise revenues increased nearly 300 percent to more than \$830,000
- The number of franchised units increased 48 percent to more than 200

