

MICHAEL W. MARLOW

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PROFILE

Nationally recognized senior living sales leader specializing in customized relationship sales training and coaching for lead management and referral development to increase occupancy and revenue.

PROFESSIONAL EXPERIENCE

BROOKDALE SENIOR LIVING, INC.

10/2005 - present

National Director of Sales/National Sales Training Manager

Responsible for the management of three divisional and regional sales managers, directly managed a portfolio of seven independent living, assisted living and CCRC communities and led the development and national launch of a comprehensive sales training program, Brookdale Selling Skills for all 1120 communities nationwide.

- ☐ Co-developer of Brookdale Selling Skills whose on-line version was awarded ALFA's Best of the Best Award in 2013
- ☐ Developed 10-3-1 rule which is now company-wide policy
- ☐ Highest move-ins in company history during Q1 and Q4 of 2013
- ☐ Exceeded CFFO budget in 2012 and 2013
- ☐ Exceeded move in budget in six of seven "direct responsibility" communities
- ☐ Achieved 99%-103% of service fee revenue goals in each quarter for my seven "direct responsibility" communities as well as the twenty one communities managed by my team
- ☐ Assisted in the development and national launch of Optimum Life, a Brookdale-branded lifestyles and wellness program

THE MARLOW GROUP, INC.

5/2005 - present

President

Founded this organization to provide sales training seminars to the assisted living, skilled nursing and other senior care provider industries. These one and two-day seminars are designed to move corporations and individual communities from a marketing and advertising-based culture to a true sales-based culture. In addition, general sales and marketing consulting also offered. Current client list includes the Washington Assisted Living Association, Ohio Assisted Living Association, Florida Assisted Living Association, Oregon Health Care Association and previously with ALFA and Hearthstone Assisted Living.

SMARTSTEP, INC., a division of Knit-Rite, Inc.

1/2003 - 10/2005

Vice President

Responsible for all aspects of the introduction of the SmartStep Stabilization System, an orthotic-based fall reduction system, to the assisted living market. Specific responsibilities included patent application, brochure development, customer service training, sales and operations. In addition, independent representatives and fitters were hired and trained.

- ☐ National certification in pedorthics obtained

- ☐ Established contract with Lighthouse Underwriters Insurance to underwrite the cost of the SmartStep Stabilization System to their insured assisted living communities
- ☐ National speaker at several conferences, including the Assisted Living Federation of America conference

BROOKDALE SENIOR LIVING

1/2002 – 1/2003

National Director of Sales and Marketing

Responsible for all aspects of the establishment of a sales-based corporate program designed to increase occupancy in the thirty seven Brookdale managed communities. Provided on-site coaching and consulting while developing corporate level programming in sales training, sales tracking, brochure and advertising campaign development.

- ☐ Increased occupancy from 82% to 93% company-wide
- ☐ Increased sales-based referrals by 320% from previous year
- ☐ Led the roll-out of a new, field-based advertising, public relations and marketing program for community teams to encourage decentralization and local accountability
- ☐ Trained and managed a diverse corporate team (human resources, operations, executive, sales and marketing departments) in proper sales training and coaching techniques
- ☐ Launched company-wide sales training roll-out

ATRIA RETIREMENT AND ASSISTED LIVING, INC.

5/1999 – 11/2001

Vice President of Sales

5/2000 – 11/2001

Responsible for the development of strategic sales, sales training and sales tracking programs and policies for over 90 assisted and retirement living communities across the country. These programs and policies were designed to continually shift the company from a marketing-based culture to a sales-based culture. Provided on-site consultation with communities to maximize occupancy, market share and profitability. Responsible for the ongoing leadership of our proprietary lead tracking system designed to increase the efficiency of our sales staff of over 200.

- ☐ Led efforts to increase national occupancy from 72% to same store level of 80% over a 30 month period
- ☐ Increased weekly average sales calls, per community, from 5.9 to over 15 during an 18 month period
- ☐ Increased percentage of referrals from professional sources from 14.7% to 25.2%. Subsequent decrease in referrals from media (paid referrals) from 34.8% to 10.8%.
- ☐ Led the development of the current customer service department within Atria, including the selection and training of our external call center
- ☐ Successfully completed delivery of a three-day, formalized sales training program to over 400 employees as well as an advanced training program to over 250 employees
- ☐ Served as interim sales and marketing director in the Northeast division, covering 28 communities

National Director of Sales Training

5/1999 - 5/2000

Responsible for the development and implementation of all sales and customer service training courses for all field-based employees in 102 communities. Served as a consultant to our communities on the development of sales and marketing strategies and for problem solving sessions.

- ☐ Increased inquiries nationally 53% and customer tours of our communities by 110%
- ☐ Through intensive, on-site sales training, increased census in 11 targeted communities by an average of four over a 15-week period
- ☐ Successfully completed delivery of sales training to over 250 employees in the first 60 days
- ☐ Led campaign to increase compliance with our lead tracking system from 21 communities to all 102 communities in a four-month time frame

BEVERLY ENTERPRISES, INC.

5/1997 - 5/1999

National Director of Sales and Marketing

Managed the development and implementation of sales strategies for a department of over 400 sales associates and parallel operations personnel in over 300 facilities. Led sales training department with courses on employee orientation, selling skills and personal development courses written and delivered. Direct supervision of three employees, two with national responsibilities.

- ☐ Admissions increased 26%, referrals by 21% and sales calls increased by 35%
- ☐ Developed Beverly Sales and Marketing department Intranet page
- ☐ Increased training certification of sales managers from 30% to 95%
- ☐ Certified instructor of Dr. Stephen Covey's, "Seven Habits of Highly Effective People."

VENCOR, INC. /THE HILLHAVEN CORPORATION

8/1994 - 5/1997

National Training Manager/National Accounts Manager

6/1996 - 5/1997

As National Training Manager, responsible for the development and implementation of a national sales training program for all levels of sales and operations personnel, including executive level. As National Accounts Manager, responsible for the formation of a national network of long term care providers to collectively negotiate with selected managed care entities for the marketing of a shared risk, long term care insurance product. Clientele included CEOs, Boards of Directors, COOs, Vice Presidents and legal staff.

- ☐ Increased sales calls by over 75% and corporate census rose from 87% to 89.1%
- ☐ Enrolled 42 competing long-term care companies into the Vencor Network
- ☐ Participated in negotiations with insurance provider, CNA, for the marketing of their long term care insurance product

Regional Director of Sales and Marketing

8/1994 - 6/1996

Responsible for the development and implementation of all sales and marketing strategies for 80 long-term care facilities and 12 related health care providers in eight states. Managed a staff of eight, including six sales managers. Entire sales force consisted of over 125 employees.

- ☐ Increased referrals to long term care facilities by 110%, admissions by 35% and increased number of sales calls made to professional referral sources by 270%
- ☐ Led marketing transition team in acquisition of Nationwide Health Care Corporation's 28 facilities

EDUCATION

B.A. Communications, Minor Marketing, *University of Kentucky*, 1981