

USSSA Partner: Jackrabbit Swim

Developing a Growth Strategy for your Swim School

Presented by Emily Smith, Marketing Director



INTRODUCTIONS

Emily Smith

Marketing Director, Jackrabbit Swim

The Early Years

Florida Girl & Waterbaby

Proud Alumni of USF

BS in Early Childhood Education,
Minor in Business Leadership



The Later Years

Executive & Regional Director 3
National Childcare Brands

Sales Director Childcare Software

Marketing Director Jackrabbit



Who are You?

- Who has a business background?
- Who loves sales & marketing?
- Who likes to make BIG decisions?
- When you think of building a strategy, what comes to mind?

Session Summary

OUR MAIN TOPICS TODAY

1. Value Propositions & Growth Moves
2. Brand Relevance & Customer Experience
3. Key Indicators for Success
4. Thinking Long Term

Value Propositions & Growth Moves

What is a Value Proposition?

Your value proposition is the core of your competitive advantage. It clearly articulates why someone would want to buy from your company instead of a competitor.

Developing a Value Statement

Create the "Dream Team." You need a vision session with your program's stakeholders - ownership, management, staff and even customers could be considered stakeholders in the value statement.

Sharing the Values

There's isn't a general rule for where to display your value statement, even though the location does absolutely matter. It largely depends on who your statement is targeted at and what it's designed to convey.

Value Propositions

ARE

Conversion Factors
Problem Solvers
Unique Identifiers
Differentiators

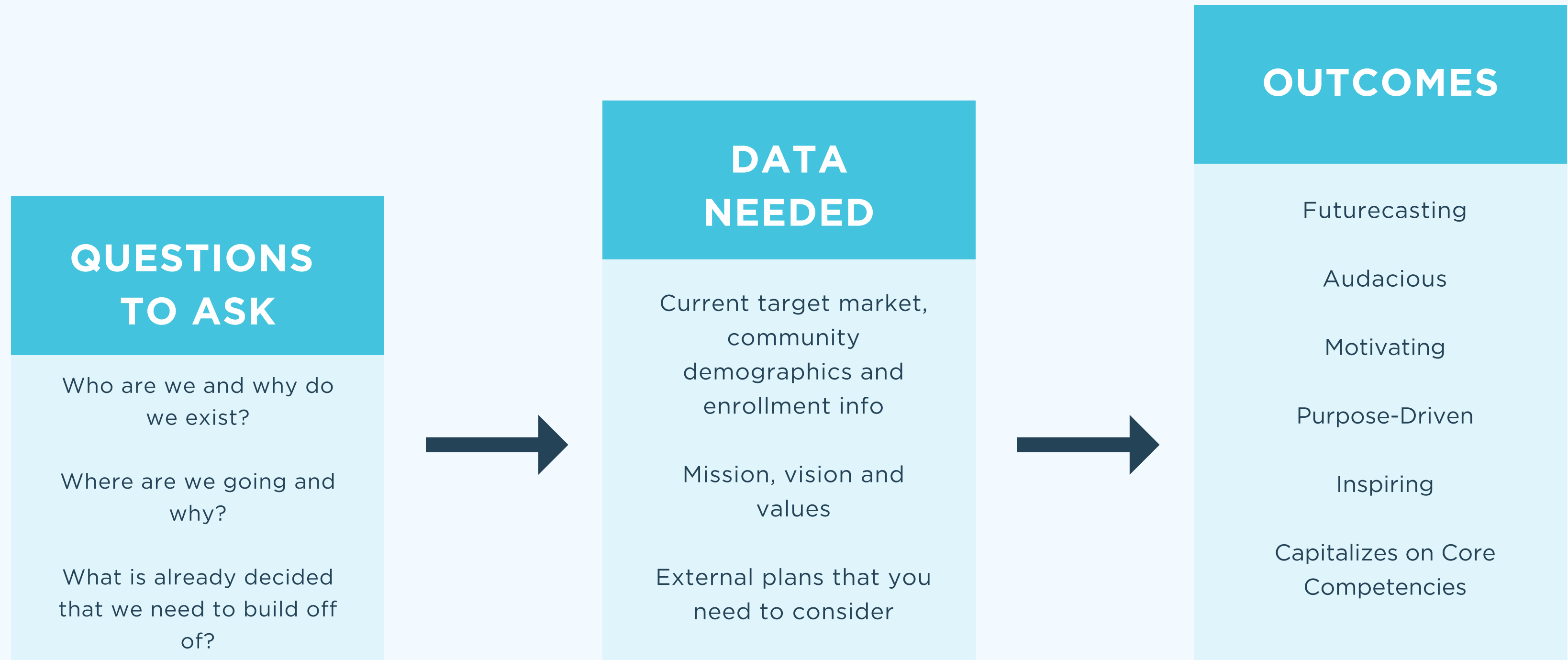


ARE NOT

Taglines
Slogans
Market Positions
Mission Statements



Developing a Value Statement



VALUE STATEMENT EXAMPLES



ST. JUDE

No child is denied treatment based on race, religion or a family's ability to pay.



NIKE

Bring aspiration and innovation to every athlete* in the world.

*If you have a body, you are an athlete

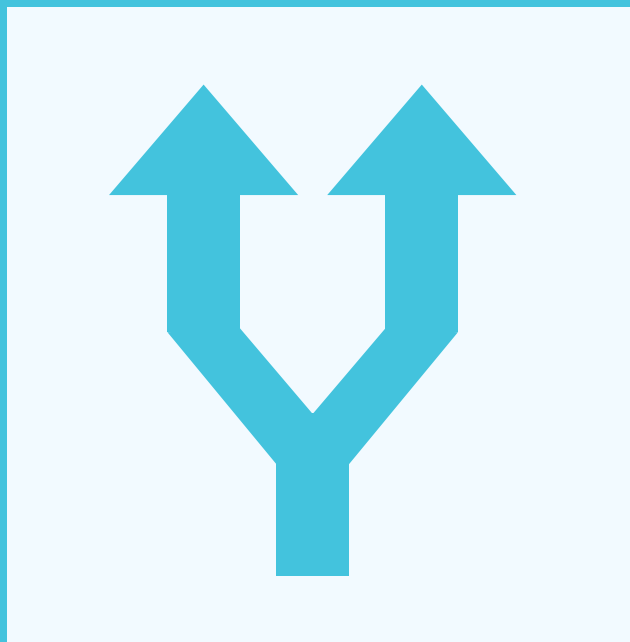


AMAZON

The earth's most customer centric company; a place where people can come to find and discover anything they want to buy online.

Are you on the right track?

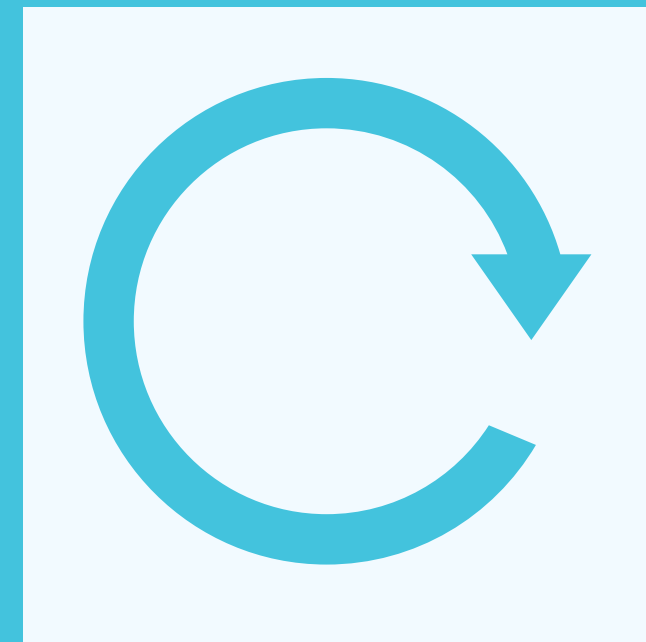
CONSIDER THESE THREE POINTS AND DECIDE



Consistent Difference



Difficult to Imitate



Constantly Improved



Displaying Your Statement

1

WEBSITE

Front page, footer, contact page, class listings & registration pages

3

RECRUITMENT

Careers page, application, interview & hiring process

2

ONLINE & OFFLINE

On site, in tour materials, family registration & orientation, parent portal.

4

BLOG & SOCIAL

Weave through articles, blogs, social posts and YouTube Videos

BRAND RELEVANCE & CUSTOMER EXPERIENCE

Branding vs. Marketing

Branding is WHO you are and marketing is how you BUILD awareness of that!

Identifying Your Ideal Customer

The better clarity you have over who is the ideal customer for your school the more focused and effective all of your sales and marketing efforts will be.

Delight Your Customers

The funnel is failing our businesses. Jump into the flywheel and use the momentum of your already happy customers to drive referrals and additional class registrations.

Branding Vs. Marketing

BRANDING

Core Values

Inspirations

Uniques

Styles & Communications

All the Feels



MARKETING

SEO

Content Marketing

Pay Per Click

TV, Radio

Print Ads



Branding is Strategic. Marketing is Tactical.

Branding is at the core of your marketing strategy,
so branding **MUST** come first.

Marketing finds new customers.
Branding makes loyal customers, advocates &
evangelists.



We've got
great coaches.

I understand
you've got great
coaches.

Identifying Your Ideal Customer

1

DEFINE YOUR SCHOOL FROM THEIR POV

What does your program provide your ideal customer? What problems do you solve and how does their enrollment improve their life?

3

DEFINE THE TIME & PLACE

Where are they? Where is your ideal customer when they consider enrolling in your program and what else is going on in their schedule?

2

DEFINE THE IDEAL CUSTOMER FOR YOUR PROGRAM

Demographics & Day in the Life.

4

DEFINE THEIR DECISION MAKING (ENROLLMENT) STRATEGY

What other products or programs are they utilizing for their family? How have they chosen activities for their family in the past?

Delight Your Customers

Moving from the Funnel to the Flywheel



MAKE THE FLYWHEEL WORK

THREE THINGS TO CONSIDER

The momentum of the flywheel depends on three things:

1. How fast you're spinning it
2. How much friction there is
3. How big it is

Adjust your growth strategy to consider all three. The speed of your sales, marketing and service efforts directly impacts the size of your customer base.

Check the friction on your wheel. How are your teams structured? What's causing student withdrawals or class cancellations? Where are new leads and prospects getting stuck in the decision making process?

Define Your Key Indicators of Success

Defining Your KPI's

Think carefully about which areas of your program are able to be measured. Different sets of metrics are important for different sets of decisions. Focusing on the right ones gives you early confirmation of success or early alerts to potential pitfalls.

A/B Testing

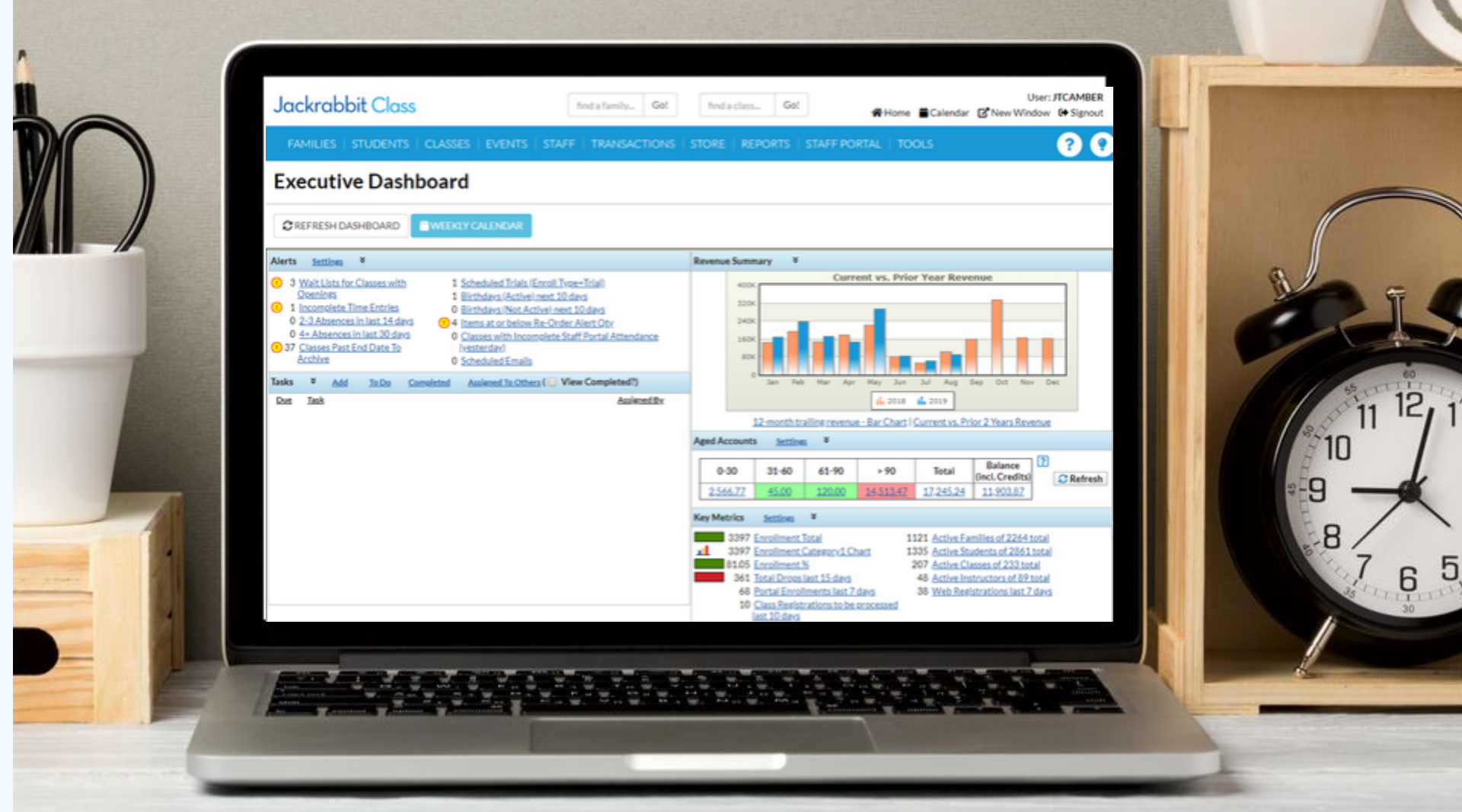
A/B Testing helps you avoid unnecessary risks by allowing you to use your resources where it they'll maximize effect & efficiency. A/B Testing helps you prioritize what you should be doing in the future.

Validating Revenue Streams

Are you tapping into all of the available opportunities and charging effectively when it comes to registration, tuition and events? Validate your ROI and consider untapped revenue opportunities in your program.

Financial KPIs

Cash Flow Forecast
Flywheel Friction Rates
Revenue Growth Rate
Inventory (Pro-Shop) Turnover



Non-Financial KPIs

Customer Satisfaction
Website Traffic
Social & Content Engagement

WHAT DOES A KPI LOOK LIKE?

A KPI IS A METRIC, WHICH MEANS IT'S IMPORTANT TO MEASURE YOUR SUCCESS. TO BE EFFECTIVE KPIS SHOULD BE:

RELEVANT

The best metrics in each category are those that have the most impact on your 1, 3, 5 and 10 year plans.

BALANCED

Have a good mix of both short and long term KPIs

LOGICAL

Everyone on your decision making team should know what the KPI means

SHARED

Your team, top to bottom (yes, coaches too!) should know why these are important!



A/B Testing For Beginners

1

PICK A VARIABLE TO TEST

Website Layout
Call to Action Color
Email Subject Lines
Class Names

3

SPLIT YOUR GROUPS

Equally & Randomly
Appropriate Sample Size
Length of time to test for significant results

2

CREATE A CONTROL & A CHALLENGER

Independent Variable
Dependent Variable
Desired Outcome

4

REVIEW & UPDATE

Tracking & Testing with a System
Feedback from Real People
Focus on Your Goal Metric
Take Action!

Validating & Creating Revenue Streams

REVENUE INSIGHTS

What do our customers currently pay?

How are they currently paying?

How would they prefer to pay?

DIVING DEEPER

For what additional value would our customers consider paying for?

How much does each revenue stream contribute to our overall growth?

DATA DRIVEN DECISIONS

View & Assess Revenue by Class/Event

Compare Revenue Collected with Related Enrollments

Analyze Discounts Given Over a Specific Date Range or Promotion

NEW REVENUE OPPORTUNITIES

Events

Certifications

Satellite Locations

Pro-Shops

Educational Classes

THINKING LONG TERM

Scalability

You didn't come this far to only come this far so what's next? How do you prepare your business for growth?

Investing in Talent & Solutions

Everyone of us that started with super-lean management eventually gets to the point where it's time to adopt a system or new talent. Knowing when is the hardest part.

Expansion

Growth and expansion are key goals for almost every owner or administrator. What should you be thinking about when it's time to add markets, products or services?

Here We GROW

KEEP IT SIMPLE

Take the complex systems & processes you have in place and make them easier.

Enrollment,
Registration, Parent
Communication,
Attendance, Staffing

FOCUS ON THE DELIGHT

New customers are important but customer experiences will make or break your business.

Your best enrollment specialist is your current customer.

HIRE SMART PEOPLE

...and then get out of the way. No but really, invest in people who get your vision and buy into it.

They'll drive your mission of growth with you.

NO SHORTCUTS

It's tempting to take what looks like the easy way but shortcuts are the quickest way to cripple your program.

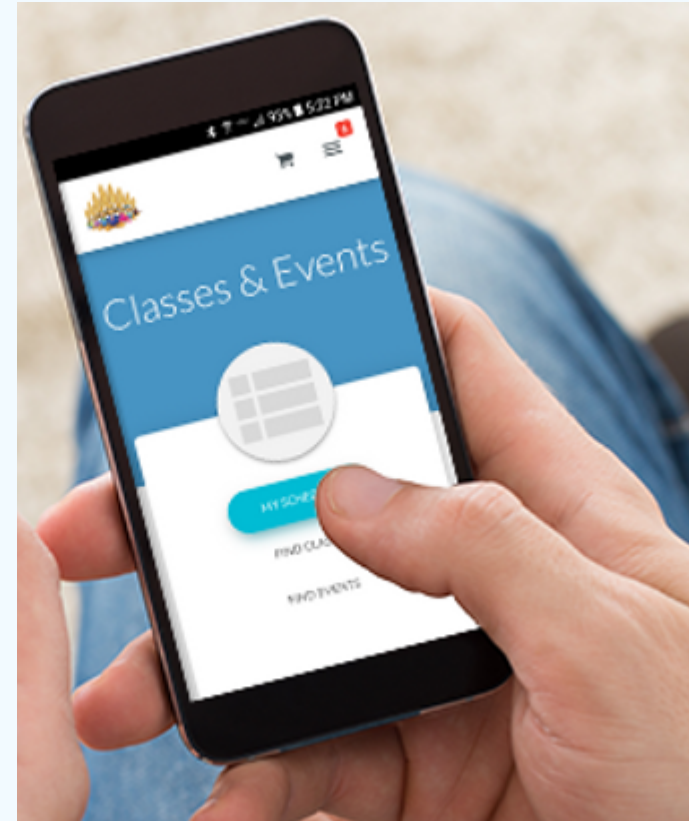
It's okay to ask for help or find a stronger solution to a problem.

Technology Integrations



ONLINE REGISTRATIONS

Accurate Class Lists Online
Quick & Easy Online Registration
Online Wait Listing
Event or Party Registration
Customer Portal Registration



PARENT & STAFF ENGAGEMENT

Class & Account Management
Attendance Updates
ePayment Processing
2 Way Communication
Time Clock & Payroll Integration
Skill, Lesson Plan & Milestone Tracking



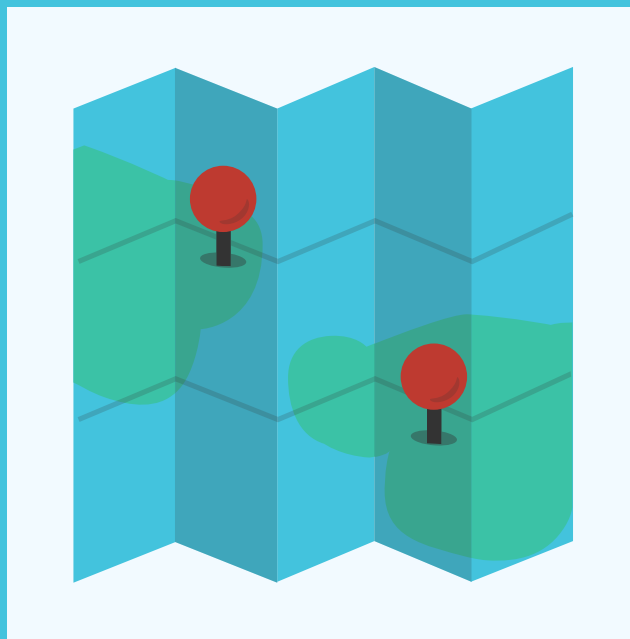
ACCURATE & ACCESSIBLE DATA

Revenue Summary & Comparisons
Aging Accounts
Enrollments, Drops, Attendance
Integrations - Payroll, Quickbooks, Google Analytics



Time to Expand?

NEW MARKETS, NEW PRODUCTS, NEW CUSTOMERS



New or Satellite
Locations



Certifications
Testing
Parent Education



Pro-Shop
Parties/Events

“

Always Remember

**The secret to getting
ahead is getting started.**

MARK TWAIN

Questions? Comments?
LET'S STAY IN TOUCH!

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