

A person is performing a handstand on a beach at sunset. The person is in the center of the frame, with their legs raised high and bent at the knees. The background is a dramatic sky with orange and yellow clouds, and the sun is low on the horizon. The person's shadow is cast on the sand.

Marketing Research and Analysis

# Gymnastics Studio

*New York, NY*

# Overview of Recommendations

## Improve customer satisfaction

- Adjust coach attitudes
- Enhance customer service
- Modify pricing schemes
- Digitize payment methods

## Increase new sign-ups

- Upgrade website
- Establish sign-up bonuses
- Leverage Facebook Ads
- Leverage Google Ads

## Upsell existing customers

- Promote birthday parties
- Modify camp programs



Most of your customers (59%) found you through friend's referral

All recommendations based on comprehensive customer survey (101 complete responses), 2 focus groups (10 customers), and 4 one-hour customer interviews.







1. How do we get more new customers?

2. How do we upsell our existing customers?



# Who are my target customers?



## Age:

Parents with daughters; median age: 7 years old

77% of them are between 4-10 years old



## Origins and Location:

43% grew up in the United States

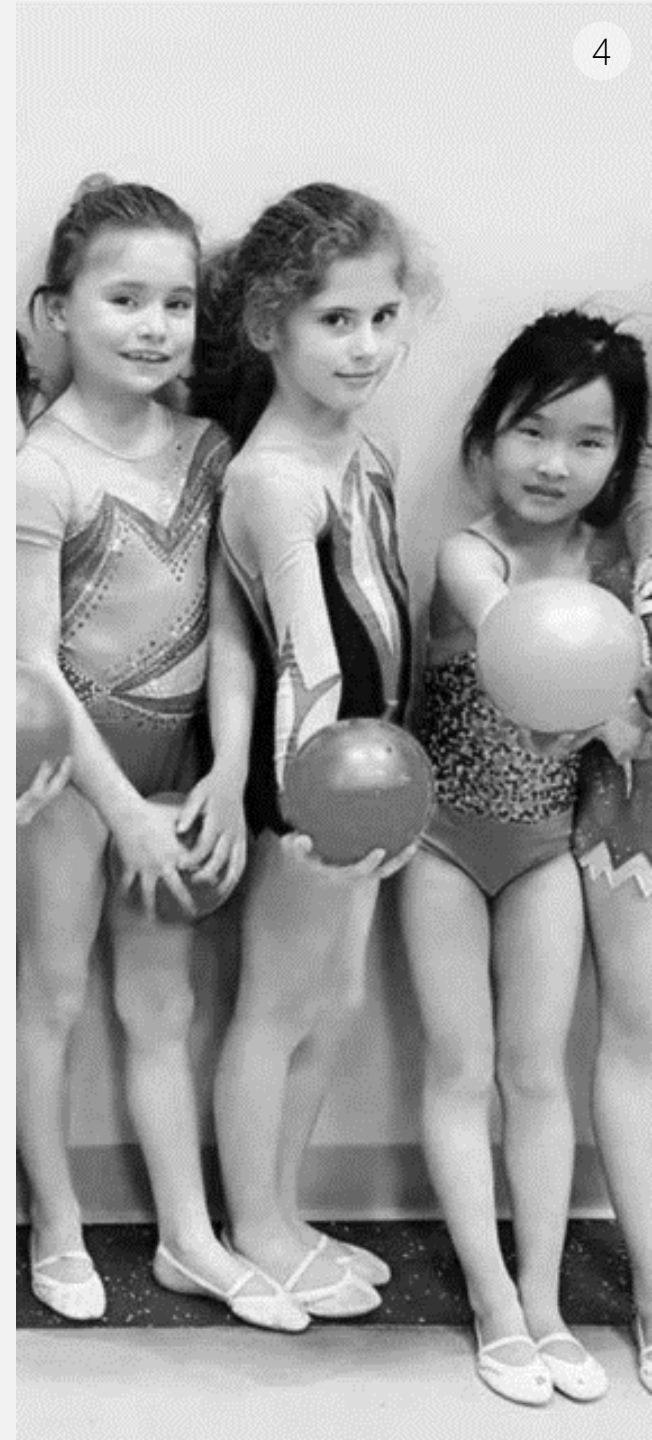
22% grew up in Russia and Ukraine

45% live in Manhattan, Brooklyn, Queens

## Recommendations:

Adjust teaching/communication methods to better fit the American style

If using advertising, focus on Manhattan, Brooklyn, Queens residents



# What do my customers care about?

## "Confidence"

79% parents said "very much so".  
Overall importance: 92/100

## "Fitness"

75% parents said "very much so".  
Overall importance: 90/100

## "Discipline / Perseverance"

73% parents said "very much so".  
Overall importance: 90/100

## "Grace / Beauty"

Only 59% parents said "very much so".  
Overall importance: 83/100

"My daughter being raised in the US, has a much lower tolerance of critiques and not-so-kind feedback. So we left. I still think she is talented and should continue. But I had enough of fighting with her about going."  
- Parent, ex-customer

"Teamwork is so important you know, I also wanted my daughter to be learn interpersonal and teamwork skills."  
- Parent

- **Recommendations:** Build kids' confidence by encouraging them
- Train coaches in appropriate communication methods
- Tie "customer service attitude" with coaches' compensation
- Appeal to parents' inner desires: "confidence, fitness, discipline"
- Use referral bonuses to reward existing customers, as well as coaches

# How much are my customers willing to pay?

"Prices too high"

38% said current prices are too high

"Won't pay more"

92% said they "won't pay more" to fund new improvements

"Extra charges for shows/competitions should be included in the tuition."  
"they charge for things in a way that make you feel nickel and dime."  
"I do also feel nickel and dimed."  
"Offer a few payment times vs one time full payment"  
"EVERY single thing is more \$"  
"The fees are extremely opaque"

*- Parents' responses to current pricing*

## Recommendations:

- Try to include all "fees" in the tuition to avoid negative customer reactions
- Eg. if you currently charge \$20 for a competition, \$5 for candy, \$15 for a show, add these costs to total program fees
- Avoid charging for small things. It negatively affects the reputation of the business

# What's preventing new customers from buying from me?

Too "harsh"

"Reputation of being very critical and cutting"

Not sure about safety

"Want to make sure they don't tear any muscles or ligaments."

Not sure about coaches

Concerned about "coaches' experience"

Too intense

Afraid of "over-training"  
33% left because there was too much pressure to be in competitions.

## Recommendations:

- Ensure that no coaches are "mean and rude"
- Stress the emphasis on safety (and advertise your safety track record)
- Publish all FAQs on your website so parents don't have to ask in person
- Don't "neglect" non-competition kids, keep them engaged



34% of your current customers had concerns before initially signing up

# How to I reach new customers?

	Initial Awareness	Further research
Friend referral	59%	45%
Google search	33%	41%
Your website	<5%	35%
Facebook	<5%	13%

## Recommendations:

- Satisfy your existing customers. Don't let them leave you, and address their concerns immediately so that they can happily refer others
  - Incentivize more referrals (critical to getting new customers)
- Online presence is important only after customers have developed interest



59% of your current customers found your through a referral







2. How do we upsell our existing customers?



# How can we upsell more Birthday Parties?

Aware of it

90% are aware that you host birthday parties.

Not attended

69% have not attended them before

Very satisfied

Those who have attended said it was great!  
"Fun party for non-gymnastic guests" "Great parties!", "I would highlight that boys enjoy the party too" - *Parents*

## Recommendations for birthday parties:

- Continue to promote them
- Keep them fun
- Remind people that it is suitable for boys as well



# How can we upsell more Summer Camps?

## Mandatory

About half of parents dislike it because it's mandatory

## Have attended

80% have attended them before

## Can be improved

Not fun enough, not outdoors, too expensive  
"the facility needs to be air conditioned." "should spend more time outside", "in the summer, having more field trips and outdoor fun", "have Fun "non-competition" activities" - *Parents*

## Recommendations for Summer Camps:

- Consider making it non-mandatory, or include its price in the cost of the entire semester upfront
- Keep them fun, and outdoors
- Diversify the activities: make it less competition-focused





# How can we make existing customers buy more and stay longer?

We need to address parents' key concerns first:

## Coach feedback

Score: 2.49/4.00 😞

Inconsistent coach feedback: some parents get more. Little coach-parent interaction. Few updates about child's progress. Some coaches always playing with cellphones.

## Quality of customer service

Score: 2.71/4.00 😞

Coaches are sometimes too harsh. Parents' waiting area is too basic. No front desk staff.  
"style of communication often does not make parents/customers feel welcome and/or appreciated" - *Parent*

## Keep up the quality of coaching

Score: 3.26/4.00 😊

Quality of teaching is great, and parents really appreciate that. Keep it up!

## Recommendations:

- Coaches' compensation should be directly linked to quarterly parent surveys
- Allow online payments (eg. [www.shopify.com](http://www.shopify.com))
- Coaches' bios should be given to parents
- Coaches should interact with parents more often
- Train coaches on proper communication skills (courses)
- There should be written rules for communication do's and don'ts
- Certain things must not be said (eg. "fat")
- All staff should be courteous to all parents

# Summary of Recommendations

## Improve customer satisfaction

**Coach attitude:** can be more positive; should have more interaction with parents

**Customer service:** should be more positive, more courteous

**Pricing mentality:** should be package-based, not “nickel & dime”

**Payment method:** should be moved online, and with payment intervals

## Increase new sign-ups

**Website:** should have all FAQs, schedules, prices (saves you time)

**Sign-up bonuses:** turn your customers into your best salesforce

**Facebook Ads:** target Newton, Needham, Brookline residents

**Google Ads:** parents desire “Confidence, Fitness, Discipline”

## Upsell existing customers

**Birthdays:** keep it fun. Don’t forget “boys”

**Camps:** take it more outdoors, keep it fun



Satisfied customers are the best source of referrals and recurring revenues







Thank you!