

SALES FUNNEL OPTIMIZATION OF CAMDEN SCHOOL

Final Memory

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Sales Funnel Optimization Of Camden School

1. Definition Of The Intervention Project.....	6
1.1. Definition And Justification Of The Project	6
i. Introduction Of Camden School	6
ii. Situation Analysis Of The Sales Funnel	7
iii. Definition And Analysis Of The Problem.....	8
iv. Justification Of The Project.....	14
1.2. Analysis Of The Actuation Context.....	15
i. Internal Situation.....	16
ii. External Analysis.....	20
1.3. Relevance To The Degree	21
2. Theoretical Framework.....	22
2.1. Identification Of Theories To Optimize The Sales Funnel	22
i. Theories To Optimize The Funnel Structure.....	22
ii. Theories To Optimize The Landing Page & CTA.....	24
2.2. Conclusions to Optimize The Sales Funnel Based On The Theories Identified	28
i. The Funnel.....	28
ii. The Landing Page.....	29
iii. CTA.....	30
3. Objectives.....	31
4. Internal & External Analysis Of The Context Of The Intervention.....	32
4.1. Internal Weaknesses	32
4.2. Internal Strengths.....	32
4.3. External Threats	33
4.4. External Opportunities	33
5. Action Plan	36
5.1. Hypothesis Definition	36
i. Resources, Roles & Responsibilities	37
5.2. Defining Our Ideal Client	37

Sales Funnel Optimization Of Camden School

- i. Ideal Client definition 37
- ii. Levels of Awareness 37
- iii. Behavior..... 37
- iv. Resources, Roles & Responsibilities 38
- 5.3. Communication Strategy 38**
 - i. The Unique Offer and main benefits 38
 - ii. The Unique Method 38
 - iii. Credibility & Authority Elements 38
 - iv. The Big Idea (Attention Catcher) 39
 - v. The Market Positioning 39
 - vi. Resources, Roles & Responsibilities 39
- 5.4. Sales Funnel Design 40**
 - i. Traffic Channel & Investment..... 40
 - ii. Stages of the Sales Funnel 40
 - iii. Sales Funnel’s Elements..... 40
 - iv. Overall Review 42
 - v. Resources, Roles & Responsibilities 42
- 5.5. Sales Funnel Implementation 43**
 - i. Advertisement 43
 - ii. Landing Page..... 43
 - iii. WhatsApp & Email Message..... 43
 - iv. Overall Review 44
 - v. Resources, Roles & Responsibilities 44
- 5.6. Set & Monitor The Marketing Campaign..... 44**
- 5.7. Work timeline Of The Action Plan..... 45**
- 5.8. Resources & Budget For The Sales Funnel..... 47**
- 6. Conclusions: Viability Of The Sales Funnel Optimization..... 48**
 - 6.1. Feasibility Of The Sales Funnel Optimization 48**
 - i. KPI & Standard Values 48
 - ii. Sales Funnel Optimization Projection..... 49
 - 6.2. Final Recommendation & Conclusions 50**
 - i. Control & Review..... 50
 - ii. Risks To Consider 51

Sales Funnel Optimization Of Camden School

iii. Project Continuity..... 51

Bibliography..... 53

Appendix..... 56

1. Monthly Number Of Students Per Month From 2020 to 2022..... 56

2. Landing Page 2022..... 56

3. Landing Page 2021..... 59

4. Competitors AnalysisError! Bookmark not defined.

5. Work timeline Of The Action PlanError! Bookmark not defined.

1. Definition Of The Intervention Project

1.1. Definition And Justification Of The Project

i. Introduction Of Camden School

Camden School is a small **English Academy in downtown Granollers**, founded in August 2020 by Ada Guiteras, my sister. All started when Ada became unemployed since the academy where she worked decided to close during and after the lockdown. It was then when she decided to undertake this huge challenge. Ada's goal was to create an academy that incorporated her unique teaching style and the lessons she had learned from her experience in various academies and schools, as well as her degree in English Philology.

After 2 academic years, Camden School has no employees, but Ada counts with the help of 3 self-employed persons.

First, **Ada is the founder and main teacher**, besides she designs unique teaching material and games making Camden School classes a unique experience as well as responsible of managing the inflow & outflow of students.

Laia is our second teacher for when Ada has filled all her hours or there is the need overlap the schedule of different groups.

Then we have **Jana responsible of the social networks** management and post creation.

Lastly, I am responsible of all accounting duties, external and internal in addition to the marketing strategy and the development of advertising campaigns.

The goal for Camden School is to reach an average of 90 students per month¹, which aligns with our maximum class size of 5 students per group, ensuring that all students receive proper attention from the teacher. In the 2020/2021 academic year, the academy had an average of 17.73 students and €1.165 per month². **These results were achieved**

¹ This is the conclusion from a study carried out along the internship in Camden School through the TCM. Despite that Camden School has never had a quarter with losses, we need 90 students per month so that Ada can have their salary goal of 2,000€ per month.

² All monthly averages are computed over 11 months. August is not counted since the academy is closed.

without a specific marketing strategy, relying only on the contacts Ada had acquired from her previous work in public schools and other English academies.

In the 2021/2022 academic year, we developed different acquisition channels with the goal of reaching 90 students per month. These channels are the same ones that we currently use, as shown in “Table 1”. However, as seen in “Table 1”, Meta Ads, which were the source of 57% of new students in 2021/2022, saw a 100% decrease in 2022/2023.

Ada and I are counting on these acquisition channels, particularly Meta Ads, **to reach our goal of 90 students per month**. Therefore, it is crucial that we address and overcome this decrease in results.

Table 1. New Students Per Acquisition Channel

	<u>2021/22</u>		<u>2022/23</u>		<u>Deviation</u>
	#	%	#	%	of new students
Meta Ads	13	57	0	0	-100%
Website & Google Maps	3	13	15	79	400%
Instagram	1	4	1	5	0%
Word Of Mouth	6	26	3	16	-50%
Total of New Students	23	100	19	100	-17%

Source: Own Elaboration from Internal Data

ii. Situation Analysis Of The Sales Funnel

August and September are crucial months for the academy as we aim to grow to 90 students per month. These months are when most students sign up for English academies and is where our marketing funnel will be put to the test.

In August 2021, we launched our first inorganic sales funnel through Meta Ads. The campaign resulted in 13 new students and a return on investment of €16.9 for every €1 invested over a one-year period. Additionally, **the academy grew from 17 students in Jun-21 to 40 students in Sep-21** (see graph Appendix 1 “Monthly Number Of Students From 2020 to 2022), due to 100% retention of students and the addition of 23 new students (as seen in “Table 1”).

Sales Funnel Optimization Of Camden School

Following the success of our first campaign, we decided to double down on this opportunity. However, **I had no criteria or understanding of how to improve our marketing strategy** or what to do if the campaign stopped working. To address this, I sought out an online course to learn about the strategy behind the design of funnels, campaigns, and copywriting.

I discovered the **Despegue's program**³, which taught me psychological tools for persuasion, how to segment my audience, and how to create relevant messages and concepts for my audience. Ultimately, the program guided me through the design and implementation of the entire marketing funnel, incorporating psychological segmentation and persuasion techniques.

The knowledge gained from this program is not only useful for building our sales funnel, but for any marketing action in the future. However, despite all of this effort, our sales funnel launched in August 2022 through Meta Ads resulted in 0 new students (as seen in "Table 1").

Therefore, **the purpose of this project is to restore the profitability of our sales funnel** through pay ads, which is crucial for achieving the main goal of Camden School (as justified in section 1.1.4).

iii. Definition And Analysis Of The Problem

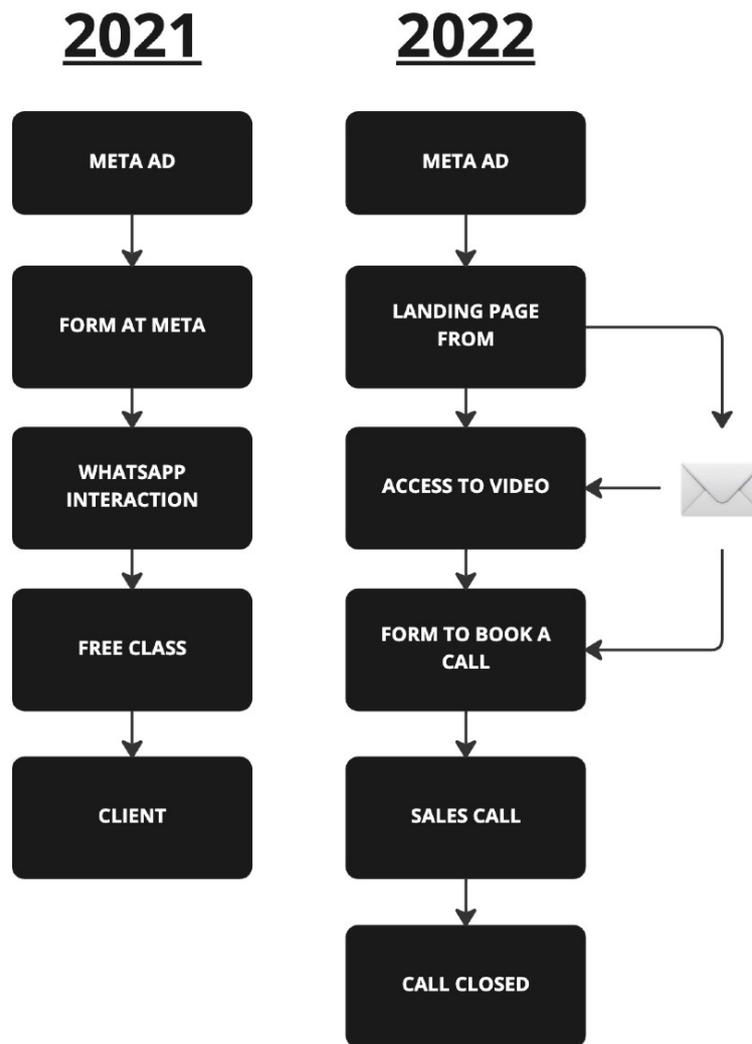
To improve the profitability of our sales funnel, we need to identify the main problem. Therefore, I will compare the results of the two marketing campaigns, August 2021, and August 2022.

First, I will explain **the structure of each campaign**, and then I will compare the results.

Regarding the structure of the funnels, the one of 2022 is more complex than the one of 2021 ("Graph 1"). The main difference is that **in 2021 we asked for the lead in exchange of a free class and free tuition**. Once we had the lead, via WhatsApp we will assign a first group class, based on their needs, to try our service for free.

³ <https://despegue.uno/>

Graph 1. Sales Funnels Comparison



Source: Own Elaboration

On the other hand, **in 2022 we asked for the lead in exchange of a 5' video explaining the keys of Camden School's method** to help those teenagers that are struggling with English at school. Then from that video they will book a call with us, aiming to close the client. That is why in "Graph 1" the 2022 campaign is longer.

In addition, in 2022, we sent emails to the prospect educating and directing them to the video or to book a call.

Another important difference is **the form in 2021 was done inside Meta platform, and in 2022 it was our own landing page (LP).**

Regarding the advertisements, **we targeted a wider audience in 2021**, which led to a higher rejection rate of 24% due to lack of compatibility with our leads. In contrast, in 2022, we targeted a more specific segment of parents of teenagers struggling with English in school. Being this segmentation message thoroughly worked during the Despegue's program.

When comparing the results of the two campaigns, we can see that **the 2021 campaign performed better in all metrics except cost per click**. The cost per click was 17.4% cheaper in 2022 despite targeting a smaller segment, what makes each lead more valuable to us. This is likely due to the improved messaging we developed during the Despegue's program.

Moving on, the campaign of 2022 got 0 leads in total since **we had a 0% conversion rate in our landing page** ("Table 2").

Table 2. Results Of Former Sales Funnels

	<u>2021</u>	<u>2022</u>	<u>Deviation</u>
Cost Per Click (€)	2,3	1,9	17,4%
Lead Conversions (%)	11	0	-100%
Number Of Leads (#)	48,0	0	-100%
Cost Per Lead (€)	20,8	N/A	N/A
Interactions Done (#)	28,0	0	-100%
Cost Per Call (€)	35,7	N/A	N/A
Interactions Closed (#)	13,0	0	-100%
Cost Per Client (€)	76,9	N/A	N/A
Total Investment (€)	1.000,0	305,1	69,5%

Source: Own Elaboration

During the campaign of 2022, after seeing the bad performance, I checked if all the technical elements were working properly. Then, **we check the coherence between the ad** ("Graph 2") **and the landing page** ("Appendix 2"), because if the landing page and the call to action (CTA) are no align, the prospect will leave the page (Teodorescu & Vasile, 2015). However, that was not the problem since the LP was had the CTA proposed by the ad. Therefore, If the lack of coherence was not the problem, why the offer was compelling enough to go to the landing, but not to leave the email? What elements could create friction there?

Graph 2. Meta Ads Of 2021& 2022

camdenschool_granollers Publicidad

IMAGINA UN FUTUR ON L'ANGLÈS NO ÉS UN PROBLEMA

RESERVA LA TEVA PLAÇA GRATIS

Obtener oferta

camdenschool_granollers ⚠️ Descubre los nuestros descuentos 🌟

Les nostres classes han estat dissenyades per ser un punt d'inflexió en l'aprenentatge dels nostres alumnes. Comença a aprendre Anglès combinant activitats dinàmiques i descobrint noves tècniques d'estudi que podràs implementar fora de l'aula.

- 👉 Al centre de Granollers
- 👉 No paguis Matricula
- 👉 Descomptes per familiars i amics
- 👉 Grups màxims de 5 persones!!

camdenschool_granollers Publicidad

D'EVITAR L'ANGLÈS A TOP STUDENT EN 3 PASSOS

ÉS HORA DE SUPERAR EL BUCLE NEGATIU

Más información

camdenschool_granollers 😊 Què és el que fa que un alumne aprengui anglès i un altre no?

Molts adolescents estan bloquejats amb l'anglès 🤔. Eviten estudiar anglès, participar a classe i fins i tot odien l'assignatura. Això, és degut al Bucle Negatiu ⚠️

A l'escola són molts alumnes per professor i amb diferències molt grans de nivell. Provocant que els alumnes tinguin vergonya i poc espai per a practicar 🤔.

PRACTIQUEN menys ➡️ PROGRESSEN menys ➡️ tenen menys MOTIVACIÓ i confiança, tornant a començar el Bucle Negatiu ⚠️.

És per això que els adolescents necessiten impulsar la seva confiança i motivació 🚀, que els farà PRACTICAR més ➡️ PROGRESSAR més ➡️ estar més MOTIVATS. Entrant en una Espiral Positiva 🔄

Si el teu fill/a està bloquejat amb l'anglès 🤔 a Camden School Granollers hem desenvolupat l'Efecte Espiral 🔄.

El punt d'inflexió 🚀 que el teu fill/a necessita per a començar realment a aprendre anglès i ✨ trencar amb el Bucle Negatiu ⚠️.

📺 Et convidem a aprendre com funciona l'Efecte Espiral 🔄 per a saber si és el que el teu fill/a necessita per a aprendre anglès en un vídeo ▶️ de menys de 5 min.

Source: Screenshot from Meta Business Manager

After this analysis and with the information of “Table 2”, we saw that the advertisement of 2022 (“Graph 2”) and the landing page of 2021 (“Appendix 3”) were working perfectly. For this reason, during the end of August **we blended one part with the other, aiming to improve the results of the 2022 campaign** (“Table 2”)

The results of the experiment were just the same, a 0% conversion rate on the landing page, therefore 0 leads. Nevertheless, after this experiment we reached to a new hypothesis. Since we blend it using the same CTA of 2022, not the one of 2021, **the call to action can be the reason why the landing page is not working.**

Overall Conclusions From Past Results & Experiments:

1. We catch attention better with the ad of 2022

Since the cost per click is 17,4% cheaper in 2022 than in 2021 during the same month and the target segment is of higher value (justified above).

2. Our main problem is the CTA of the landing page (“Appendix 2”)

The goal of the project is to optimize the funnel of Camden School, so that we got more clients and more efficient. We won’t get clients until we develop a LP that turns visitors to leads, so improving the landing page will be the main goal to improve the funnel.

Regarding the last experiment, when we used a landing page that worked (“Appendix 3”), but with the same CTA as the ad of 2022 (“Graph 2”), we conclude that the CTA must be the tipping point to optimize the landing page work.

In addition, as I explain in the theoretical framework, a landing page is an essential part of a funnel, so we cannot consider remove it, we need a way to convert attention into a lead.

Hypothesis To Optimize The CTA & The Funnel

Thanks to our past campaigns and experiments we have data about a landing page that converts, 2021, and one that not, 2022. Hence, the hypothesis to optimize the LP will arise from the difference between one and the other.

On the other hand, since a LP is not an isolated element, but a part of a funnel, I will also consider difference between the 2021 funnel structure and 2022 (“Graph 1”).

Sales Funnel Optimization Of Camden School

1. The length of the 2022 funnel is longer than needed for our customer.

The structure is the biggest difference between the funnels. That impacts directly to the LP, since the call to action (CTA) is completely different. In the 2021 funnel we directly offer to get in contact via WhatsApp to find the proper group level and explain the prices. However, the 2022 funnel is more sophisticated, assuming that the lead needs to be cultivated before offering our service. That assumption is probably wrong since all the persons who got on a call with as in 2021 ended up saying yes. Hence, if we are already closing the calls, there is no need to make the funnel longer.

In conclusion, **the customer may want to give their email in exchange of contacting you directly, but not to discover more about what makes our classes difference** (that being the value offer of the 1st LP of 2022)

2. You need to apply scarcity when trying to get people to act on August.

The scarcity bias makes people to decide now whether they want it or not. Instead of letting them decide whenever they want. Therefore, this element should have been used in the 2022 funnel, **as it was in 2021**. Specially, considering that we launch the campaign in August when people have no hurry to sign up their children.

3. A direct contact is perceived as a higher value than discovering our method.

The offer to see our method, how we can help them, seem valuable enough to make the potential client go to the LP, but not to leave their email (“Table 2”). Therefore, we can build a landing page where **the offer is to contact us directly**. In addition, **we will post the video about our method below the CTA** in case they want more information about how we design the classes.

That would postpone the friction of sharing the email once they have got value from us, and they have seen why and how we can help them.

Overall, the hypothesis is that **a CTA direct to a WhatsApp conversation and applying scarcity would be persuasive and valuable enough to get prospects⁴ to contact us through our LP.**

Side Note: Another solution could be to move to Google AdWords and SEM. This is an area that we want to explore since this September 2022 we have get a lot of clients from our reviews on Google Maps that link them the form of our website. However, Meta Ads worked excellent for us, just less than two years ago, and successful academies are using it (as London 16 or Mr&Mss Language). Furthermore, Meta Ads will be more effective during August than SEM because people is still not searching for English classes.

Now that we have defined the main problem and possible solutions based on past data, let's see why it is worth to solve for Camden School.

iv. Justification Of The Project

As I have said, **the main goal of the company is to grow until we reach an average of 90 students per month.** We are far from that goal (36 students at the end of 2022, Appendix 1.), and the organic sources of clients, although it is improving, it is not enough ("Table 1").

Additionally, relying on just the organic inflow of clients is not only slower, but also riskier. Hence, developing a funnel with pay ads will help Camden School **grow faster, and diversifying risk.**

Another problem of having just the organic inflow of clients, it is that students join along September. On the contrary, when we get clients from Meta Ads we start on August, what give us the bases to establish the groups, the schedule, and the working hours of our teachers. **Having to wait until September to start making group creates high**

⁴ We could consider that improving the CTA of the landing page will result in a 11% of conversion rate, being that the one of 2021, were those elements were applied in the CTA of the landing page ("Table 2").

management difficulties to define the groups and schedules. Besides, we would start classes later with new students, reducing September's income.

Another downside is in case that there is not enough organic demand. Without an inorganic sales funnel, we need to wait until September to see the demand, in case we experience a shortcut in the demand, we would not have enough time to solve it since **most students looking for an English Academies will have already found one.**

A benefit of developing a funnel through Meta Ads is their **excellent segmentation tools.** We have a huge difficulty to create groups, that is why we want to segment our target audience. That way people reaching us will have similar needs and will be easier to settle homogenous groups where our students feel comfortable in. This segmentation would be more difficult through an organic funnel.

Not only that, but since the development of ads makes you gain clients faster **it will also boost the word of mouth and our online presence** in Google Maps, and in our website.

Finally, most of the academies in Granollers have almost no marketing action, and even less online presence (as I will discuss in section 4.2.). Therefore, there is the opportunity to develop a competitive advantage through paid ads. Aiming to differentiate our academy from the others.

In conclusion, **the success of the intervention will bring us closer to the academy's goal since having a way to gain clients from pay ads will:**

- 1. Make the business more secure.**
- 2. Facilitate the management of new students.**
- 3. Help the academy grow faster.**
- 4. Boost the organic income of clients.**
- 5. Differentiate from our competitors.**

1.2. Analysis Of The Actuation Context

In this section, we are going to see the internal and external factors of the company justifying the importance of optimizing our sales funnel.

i. Internal Situation

Lack of students, difficulty to make groups

Camden School has currently, October 2022, 36 students, being that usually the month of the course with more students. We defined this as a shortage of students since our goal is to have 90 students per month on average, and since **we have difficulties to form group classes**.

This internal situation makes the development of a good client's acquisition system totally necessary. If we look at the "Table 3", we see that from the course 2020/21 to the 2021/22 the number of students grew a 122%. However, next year on the same period we just grew a 13% since **our inorganic funnel did not work**. This not only shows us the importance of developing a sales funnel that works, but also about the importance of having all three elements in order to grow. Therefore, **if one of the three acquisition sources stops working our growth will be negatively affected**.

Table 3. Proportion Of Students According To Its Source Type %

	<u>2021</u>	<u>2022</u>	<u>Variance</u>
Students From Last Course	40	53	32,5%
Inorganic⁵ Inflow Of Students	33	0	-100%
Organic⁶ Inflow Of Students	26	47	80,7%
Growth Of Total Students	122	13	-89.3%

Source: Own Elaboration

Because of the one that has stop working is the inorganic funnel, that means it is what we need to solve with this intervention project.

Finance Situation

Now, I am going to discuss if there is a need to grow through an inorganic funnel, regarding the economic numbers of the company.

⁵ New students from paid advertisement

⁶ New students from free marketing strategies, for instance word of mouth or website traffic from SEO

Sales Funnel Optimization Of Camden School

Even though we have emphasized that the academy needs to grow, it is already being profitable. The academy has never lost money despite having a low number of students. This has been thanks to the extremely low fixed expenses, and **the facility to adapt the expenses according to the demand**. Specially thanks to freelancing teachers.

On the other hand, we have been able to cover the most part of our investments (in marketing, learning material and decoration) with a public aid of €8.000.

Therefore, Camden School is a solid business, however, **the net benefit currently obtained is far from our goal**. Besides, after the last marketing investment Camden School is running out of savings.

In conclusion, the business will not have losses, but we are not having enough net profit. Moreover, the next investments must be done considering that we have low savings left.

Online Traffic & Communication

Camden School is gaining presence online through our website, and social media. In this section we are going to analyze the problems and strengths of Camden School's online presence.

1. Web Page Traffic Analysis

As depicted in "Table 4", **our website's traffic has grown by 36% in 2022** compared to the results of 2021. This growth is reflected in all metrics, except from the average time that a user spends on our webpage.

Table 4. Web Page Behavior

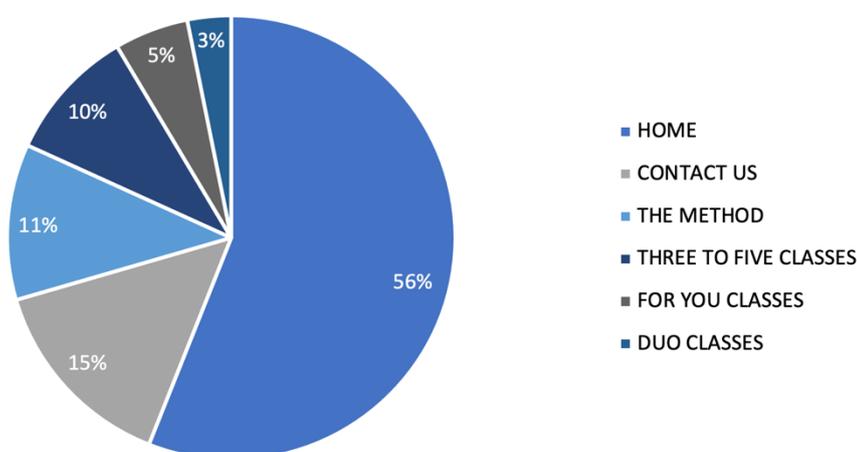
	<u>2021</u>	<u>2022</u>	<u>Variance</u>
Total Visits	700	952	36,00%
Total Unique Visits	576	824	43,06%
Time Average in the page (seconds)	97,18	95,93	-1,28%
Entries	391	484	23,79%
Rebound %	61,66	59,90	2,86%
Exit %	54,41	50,63	6,95%

Source: Own Elaboration from Google Analytics Data

Sales Funnel Optimization Of Camden School

Furthermore, as shown in “Graph 3”, it is worth noting that the "Contact Us" page is the second most visited page on our website, following the home page. This indicates that **15% of visitors to our website end up on our contact page**. Additionally, when comparing our three types of services (For You Classes, Duo Classes, and Three To Five Classes), it is clear that **there is a significant preference for Three to Five Classes**. Specifically, visits to Three to Five Classes are twice as much as For You Classes and more than triple those of Duo Classes.

Graph 3. Webpage Visits Percentage in 2022



Source: Own Elaboration from Google Analytics Data

Zooming in the traffic acquisition of our website, **the growth in website visits** (as outlined in “Table 4”) **is primarily driven by Organic Search**, as shown in “Table 5”. Specifically, the number of visits from Organic Search has increased from 94 in 2021 to 233 in 2022. This increase is not a result of our SEO efforts, as we are not well-positioned in this area. Rather, it can be attributed to our **strong presence on Google Maps**. By searching for "Academias de ingles en Granollers," we are currently in 4th position and are the 3rd academy with the most reviews. Additionally, we have a 5-star rating on the platform.

Table 5. Web Page Acquisition Channels

	<u>2021</u>		<u>2022</u>		<u>Variance</u>	
	#	%	#	%	Amount	Proportion
Organic Search	94	28,31	233	50,00	179%	77%
Direct	95	28,61	123	26,39	30%	-8%
Social	142	42,77	89	19,10	-38%	-55%
Referral	1	0,30	17	3,65	1600%	1116%
Total	332	100	466	100	40%	0%

Source: Own Elaboration from Google Analytics Data

2. Social Media (Instagram)

Among all social media platforms, we are currently **only active on Instagram**. Therefore, now I analyze the growth of our Instagram account and if it is relevant to gain new clients.

As outlined in “Table 6”, despite increasing our followers by 12.16% in 2022, the profile visits have decreased by 76.69%. This decrease is likely due to investing less money in advertising than in 2021.

Additionally, it is true that our activity on Instagram has been less frequent than in the past year, with 9.89% fewer posts and 14.80% fewer stories. As a result, **the average interaction per post has dropped from 42 to 18**. This decline in engagement is a significant concern.

On the other hand, Instagram should be generating more clients for us. This year, **Instagram has also provided us with 38% less traffic to our website** compared to 2021. Despite this, only one new client has reported joining Camden School through our Instagram, the same as in 2021 (outlined in “Table 1”)

Overall, **the website is seeing a steady growth in traffic**, with a 36% increase in 2022 compared with the previous year (“Table 4”). With The Three to Five Classes being the most popular service. Additionally, the company has a strong presence on Google Maps, which is driving the growth in website visits through Organic Search.

Table 6. Instagram Insights Comparison

	<u>2021</u>	<u>2022</u>	<u>Variance</u>
Profile Visits	5,549	1,293	-76.69%
Reach	24,224	29,263	20.80%
Posts	91	82	-9.89%
Stories	500	426	-14.80%
Average Interaction per Post	42	18	-57.13%
Followers	1061	1190	12.16%

Source: Own Elaboration from Business Meta Data

However, **we need to address the decline in profile visits and engagement on Instagram.** Aiming to increase the visits to the website and the generation of new clients.

This could be achieved by analyzing the best performing content of our account and benchmarks as well as increasing our content frequency as it was on 2021 (“Table 6”).

ii. External Analysis

Here, we are going to see the **external factors that motivate the execution of this project.**

The Fragmented Industry

Camden School is in a fragmented industry since there are low entry barriers, therefore, a high level of competition, and it is difficult to differentiate your service from other competitors, especially without trying the service first (Hill et al., 2014). Specifically there are 28 English Academies in Granollers with online presence, and 9 of them in the downtown of Granollers⁷. Apart from, all the individual teachers and a wide variety of options to learn English online.

That is why **we want to develop a focus differentiation strategy** (Hill et al., 2014), focused on parents with children between 12 and 18 years old that are struggling with English at school. Aiming to be the best helping the client we can help the most and

⁷ This is an approximation based on the academies represented on Google Maps.

Sales Funnel Optimization Of Camden School

differentiating themselves from our competitors since they are targeting all type of English students.

A successful example of differentiation through a focus differentiation strategy would be Kids & Us. They develop a method adapted to kids until 12 years old, becoming different from the others English academies.

Brand Positioning

Camden School is still not position as the perfect academy for students between 12 and 18 years old that are struggling with English at school. **Neither there is brand awareness** that could create a more solid source of organic clients.

These two factors due to the youth of Camden School and the high competition are reasons to invest in marketing, and to develop a funnel to obtain paid traffic.

1.3. Relevance To The Degree

I am currently studying Business Administration and Innovation Management, a degree that provides a broad range of knowledge about business and innovation. Throughout the course, we have studied subjects such as finance and accounting, creativity and innovation, operations management, economics, and marketing.

I have been working at Camden School, the business of my sister, since its beginning. Due to the small size of the business and my sister's trust in me, I have been able to apply my knowledge from the degree in real-life situations while also helping my sister to earn a living from her passion.

In this project, **I am focusing on the acquisition of new clients**, a crucial aspect of any business, especially for those in their initial phase like Camden School. Through the study of funnels and different types of customer journeys in subjects such as Social Networks, Digital Marketing Communication, and New Trends in Marketing, I aim to bring the theory to life and experiment with its implementation in a small business. Consequently, the theoretical framework combine with real-life experiments in a small business will create new insights on the topic to apply on lectures.

Currently, **lectures are focused on big companies**. Small companies may not have the resources to implement sophisticated marketing strategies, they may have other needs, or there may be theories that do not apply due to the changed in size. That is why this project may be of interest considering that SMEs (small and medium-sized enterprises) represent the 97% of businesses in Spain (GD Empresa, 2022).

On the other hand, how ready is a student to start working after finishing the degree is a relevant metric for both students and the university. This project is also a good test to see until which **point a student is ready to solve real business problems**.

Overall, I intend to provide valuable knowledge by curating scientific papers on the topic while also incorporating my critical thinking to the development of experiments that will arise new actionable insights adapted to the resources of a small company.

2. Theoretical Framework

Some theories identified are focused on landing pages, persuasion strategies and CTA.

In addition, there are theories to find the right structure and length of the funnel since this is one of the main differences between the 2021 funnel and the 2022.

Note for a better understanding:

The funnel aims to persuade a prospect into an action; therefore, it is not difficult to see that in these papers the funnel's structure is based on persuasive frameworks (like the well-known AIDA framework by Elias St. Elmo Lewis) or try to match the decision-making process of the customer.

2.1. Identification Of Theories To Optimize The Sales Funnel

Considering the former analysis of the problem (section 1.3.) we are going to identify the theories to optimize the three biggest weaknesses of our funnel: The structure, the landing page, and specially the call to action.

i. Theories To Optimize The Funnel Structure

To define the structure of the funnel we need to identify theories to support two main decisions, the elements of the funnel, and the length of this elements.

The AIDA persuasive framework

Since the marketing funnel is a way of mapping the customer journey from the moment they become aware of the brand, until the purchase or advocacy stage (Alina & Maryna, 2019), a persuasive method will tell us the different stages a potential client needs to pass in order to be persuaded. As a result, we will be able to define the elements needed to fulfil each stage.

According to Alina & Maryna (2019), a good funnel that work follows the AIDA framework, Attention, Interest, Desire, and Action. Additionally, Kotler and Armstrong (2018) stated that the AIDA model works as an indicator to assess the buying interest of the prospects.

The element Attention is the first interaction with the prospect. Interest is when the prospect starts to interact with our content. Desire involves an emotional state, the aspiration to own the advertised product or service. An action is finally when the prospects purchase the product or service (Mulyana & Mirzanti, 2022).

Therefore, in our funnel structure we will need enough elements to: First, catch the attention of our ideal client, second arise their interest for our service, third create a desire for our service and ultimately move them to act and become a client.

After defining the different stages, how long it must be each state, how much time we have to move the prospect from one stage to the other?

The length of the funnel will depend on the level of awareness of the target segment and the commitment required for part of the potential client (Despegue, 2022).

We learned in the Despegue's program that if the ideal client is less educated about our solution (in a lower level of awareness) we will need a longer funnel to persuade them to become a client. The other important factor is that **the higher it is the commitment required from the client**, for instance in terms or money or time, **the more persuasion elements** will need to turn the potential into a client.

Sales Funnel Optimization Of Camden School

For instance, a potential client searching for our solution in google, therefore in a higher level of awareness, will need shorter funnel to purchase from as than a person that has become aware for the first time of the solution in an advertisement.

- What are the levels of awareness?

They are 5 stages of customer awareness (this model was an adaptation from the 3 levels of awareness by Sigmund Freud):

1. No aware of the problem
2. Aware of the problem
3. Aware of the solution (similar to your solution)
4. Aware of your solution
5. Have already bought from you.

It is important to notice that our goal with the funnel is not just getting the sale, but to create loyal customers and advocates (Alina & Maryna, 2019). Therefore, we must be always honest, and the customer must perceive a surplus between the value received and the cost of the product or service (Hill et al., 2014).

ii. Theories To Optimize The Landing Page & CTA

Detailed analysis of text readability can predict conversion rate of landing pages (Korniichuk & Boryczka, 2021).

In this theory readability is defined as “the degree to which a given class of people find certain reading matter compelling and comprehensible (Korniichuk & Boryczka, 2021). They found a model that predicts the conversion rates with an accuracy of 0.7808, in which the most important variables are the number of sentences, the Bormuth readability index, the average of words per sentence and the Fog readability index, with a nonlinear relationship.

An important limitation of this model is the no consideration of the Website design, that has a considerable effect on the likelihood of conversion.

The essential elements of a landing page are (Teodorescu & Vasile, 2015):

- ***Headline: To capture audience’s attention.***

- **Sub-headline:** *To convince the visitor to read further.*
- **Body Copy:** *Description of benefits of the offer.*
- **Trust Indicators:** *To make the audience trust you.*
- **Call To Action:** *A way to make the visitor complete the action desired.*

When designing a LP there are two essential elements that can influence the conversion rate (CVR), the design and the copywriting (Teodorescu & Vasile, 2015). A good copywriting structure is the AIDA framework (Attention, Interest, Desire, Action) developed by Elias St. Elmo Lewis in 1898 and still being highly used and a common topic.

The beginning headline must have relation with where the visitor is coming from and to set a unique selling proposition (Teodorescu & Vasile, 2015).

To improve the CVR the language must be clear, concise and have just a single focused message (Teodorescu & Vasile, 2015).

To persuade the visitor towards the action goal it is vital to focus on the benefits, not features. Demonstrating to the visitor how your offer will improve their life quality (Teodorescu & Vasile, 2015).

On the other hand, a good call to action (CTA) stands out from the background, is easy recognize as a button and an action verb it is used to suggest action (Teodorescu & Vasile, 2015).

The two essential types of elements that determine the CVR of a LP (the design and the copy) must be approached from two perspective. The techniques and tools and the customer psychology (Teodorescu & Vasile, 2015). The understanding of our customer psychology should be the starting point to design our LP (Teodorescu & Vasile, 2015) , so that we can create a relevant message and offer to them.

Less information provision drives desired consumer behavior (Dvir & Gafni, 2018).

There is controversial literature about if longer LP convert better than shorter LP. Here there are some benefits of each perspective.

Sales Funnel Optimization Of Camden School

Arguments supporting shorter LP are (Dvir & Gafni, 2018):

- Simple content it easier to process.
- When user's attention is diverted, it is associated to cost in time or effort.
- Information overload.
- Curiosity is generated with less information.

Arguments supporting longer LP content (Dvir & Gafni, 2018):

- Room to develop trust what affect willingness of people to take action.
- Increase the perceived value of the offer.
- More room for persuasion and influence that well implemented should increase the CVR.
- Rich information is a signal of high quality.

The study by Dvir & Gafni (2018) developed an A/B testing with a short LP model and a Long LP model where the short version gets a CVR of 42% while the longer version gets a 29%, from a total of 27,083 visits and 9,593 conversions across different states of USA.

The checklist for the perfect landing page (Despegue, 2022)

1. Is the message aligned with your ideal client?

You don't want anyone to click, but the ones you can help the most.

2. Is the text & design clear?
3. The landing continues the message and theme of the ad?
4. Do you start with a high-relevant promise?

What will your client ultimately achieve that can't achieve with anyone else.

5. Are there extra benefits?

Summarize the 3-5 most important benefits of your offer.

6. Is the design appropriate for desktop & mobile?

At least in desktop the CTA should be actionable without scrolling.

7. Does the button catch the attention?
8. Are there elements of "Social Proof" and "Authority"?
9. Do you ask just for the minimum information?

Reduce the fields of the form, it decreases the friction to take action.

10. Are you following the legal terms?

Include checkbox of data authorization

Finally, it is key to talk about the role of the subconsciousness in the decision making of our prospects.

Product scarcity increase market demand and sales (Shi et al., 2020).

Humans are biased. Human mind is equipped with heuristics that help decision-making with the aim of survival, being able to make decisions quickly with limited information could make the difference between death or last-minute escape (Ellis, 2018). The scarcity bias is a well-known biased used frequently for persuasion and marketing (Shi et al., 2020). The preference for human to select the scare option over the abundance is proofed to be developed since the age of 5, where 5 years old is 76% more likely to select the scarce object instead of the abundant one (Ferera et al., 2020).

The 95% of our decisions are made by the subconscious mind (Pradeep, A. K., 2010).

Therefore, in a landing page we need to introduce elements that talk to our subconscious mind, or as Daniel Kahneman would say, our primitive brain, which is the one capable to process the information faster and focused on the survival (Kahneman, D., 2011).

This let us catch the attention of the ideal client better, since that we make seamless for them to consume the information.

According to the Despegue (2022) the 7 elements that impact our primitive brain are:

1. The Personal – what impacts someone life quality or the need of survival.
2. The Contrast – since this is a fast way to decide without thinking slow.
3. The Tangible – tangible objects will attract attention and be processed fast.

4. The Beginning and the End – It will have more relevance and will be easier to remember.
5. The Visual – also because it will be faster to process.
6. The Emotions – The emotional buttons impact our primitive brain.
7. The New – Novelty makes us pay attention.

2.2. Conclusions to Optimize The Sales Funnel Based On The Theories Identified

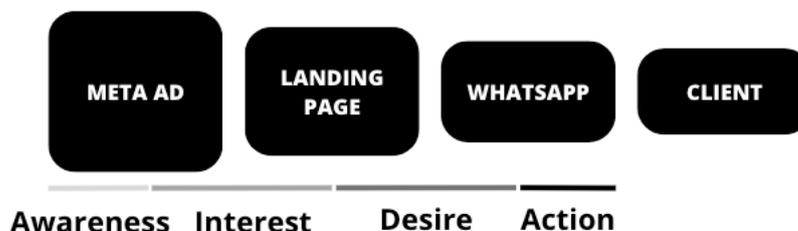
As a conclusion I'm going to combine and turn the most relevant theories into actionable advice for Camden School. Applying the theories to the main weaknesses; the length and structure of the funnel, the landing page and the call to action.

i. The Funnel

The structure of the funnel will be shorter than in the campaign of 2022 (“Graph 1”). Camden School is targeting a segment aware of the solution without a high commitment service, therefore there is no need for a longer (Despegue, 2022). Additionally, the shorter funnel, 2021, worked better than the longer funnel, 2022, (“Graph 1” and “Table 2”). This may indicate that our segment does not evaluate thoroughly the best academy for their children. Actually, the new clients almost never ask for our teaching method. Besides, when we offered to explain our teaching method in exchange of their lead, in 2022, the prospects didn't leave their email (“Table 2”).

Applying the AIDA framework of persuasion (Alina & Maryna, 2019) to the funnel the structure will be like “Graph 4”.

Graph 4. Project's Sales Funnel 1st Iteration



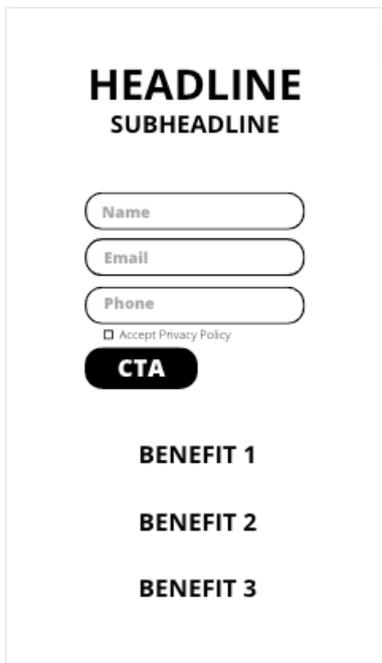
Source: Own Elaboration

It is important to notice that the AIDA framework is not a persuasive framework to apply to the funnel structure, but it can be applied separately to each stage of the funnel where there is a desired action from our prospect, such as the LP or the advertisement.

ii. The Landing Page

Considering the essential elements of a landing page (Teodorescu & Vasile, 2015), that our simplest LP (“Appendix 3”) performed better, and the study by Dvir & Gafni (2018) where simpler LP converted a 45% more than longer LP. Our landing page will be designed as “Graph 5”, aiming to keep it as simple and short as possible.

Graph 5. Project’s Landing Page For Mobile 1st Iteration



Source: Own Elaboration

It is important to consider in “Graph 5” a short section of trust indicators below the benefits, after scrolling. This could be a good place to add testimonials.

Most of our LP visits will be through mobile devices since the Meta Ads will be mainly launched on Instagram.

The copy of the landing page is important to be easy to read (Korniichuk & Boryczka, 2021). As well as aiming to communicate a single idea (Teodorescu & Vasile, 2015).

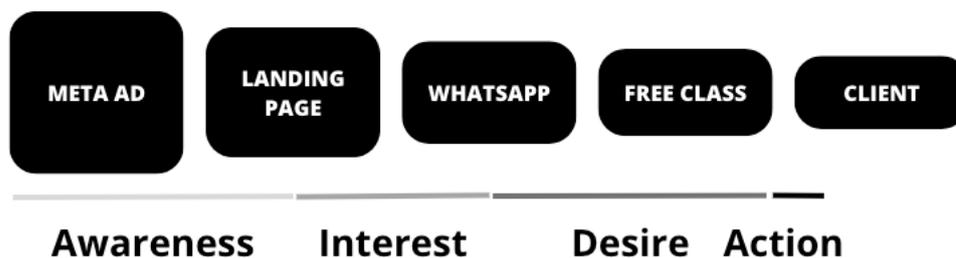
The benefits section must talk to the person so that it is easier to process and most relevant to the potential client (Despegue 2022).

iii. CTA

A good persuasive strategy, a good call to action or a good landing page starts with a good understanding of the customer (Teodorescu & Vasile, 2015) (Despegue 2022). Based on data of our former campaigns (“Table 2”) we reached to the conclusion in section 1.1.3., that it is likely we the offer in 2022 in exchange for the lead was not perceived as valuable for our segment as the CTA of 2021. As a result, for the next campaign we are going to change the CTA to the one of 2021, where we offer directly to contact us for a free class.

This call to action makes us have to modify the funnel structure of “Graph 4”, becoming finally the “Graph 6”.

Graph 6. Project’s Sales Funnel 2nd Iteration



Source: Own Elaboration

In addition, the CTA will have an action verb that suggest action (Teodorescu & Vasile, 2015). Lastly, we are going to apply the scarcity bias since it is a highly used biased proofed to increase market demand and sales (Shi et al., 2020). Furthermore, it will encourage prospects to make a decision, without leaving it for later. This aspect is important specially because our marketing campaign is launched soon in August.

Finally, is important to design the button in a way that stands out, you can see clear that is a button and that is visible without scrolling (Despegue 2022).

3. Objectives

After explaining the evolution and current situation of Camden School, defining the problem to solve, justify why is worth solving it and reviewing the literature related to it, in this section I will set the goal for the project.

Since the ultimate reason of this intervention is to develop a profitable way of generating paid traffic and turn it into clients, the main goal of the project is:

To obtain a minimum of 10 clients with a maximum cost of 70€/client (taking into account all marketing expenses) with the sales funnel of August 2023.

It is worth noting that these clients must match with our target segment, parents that want their children between 12 and 18 years old to study in Camden School because they are struggling with English at school. Being that important to create group of classes easily, and to position Camden School as the academy to go for that segment.

This goal is both achievable and realistic since the results from our first campaign of August 2021 were 13 new students at a cost of 76,92€/client.

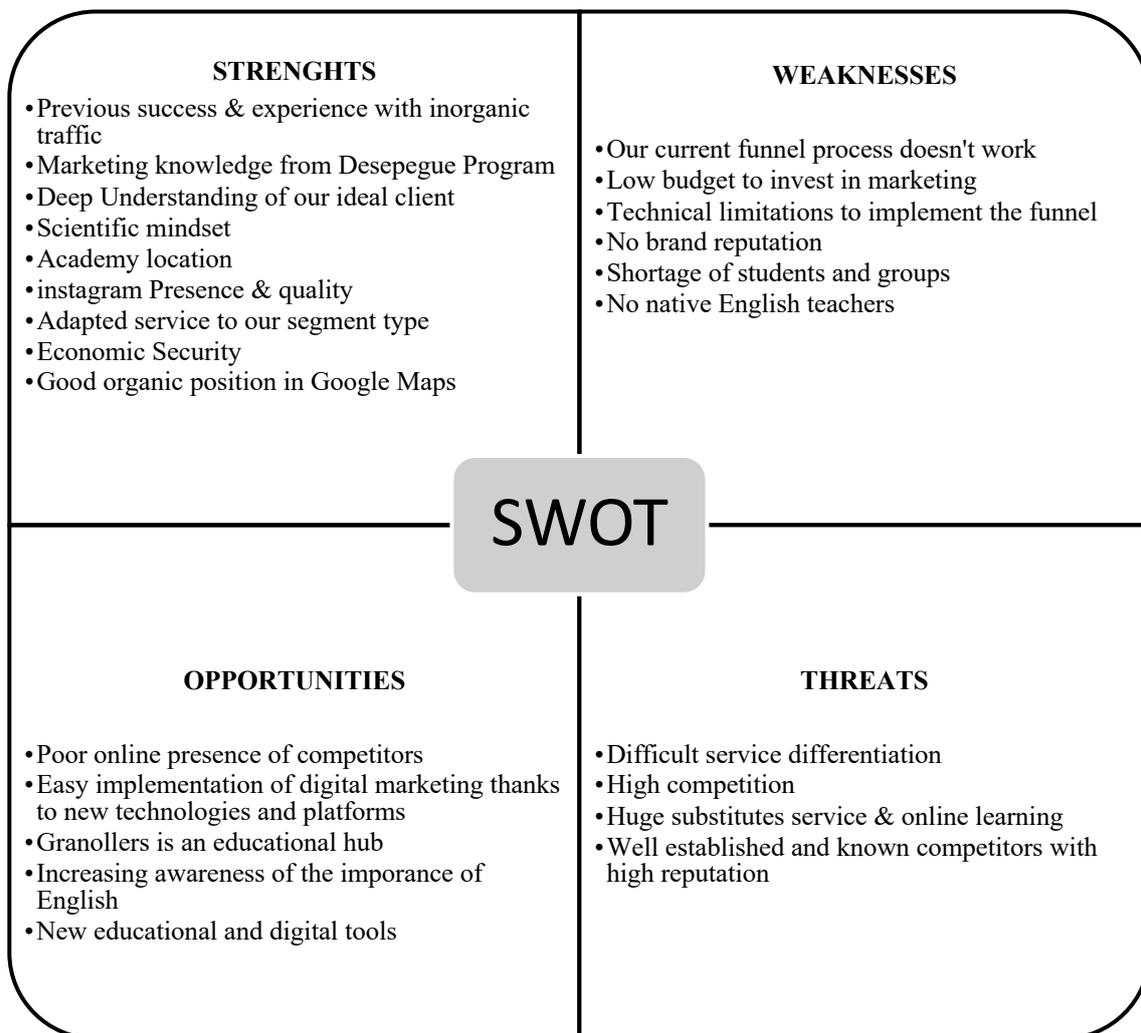
Besides, the goal is worth from a business perspective not because 10 clients are enough to reach our goal of 90 students per month, but because achieving the goal means that we have an inorganic source of inflow that is profitable to us since a cost of 70€ per client is recovered in just 5 weeks.

In addition, as we have seen in section 1.1.2., having a profitable inorganic inflow of clients is vital for growing the company to 90 students per month as soon as possible.

Despite having a generic goal, it is important to bear in mind that our main problem is the landing page. Therefore, the optimization of the LP is vital to reach the desired goal.

4. Internal & External Analysis Of The Context Of The Intervention

Graph 7. SWOT analysis Metrix



Source: Own Elaboration

4.1. Internal Weaknesses

We aim to turn the main weakness of our sales funnel into a strength through this intervention project. By doing that we will solve the shortage of students (what make us difficult to create groups), we will be more profitable and the brand awareness of Camden School will be higher.

Those facts will make easier for us to hire a Native English teacher what will give a boost to the academy service and marketing.

4.2. Internal Strengths

Comments on “Graph 7”. Reliable data from our pass experience will save us time and money for our next iterations with the funnel. The training with Despegue and knowledge of our ideal client also are assets to develop better hypothesis and experiments that put us closer to being successful with our marketing strategy.

Besides, we have a strong Instagram presence, we have the third position on google maps by search “English Academies in Granollers” and the academy with more reviews and higher rating. All of that in addition with having a suited service to our ideal client and the great location of the academy gives us a lot of tools to create an impactful communication.

4.3. External Threats

Developing a differentiated teaching English service is hard, and arising awareness about why it is different and the benefits from it is an absolute challenge. This is usually the case on segmented industries (Hill et al., 2014). However, we find some successful cases like Kids & Us or Number 16, what proof it is possible. As Camden School we want to build a differentiated academy, being our digital communication (including our paid traffic funnel) a key factor to achieved it.

Besides, there is a massive variety and number of online options to learn English, since self-learning apps to online classes by English native teachers. Those option are not direct competition but can get increasingly a higher threat because more people are willing to learn online.

About our local competitors, we conclude that the main thread is the reputation of some of them in comparison with Camden School reputation (see “Graph 8” for the competition analysis).

4.4. External Opportunities

Despite the massive competition of local academies most of them have no online presence or this has a lot of room for improvement. As well as the null digital advertisement aside from the franchise academies (see competition analysis in “Graph 8”). This fact with the

Sales Funnel Optimization Of Camden School

high demand for English Classes in Granollers creates a huge opportunity for getting a significant share of the market.

The high demand is justified because of three factors:

- Granollers as educational hub.

There are more the 60.000 habitants in Granollers (Idescat 2022) in addition to an inflow of 31% of students who come to study in Granollers from cities around the area (somGranollers, 2020) (being that the age of students we are targeting).

- Need for improving the overall English level in Catalonia.

Just 33,9% of Catalan citizens, older than 15 years old, can use English at any type of use (Idescat, 2018).

- Citizens are aware of the importance of studying English.

62,1% of ESO students have English classes out of school on Catalonia (British Council, 201

Graph 8. Competitors Analysis

COMPETITORS	COMPANY NAME	TARGET	PRICE	SOCIAL MEDIA	LINE ADVERTISING	WEBSITE	REPUTATION	STRENGTH	WEAKNESS
	LONDON SCHOOL	NO SPECIFIC TARGET, Adults, kids, btb, btc, exams preparation and other languages such as German, French and Italian	€210 per quarter + Enrollment fee + Course Material	Not active	Nonexistent	Outdated and lack of information	Medium	Experience, 20 years operating in Granollers	Outdated and not specific communication strategy
	ELI GROUP	ADULT, but they also offer classes to children and teenagers, only English	€312 per quarter + €40 enrollment fee	3 post per month 11 likes per post 594 followers	Nonexistent	Formal style	High	Reputation and location	Social media
	CAMBRIDGE SCHOOL	Specially 12-17 years old, but they also offer classes for children. Also German, Italian, French, Chinese, Spanish & Catalan	€345,5 per quarter + enrollment fee	5 post per week, 15 likes per post, 1.596 followers	Really Scare, they are focused on offline advertisement	Formal, too much information	High	Reputation and location	Price and formal treatment instead of familiar
	MS & MR LANGUAGE	Specially children, but there are classes for all ages as well as French, German and Spanish	€384 per quarter + enrollment fee	Not active	Always in important periods with several ads	Modern, neat design, really well worked for capturing leads	High	Communication Strategy	Price

Source: Own Elaboration

5. Action Plan

This is the action plan to optimize the sales funnel of Camden School. It is basically the steps needed to elaborate a new sales funnel, which aims to be better than the former one thanks to two factors: more data from past experiences and new theoretical knowledge. Hence, the actions are defined regarding the problem analysis and theoretical review of the previous sections. Additionally, the previous work will have to be taken into account while implementing the action plan, so that former errors are not repeated, and optimization actions are implemented.

5.1. Hypothesis Definition

Developing a new sales funnel is like doing an experiment, because each sales funnel aims not only to be profitable, but also gaining new knowledge to iterate and keep improving. Therefore, as all experiments, we need to define the hypothesis in which we base our sales funnel. This way we will be able to conclude more accurate insights from the data obtained.

On the other hand, having in mind our assumptions will be also important. This will prevent us from fooling ourselves or overlooking mistakes.

Lastly, all actions must be aligned with the hypothesis in order to validate it. On the contrary, data from the experiment may be inconclusive.

Subtasks to define the hypothesis:

1. Review potential hypothesis

Review the hypothesis from data of previous sales funnel (section 1.1.3.) and the hypothesis from the theoretical framework (section 2.).

2. Select the most relevant

Find the hypothesis that will serve as the bases for the creation of the new sales funnel, maximum 3.

4. Define which result must happen to validate the hypothesis as true or false.

5. Detect what you are assuming as true and write it down.
6. Present the hypothesis selected and assumption to an external point of view.

i. Resources, Roles & Responsibilities

The resources needed for the first 5 subtasks will be approximately 8 active working hours, spread over 2 days by 1 person. Then for the last task we would need a second person with another person to give feedback about the 1st results to optimize the final hypothesis. This last step could take 2 or 3 more days depending on the feedback.

I will be the responsible of doing it, then I will need the approval and external feedback from Ada before moving on to the next section of the action plan.

5.2. Defining Our Ideal Client

Understanding who is your ideal client, his or her psychographics, demographics... It is essential if we want to catch their attention. There are a lot of templates to create a customer profile, but we are going to use the same tools as we did in the Incubator's program.

i. Ideal Client definition

Here we will need to define our segment, the main desire or problem, the goal or transformation, and the psychological needs (control, tranquility, status...).

ii. Levels of Awareness

This theory and why it is useful is explained in the theoretical framework (section 2.1.1.). We want to know how much we need to educate the prospect to turn them into advocates of our solution.

iii. Behavior

What they do in daily bases, where we can find them, which type of content they consume...

iv. Resources, Roles & Responsibilities

This task will be done for only 1 person in 6 hours along 2 days and then a 2nd opinion about the results will be required. Again, I will perform the task and present the results to Ada.

5.3. Communication Strategy

Now that we know the emotional triggers of our client, we need to elaborate a strategy to activate them. This strategy will be composed by the elements needed from catching their attention to becoming clients (according to the different phases of the AIDA framework, section 2.1.1). Additionally, depending on the stage the elements will be applied differently. Next, we have the different elements we need to work on based in the Incubator's Program.

i. The Unique Offer and main benefits

What do you offer to the prospect in exchange for joining to Camden School. Which are the benefits they will get and how will they life be better.

ii. The Unique Method

This are the steps or process that we developed to achieve what we are offering. The path that our clients walk before obtaining the benefits or improving their life in the way we have offered.

This element is persuasive when it is a different method than the previous attempts to solve the problem by our ideal client.

iii. Credibility & Authority Elements

Here we need to collect and define the elements to convince the lead that they can trust us. When we cannot be different because of the method, this persuasive element is key to

make the potential client think that with us there is more probability of success than with the others.

iv. The Big Idea (Attention Catcher)

We need a disruptive idea that catch the attention of the viewer. This element will be especially important in the advertisement.

As we have explained in the section 2.1.2., important elements to connect with the potential client are:

1. Creating an idea that is new, different from what they have heard before-
2. Making it personal, about them.
3. Delivering in a way that you are showing contrast. So that it is easier to see that what you are saying is different or better than what they have seen before.

Moreover, we need to pay closer attention to our customer profile, especially the psychographics (section 5.2.1.).

v. The Market Positioning

To develop a properly communication strategy we need to know what our competition is saying. Then we can define what makes us different and emphasize on that. We should be able to create a different positioning on the market, for example, “Camden School the only academy suited for teenagers”. We are not aiming to persuade everyone, but to be the best solution for a specific segment.

vi. Resources, Roles & Responsibilities

The ideation of a communication strategy requires time to think and reflect, it is a continues improvement that should be done with time to let the ideas sit in. Therefore, there cannot be a specific time for each section, but a continuous optimization as you come up with new ideas. Besides, this is a more creative process where different points of views are essential, thus, it cannot be done by only 1 person.

That is why 1 month, and 2 persons will be the resources needed. The two persons working on the communication strategy will be me and my sister. At the end it will be recommended to find an external person that can gives us feedback. We could find this external opinion with the “Incubadora Despegue”.

5.4. Sales Funnel Design

i. Traffic Channel & Investment

Based on our segment we will decide the channel from where acquire traffic. Until now our traffic channel has been Meta & Instagram.

Once the traffic channel is defined, we need to establish the budget that will be located on the advertisement, as well as the dates where it will be launched. Besides, it is key to decide indicators that will make us adjust the budget invested or time that it is active. Aiming to adjust the campaign as we got more information.

ii. Stages of the Sales Funnel

Which is the customer journey from the advertisement until becoming a client (Graph 6. could be an example).

For this decision, we will need to consider the conclusion from the theoretical framework (section 2.2.1.).

iii. Sales Funnel's Elements

After defining all the stages, we need to design the creativities and elements of each stage of the funnel. Assuming “Graph 6” as the final stages of the sales funnel, the following points are the elements we need to create.

It is critical to bear in mind that during the designing of these elements is where our communication strategy (section 5.3.) is implemented.

3.1. Advertisement

We need to decide which type of advertisement can catch better the attention of our ideal client. Besides, we need also to consider advertisement within our budget.

Here the Big Idea, point 4 of our communication strategy, play a key role. Apart from that, we need to decide what are we offering to our potential client that persuades them into the next stage of the funnel.

To elaborate the design of advertisement we would need to determine:

1. The type of advertisement (image, video...)
2. The creativity, how it looks like
3. The copy within the ad
4. The complementary text of the ad

3.2. Landing Page

This is the element with worst performance in the last funnel (as we have seen in depth in section 1.1.). This is the reason why our theoretical framework is mainly focused on solutions for the landing page, or elements within as the CTA. Therefore, from the whole theoretical framework and analysis of the problem I have conclude the actions for optimization and main actions we cannot miss in a checklist.

- The funnel is short (as the one of 2021) and follows the AIDA persuasion framework.
- The LP follows the message of the advertisement (previous stage in the funnel).
- The LP has only the essential elements in correct order, and it is a short as possible.
- The copy is easy to read and has a single focused message.
- The message is focused on the benefits and personal interests of our segment.
- The LP is adapted to the mobile and the CTA is visible without scrolling.
- CTA is easy to recognize, stands out and has an action verb.
- Scarcity bias is applied.
- The value offered in exchange of the email is similar to the one of 2021
- Legal and privacy terms are properly applied.
- Final checked that it works properly.

All the actions to optimize the funnel are concentrated here because it is the main liability of the sales funnel as we have justified in section 1.1.3.. However, most theories,

hypothesis or actions applied here, have an impact in other sections of the funnel to keep the coherence along the whole customer journey.

3.3. WhatsApp & Email message

As we see in “Graph 6”, from the landing page the lead goes to a WhatsApp chat. We need to design a copy to persuade the lead to try a free class with Camden School. The copy must be according to the stage of the funnel, and to turn the prospect from interest to desire (considering the AIDA framework).

It will be key to talk about the benefits of trying one of our classes for free as well as showing it as a unique opportunity.

Apart from that, we will also obtain the email and send them an automatize email where we can talk more about us. How we do classes and why are we different. Aiming to educate and change some beliefs of the potential client, not so focus on persuading as the WhatsApp message.

iv. Overall Review

Before start creating the elements, we need to make sure the persuasion elements and communication strategy has been well implemented. As well as if there is some weakness or potential improvement.

Here we need to review from start to end all the design and take into account an external point of view.

v. Resources, Roles & Responsibilities

For the sales funnel design there is no investment of money since we are just designing the elements not creating them. The time invested to develop this stage could be a maximum of 1 month. This month should be the same as the one to develop the communication strategy. There are complementary and we can work on one thing when we are stuck in the other and vice versa.

For this section we just need one person and another for the review and external feedback. Therefore, I will be in charge of designing the sales funnel and Ada will have an external point of view during the overall review.

Overall, it is 1 month when Ada and I are developing the communication strategy, while I am also designing the sales funnel and its elements.

5.5. Sales Funnel Implementation

Once all the elements are designed, the last step is to create them.

i. Advertisement

The cost and steps to create the advertisement can be totally different depending on the design of the ad. Assuming that we develop an image as we have done before, the steps would be as following:

1. Search for a freelancer through a freelance marketplace
2. Contact them and share the instructions developed during the design of the ad.
3. Review and iterate the work with them
4. Ads the advertisement to the advertisement platform as well as the complementary text

If it is useful, we can consider developing two images or the same image with different copy to test which one works better.

ii. Landing Page

We will develop the landing page through WordPress. There are a lot of steps to consider here, but we do not aim to optimize the funnel through the technical implementation, but through better persuasive elements.

Therefore, the important think to consider is to not miss any element determine during the designing process. In addition, we want to make sure it is visually clean, and according to the corporate colors.

iii. WhatsApp & Email Message

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For the WhatsApp text is just a copy paste of the message previously designed, or we can create shortcuts through the keyword to send the messages faster.

About the email it can be automatized with WordPress, we don't need an email marketing tool for the actions proposed here.

iv. Overall Review

Finally, we need to review that all designed elements have been implemented, that the implementation is clean and understandable, and specially that everything is working.

v. Resources, Roles & Responsibilities

The resources needed to implement these actions will be time, money and personal. Regarding time the longest part would be the advertisement since it is outsourced. Based on previous experience if we use an image the whole advertisement creation may take 2 or 3 weeks, specially depending on the time required by the freelance and the number of iterations we ask before the definitive result. In the same 2 weeks as the advertisement implementation there is time to create the landing page, the WhatsApp, and the Email text. Lastly, we can schedule 1 extra week for reviewing and optimization.

I would set a budget of maximum 70€ to create the image of the advertisement, based on having excellent results in 2021 spending 36€ to create the ad. For the actions left we won't need more money.

About the required workforce, we need 1 internal person and 1 external person. As I have already said, the external person would be a designer since there is no worker with the enough technical knowledge to create the ad. Then, I would be the internal person in charge of outsourcing the ad creation, implement the landing page, WhatsApp & Email text, and automatizations. Finally, during the overall review Ada will have the last voice and participate to give me feedback and implement the last corrections.

5.6. Set & Monitor The Marketing Campaign

This would be the last step of the action plan, that should be followed by a review to learn and conclude actionable insights from the experience and data with this new marketing campaign.

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Here, we need to set the marketing campaign in the corresponding platform. First, we need to decide the dates when the campaign will be active, a total budget or an average per day, and finally we need to translate our idea client in the segmentation options of the platform.

It is important to determine in which case we would stop the campaign because it is not working, or the minimum number of clicks, visits or money invested we need to spend before having reliable data.

This final step can be done in 1 day, by one persona, me. Moving on to the budget, we have a maximum of 800€ to invest. This amount would be invested just in case the sales funnel is working properly.

It is essential to monitor the main metrics and compute the deviations with the KPI weekly. That way we can decide if we should keep the campaign active or stop it. The deviation analysis will be done as the previous years, through excel and by me.

5.7. Work timeline Of The Action Plan

The work timeline has been developed with a software called “Tick Tick”. It is shown with the Gantt diagram view and each task is scheduled and assigned to a person.

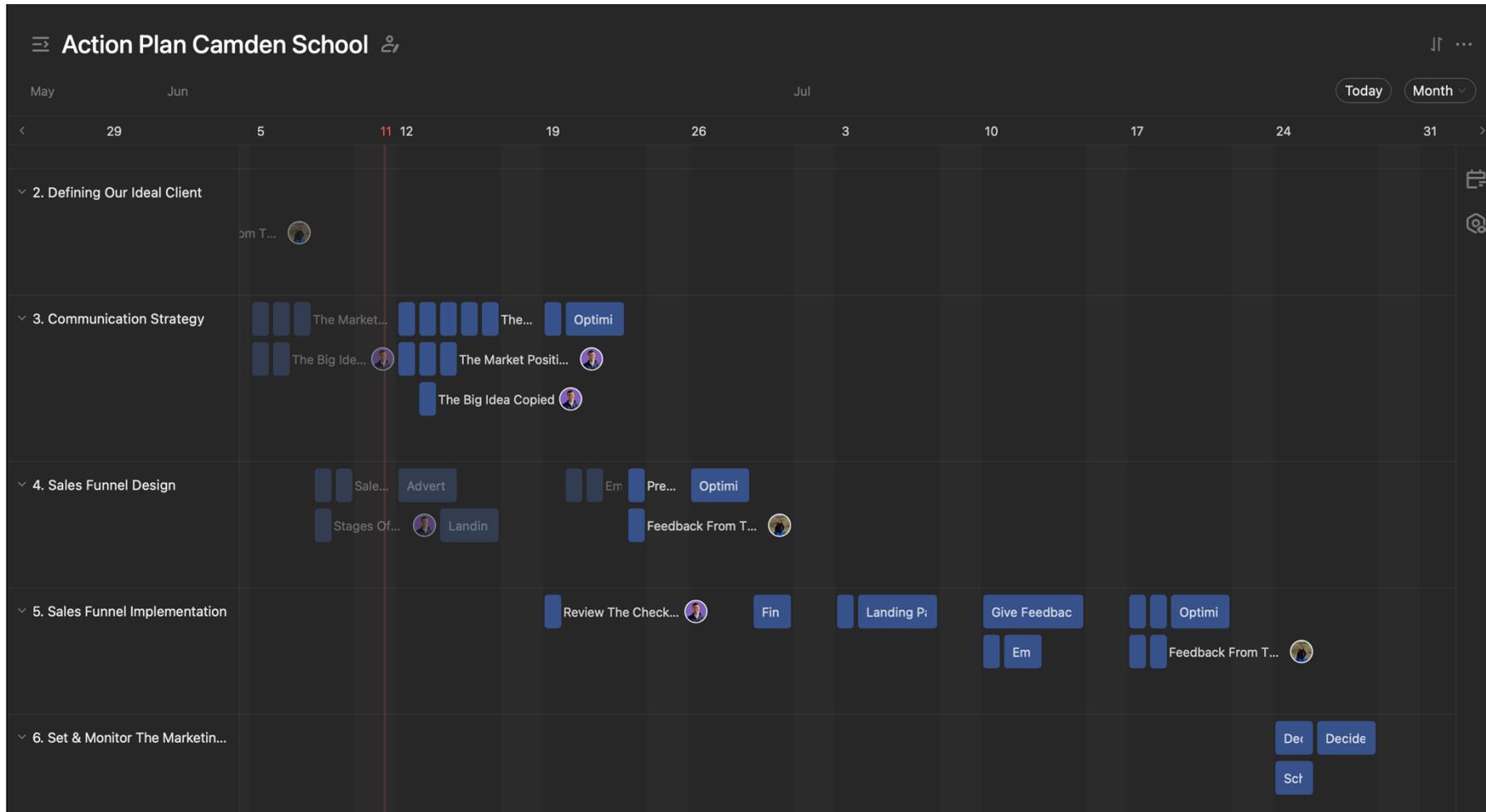
You can see a quick view of the action plan in the software with the link below of a 1’ video.

<https://youtu.be/hS8YRCn4PFM>

You can also see a screenshot in “Graph 9.”

Graph 9. Action Plan Camden School.

Source: Own Elaboration



5.8. Resources & Budget For The Sales Funnel

From all the actions outline along the previous sections of the action plan, we are going to elaborate the budget based on the different areas of the project and taking into account the direct and indirect cost⁸ associated to each activity.

There is only direct cost during the implementation of the sales funnel (section 5.5.) and to run the campaign on the advertisement platform (section 5.6.).

Table 7. Budget Of The “Optimization Of The Sales Funnel”

<u>Cost by Activity</u>	<u>Cost (€)</u>
Communication & Funnel Strategy	400
Sales Funnel	420
- Advertisement	200
- Landing Page	200
- Email & WhatsApp Message	20
Marketing Campaign	1,000
- Set & Monitor the Campaign & KPIs	200
- Running The Ad	800
Total Cost	1,820
Contingency Fund	182
<u>Sources Of Financing</u>	
Internal Savings	2,002
Total Financing	2,000

Source: Own Elaboration

“Communication & Funnel Strategy” (“Table 7”) stands for all the work done of thinking and ideation of the strategy, the actions done from section 5.1. to 5.4. Then we have the “Sales Funnel” that is the cost from implementing the strategy previously designed. This activity will take both, direct cost for software and the creation of the ad, as well as

⁸ Indirect cost from salaries will be allocated considering 20€ per hour of work predicted for the activity.

indirect cost allocated from the salary of our employees. The last one, “Marketing Campaign”, is the direct investment to launch the ad, and the indirect costs of setting and monitoring the campaign and the KPIs of it. It is important to notice that the 800€ budgeted for running the ad is the maximum amount to be invested. It will be invested the totality of this amount or not depending on the performance of the campaign when controlling the KPIs.

On the other hand, there is a contingency fund of the 10% of the total costs, in case there is some unexpected expense, although this project is low risk and uncertainty.

Moving on, the sources of financing are from the savings of the company. These savings have the function of being reinvested to growth the business, increase the quality of our service or to finance unexpected expenses. Financing the project represents the 29% of the academies savings. Therefore, it is enough to finance the project and the contingency fund.

6. Conclusions: Viability Of The Sales Funnel Optimization

6.1. Feasibility Of The Sales Funnel Optimization

i. KPI & Standard Values

Since the main goal of the project is to obtain a minimum of 10 clients with a maximum cost of 70€/client with the sales funnel on August 2023, and our main problem has been the LP conversion, the KPI and metrics used will be the ones in “Table 8” and “Table 9”.

Table 8. KPIs of the Sales Funnel Optimization

<u>Goal</u>	<u>KPI</u>	<u>Measures</u>
10 Clients From The Sales Funnel On August 2023	New Clients From The Funnel On August	New clients per month Clients Acquisition Channels
70€/Client From The Sales Funnel	Acquisition Cost	New clients from the sales funnel Campaign Investment
10% Of Landing Page Conversion	Landing Page Conversion	Landing Page Total Visitors Total Leads from the landing page

Source: Own Elaboration

Table 9. Metrics of the Sales Funnel Optimization

<u>Metric</u>	<u>Measures</u>
Cost Per Click	Campaign Investment Number Of Clicks
Cost Per Lead	Number of leads Campaign Investment
Cost Per Free Class booked	Number of Free classes booked Campaign Investment
Return On investment (in months)	Total Investment (sales funnel, advertisement, and campaign) Total Profit Per month from the new clients of the sales funnel

Source: Own Elaboration

ii. Sales Funnel Optimization Projection

To know the viability of the project the main metric is the payback time of the investment. The total investment is in “Table 7.”, and the payback will tell us the months needed to recover it, so the moment when we will breakeven. To compute the payback time only the profits from the sales funnel will be considered, assuming the current average gross margin of 89% and the average monthly fee for student of 87€.

In “Table 10” we can see the 3-year projection for the sales funnel. The projections are rather optimistic, but based on the performance of the funnel from August 2021, when we had an acquisition cost of 77€ per client.

Table 10. Sales Funnel 3-year Projection

	<u>2023</u>	<u>2024</u>	<u>2025</u>
Cost Per Click (€)	1,9	1,7	1,6
Lead Conversions (%)	10,0	12,0	14,0
Cost Per Lead (€)	19,0	14,2	11,4
Cost Per Free Class (€)	50,0	45,0	40,0
New Clients (#)	11,0	13,0	14,0
Cost Per Client (€)⁹	72,0	60,0	55,0
Payback (in months)	2,1	1,8	1,7

⁹ The acquisition cost, and all conversion costs, are computed just with the direct costs of running the ad, 800€.

Sales Funnel Optimization Of Camden School

Source: Own Elaboration

Since each year we will gain more data and experience we expect small general improvement.

In 2023 we would recover the total investment of the project in 2,1 months. Since on average each new client stays in Camden School for 2 years, what means at least 18 payments, the gross margin for each new client would be of 1.400€ after 2 years.

The biggest limitation to compute the return on the investment is the changes in the gross margin. Until know, the percentage of gross margin has been quite stable and high. However, we need to consider a few things.

Ada is the main teacher and earns the net profits at the end, not by hour. That means that our gross margin only consider the cost of our freelancers teachers. Ada is already doing the maximum hours per week. On one hand that could mean that as we grow, our gross margin will decrease since the proportion of hours done by external teachers will increase.

Nevertheless, the average of students per class is really low right now, 1,95 students per class, what means that thanks to our target segmentation new students will increase the average of students per class. Since there is a lot of room for improvement, this is a relevant factor that will improve our gross margin.

Due to a lack of reliable data to assess the correlation between the students growth and the gross margin, I have decided to use the current gross margin average.

Finally, after each year it is highly recommended to consider the development of new projects addressing the weaknesses of the funnel in order to secure the growth. The payback time is already taking into account a sales funnel optimization project for each year with the same budget cost as this one.

6.2. Final Recommendation & Conclusions

i. Control & Review

Sales Funnel Optimization Of Camden School

During the whole implementation of the action plan the continuous review and update of it is vital. A plan shouldn't be something static, but a reference. This review sessions are already scheduled in the action plan.

On the other hand, the control of the evolution, especially during the active state of the marketing campaign must be carried out, also scheduled in the action plan. In order to develop the control of the campaign the metrics in "Section 6.1" are the minimum data to be registered and control.

With that information we will be able to adjust the campaign investment or period as well as detect weaknesses.

ii. Risks To Consider

The main risk to pay attention is the quality of the landing page. The lack of landing page conversions is what prevent the former campaign from being profitable. Therefore, we need to pay attention to this metric and take contingency actions in case the landing page is not working.

Other risks of the project are the budget and time constrains. Both time and budget are limited resources, therefore, it is important to no overlook them, but to make sure we are within time and budget boundaries.

Overall, the project doesn't have big risks if we develop good communication and control practices.

iii. Project Continuity

The optimization of a better acquisition of clients is a endless process. This time has been the optimization of the sales funnel because we have assessed it as the area with more leverage to grow until the 90 students per month.

After the action plan has been carried out, a whole analysis of customers acquisitions should be carried out to detect the next area to improve that will put Camden School closer to its goal.

Examples of next projects could be:

Sales Funnel Optimization Of Camden School

- Development of SEM advertisement.
- Development of valuable content for our target segment
- Partnership with local businesses
- Development of physical advertisement on Granollers

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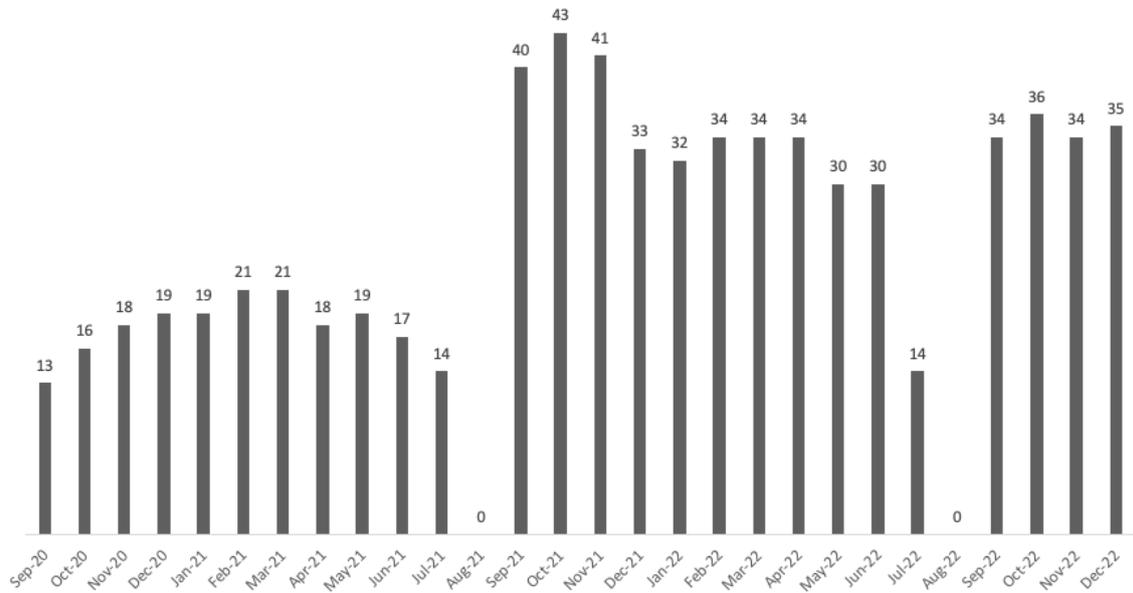
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Appendix

1. Monthly Number Of Students Per Month From 2020 to 2022



2. Landing Page 2022

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Laura



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Mario



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Joel



3. Landing Page 2021

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