

## GENERATING AND MANAGING LEADS: PROVEN STRATEGIES FOR GROWING ENROLLMENT

### What is the Sales Process?

- Phase 1: Generate leads of prospective families.
- Phase 2: Organize those leads using your CRM system (such as CampMinder), and engage them with a series of communications.
- Phase 3: Book a home visit, camp tour, or video call, and create a sense of urgency around enrolling.

### Generating Leads

- About 20% of your qualified leads will become campers.
  - So if you want 150 new campers, you need to generate 750 qualified leads.
- You should rely most heavily on three categories of lead-generating strategies: (1) in-person events; (2) referrals (from Tracy, other One Happy Camper representatives, and referral agents); and (3) digital marketing.

### Generating Leads Through Events

- The ultimate goal of attending events is for parents to fill out your lead collection form, which asks for parent contact info and some basic camper details (email me for a sample).
  - Pro tip: If you fill out the first line of the lead collection form, parents are much more likely to fill out their details. Nobody wants to be first.
- Key Types of Events
  - (1) *Hebrew School Events*: Contact Hebrew schools and offer free events focused on a program area that your camp offers (art, science, etc.). The only thing you request in return is a table in the lobby so you can speak to parents when they pick up their kids.
  - (2) *Camp Fairs*: You should attend every Jewish camp fair in your region and consider attending secular camp fairs in Jewish communities of your region.
  - (3) *Jewish Events*: Find organized events where you can have a table and parents will be present. Examples are synagogue holiday fairs, Jewish art festivals, school auctions, etc.
  - (4) *FroYo Meetups*: Organize FroYo meetups in your key catchment areas. Invite enrolled families and prospective families, and ask everyone to bring friends.
  - (5) *Ambassador Events*: Have your ambassador families organize parlor meetings with their friends, and ask them to post on relevant synagogue mailing lists and Facebook groups.
    - Include a question like this on your camp application: “Would you like to become a camp ambassador? Help us spread the word about camp in your community! We’ll be in touch with details.”
- Create a College Student Army
  - If you pursue events aggressively, then you can end up with four or five events on the same day. This creates two challenges:
    - You need people to attend all these events; and
    - The events take a long time to plan, and you have limited time.
  - Solution: Hire a college or graduate student for \$15 per hour to plan the logistics.
    - They can find and schedule events, post on college job boards for part-time event staff, and ensure every event has adequate staffing.
  - To make the part-time event staff most effective, create a one-page overview of your camp. This is something you can hand to anyone and say: Read this and memorize it, and you’ll be able to answer 90% of questions parents ask.
  - Ensure your event staff know a few key rules:
    - Stand in front of the table rather than behind it;
    - Stop people as they walk by instead of waiting for them to come to you;
    - Fill out a fake name on the first line of the contact sheet;

- Gather contact information instead of just speaking with people;
- If you don't know an answer to a question, then give a confident "I don't know," collect their contact info (which you should do anyway), and say the director will get back to them.

### Generating Leads Through Referrals

- Foster a relationship with Tracy. Make sure she knows you personally, really understands your camp, and knows of any updates. She might become your single best source of prospective campers.
  - Get to know the Jewish camp representative in each of your key catchment areas. For example, Sharon Bromberg in Philadelphia actively sends leads.
- Nurture relationships with private referral agents. The more you communicate with them, the higher the quantity and quality of their leads will be.

### Generating Leads Through Digital Marketing

- Key Digital Marketing Strategies
  - *Build Your Mailing List:* Add every new lead and other friend of camp to an email list on a platform like MailChimp.
    - MailChimp and similar providers allow you to check who opened your emails, who forwarded your emails, what links they clicked on, etc.
    - This gives you a lot of useful information to sell to the most engaged people.
  - *Use Google Ads and Facebook Ads:* The Facebook lead collection form will bring many prospective families into your inbox. Google ads are also effective tools to generate interest (but they're harder to track).
    - Apply for a Google grant, which gives you thousands of dollars in free adwords each month.
  - *Send Paid Mass Emails to Relevant Lists:* Find lists of people who are interested in your specialty, lists of parents in your region, etc.
  - *Send Press Releases to Jewish Publications:* Well-written press releases about noteworthy developments lead to lots of free advertising.
  - *Post on Facebook Parents' Groups:* Engage your ambassador parents or hire part time staff to post about camp on parent discussion forums.

### Managing and Engaging Leads

- Once leads come in from the sources outlined above, what do you do with them?
  - *Step 1:* Call each lead and smile when you're on the phone or leave a voicemail. They'll hear it in your tone.
  - *Step 2:* If they don't pick up, send them a text message and email them information and links about camp.
    - Gmail has a tool called "Canned Responses" so you click one button and an email automatically populates. This will save you lots of time.
  - *Step 3:* Add every single lead to your CRM system (we use CampMinder). This will enable you to track them, send personalized emails, etc.
  - *Step 4:* Separately from your CRM system, maintain a list of "hot leads" – these are people who seem especially interested in your program. I use Google Drive for this.
  - *Step 5:* At least once every two weeks, contact all the leads in your system. Call or send a truly personalized email to all the hot leads. Using your CRM system, send a generic mail-merge email to all the general leads.
    - Mail-merge enables you to send a "personalized" email to all your generic leads.
- The most important aspect of lead management is continuous follow-up. **One voicemail and email isn't**

**nearly enough.**

- You know you've followed up enough when a person gives you an answer: positive or negative.
- *Sales is a Process of Collecting Nos.* You should be as happy with a "no" as a "yes." Based on the 20% close rate noted above, eight people will turn you away for every two who register. So you need eight people to say "no" before you get to a "yes."

Closing Sales

- During your continuous outreach to leads, your goal is to book a home visit, camp tour, video call, or if all else fails, phone call.
  - A home visit or site tour creates the highest likelihood of closing a sale.
  - When you give a camp tour, put on a show: Prepare snacks, coffee, gifts, branded umbrellas in case it's raining, sleds in case it's snowing, etc. Make it feel like an adventure for the family.
  - When you attend home visits, come with lots of gifts, pictures of camp, and a PowerPoint or video.
  - If a home visit or camp tour isn't possible, then try to set up a video call.
    - Consider using Zoom, which is very user-friendly and allows you to show a PowerPoint during the video call.
- Create a sense of urgency around registration. You must give parents a reason to register now rather than later.
  - *Use an urgent tone:* "Camp is going to be full, so register now to save your spot!"
  - *Create urgency through pricing:* Give an early registration discount.
    - But never play "let's make a deal." Every discount should be universally applicable.
    - For example, every family that register before the end of November gets \$200 off.
  - *Create urgency through One Happy Camper and Scholarships:*
    - GMW's funded One Happy Camper grants are a powerful tool for getting new campers into camp.
    - Scholarships are another powerful tool in the recruiting process, especially if your camp receives funded scholarships through GMW.
      - Just make sure you have a formal application process and parents understand that it's not some kind of fee negotiation.
    - We constantly tell parents that One Happy Camper and scholarship funds are given out on a rolling basis, so the sooner they apply for camp, the more funding will be available. This resonates.
- Finally, a couple essential rules play a major role in the sales process.
  - *Parent calls should not go to voicemail.* You need a chipper, upbeat person answering the phone.
    - Look into RingCentral and Ruby Receptionists to make this easier.
  - *Reply to emails and voicemails quickly.* The rule in our office is to reply to emails and calls within two hours. Parents contact multiple camps. Often the first camp to respond is the camp to get their business.
- Questions? Feel free to email me at [isaac@campzeke.org](mailto:isaac@campzeke.org) or call 212-913-9783.