

Growth Strategy Playbook

Client Company

Date Created: May 2025

Prepared By:



CONTENTS

Introduction	2
Client C	
Analysis	
Market Positioning	
Branding	
Storytelling	
Website Functionality	
Lead Generation	10
Sales Execution	12
Key Metrics	14
Recommendations	

Introduction

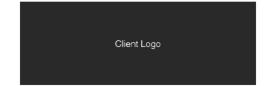
This Growth Strategy Playbook distills our recent assessment of client c... 's market, customers, and go-to-market execution into a single, actionable guide. Drawing on Dayta's analysis—spanning competitive positioning, branding, storytelling, website performance, lead generation, and sales execution—this playbook lays out a unified narrative and tactical framework to help client c... accelerate growth, deepen customer engagement, and hit its \$Red ARR goal.

How to Use This Document

- Align the team around growth priorities
- Follow step-by-step recommendations
- Use the roadmap for quarterly planning and resource allocation

Turn these insights into action! With the right team Client C.... can tell a more compelling story, generate higher-quality leads, and close deals faster. It's Possible. Let's get started.

Client Company



Executive Summary

Company Overview

Client C... is an all-in-one web and mobile platform that streamlines scheduling, communication, and ACH payments for sports officials. Since date, Client C... has grown to serve 700+ leagues and track to hit \$ B... ARR in 2025—all while imposing no fees on referees.

Key Company Callouts

- #1-rated mobile app in the officiating space (4.9★ K+ reviews)
- Seasonal lead volume peaks in spring/fall fueling 35% trial-to-paid conversion
- Lean and agile team of five individuals + contractor partnership

Goals & Challenges

Short Term Goals Long Term Goals	
Tell a stronger story & boost positioning. Refine website messaging and imagery so Client is positioned as a significant player in officiating for any sport. Align initiatives to seasonality. Align marketing and sales strategy with spring/fall peaks in sign-ups.	Lay foundation for long-term growth beyond Re ARR. Opportunities include: Expand into new verticals Increase Average Revenue per Customer (ARPC) Scale sales & marketing
Challenges	

unalienges

Over-reliance on inbound. Growth is largely passive—driven by SEO and word-of-mouth—with no outbound or targeted segment campaigns to broaden reach.

Weak emotional hook. Website and collateral explain features but don't lead with customer pain or a clear "why us" story.

Team bandwidth constraints. Key team members are stretched across marketing, sales, and development.

Lack of focused sales & marketing strategy. Outside of spending approx \$500-\$1,000 on search campaigns, no formal segment targeting, ABM tactics, or nurture flows for pipeline growth or beyond the trial period.

Analysis

Market Positioning

A concise evaluation of how Client C... differentiates itself in the officiating software market.

Market Problem

and small- to mid-sized sports leagues are buried in manual, error-prone workflows—juggling spreadsheets, emails, and texts to schedule officials, track availability, and reconcile payments—which creates stress, volunteer burnout, and the constant risk of missed games.

Core Promise: Your Value Proposition

worry-free experience: intuitive web and mobile tools for drag-and-drop assignments, real-time messaging, and fast ACH payouts with no fees to officials, so leagues save time, cut chaos, and professionalize operations.

Competitors

Competitor	Enterprise-focused, custom-priced platform with strong school and collegiate penetration.
Competitor	Long-standing self-serve solution favored by medium-sized assignors; more limited mobile tooling.
Competitor	Outbound sales-driven, combines scheduling with referee recruitment features.
Competitor	Enterprise approach with dedicated sales; emphasis on high-volume associations.
Other Alternatives	each varying in pricing transparency, integration flexibility, and user experience.

Ideal Customer Profile

Firmographics

Organization Type & Size

Small Size /Volunteer : Single-club operations (e.g. youth soccer, baseball, softball) managing 25–30 officials and 100–200 games per year.

Mid-Size / Part-Time : Multi-club or travel leagues handling 50–150 officials across 1,000–3,000 games per year.

Enterprise

- Regional Associations / Full Time : LLCs or sole proprietors assigning 200–500+ officials over 5,000–50,000+ games annually.
- State-Level Associations / Full Time : Umbrella organizations (e.g. state referee committees) overseeing thousands of officials and 50,000+ games across regions.

Geography

Predominantly U.S.-based, with meaningful adoption in Canada, the U.K., and Australia.

Roles & Titles

Volunteer Club Administrators, Referee Coordinators, Part-Time

Professional Assignor Business Owners, State Referee Administrators.

Business Maturity From grassroots/volunteer-run leagues to formally structured small businesses and state

associations with governance requirements.

Psychographics

Pain Points Manual scheduling

Constant last-minute changes

Stressed by chasing payments and reconciling finances

Scattered communications

Motivations Time savings and predictability

Reliable, centralized system

Retention Drivers Instant stress relief through streamlined scheduling

Dependable, no-fee payouts for officials

Responsive support

Churn Drivers Seasonal inactivity periods reduce engagement and visibility

Total Addressable Market & Industry Trends

TAM

In the U.S., roughly 70.8 million people played team sports in 2023—driving millions of games each year. Official assignments for games tournaments were organized by over **40,000+** youth and amateur sports organizations (spanning soccer, baseball/softball, basketball, hockey, football, lacrosse and more). Even at a conservative **\$700-\$1,000** ARR per organization, that represents a **\$20-30** million market for referee-assigning SaaS. This sits



within the broader youth-sports software sector, valued at **\$2.5 billion** in 2023 and projected to reach **\$5 billion** by 2032.

Key Industry Trends:

- 1. **Digital shift -** Moving off paper/spreadsheets to cloud-based, mobile-friendly tools
- 2. **SaaS growth -** Niche platforms (Competitor Competitor Competit
- 3. **Consolidation -** Big players (Compe... Sports, SportsEngine) bundle scheduling into all-in-one suites
- 4. **Automation -** Conflict-checking and smart fill to mitigate no-shows
- 5. **Volunteer-centric UX -** Simple, self-service workflows that part-time adopt quickly

Branding

A snapshot of Client C... 's visual identity and how it supports (or undermines) their market standing.

Company Name & Domain	 Concise, tech-savvy spelling that aligns with modern SaaS conventions. Olient
Logo	Client Logo Refreshed in 2019–2020, bold, rounded with a simple icon element. Scales cleanly across web & mobile
Visual Brand	 Primary palette of accent —stands out in a field of red-heavy competitors. Custom rounded-corner line icons (calendar, chat, payments) share consistent stroke weight and radius, humanizing the UI. Hero shots of real referees (especially soccer) reinforce niche expertise.
Voice	 Friendly and jargon-light, speaking directly to volunteer and pro Balances approachable ("time-savings, reduced chaos") with authority (top-rated app, track record).
Brand Guide	No formal, published guide; visual and verbal rules are applied ad-hoc across the site and materials.

Storytelling

An overview of Client C... 's narrative approach, from elevator pitch to customer-facing anecdotes.

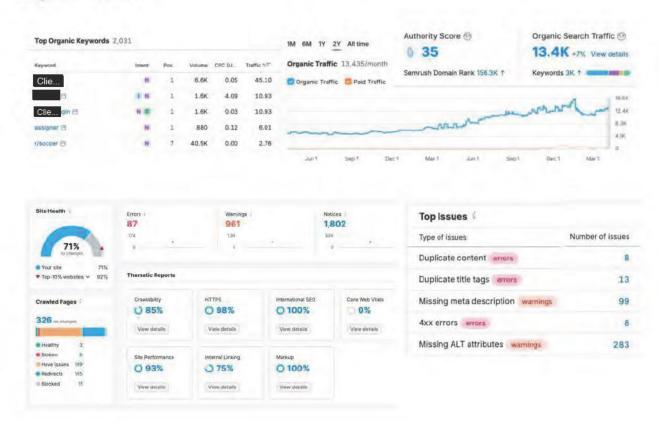
Primary Message (Elevator Pitch)	"Client is the all-in-one officiating platform that saves hours each week by streamlining scheduling, communication, and payments—no more spreadsheets or chasing checks." → Clear, benefit-led, speaks directly to core pain (time wasted, manual work) and offers a simple solution.
Pitch Deck	Client does not have a pitch deck.
Website	 Overall Story Arc: Linear flow—Problem → Product → Features → Trial—which clearly lays out what it is and how to try it. However, it leans heavily on "here's what we built" rather than guiding prospects through empathy → envisioning → proof → action. Shifting will deepen engagement and drive higher conversion. Problem Framing - Jumps quickly to "all-in-one officiating platform," with minimal emphasis on the pain of juggling spreadsheets, no-shows, and late payments. Solution Positioning - Describes Olient 's capabilities up front ("streamline scheduling, communication, payments") but in generic terms. Action Driving Cues - "Start Free Trial" and "Request Demo" buttons appear intermittently, without context around the surrounding content.
Content	 Sporadic posting, mix of feature announcements and general news. Content underscores time-savings, professionalism, and community support. Blog - Posts center on officiating challenges. Social - Mixes product updates, customer spotlights (case studies from youth leagues), and thought-leadership angles (trends in volunteer officiating, managing seasonal peaks).

Website Functionality

A focused assessment of olient c... 's online presence, structure, and conversion-driving elements.

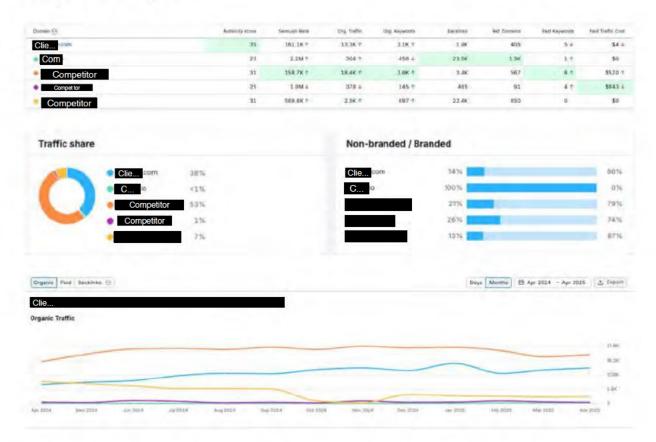
SEMRush Audit

Organic Traffic



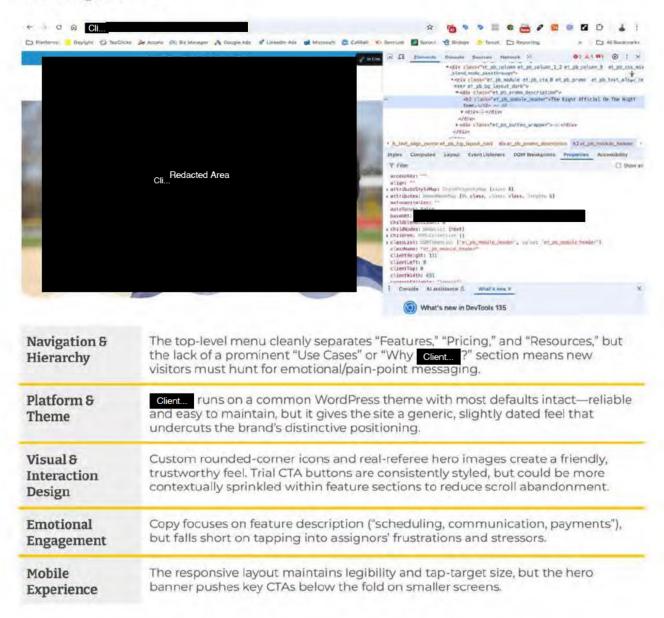
Organic Visibility & Keywords	Client dominates branded searches (" Client ," " Client scheduling") but captures few non-brand terms like "referee scheduling software" or "sports officiating platform."
Technical Health	A recent audit uncovered duplicate-content errors and title tags, missing meta descriptions, pages returning 404 errors, and many images without ALT text. Prioritizing fixes will improve page crawlability. Hard-coded UTM parameters hinder GA4 from capturing true lead source data.
Content Gaps	Core landing pages (e.g. /assigning-referees-and-umpires/) lack H1 headings and keyword focus. Blog could benefit from non-branded topics (E.g. "best practices for referee payments").

Competitor Insights



Relative Performance	Client leads and competitor in overall organic rankings—claiming every keyword those competitors do.
Keyword Mix	Over 70% of Olient 's traffic-driving terms are brand-centric, whereas peers like Notch and secure a higher share of non-branded, feature-driven searches.
Paid Search Strategy	Redacted Area leverages paid search more aggressively on non-branded terms.
Backlink Profile	With just 1.9 K referring domains—below most competitors.

User Experience



Lead Generation

A brief review of the channels and tactics uses to attract and qualify prospects.

Inbound

SEO	Strong domain authority drives high organic traffic—mostly branded terms—yet there's an opportunity to capture broader, non-branded search demand by
	optimizing for pain-point keywords.

Paid Digital	Google Ads (Search) generates traffic, but currently links to the login portal instead of a marketing landing page, undermining conversion and ROI.
Software Review Sites	The client mobile app boasts a 4.9 rating with over 5,000 reviews, providing powerful social proof; however, there's no coordinated effort to amplify or syndicate these reviews on industry platforms like G2 or Capterra.

Outbound

Target List	No formalized prospect list today; potential targets include state referee associations, mid-size and regional leagues identified in the ICP.
ABM Tactics (Ex: Email, Phone, Direct Mail, LinkedIn)	Limited use of personalized outreach—current touches include one-off cold emails (e.g. competitor Notch-style campaigns), ad hoc phone calls via Dialpad, and sporadic LinkedIn connection requests.
Nurturing	A basic Intercom email sequence (4–5 messages) engages free trials, but follow-ups in Pipedrive are irregular and lack segmentation by role or sport.

Events

Strategy	3 Main Tradeshows for 2025. Periodic in-market demo days (dates vary by region; typically late Q2/Q3), promoted via email and social channels.
United Soccer Coaches Convention	When: January 8–12, 2025 Where: Chicago, IL Link: https://unitedsoccercoachesconvention.org/
NASO Sports Officiating Summit	When: July 27–29, 2025 Where: Renaissance Montgomery Hotel & Spa at the Convention Center, Montgomery, AL Link: https://naso.org/page/Summit2025
ABCA Convention	When: January 4–7, 2025 Where: Washington, D.C. (Walter E. Washington Convention Center) Link: https://www.abca.org/Convention

Attribution

Lead Tracking	Tracking is fragmented. Hard-coded UTM parameters across subdomains prevent clean source-to-signup reporting, making CAC optimization and channel ROI analysis difficult.
CRM Usage	Pipedrive is used to track enterprise-level (>\$5K) customers, but adoption is inconsistent—team engagement drops off when fewer large deals are in play. Automated email workflows in Pipedrive are not leveraged but instead through Intercom. Dialpad handles all phone calls (sales & support), with recordings and Al summaries feeding back into CRM records.

Sales Execution

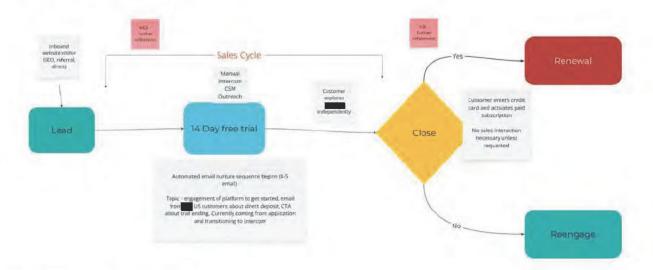
A high-level summary of client c... 's sales team structure, processes, and tools.

Team

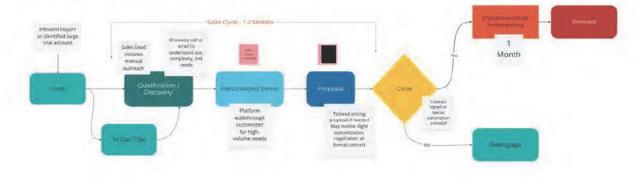
Founder & Head of Sales/Marketing	drives demand generation, ad campaigns, content and key enterprise deals.
Customer Success Manager (CSM)	Proactively nurtures trial users, handles onboarding touchpoints and supports renewals. Respond via Intercom chat/email, maintain knowledge base and handle day-to-day support tickets.

Sales Process and Journey

Free Trial Customer



Enterprise Customer



Sales Cycle

Self-Serve (SMB)	Mid-Market / Enterprise
14-day trial → automatic conversion at trial end Typical conversion time: 2–4 weeks	Discovery call → tailored demo → proposal → negotiation → signature Average length: 1–2 months
Seasonality	

Sign-up peaks align with sports seasons—early spring and early fall—so prospecting and follow-up cadence ramps up accordingly.

Tech Stack

Function	Tool / Platform		
CRM & Pipeline	Pipedrive		
Chat & Email	Intercom (support + automated nurture flows)		
Voice Calls	Dialpad (incoming/outgoing + call recordings)		
Website & CMS			
Ads & Analytics	Google Ads (Search), Ahrefs periodically for SEO insights		
Payments	Stripe Subscriptions + for ACH payouts		
API & Integrations	Open REST API, webhooks for league-system integrations		

Customer Success Overview

Onboarding	Service Support	
Automated welcome via Intercom with "Getting Started" links, video tutorials & best-practice tips	Real-time chat & email (Intercom, <4 hr SLA)	
→ CSM kick off for larger customers	Phone support (business hours via Dialpad)	
Implementation checklist & self-guided steps (import officials, configure availability, launch	Docs & KB (step-by-step guides, FAQs, API docs)	
assignments)	In-app feedback & NPS surveys, user-group webinars	
Training resources on-demand video library,	Webiliais	
searchable help center, live Q&A office hours	Escalation path for complex/enterprise issues to founder or lead developer	

Key Metrics

Metric	Value / Insight		
Annual Recurring Revenue (ARR)	~\$ K in trailing-12-month revenue (targeting \$ Red for current year) ~ 6 6 6 6 7 7 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9		
# of Customers	~ active subscribing organizations		
Average Revenue per Customer	~\$ /year (implied by \$ ARR ÷ 900 customers)		
Churn Rate	~3 % annual churn (i.e. ~97 % retention)		
Lifetime Value (LTV)	-year LTV (circle back on this stat)		
Customer Acquisition Cost (CAC)	Not explicitly reported (but Google Ads spend runs approximately \$500–\$1 000/mo, with ~750 new leads/year)		
Lead Volume	~750 inbound leads per year		
Trial → Paid Conversion Rate	~35 % of free (14-day) trials convert to paid subscriptions		
Sales Cycle Length	~1–2 months for enterprise deals Self-serve trials convert in ~14 days		
Seasonal Signup Peaks	Early spring and early fall sign-up surges aligned with sports seasons		

Recommendations

The following outlines recommended priorities based on your current sales and marketing health and opportunity for improvement. After reviewing the Analysis of the main marketing and sales categories, our team has developed a comprehensive marketing strategy for Client C...



Marketing Vision Priorities

Step 1: Foundational Marketing Strategy Kick-Off

Timing: 3 to 6 Months



Digital Campaigns

client... 's current spend on Google Search is \$500/mo. Expanding budget and targeting high-intent, non-branded keywords presents a clear opportunity to reach new actively searching for scheduling solutions.

→ Easy Fix: Direct campaigns to the marketing site, not your platform login page.

Channel	Slow	Steady	Aggressive
Google Search & Remarketing	\$1,000	\$2,000	\$3,000
Microsoft Search / Bing	\$500	\$1,000	\$1,500
Google Performance Max	-	-	\$500
Boost - Facebook	-	-	\$100
Total Monthly	\$1,500.00	\$3,000.00	\$5,100.00

Research



Current Health Score: See Lead Generation analysis for details

Website Updates: Storytelling

Client C... 's feature-based messaging and current linear flow (Problem → Product → Features → Trial) is a good foundation for communicating what the product is and how to get started. But most aren't buying features—they're buying peace of mind.

We recommend shifting to outcome-based storytelling by leaning on ICP values. Enhance messages with social proof. Follow a Story Arc − Empathy → Vision → Proof → Action

ICP	Pain Point Solved	Message Hook
Volunteer	Burnout	"Import a season before practice ends. Manage from your phone."
Part-Time	Inefficiency	"Ditch spreadsheets. Automate schedules and payouts in minutes."
	Lack of Visibility	"Run 5,000+ games with zero surprises. Total oversight, no extra fees."

Examples

Feature-Based Messages (Current)	Outcome-Based Messages (Recommended)	
" $\underline{\hbox{\it Citent}}$ is the all-in-one platform for scheduling, communication, and payments."	"Stop chasing refs and start running your league like a pro."	
"Drag-and-drop assignments, real-time messaging, and ACH payouts with no fees to officials."	"Get back hours each week while officials get paid—fast and without fees."	
"Used by over 900 and	"Trusted by assignees who need every game covered and every detail handled." $% \label{eq:coverage} % \label{eq:coverage} %$	
"Accessible on web and mobile."	"Manage your season from anywhere—even before practice ends."	
"No spreadsheets or double entry."	"Say goodbye to chaos. Client brings calm to your most stressful season moments."	

Game On. Stress Off.

No more spreadsheets or last-minute texts. client C... automates scheduling, messaging, and payments—so you stay in control without the chaos.

tell us they save hours every week—time they used to spend chasing refs and fixing late changes.

→ When refs don't show, everyone looks to you. Client C... keeps you covered.

Ready to see what your season looks like with less chaos and more control? Start your free trial or book a quick demo today.

Current Health Score: See <u>Lead Generation</u>, <u>Storytelling</u> & <u>Positioning</u> analysis for

details



Website Updates: Technical Fixes

Some technical fixes on the website and a focused ongoing SEO strategy can help overcome content gaps, improve in competitor comparison and reach new prospects.

We recommend addressing technical issues in the first 1-3 months. Following, our team will enhance current website content by applying simple improvements to structure. Client C... has a strong authority score so restructuring content will be done strategically to not impact this negatively.

After about 6 months we can explore the development of new content. Client C... has a lower number of backlinks compared to competitors. We'd recommend incorporating a backlink budget as well if possible.



Recommendation: \$2,000-\$4,000/mo

Backlinking can be added at \$3,000/mo+

Examples

Focus #1

Top Issues Type of issues Number of issues Duplicate content errors B Duplicate title tags errors 13 Missing meta description warnings 4xx errors errors 8 Missing ALT attributes warnings 283

Focus#2

This page doesn't contain an H1 and is not keyword optimized.



Focus #3

Authority score	Backlinks
35	1.9K
23	23.5K
31	3.4K
25	465
31	22.4K
	35 23 31 25

Current Health Score: See Lead Generation & Website Functionality analysis for details

Attribution & Tracking

decisions can be driven by real CAC, ROAS, and LTV—not guesswork. That begins with a rock-solid data foundation: Consistent UTMs for tracking and conversion insights can help see which channels create revenue-producing referees and shift spend with confidence.

Where To Start

- → **Fix Tracking & UTMs** —Remove UTM Tags on buttons on the site. Use UTM Tags on campaign URLs so all traffic is tied to its true traffic source. Explore cross-domain tracking if needed.
 - If interested, implement a heat mapping tool or mouse flow to follow UX, button clicks and to understand what resonates with users.
- → Merge web, ad, and revenue data in Daylight to view live CAC / ROAS / LTV dashboards.
- → Share closed-loop purchase signals back into Google & Microsoft Ads so the algorithms automatically prioritize the clicks that turn referees into paying subscribers.

Current Health Score: See <u>Attribution</u> analysis for details

Brand Guide Creation

The Client C.... brand is strong, clean and professional. Dayta recommends documenting the brand in a formal brand guide. The brand guide will include logo usage, color pallet, typography, and iconography to ensure consistency across web, email, sales decks and events.

→ Future Opportunity to Explore: Add distinctive orange accent into more areas throughout the website theme. Play with using the accent on CTAs or points of emphasis within the current color scheme.

Current Health Score: See <u>Branding</u> analysis for details



Step 2: Strengthen Positioning & Go-To-Market

Timing: Month 6 to 9



Research, Analysis, GTM

product market fit in soccer (50% customers, 65% end-users), but future ARR growth requires identifying and reaching new markets. Conducting market research (market sizing, competitor scoring, persona deep-dive) will determine the most promising next sports, potentially creating more stable year-round workflows. These insights will inform sport-specific go-to-market strategies for ARR growth, premium add-on ideas for increased ARPC, and clearer sales positioning to reduce inbound reliance.

Recommended next actions

- **Conduct market research & with competitor analysis** across the top five non-soccer sports to quantify TAM, map share-of-wallet, and benchmark pricing / messaging gaps.
- Validate and refine ICPs—link pains to outcomes to inform new collateral
- Pilot a sport-specific GTM plan (e.g., basketball) with dedicated keyword sets, landing pages, and outreach offers; track CAC/LTV in Daylight. Test and add additional sports.

Current Health Score: See Positioning analysis for details

Account-Based Marketing

While inbound search drives trial sign-ups, key referee associations and state bodies don't actively seek solutions. A focused ABM approach allows Client ... to target the 1-2% of organizations with the potential for tenfold revenue growth per deal, particularly in emerging sports with lower brand recognition.

Recommended next actions

- **Build a target list** of 500 + referee associations and large leagues across priority sports (data scrape + LinkedIn + email/phone enrichment).
- Launch multi-channel cadences in Pipedrive—email, phone, LinkedIn—sequenced by sport and role, backed by sport-specific one-pagers, case studies and testimonials.

Current Health Score: See <u>Lead Generation</u> analysis for details

Step 3: Strategy Enhancement

Timing: Month 9+



Digital Presence, Online Reputation, Sales Enablement & Material support.

Having established attribution and refined the go-to-market strategy, the next critical step is converting increasing interest into consistent, year-round revenue. This involves strengthening Client C... 's digital presence, enhancing social proof, and providing the sales team with the necessary materials and automated processes to secure larger, multi-sport accounts efficiently.

Recommended next actions

- **Create and publish quarterly content** aligned with a content calendar. Target high-intent, non-branded keywords, such as "best practices for official payments," to enhance engagement with the Ideal Customer Profile (ICP) during their research phase.
- **Leverage the positive 5K mobile app reviews** by integrating these testimonials into landing pages and outbound communication.
- **Update the WordPress theme** for better conversion by adding a sticky "Start Free Trial" bar on mobile and contextual CTAs after benefit blocks to address scroll drop-off.
- **Equip sales with sport-specific resources** (one-pagers, case studies, SDR cadences), segmented by role and season, to convert enriched targets into booked demos.
- Establish a consistent (2-4 monthly posts) social media presence combining thought leadership with product tips, timed to support paid campaigns and engage trial users.
- **Execute a three-phase event strategy.** Pre-show outreach, on-site demos with tailored materials, and a 30-day post-event remarketing campaign for sustained brand visibility.

Current Health Score: / / See <u>Lead Generation</u>, <u>Website Functionality</u>, <u>Sales Execution</u> analysis for details

Timeline & Pricing

Timeline

Timeline is flexible and can adjust based on Client C... 's priorities.



Estimated Monthly Pricing

Pricing is flexible based on Client C... 's priorities.

Services	Slow	Steady	Aggressive
	Light project budget & campaigns	Mid-range project budget, campaign & SEO support	Heavier project budget, campaign & SEO support with social strategy
Pod + Daylight			
Rolling Tactical Budget			
SEO			
Campaign spend			
Campaign attribution & management (20% of campaign spend)			
Social media management			
Total Ongoing Monthly Pricing			_
One-Time Setup Pricing*			

^{*}Setup pricing includes initial partnership setup, brand guide creation, advertising account setup, and an initial addition of tactical budget for website updates and initial projects. This tactical amount can be adjusted as needed. Slow: 8 Hrs, Steady: 12 Hrs Aggressive: 16 Hrs