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Foreword

The purpose of this thesis is to try and help the smaller to medium sized clubs to set themselves up with a modern digital infrastructure and outline the structure for a modern Inbound Marketing Campaign. Some of the readers might have established clubs and are looking for ways to improve their efficiency, profitability and membership base. Hopefully there's something in this for you. If you are just starting out on your journey of opening and building a Martial Arts club, this thesis might help you navigate a few unnecessary pitfalls, and, hopefully set you up for success as you grow.

The primary caveat around this thesis is that it is really only valid at the time of publication or for possibly a short time after; since technology progresses at such pace, it is impossible to know if the principles and strategies discussed here will remain valid for long. It is also one person's opinion, I'm sure there are many other models that would work very well.

In all Marketing though, Byron Sharp is still the right approach - Tell as many people as possible and make it as easy as possible for them to buy.

If you are currently running a small Martial Arts Club, or looking to get one up and running; I applaud you. Your grass-roots involvement is what keeps the chain of knowledge connected, passing it on from generation to generation, so that these artistic, spiritual, violent and scientific movements and philosophies might live on long after we are gone.

Taekwon,
Mr Trevor Topfer
III Dan
ITF

Building your Business Tech Stack

My current professional pursuit is Marketing. I'm particularly interested in leveraging emerging technologies to allow smaller, less capital rich businesses the opportunity to compete on a larger scale with the bigger, better resourced operations. The gap between the rich and poor, small and large, haves and have nots is growing wider. Technology presents an opportunity to help close this gap.

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Going digital and doing it properly is the arguably most valuable investment you'll make in your business; second to practicing and teaching proper Taekwon-Do technique. The following is a brief summary of the elements of a modern, successful digital infrastructure or 'tech stack'.

Website

"Make sure it's secure, mobile friendly and receives regular updates of content. Learn the basics of SEO as well."

There are an enormous range of website platforms to build a website on. They range from free website builders (like Wix.com) through to heavily customised hand-coded bespoke websites. Which one is right and which platform is best? Unfortunately, there's no clear answer to this common question. Pretty much every website development company you ask will give you a different answer - typically based on their particular skillset. Let's explore some options and pros and cons for each.

Free Website Builders

Websites like www.wix.com and others offer the highly alluring promise of a free website for your business. A quick google search for 'free website builder' yields close to 300 million results - meaning there's no shortage of offerings. In my experience these are the pro's and con's.

For

- Price
- Ease of Use
- Time to Deploy

Against

Visibility. When I talk about website visibility, I'm referring to the likelihood your website will be found amongst the several trillion others on the World Wide Web. Visibility is controlled by search engines - the primary one of which is Google. So website visibility normally means 'the likelihood of being found on a Google search' when someone types in a keyword related to your business (such as 'Taekwondo Classes Auckland'). The ongoing marketing of your website is primarily focused on the process known as Search Engine Optimisation or SEO. SEO is essentially making continuous improvements to your website to maintain or improve website visibility on search engines. Free website builders are essentially a number of websites sharing the same core stack. The owners of the platforms have a sole purpose - to

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get as many people using their free website builder as possible. Your goal and their goal are at odds. Your goal is to get as much valid traffic to your website as possible and their goal is to get as much traffic as possible to their platform. They own the platform that is largely responsible for the visibility of your website. That's the same platform they're leveraging to get visibility themselves. In essence, they're riding on your hard work to improve their own SEO; and this usually comes at your websites expense.

Locked in - If you build on one of these platforms and decide later you don't want to stay, you will have to start again. These websites cannot be ported to another platform.

Restrictions - many fall short in the offering of functionality. Things like having an online store, taking payments through the website, hosting and booking for events etc are all things we do regularly that are often not supported by free website builders.

Recommendation

I would probably go with Squarespace. They are a solid platform and easy to use without a massive price tag. There is a lot of different functionality you can add which takes care of most things without the need for expensive web developers. It's pretty simple to add an online store and you can manage events, sell swag and perform other functions through a simple Squarespace website. You'll also be able to add new pages, blogs etc to your squarespace website pretty easily.

If you can afford it though, a professional web development company makes this process a LOT easier. Mostly they'll build on WordPress for a site like this which is the most popular web development platform, but generally requires some technical knowledge (or the patience to learn).

Email Suite

When referring to an Email Suite, I'm considering all your office-related programs. This would include the following as a minimum:

- Email Client
- Document Writer
- Spreadsheet Program
- Presentation Program
- Document and File Storage
- Calendar

In the current market, there's really only three choices - Apple, [Microsoft](#) or [Google](#). If you currently run an Email Suite that isn't *entirely* one of these systems (or worse,

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none of these systems) you are probably making your life much more difficult than it needs to be.

Recommendation

Google Suite. I've used all of them and really, really tried to stay on Apple; but Google has just got the best offering at the best price. It's easy to use, has everything you need, works seamlessly and doesn't cost a lot for what you get. So for me, this would be the option I'd recommend. Everything is cloud-based, which means you don't ever store anything on your laptop or desktop - everything is available anywhere, anytime on any device (even your friends laptop or an internet cafe). It really wins by a large distance in my opinion.

Accounting

There are a number of great options for keeping your accounts tidy and minimising the work required in doing so. A solid accounting platform should be considered as part of your Tech Stack.

Some obvious choices include:

- Xero
- MYOB
- Quickbooks
- Freshbooks

Considerations:

- easily integrate with the rest of your tech stack
- easy enough for a novice to use
- doesn't cost me much money.
- Automates as much as possible

Recommendation

For these reasons, I recommend [Xero](#).

CRM

I'm genuinely shocked at how few businesses run a proper CRM. Most people have elaborate, pieced together spreadsheets (I've even seen people using a little black book!) to keep track of their membership, prospects, suppliers, colleagues and more.

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To me, this is simply insane and does not lend itself to scale - what if you get the opportunity to open another club? What about when you have 200+ students?

There are an enormous range of CRMs to choose from. A simple one I've seen work well that is very inexpensive is [CapsuleCRM](#). It integrates with the Google Suite really well and does a pretty good job. There are many offerings in the "Fitness Business Software" Market that would be worth investigating. One that is tailored to Martial Arts is [Zen Planner](#) - which covers many of your tech stack requirements in one place (but this comes at a significant price). [Mailchimp](#) is another platform recommended as a marketing tool that can also manage some database functions.

A credible mention is [HubSpot](#) - a CRM, Marketing Automation and Customer Service platform that is becoming the go to enterprise platform globally. There's a free version that is enough to get you up and running and the platform will grow with you. HubSpot is also recommended as a Marketing tool below.

A final thought on CRM - choose carefully. Don't just grab something thinking 'that'll do for now'. Your entire business will eventually connect to and leverage the power of a CRM; so it's as important a decision for your business as any. Be very careful with bespoke systems that don't offer a broad range of integrations with the other platforms you're considering. For example, if it doesn't connect to your email suite, your marketing platform and your accounting software, keep looking.

Recommendation

The best system your budget allows.

Marketing Tool/s

As much as we prefer to be on the Dojang floor inspiring the next generation of black belts, we still have to treat our club as a business. Even if it isn't your primary source of income, I'm sure we universally agree that it's better to have a large student base and a healthy pipeline of white belts coming through than not. So we have to market our club; it's that simple. There's a lot that can be done on your own - and this thesis will certainly offer some actionable insights around this, but keep in mind that, unless you are a marketer by trade, you are likely to need the help of a marketing agency from time to time. Choose carefully. Most people start their journey with the website, and then the next thing you know they're using the same web developers to do they're marketing. It's fine if the agency is large enough and has expertise across the different disciplines, but be very cautious if the same person that built your website is doing your marketing. It happens a lot and it isn't usually

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the best decision. The cost of ineffective marketing is a lot more than what you pay this agency; remember that.

As a minimum, you'll need marketing tools that enable you to create, deploy, monitor and optimise your marketing campaigns. You need to market your club, because every club (from every discipline) is out trying to win the same limited number of students that you are. The ones that work harder for them usually get them.

Recommendation

Smartphone

Virtually everything described in this thesis can be done using a modern smartphone. With a few accessories, you can build a very credible video production set-up using your phone that would not only improve the quality of your videos and images, but allow you to broadcast live on the internet, launch podcasts, run webinars and more. With some effort, you could run your entire Martial Arts club from your phone.

Mailchimp

This powerful little tool can handle a large part of your digital marketing needs and doesn't cost a lot. It has got some limitations, but it's well worth the price of admission, they even have a pretty decent free version that includes 7 marketing channels, 1-Step Automations, Basic templates, Marketing CRM, Surveys, Websites, Custom domains and more. Mailchimp is growing fast and will soon be a substantial player in enterprise Marketing Automation and CRM making it a good choice for the future also.

Social Media Management ([Buffer](#)) - Whilst Buffer would be my choice, there are a lot of options for social media management and most are pretty inexpensive. These tools make running multiple social media profiles much simpler and help you better understand the performance of your activity on these platforms.

(Special Mention) HubSpot - if you can afford it, HubSpot is enterprise level marketing software that could be within reach of some larger clubs. Replacing Mailchimp and Buffer, HubSpot boasts; Email marketing with automation, Social Media scheduling, monitoring, reporting, Blog writing and hosting, landing page builder and hosting, CTA developer, Form developer, Audience builder, Ad publishing suite and much, much more. There's also an enormous Marketplace of add-ons and integrations that can build on HubSpot's core functions to flex and move to your specific needs. This is enterprise level software, so it gets expensive quickly and would only be justified by clubs with more than 2000 people on their active database and can afford the (at least) \$7k a year in running costs.

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Canva - arguably the easiest and best tool to create image or animated content. Most people know about Photoshop - at least, what Photoshop does. Think of Canva as a scaled down and simplified version of Photoshop. It doesn't do all the cool things Photoshop (or Adobe's Creative Cloud) does, but it enables an absolute amateur to knock out a professional looking Social Media post in a few minutes. Has a great mobile app too.

Bannersnack - this is a really good tool for creating Google Display ads. We'll be needing these, and they're much easier to build using Bannersnack. Think of Bannersnack as an augmentation of Canva that you'll use for specific tasks.

Facebook Ads Manager. Facebook is arguably your most important marketing channel, so you're going to need to learn how to use this tool. Creative Hub (contained within it) is the place you'll put your ads together and Ads Manager is where you will add audience targeting and budgets (etc) to launch them to Facebook. Don't be scared of doing your own advertising on Facebook. It might take you a little while to figure out how to do it, but the ability to run a \$10 marketing campaign you create yourself in an hour that generates results is a huge advantage over a competitor that has to rely on their marketing agency (who typically take a week or two at least to get a campaign up and running and at significant expense).

Google Adwords. For all the reasons I just described for Facebook's Ad Manager, you need to learn how to use Google's Ad platform too. It also takes a bit of time (and a few tutorials) to get the hang of, but it's very difficult to run a business today without spending money on google. It's also a major opportunity for Martial Arts clubs; where many of your competitors won't be doing these things.

iMovie - Or an amateur level video production app for your laptop. I use iMovie because it comes with my mac. With a little spare time and all that awesome video footage from the dojang, you can learn to make sophisticated video content to use for Social posts, website's, YouTube channel content, Video ads and more. A few video tutorials will see you making good content in no time.

InShot - or a similar app that allows for easy video editing on a mobile device

Summary

Some of the software tools described above charge per user. If you have close affiliations with other clubs, there's no reason why, in many cases, you could all leverage the cost of one user - making the whole lot much cheaper as well.

Setting Your Club Up Properly Online.

Getting the basics right can go a long way to setting you up for success. Make sure you get the following set up properly:

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Website

Your website is the cornerstone of your digital footprint. Think of it as home base for your other digital and marketing efforts. Your website should exist to help visitors easily understand the service you provide, your value proposition and how to get in touch with you. There's a lot that goes into a successful website and the game is in constant motion. If you think you can build a website, launch it on the internet and leave it to do its job, you're in for a terrible time! Think of it like this...you learn to do a perfect side kick. You work tirelessly for months to perfect the technique. At some point you decide it's there - the perfect kick. Can you just leave it at that? Never perform another side kick again? Would you expect it to still be perfect in 6 months, a year, ten? Your website needs constant work, like a beautiful garden or the perfect side kick - it is never finished, it never stops.

Social Media

The more platforms you are active and available on the more reach you have. If you are making content for one platform (like Facebook), there's no reason why you can't start by sharing it across lots of platforms and then learning a little about each one as you go. Minimum: Facebook, Instagram, LinkedIn, YouTube. I would also seriously consider leveraging TikTok given its demographic of users and huge popularity.

Recommendation

- Facebook
- Instagram
- LinkedIn
- YouTube
- Buffer

Google

Getting your business set up properly on Google is typically a missed step and when done properly, makes a big difference to your visibility on Google. Go to Google My Business and work through the process step by step. It isn't difficult, but it takes time and some patience. Very worthwhile though and I recommend you provide as much information as possible, wherever possible to get listed well on Google. Encourage your network to give you reviews on Google as these go a long way to improve your visibility.

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Recommendation

[Google My Business](#)

Business Directories

Look for free business directories on Google. Having a listing on them can help build your profile online; especially those that offer links. Paid ones can also help create links and improve Google visibility.

Recommendation

- [Yelp.co.nz](#)
- [Finda.co.nz](#)
- [iBegin.com](#)
- [HotFrog.co.nz](#)
- [Zenbu.co.nz](#)
- [Localist.co.nz](#)

Marketing Your Club Online

Keyword Research

This is usually the starting point of most effective digital strategies. Most marketing agencies will start here. I use [Ubersuggest](#) to do this task as it's free and provides reasonable enough information. Compile a spreadsheet of keywords for your business and sort them in order of volume. When you've researched at least 3 or 4 topics related to your business, you should have several hundred keywords in your spreadsheet. This should give you a pretty good starting point for your Blog Strategy, Content Strategy and overall Marketing Plan. You are specifically looking for the following:

- The major keywords.** These are the ones at the top that are most closely related to your business. These are typically the most competitive and hardest to get to the top of Google for. These will be your 'content pillars'.
- The mid-fielders.** Keywords that have significant overall search volume yet still have very high or high competition. Look for ones that relate to your pillars and group them underneath the appropriate pillar.
- The low-hanging fruit.** These are the keywords that are highly relevant, have acceptable search volumes and low competition. These you will target first.

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Blog Strategy

A blog is a very important part of your ongoing marketing activity. A significant amount of your online visibility depends on how often you are providing new content and how valuable people find that content. The more of both, the better. Now that you've got your keywords organised you can plan your blog strategy.

Start a list of Blog Topics Relating to your content pillars ("Taekwon-Do's Place in a Modern World" might be an example of a pillar content piece for the keyword "taekwon-do").

Now review the midfielders and low hanging fruit for topics/keywords closely related to each individual pillar and create blog topics for each. Place these blog topics under the appropriate pillar topic.

Highlight the topics that target a low-hanging fruit keyword. These are the first blog posts you will write. Schedule them into a manageable workload and determine how often you could realistically and reliably create a blog around. Now place the Pillar Content Topics into the schedule followed by the remaining Topics. Most people will have a fairly long schedule by now and will keep their marketing efforts on track for a while!

Social Strategy

To effectively use Social Media as a marketing tool, you should really have a Strategy in place that you can easily follow. It could be as simple as "Post one video to Facebook every week on Monday at 5pm" Make it SMART - Simple, Measurable, Actionable, Repeatable, Timely.

Typically a Social Media strategy will consider each platform you have a presence on and put some thought into how the brand will behave on each platform. They all exist for different reasons (that's why people will often have more than one account and visit them all often). If you are a novice with social media, I recommend starting your social media strategy with only Facebook.

You should also monitor post performance data to shape your Social Media strategy as you learn more about what types of posts perform better than others, what times of the day/week are best for posting, etc. Your social media management tool (Buffer) will be automatically compiling all this data and you can play around in their reporting tools to monitor social strategy performance.

Lastly, unless you can afford a social media manager, all this should go into a calendar and form part of your weekly routine. Remember, you have the ability to schedule across these platforms, so you can make the content when it happens, but

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control when it is published, where and why. [Here's](#) a useful resource that goes deeper into social strategy development.

Video Content Strategy

Video is BY FAR the content type of choice for all users and platforms. Here's how to make the most of your videos.

- a. Make long-form video a part of your process. Long-form is more than 60 seconds but would ideally be 18 minutes. Try to find a recurring theme to make creating these easy - such as a weekly online lesson or tutorial on a specific technique.
- b. Find the best short pieces of video in the long form piece - less than 15 second sequences are best. A well executed kick in a pattern might be a good example. Create as many of these from the original video as possible.
- c. Find the best still frames in the video and export them as stills. Create as many of these from the original video as possible
- d. Find the key messages said or demonstrated in the video and create quote-style posts. Create as many of these from the original video as possible.

Now you have an arsenal of content created from one post. You can schedule this content in accordance with your Social Media Strategy.

User generated Content

A secret weapon for Martial Arts clubs on social media is User Generated Content. This is where your members/students/instructors or just your followers create a piece of content about your club or business. Most kids like to share their progress online, so there's probably already a wealth of people doing this for you. By creating an appropriate hashtag (such as #myclubname) and encouraging your network to use it connects all this content making it easy for people to find and consume. Getting them to tag your club page on a social channel often allows you to reshare this content to your own page with one click. By leveraging the network you are building and the highly shareable content we teach every class, you have a huge opportunity to flood your social media pages with cool content for very little effort.

Inbound Marketing - A Funnel

Inbound Theory

Inbound marketing is a business methodology that attracts customers by creating valuable content and experiences tailored to them. While outbound marketing

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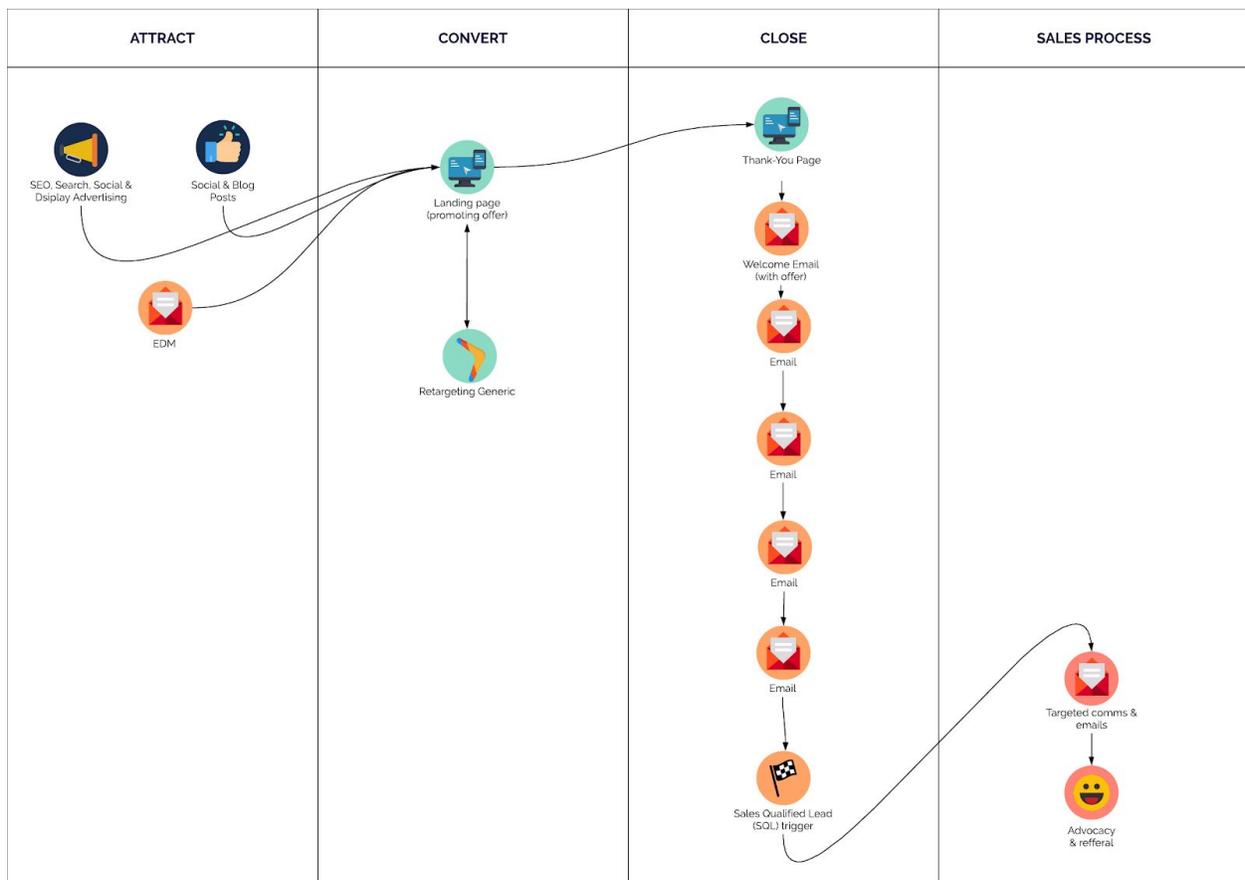
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*interrupts your audience with content they don't always want, inbound marketing forms connections they are looking for and solves problems they already have.**

In our setting, Inbound focuses on the journey a new club prospect goes through to find, engage and ultimately choose to do your free trial lesson/s. This is designed to maximise the effort going into marketing the club. Mailchimp will enable us to place a form on a website page or landing page that will capture Name, Email, etc and use that information to trigger a series of automated email communications nurturing your prospect toward their free trial lesson and only drawing your attention to the ones that do. It isn't necessarily the experience you want ALL your new club members to have, but it is a handy safety net to capture leads.

Here's an example of a typical inbound campaign funnel/journey:



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Each phase details the type of activity that is helping to build a relationship with your prospect as they move toward taking up your free lesson. We are using our content, whether paid or organic, to attract people. In this phase we typically look to solve a problem, rather than sell a solution. If we do that well, our offer will encourage interested people to give us an email address that we can market to.

In the Convert stage, we are aiming to get the email address of a carefully targeted prospect. By creating a cool content offer that people could download is a common way to achieve this. You could potentially use one of your Pillar Blogs as a downloadable pdf and give it an enticing name. If they reach the landing page and run away to consider another option, we use remarketing to continue to advertise to them. Obtaining a prospect/leads email address would make them an MQL (Marketing Qualified Lead).

The Close stage is the process we use to take an MQL to an SQL (Sales Qualified Lead) - which would normally be the booking of a free trial lesson. The content of the emails and frequency they receive them are controlled by Mailchimp. So put a lot of thought into what that journey might be. Each email should contain the CTA to book a free trial.

The Delight Stage refers to what happens after they have their free trial, become a student and continue to engage with your communications.

Paid Media

It's likely you'll want to stimulate your marketing efforts with paid ads on social media or other digital media. Use your paid media to encourage people to explore your value proposition. Direct selling isn't always the best approach on Social Media (though it has its place), often advertising your content offer is a smarter more evergreen strategy. Ideally a combination of both if your budget allows.

Facebook Advertising

Facebook in New Zealand is still, by a very long way, the platform of choice. Whilst others are growing quickly, Facebook still has the broadest userbase and the cheapest advertising, making it the smartest choice. Their Video Ad and Lead Ad products perform particularly well. You access the Instagram ecosystem via the Facebook Ad Manager so you are effectively advertising across both platforms from one place and Instagram is typically seen as an additional placement in the growing Facebook Network. Facebook also has a remarketing ad product that performs very well and should always be used to accompany Facebook Ad activity.

Paid Google Advertising

Google search ads are now very competitive and often expensive for the smaller clubs. Depending on your budget, I recommend targeting the low-hanging fruit

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keywords first and then add your pillar keywords if you can afford it. Keep some budget aside for Google Display and their Display remarketing ads. They are very cheap ways of attracting and reminding people of your club. You can also place YouTube Video ads from the Google Ads Manager. YouTube video ads are probably the single biggest paid marketing opportunity in our market. YouTube gives you the ability to have a TV commercial of at least 5 seconds for a few bucks per thousand views. YouTube is the second largest website in New Zealand after Google. Use the 15 second sequences you create to make YouTube Ads. Lead with the message, the first 5 seconds are critical.

Influencer Marketing

Using people that are well connected to your target demographic in your network are very valuable Marketers to you. Once you dabble in User Generated Content ideas, look for the most engaged people - they'll usually be your students themselves or their parents - looking for cool content of their kids. Study their social pages and see how many people are responding to their posts and where those people are. It is very stalker-ish, but you don't need to dive deep. You'll find out who your biggest influencers are pretty quickly. Talk to them about formalising an arrangement where they help promote your business to their followers. It's common for larger or well established clubs to have formal influencer agreements in place.

Collaborations (Collabs)

Look for other opportunities in your network to join social media networks together. Sharing content across each others platforms or entering more formal campaign collab arrangements can be effective ways to boost the visibility of your club on Social Media.

Competitions

People love a competition on Social Media. Competitions are effective for engaging with your existing students or to attract new ones. Give away a dobok or a free one-on-one to get people engaged on your page. Drive this attention to campaign assets in your inbound funnel to

Putting it All Together

What I'm about to describe probably sounds incredibly difficult. And for some of you, it will be. But if you can get the hang of the inbound process, you will be at a major advantage over your competitors.

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Imagine this: During class, you take a short 15 second video of one of your students performing a technique. At the end of the lesson, you use inShot to edit it and add your logo, phone number or website address. Open the Facebook Ads App (you'll install this once you start getting the hang of the desktop Ad Manager) and load up a video ad. Add some copy, select the pre-defined audience you have refined over the last few campaigns, put the URL to your specifically set up landing page for new members, add a \$20 budget, hit post. Pack up the dojang and head home for some well earned dinner; knowing you just launched a new marketing campaign.

People will immediately start seeing your ad on Facebook. They'll see your student performing and think about their children and the advantages of them learning Taewkon-Do. You know you're getting the right audience, because parents with school age children are part of the audience profiling you've already set up. They click the ad and are driven to a landing page that offers them a downloadable resource explaining the advantages of Taekwon-Do instruction on school age children - an eBook you created with some high value information and some insight around the impact you've seen on your students. They drop in their email address to download the eBook. Your CRM creates a new contact record and assigns them the lifecycle stage of 'lead'. The workflow you set up automatically sends them the email containing the eBook. You haven't even reached home yet.

The next day, your Marketing Automation tool (HubSpot) sends them another email with information about the benefits of membership in your club. It explains the value you bring and outlines the reasons why they need to choose a qualified instructor that is a member of a global organisation - like you. A day later, another email is sent. This one talks about your class times, what ages are appropriate for each class and outlines the costs involved and the benefits of your dojang. The next day another email is sent, this one talks about all the benefits of joining a global organisation, the national organisation you are a member of, the camps, tournaments, competitions, world-championship pathways and more. Finally, four days after you posted (or they clicked on) your Facebook ad, a final email goes out offering them a free week of training to see if their child would like to take up Taekwon-Do. All they need to do is select the class from a drop-down and click a button - since you already have their contact information. Now your CRM moves them to lifecycle stage 'SQL - Sales Qualified Lead'. This triggers another email that outlines everything they need to bring for their first night and what to expect. It also triggers an email to notify you that a new student will be turning up and when. You give them a quick phone call to let them know you're excited to be welcoming them/their child to your class and answer any remaining questions they might have.

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The child turns up and you make a great impression. They leave buzzing and the parents are very seriously considering enrolling their child. As they leave, you open your CRM and manually update one field that triggers another email. This one contains a form with everything you need including setting up their billing, dobok size, etc. The parents complete the form and use a credit card to set up their payments. You receive a notification telling you the child has now moved to the lifecycle stage 'customer' and advises you what dobok size to have ready. All the billing info passes through to your accounting software and you have accepted the payment online. Done. Another student joins the ranks. Once set up, this whole process required about 20 minutes of your time - to shoot, edit and deploy the ad, mark the student as attending their first class, and remember to put the dobok in the car. The student is now set up on your system, billing is taken care of, invoicing will be handled automatically by your accounting software and this leaves you to concentrate on the next marketing campaign you are going to run...you've got a camp coming up and want to get as many of your students to it as possible. Good thing there's a whole automated journey set up from last year that you can re-use.

Conclusion

There's a lot to be gained from setting up your business properly using modern digital tools. For clubs that lack additional resources, these can be hugely valuable in saving time and enabling you to run your club more efficiently. The process described above and the tools required to do this are not beyond the novice. However, they do require a significant time commitment to learn and continue to operate them. In many cases it may be a more feasible solution to involve a Digital Marketing professional to get this happening for you. Hopefully, this thesis provides a blueprint for either pathway. I wish you all the best in your clubs success and your Taekwon-Do journey.

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