Cherie Project: Growth Strategy

What organizational structure best sustains our growth plan? What does the process of reporting look like to optimize this structure?

Campus Reps: College students on Smarta Campuses that work for Smarta to spread the word about our brand and product to their peers. They will host tabling events, post social media content, give away Smarta swag on campus, etc.

Regional Managers: Manage a certain number of schools in a regional portfolio. Example: Upstate NY Regional Manager would oversee Syracuse, Buffalo, Rochester, Albany, etc.

* As we continue to launch in new regions, how will we manage multiple campuses?  
  We should definitely have a point person or ‘Campus Manager’ at each new location. It is similar to the model food chains have. However, one thing we need to think about is do we want the managers because every region has different cultures (i.e. campuses in NY may be different than campuses in GA, or do we want to standardize all locations? Fast food chains try to make every chain exactly the same, I think that might be your vision too? On the flip side, it’s a good idea to have individual managers as well because they have specific tweeks (i.e. certain lingo, certain lifestyles to better cater to students in the area) but that may get confusing. If we want things to be standard, then we should hire a bunch of Managers from NY or people who have a similar vision that have a high EQ that are kind/thoughtful/understanding and can thrive in any state/school.
  + Do we need to oversee campuses individually (“Campus Manager”)?
    - If not, how are we maintaining the personal connection we want to build with student renters?  
      I think initially, Campus Managers can speak with Regional Managers. Regional managers should have weekly/bi-weekly meetings with upper management. To make things tight knit, have upper management also meet with Campus Managers bii-monthly or once every six months to figure out if there are any discrepancies and make sure communication is trickling up properly.
    - If so, is this a full-time job or something we can hire a student for?
      * How will regional managers oversee Campus Managers?  
        I think Campus Managers should/can be students or grad students. Regional Managers will meet with Campus Managers weekly or bi-weekly. Eventually, it would be   
        Regional Managers→  
        Campus Manager→   
        A) Assistant Manager 1 & Assistant Manager 2   
        B) Staff Training Manager → Staff 1/Campus Rep & Staff 2/Campus Rep (the can be work study students, and speak with students if the organization gets really big if not then Campus Manager or assistants can do it)
* How are we managing Campus Reps?
  + Who do they report to?
  + What are they reporting?
  + How frequently do they report? Daily report, and managers put info in excel sheets to create data on flags/alert/data. Anything urgent should be mentioned daily or weekly in weekly meeting with Manager.
  + What tasks are delegated to them and from whom are they delegated?  
    They speak with students, answer any questions, talk the talk by using SMARTA, and are students themselves that can sell. They are on the ground floor. Need to be very personable.
* If we have regional managers overseeing multiple campuses, how many campuses should be the limit for a given region? Or should this be calculated by another metric like number of students or proximity?  
  I think we can have regional managers over multiple campuses. It can be by state. If there are more students in a certain state, they can have more assistants. Having multiple regional managers might be confusing, unless we want to be more customized-focused and less standardized then that would make sense. Because regions do change from location to location even if in the same state.
* How are we discovering where to launch next?
  + Social Media
  + Website
  + Other Ideas  
    Whatever is popular which changes by the year. Social media for sure (IG, Snapchat, tiktok). Website is good but people will be directed from social media. We will promote on social media, and I think word of mouth on campus will be huge. Once students know that the most convenient way to save money at a place they love is SMARTA, they will have no trouble spreading it like wildfire.