



WHEELHOUSE

WHITE PAPER · OCTOBER 2026

The Same-Day Rule

Why enrollment is won or lost
before the family leaves the building



By **Matt Rogers**, Managing Partner, Wheelhouse

Executive summary

If you run a youth enrichment business, you spend real money getting families in the door for a trial class, and then you lose a lot of them in the few hours after they leave. It's easy to blame price, the curriculum, or the ad agency. What we keep seeing in the businesses we run is simpler than that. The enrollment conversation happens while the kid is still excited and the parent is still standing in the lobby, or it usually doesn't happen at all.

Researchers have been saying this for about fifteen years. A Harvard Business Review audit of 2,241 US companies found that firms reaching out within an hour were nearly seven times as likely to have a real conversation with the buyer as firms that waited one hour longer, and more than sixty times as likely as firms that waited a day. And most companies still miss the window. In that audit only 37% got back to the lead within an hour, and 23% never got back to them at all. Our own audit of ten national youth enrichment brands found that half of them end their online path with some version of "we'll be in touch," so how fast you get in touch ends up being the whole ballgame.

So here's what we call the Same-Day Rule: **treat the trial visit as the enrollment moment, and treat every family who leaves without enrolling as a lead with a clock running.** In the pages that follow we'll walk through why parents decide fast and forget even faster, what we've learned running a 30-plus-studio art education system and a single-location music school, and a six-part playbook you can start using this week. We'll finish with the five numbers every location should look at on Monday morning, plus a few things franchisors can do to make the rule stick across a whole system.

WHAT THE EVIDENCE SUPPORTS

- 1** Families who enroll do it quickly. In the art system we studied, trial-to-enrollment conversion rose from 30% to 47.8% in a single month, with the best studios converting between 75% and 92% of attended trials.

- 2 The gap between studios on the same program and the same price is about 4x, which points to what happens at the front desk rather than what's on the curriculum.
- 3 When studios wait until the next day, fewer than one in five parents even answers the phone.
- 4 A personal message from a human outperforms an automated nurture sequence for families you've already met.
- 5 A clear, honest reason to decide today (a rate honored at the trial, a fee waived within 48 hours) works better than a discount offered a week later.

01

The hours after the trial

Picture a Tuesday at 5:15 PM. A six-year-old has just finished her first art class. She's holding something she made, she's talking a mile a minute, and her mom is standing in the lobby with her car keys in one hand and her phone in the other. This is the best shot you'll ever get at enrolling that family. The kid is as excited as she's going to get, mom has already carved an hour out of her week to be there, and anything she wants to ask can be answered by someone standing six feet away.

In most studios, that moment ends with a smile, a handout, and "we'll follow up." Then the family gets in the car, the child moves on to dinner and homework, and mom heads back into the kind of week Pew Research describes pretty bluntly: 70% of full-time working parents handle parenting tasks while they're at work, and 54% say balancing the two is difficult. The follow-up call arrives the next afternoon, during a meeting. It goes to voicemail. The automated email lands in a promotions tab next to three other trial offers.

One multi-unit owner in the art system we studied described exactly this. When the enrollment conversation happened at the studio, right there and then, families converted very quickly. When the studio waited and called the next day, fewer than 20% of parents even picked up. Nothing about the program changed between 5:15 on Tuesday and 2:00 on Wednesday. The only variable was time.

The trial class is the enrollment moment, and every family who leaves without a decision becomes a lead with a clock running.

That's really the whole idea. Everything else in here is about why that clock runs so fast, what the research says about beating it, and how to set up your front desk so it wins that moment more often.

02

Why families decide fast and forget faster

Parents aren't short on intent. Deloitte's 2025 back-to-school survey found that nine in ten parents plan to enroll their children in extracurriculars, and the Aspen Institute's Project Play survey found family spending on a child's primary sport has risen 46% since 2019. Families want these programs and they're paying more for them than ever. What they're short on is attention, and the trial visit is the rare hour when a business has all of it.

There are three pretty well-known reasons that hour matters so much.

The peak and the end carry the memory. In a classic 1993 study, Daniel Kahneman and colleagues found that people judge an experience mostly by its most intense moment and by how it ends, and pay surprisingly little attention to how long it lasted. A later study of 154 colonoscopy patients found the same pattern in a real setting. A trial class is built to end on a peak: a finished project, a new skill, a proud kid. That peak is where the enrollment conversation belongs, while mom is watching it happen. By the next day, the memory has already been filed away.

Hot decisions cool off. Behavioral economist George Loewenstein calls it the hot-cold empathy gap: people in a calm, distracted state consistently underestimate how much they wanted something when they were in the moment. The parent who says "absolutely, this is something we want to do" in the lobby is being honest. The same parent, at her desk the next day, is weighing it against soccer, piano, the budget, and a spouse who wasn't there.

The decision-maker isn't always in the room. Owners in the art system told us that grandparents and nannies often bring the child to the trial, and one described a dad who left without enrolling, followed by the mom emailing to sign up about an hour later. That's a

same-evening decision by someone who never saw the class. That's a good argument for moving fast, and for handing the person in the lobby something they can easily pass along to whoever's at home.

The free trial makes this a little trickier. Research on the "zero price effect" by Shampanier, Mazar, and Ariely found that making an item free more than doubled its share of choices even when the price gap didn't change, which means "free" attracts people reacting to the price as much as to the product. A large study of digital-TV subscribers by Datta, Foubert, and van Heerde found that customers acquired through free trials had 59% lower lifetime value, and also that they responded more to follow-up marketing than other customers. Most owners will recognize both halves of that. Many trial families are sampling three activities at once, and those are exactly the families for whom timely, personal follow-up makes the biggest difference.

There's an upside here too. One owner in the art system put it simply: more than half the time, the family's decision is made before they walk in the door. For those families, the only job is to make saying yes easy and immediate. For everyone else, the job is to be the program that's still in front of them when they're ready.

03

What the research says about speed

The case for speed rests on a body of work that's older than most of the software youth brands run on. It helps to know what it actually says, because a lot of the stats floating around about it are off.

Study	What it measured	What it found
Oldroyd, McElheran & Elkington, <i>Harvard Business Review</i> , 2011	An audit of 2,241 US companies sent a test web lead, plus 1.25 million leads at 42 firms	37% responded within an hour, 24% took more than a day, 23% never responded. Average response was 42 hours. Firms that tried to reach a lead within an hour were nearly 7x as likely to qualify it as firms that waited an hour longer, and more than 60x as likely as firms that waited a day.
Lead Response Management Study, MIT and InsideSales, 2007	15,000+ web leads and 100,000+ call attempts at six companies	The odds of reaching a lead fell about 100x between minute 5 and minute 30, and the odds of qualifying fell about 21x.
Valve+Meter secret shop, 2018	About 450 home-services companies, tracked for five days	40% never responded. A company that hadn't replied within six hours had a 75% chance of never replying.
FranFunnel Franchise Lead Response Study, 2025	Web inquiries to 530 franchise brands about <i>buying a franchise</i>	Only 25% sent a personal reply within five minutes, and 73% never sent a text. Children's-services brands replied 88% of the time but only 44% ever texted.

A couple of things to keep in mind here. First, the HBR and MIT figures measure the odds of *reaching and qualifying* a lead, meaning a real conversation with the person who decides. They aren't enrollment rates, and anyone who quotes them as "7x more sales" is overstating them. Second, the FranFunnel study covers franchise-development inquiries rather than parents. We include it because it shows how the franchise industry's own habits look under a stopwatch, and because it's the only recent, published, category-level benchmark we could find.

Put them side by side and the picture looks like a cliff. Your odds of a real conversation drop off within minutes and keep sliding from there, and plenty of businesses never respond at all.

How you follow up matters as much as how fast. Some research from outside the sales world backs this up. A Cochrane review of eight randomized trials covering 6,615 people found that text reminders raised appointment attendance from 67.8% to 78.6%, and that texts worked as well as phone calls. In a randomized study by Kraft and Rogers, weekly one-sentence

personal messages from teachers to parents cut the share of students failing to earn course credit from 15.8% to 9.3%. And field experiments by Sahni, Wheeler, and Chintagunta found that simply adding the recipient's name to an email subject line raised opens about 20% and leads about 30%.

**67.8% →
78.6%**

Appointment attendance
with text reminders, across
eight randomized trials

**15.8% →
9.3%**

Students failing course
credit after weekly one-line
teacher messages to
parents

~30%

Lift in leads from adding the
recipient's name to an email
subject line

The takeaway is that short, specific, personal messages get parents to act. Automation can do some of this well (Bergman and Chan found that automated, specific weekly texts to parents reduced course failures by 27% at a cost of almost nothing). It struggles when it's a generic drip sequence that treats a family you just met like a cold lead off a Facebook ad. We'll come back to that in the playbook.

04

What we see inside our own systems

The Wheelhouse partners operate youth enrichment businesses, and two of them gave us an unusually clean view of the trial funnel this fall. The first is a national art education franchise system with more than 30 studios that launched a monthly membership program in August 2026, with a free trial class as the front door. The second is a single-location music school in Texas that runs a free trial lesson and tracks every lead by hand. We've kept both anonymous.

The art system: same program, same price, a 4x spread

In its first eight weeks, the system generated more than 3,300 leads, and roughly 45% of them booked a trial. After that, results were all over the map from one studio to the next.

	Lowest studio	Highest studio
Show rate (booked trials that attended)	about 20%	about 66%
Conversion (attended trials that enrolled)	about 22%	about 90%

Every one of those studios teaches the same curriculum at a similar price, with the same marketing support and the same booking software. System-wide, trial-to-enrollment conversion rose from 30% in August to 47.8% in September as owners learned the motion, and the best studios converted 92%, 80%, and 75% of attended trials. The corporate target is 40% to 60%. One newer studio, by its own count, saw about half of booked families show up and 28% of those enroll.

**30% →
47.8%**

System-wide trial-to-enrollment conversion,
August to September 2026

92%

Conversion of attended
trials at the best-performing
studio

~4x

Spread in conversion
between studios on the
same program and price

When we sat in on small-group sessions with owners and watched trials in person, the high converters were doing a handful of things in common:

- They talked to parents during class as well as after. One owner keeps someone in the lobby chatting with waiting parents, offering a sparkling water, explaining what the kids are working on. In her words, those families "don't even leave" before they want to sign up.
- They showed the progression. One studio uses laminated curriculum posters; another lays out sketchbooks and supplies as conversation starters. Parents could see what week eight looks like.
- They asked, warmly and directly, before the family left. In one observed session, three of three trial families enrolled after what the franchisor described as a conversation driven by excitement and confidence, with no heavy sell. At another studio, every child in the most advanced trial group signed up that day.

- They followed up personally. The owners with the strongest numbers called or texted families themselves, and several had switched off the automated email sequence for families they'd already met because it felt too generic.

The music school: strong after the trial, leaky before it

The music school tells a different story, and it's a useful one. Year to date it has logged 599 leads, 143 trials, and 107 new enrollments. That's a 74.8% trial-to-enrollment rate, which is great, and a 23.9% lead-to-trial rate, which is where most of the families are slipping away. Its median reply time to an inbound text is about 17 minutes. When it raised its monthly rate from \$149 to \$169 this fall, it honored the old rate for families who enrolled the same day as their trial, and on one day in early October that offer converted three trials out of three.

74.8%

Trial-to-enrollment rate,
year to date

23.9%

Lead-to-trial rate, where
most families are lost

3 of 3

Trials converted on one day
with a same-day rate offer

The lesson here is that the Same-Day Rule actually starts before the lobby. A family that never books a trial never gets the chance to be converted, and the window for booking is just as short as the window for enrolling. Our companion paper, *Count the Clicks*, takes on that half of the problem.

What our audit of the industry found

In October 2026 we walked the mobile booking path of ten national youth enrichment brands, starting from a local location page. Five of the ten ended the parent's online path with a request form or a call-back (some version of "we'll be in touch"). Only one showed real open appointment times and let a parent hold one in three taps. When half the industry's front doors end with a promise to follow up, whoever follows up fastest usually gets the family.

A counterpoint from the field

Not every owner sees fast decisions. One studio we work with found that an on-the-spot pitch felt overwhelming to some parents, so it moved to a warm close in the room, a call two days later at the same time of day as the trial, and a sign-up fee discount for families who enroll within two days. That's still the Same-Day Rule. The window is defined, the follow-up

is personal and scheduled, and the family has a clear reason to decide soon. What we haven't seen work is the open-ended version, where the studio waits a week or two and hopes.

05

The confidence gap at the front desk

When conversion is soft, most people look at the program and the price first. In the art system, owners told us the new curriculum felt too simple and that \$175 a month made new families flinch. Both were fair concerns and worth hearing out. But once the leadership team started watching trials in person, the thing that best explained the 4x spread between studios was the conversation at the front desk. Studios using identical lessons were getting wildly different results, and the difference tracked closely with how comfortable the person at the front desk was asking a family to enroll.

Being comfortable asking is a skill, and most owners in this space never got trained on it. Youth enrichment attracts owners who love kids, art, music, or sport, and who are often uneasy with anything that feels like selling. So you see the same few habits over and over, and they quietly cost enrollments:

- 1. Leaning on automation.** It feels less pushy to let the email sequence do the asking. For families who've already met you, that sequence often reads as generic, and the owners who converted best replaced it with a personal call or text.
- 2. Discounting instead of asking.** When an owner isn't confident in the ask, a discount becomes a substitute for one. It trains families to wait for a better offer.
- 3. Treating price objections as final.** New families in the art system reacted to \$175 a month while existing families didn't blink. A price objection in the lobby is usually a request for help seeing the value, and it's best answered there.
- 4. Saving the conversation for later.** "We'll call you tomorrow" feels polite. In practice it hands the decision to a busier, cooler version of the same parent.

The good news is that this is fixable, and there's research to back that up. A randomized trial of 852 small firms in South Africa by Anderson, Chandy, and Zia found that marketing and sales training raised profits, mainly by lifting sales. In childcare, an industry benchmark from the enrollment-software firm LineLeader (vendor data, so read it as directional) found that providers with dedicated enrollment staff converted leads at a meaningfully higher rate.

The common thread is ownership: someone whose job it is to have the conversation, trained to have it well, and expected to have it the same day.

06

The Same-Day Playbook

You don't need new software or a bigger ad budget for any of this. You just need to decide that the trial visit is the enrollment moment, and then build the hour around that.

Practice 1: Design the trial hour to end in a decision

The close starts at check-in. Tell the parent what the hour will look like and what happens at the end: "At pickup I'll show you what she made, walk you through what the next eight weeks look like, and answer any questions about getting started." That one sentence sets expectations with zero pressure, so when the conversation comes at the end, it just feels like part of the plan.

During class, bring the parent into it. Owners with the best numbers made sure parents could see what the kids were doing, and they had something concrete in the lobby that showed progression: sample projects from later units, a curriculum poster, a recital video. Then end the class on a peak. A finished project, a song played start to finish, a skill landed for the first time. That's the moment the parent will remember, so that's the moment to talk.

Practice 2: Ask before they leave

Ask directly and warmly, while the child is still holding the project. A simple version: "She did great today. Most families start with the Tuesday class she just took. Would you like me to hold that spot for her?" It's a simple yes-or-no question about something specific, and you've already picked the default for them.

When the decision-maker isn't in the room, give the person who is something easy to pass along. A one-paragraph text they can forward, with the class, the day, the price, and a link, does more than a brochure. Then set a time to follow up that same evening or the next day.

Practice 3: Give an honest reason to decide now

Families respond to a clear deadline, and there's good research on why. Inman and McAlister's study of coupon redemption found a second spike in use right before an offer expires, and Shu and Gneezy found that shorter deadlines were acted on more often than longer ones, even though people predicted the opposite. The important word there is honest. The music school honored its old \$149 rate for families who enrolled the day of their trial. Art studios waived a \$49 registration fee for families who signed up the same day, and others waived it within 48 or 72 hours. These offers worked because they were real, simple, and tied to the trial itself. A discount that appears a week later teaches the opposite lesson.

Practice 4: Put the first class on the calendar before they leave

In a field experiment with 3,272 employees, Milkman and colleagues found that simply prompting people to write down the date and time they'd get a flu shot raised vaccination rates from 33.1% to 37.1%. A real plan beats good intentions every time. For an enrolling family, that means leaving with the first paid class booked, a confirmation text on their phone, and the child's name on the roster. For a family that isn't ready, it can mean a scheduled follow-up call at a time they picked.

The broader lesson comes from Madrian and Shea's well-known study of retirement plans, where participation was 37% when employees had to opt in and 86% when they were enrolled automatically. Defaults are a big deal. Make the easy path the enrolled path: the class they tried is pre-selected, the form is pre-filled from the trial booking, and saying yes takes one more step.

Practice 5: Follow up within minutes, personally

Every family who leaves without enrolling should get a personal text from a real person before they get home. It should use the child's name and mention something specific from the class. The next day, call at the same time of day as the trial, because that's when the family has already shown they're free. If the call goes to voicemail, send a short email with two or three specific class options.

One multi-unit owner runs a simple daily cadence for her front desk that we'd recommend to anyone:

1. Call yesterday's trial families who haven't enrolled.
2. Call every new lead, even though the automations are running.

3. Call or text today's trial families to confirm they're coming.

Practice 6: Retire the generic sequence for families you've met

Automation is great at replying to a 1 a.m. inquiry, reminding a family about tomorrow's trial, and telling you who to call. It's pretty bad at carrying on a relationship that started face to face. Owners in the art system who turned off the automated nurture for families they'd already met, and replaced it with personal calls, texts, and emails, reported better results. Use automation to make sure the human follow-up happens, and let the human do the following up.

Handling the four objections you'll hear most

What the parent says	What it usually means	A good response
"It's more than I expected."	"Help me see the value."	Show the progression and what's included, then offer the honest same-day reason if there is one.
"We're busy with sports this season."	"I'm not sure this fits our week."	Offer a specific alternate day or time and hold it for 48 hours.
"I need to talk to my partner."	"I'm in, but I'm not the only decider."	Hand them the forwardable text and set a follow-up time tonight or tomorrow.
"We're trying a few things."	"I'm comparing."	Ask what matters most to them, answer that directly, and follow up personally first.

07

Five numbers to watch every week

You can't run the Same-Day Rule on gut feel. Each location should see these five numbers every Monday, and most can be pulled by hand in fifteen minutes if the booking platform won't report them.

Number	How to calculate it	What good looks like
Time to first personal contact	Minutes from a lead's inquiry to the first message written by a person	Under 5 minutes during open hours; first thing the next morning for overnight leads
Lead-to-trial rate	$\text{Trial booked} \div \text{new leads}$	Know your baseline and watch the trend. The systems we studied ranged from about 24% to about 46%
Show rate	$\text{Trial attended} \div \text{trial booked}$	Above 60%. Below 50% usually means confirmations aren't happening
Same-day enrollment rate	$\text{Families who enroll the day of the trial} \div \text{trial attended}$	The single most important number in this paper. Track it separately from total conversion
7-day conversion	$\text{Families enrolled within 7 days} \div \text{trial attended}$	40% to 60% is a solid target for a membership program; the best studios we saw ran 75% to 90%

The gap between the last two numbers tells you how much your follow-up is worth. If same-day enrollment is 35% and 7-day conversion is 45%, your follow-up is recovering ten points. If the two numbers are nearly identical, families who leave undecided aren't coming back, and the follow-up process is the first thing to fix.

One thing we learned the hard way: make sure your numbers are clean before you trust them. The systems we studied found staff counted as clients, "attended" totals that went down from one week to the next, and attribution that tagged every non-Meta lead as "website." Honestly, a simple tracker someone reviews every week beats a fancy dashboard nobody believes.

08

For franchisors

A single owner can adopt the Same-Day Rule in a week. Making it the standard across a whole system takes some real work from the franchisor, and it's worth it, because closing a

4x gap between studios is exactly what a franchise system is supposed to do.

- 1. Put same-day enrollment on the unit scorecard.** What gets reported gets managed, plain and simple. Report it next to show rate and 7-day conversion, and share the top performers' numbers with the whole system.
- 2. Train and certify the trial close.** Treat the trial hour like any other core operating procedure, with a script, a role-play, and a sign-off. The owners who converted best had a confident, low-pressure conversation, and that can be taught.
- 3. Mystery-shop your own locations.** Submit a trial inquiry to each location once a quarter and measure the response time, the channel, and whether a person ever followed up. Most franchisors are pretty surprised by what they find.
- 4. Give owners an honest same-day offer to use.** A registration fee waived for same-day or 48-hour enrollment, applied consistently across the system, gives every owner a clean reason to ask without inventing their own discounts.
- 5. Set up automation to support people.** Configure the platform so that every inquiry gets an instant acknowledgment and every trial family generates a task for a human to call, then measure whether the call happened.
- 6. Fix the platform's reporting first.** If the system can't produce show rate and same-day enrollment by location, owners are managing blind. Make those reports a requirement in any platform contract.

A studio that moves its 7-day conversion from 30% to 50% on the same lead volume grows enrollment by two-thirds without spending another dollar on advertising.

The payoff compounds. In a membership model, each of those families keeps paying for every month they stay.

About this research

We pulled from three kinds of evidence for this paper. **Published research**, listed in the sources below, which we read in the original or in a reliable reproduction and describe in our own words. Where a source is vendor research, we say so. **Operating data** from two youth enrichment businesses the Wheelhouse partners operate: a national art education franchise system with more than 30 studios, and a single-location music school in Texas. That data covers August through October 2026 and comes from the systems' own trackers, owner small-group sessions, and in-studio observation. Both businesses are anonymized. **An audit** of the mobile booking path at ten national youth enrichment brands across art, music, STEM, swim, gymnastics, sports, and tutoring, conducted in October 2026 from local location pages on a mobile-sized browser. No forms were submitted and no brands are named.

A quick note on limits. The patterns we describe are consistent across studios and with the published research, but they come from two businesses over one season, and the numbers will look different in other categories and markets.

Next step

Get your Same-Day Scorecard

Wheelhouse built a short scorecard from the five numbers in Section 7. Send us your last four weeks of leads, trials booked, trials attended, same-day enrollments, and 7-day enrollments, and we'll benchmark them against the systems we operate and tell you where the biggest gap sits.

For franchisors, we'll also mystery-shop three of your locations at no cost and show you how fast a parent hears back, on which channel, and whether a person ever follows up.

choosewheelhouse.com



About the author

Matt Rogers is a Managing Partner at Wheelhouse, a franchise consultancy that works exclusively with youth enrichment brands. He leads marketing for brands the Wheelhouse partners own and operate, and previously held marketing roles at BYJU'S, Anheuser-Busch, and Code Ninjas. Wheelhouse's partners have built and run the systems their clients benchmark against, across art, coding, music, tutoring, and sports.

Companion paper: *Count the Clicks: Auditing the Path from "Interested" to "Enrolled"*

Sources

RESPONSE SPEED

1. Oldroyd, J., McElheran, K., & Elkington, D. (2011). [The Short Life of Online Sales Leads](#). *Harvard Business Review*, 89(3). Figures confirmed via the [BYU ScholarsArchive](#) record and independent reproductions.
2. Elkington, D., & Oldroyd, J. (2007). [Lead Response Management Study](#). InsideSales.com and MIT Sloan. Vendor co-authored; measures contact and qualification, not sales.
3. Valve+Meter (2018). [A 5-day look at response times](#). *Professional Remodeler*. Vendor research.
4. FranFunnel (2025). [Franchise Lead Response Time Study](#). 530 brands, Mar–Apr 2025. Vendor research, CC BY 4.0.
5. LineLeader / ChildcareCRM (2019). [Key ECEC enrolment trends](#), via *The Sector*. Vendor research.

PARENTS AND FAMILIES

6. Pew Research Center (2026). [For Working Parents, the Boundary Between Work and Family Is Often Blurred](#). 2,242 working parents, Mar 2–15, 2026.
7. Deloitte (2025). [2025 Back-to-School Survey](#).
8. Aspen Institute Project Play (2025). [Family spending on youth sports rises 46% over five years](#).

FOLLOW-UP AND COMMUNICATION

9. Gurol-Urganci, I., et al. (2013). [Mobile phone messaging reminders for attendance at healthcare appointments](#). Cochrane Review CD007458.
10. Kraft, M., & Rogers, T. (2015). [The underutilized potential of teacher-to-parent communication](#). *Economics of Education Review*, 47, 49–63.
11. Bergman, P., & Chan, E. (2021). [Leveraging Parents through Low-Cost Technology](#). *Journal of Human Resources*, 56(1).
12. Sahni, N., Wheeler, S. C., & Chintagunta, P. (2018). Personalization in email marketing. *Marketing Science*. Summarized in [Chicago Booth Review](#).

DECISION PSYCHOLOGY, TRIALS, AND DEADLINES

13. Kahneman, D., Fredrickson, B., Schreiber, C., & Redelmeier, D. (1993). When More Pain Is Preferred to Less. *Psychological Science*, 4(6), 401–405.

14. Redelmeier, D., & Kahneman, D. (1996). Patients' memories of painful medical treatments. *Pain*, 66(1), 3–8.
15. Loewenstein, G. (2005). Hot-cold empathy gaps and medical decision making. *Health Psychology*, 24(4 Suppl).
16. Shampianier, K., Mazar, N., & Ariely, D. (2007). Zero as a Special Price. *Marketing Science*, 26(6), 742–757.
17. Datta, H., Foubert, B., & van Heerde, H. (2015). The Challenge of Retaining Customers Acquired with Free Trials. *Journal of Marketing Research*, 52(2), 217–234.
18. Milkman, K., Beshears, J., Choi, J., Laibson, D., & Madrian, B. (2011). Using implementation intentions prompts to enhance influenza vaccination rates. *PNAS*.
19. Madrian, B., & Shea, D. (2001). The Power of Suggestion: Inertia in 401(k) Participation. *Quarterly Journal of Economics*, 116(4).
20. Inman, J. J., & McAlister, L. (1994). Do Coupon Expiration Dates Affect Consumer Behavior? *Journal of Marketing Research*, 31(3), 423–428.
21. Shu, S., & Gneezy, A. (2010). Procrastination of Enjoyable Experiences. *Journal of Marketing Research*, 47(5), 933–944.
22. Anderson, S., Chandy, R., & Zia, B. (2018). Pathways to Profits. *Management Science*, 64(12), 5559–5583.

WHEELHOUSE RESEARCH

23. Operating data from two youth enrichment businesses operated by the Wheelhouse partners, Aug–Oct 2026 (anonymized).
24. Wheelhouse Front Door Audit of ten national youth enrichment brands, October 2026 (brands anonymized).