



411Locals

Marketing



Delivered by Ivelina Atanasova - Genchev

411Locals, Interim CMO (June - December, 2021)

CHALLENGE

HOW DID WE STARTED?

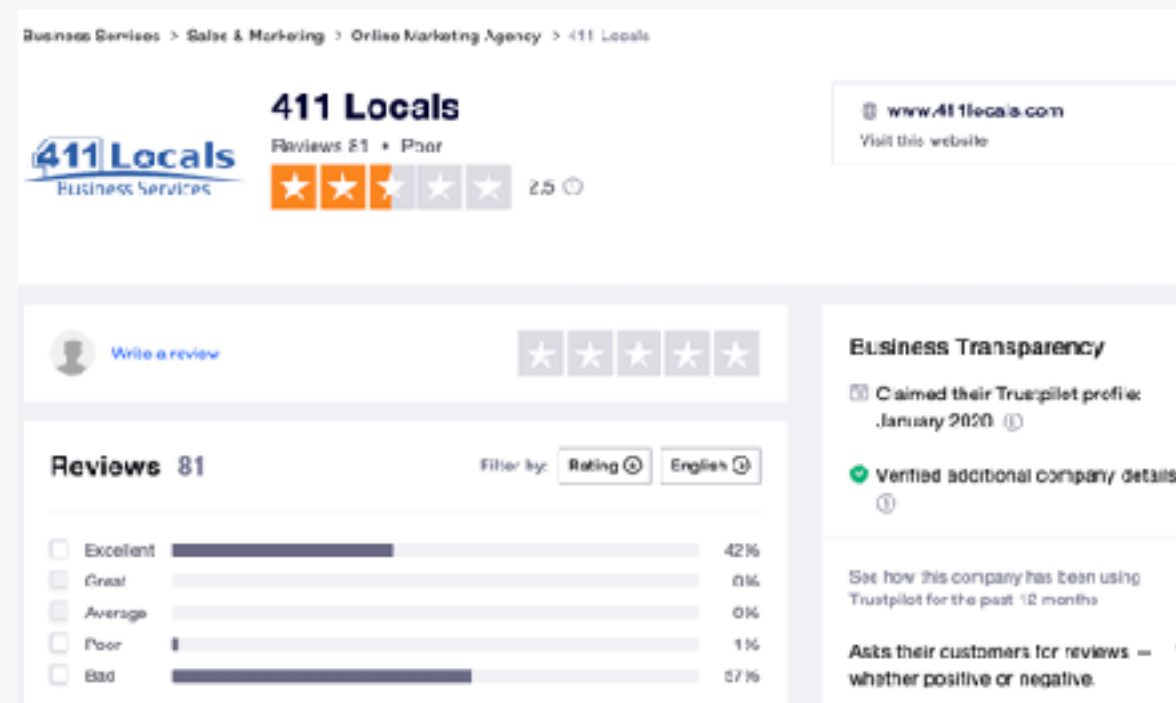
411 Locals is an US company. When it started 14 years ago in Varna, 411 Locals was another company with big plans to conquer the world. Well, this one manages to achieve it.

In 2020. 850 people work for the company. It has offices in the United States, Mexico, India and the Philippines and plans to expand the business into Canada and Australia.

The challenge is too rapid growth, lack of a recognizable brand identity, negative online image, lack of synchronization between teams, low marketing efficiency and lack of processes in managing advertising spend.

All of these are quite typical for companies that are moving to the next step - from a local to a global company, from a small and medium-sized to a large one, from a company that was "analogue" to a company that is planning its digital transformation.

One of the worst trust ratings I've ever seen



The screenshot shows the Trustpilot profile for '411 Locals Business Services'. The profile has a 2.5 star rating based on 81 reviews, with a 'Poor' overall sentiment. The 'Reviews' section shows a distribution: 42% Excellent, 0% Great, 0% Average, 1% Poor, and 57% Bad. The 'Business Transparency' section indicates the company claimed their profile in January 2020 and has verified additional details. A note mentions the company asks customers for reviews.

Rating	Percentage
Excellent	42%
Great	0%
Average	0%
Poor	1%
Bad	57%



SOLUTION

WHAT DID WE DO?



When I started working with the company, the first three months were dedicated entirely to internal processes and increasing the effectiveness of the marketing team - reviewing job descriptions and updating, assessing competencies against objectives and tasks, building a hierarchical structure and creating teams. Team and individual KPIs were set to support the company's business objectives and processes for preparing and managing the marketisation campaigns.

After 14 years on the market, 411 Locals finally had its own brand beech, brand management manuals and rules, and tone of voice - on the phone, on social media sites.

The final step was dedicated to optimising advertising spend and building an overall strategy and approach for sustainability of marketing processes.

TARGET ACTIVITIES

SUBJECT OF THE INTERIM CMO CONTRACT



BUSINESS PROCESSES Audit of the Performance Marketing and barrier analysis, incl. team, marketing tools, software infrastructure, business processes, communication, general marketing approach.

MARKETING STRATEGY Marketing, Communication & Advertising Strategy to be created. Management, optimisation to be executed.

MARKETING TEAM Team performance to be optimised. Team structure to be developed. Personal and team KPIs and deliverables to be identified. Coaching. Team management and strategic planning of marketing activities.

BRAND MANAGEMENT Marketing strategies to maintain, improve and bring awareness to the wider value and reputation of a brand and its products over time.

RESULTS by December 2021



achievement of target relates to compliance of the prescribed measures for marketing activities, budgets, acceptable time frame, supportive technological infrastructure, professional skills and competencies of the marketing team's employees. These are based on a detailed marketing audit, done in the Q3/2021.

FACEBOOK COST	CPC: < \$6 Leads: 1200	1750 45% outperformed
OUTBOUND	2,70%	3,89% 44% outperformed
IN BOUND LEAD GENERATION COST		\$5
LABOR COST VS. EFICCIENCY		40% improvement

RESULTS by December 2021



GOOGLE ADS

To be implemented in the marketing mix

Google Retargeting is running

MARKETING AUTOMATION

Non-closed leads to turn back into the sales funnel

TO LP + SMS + Retargeting campaign is active

EMAIL MARKETING

To generate leads

Not delivered due to technical issues - transition to BITRI

SMS MARKETING

To support the sales process

A list with SMS messages and complementary LPs to CS, OUTBOUND, AREA EXPANSION & GOOGLE ADS Available

INTERIM CMO ACTIVITIES OVERVIEW



WHAT DID I ACHIEVE IN THE LAST 6 MONTHS?

MARKETING
TEAM - PERFORMANCE OPTIMISATION



BRAND MANAGEMENT



MARKETING STRATEGY



BUSINESS PROCESSES



SALES OPTIMISATION



MARKETING COLLATERALS



MARKETING IS A MARATHON, NOT A SPRINT

AS IN SPORT SO IN BUSINESS, A TRACK IS NOT ENOUGH TO CROSS THE FINAL LINE AND WIN.

SOME GOOD EQUIPMENT AND FEEDBACK ABOUT THE PROGRESS ARE ALWAYS KEY TO BETTER PERFORMANCE.

MY STRATEGY

DELIVERABLES & RECOMMENDATIONS



1

START WITH TEAM

Team members and their competences were aligned with the company goals - UX Designer, Project Manager and a Senior PPC Expert still needed.

2

ANNUAL MARKETING STRATEGY & QUARTERLY KPIs

3

SOFTWARE INFRASTRUCTURE IS A KEY

MY STRATEGY

DELIVERABLES & RECOMMENDATIONS



4

WORK FRAMES

Managing a virtual team without clear work frames, procedures and guidelines is practically impossible - such has been developed and confirmed by the management team.

5

ENGAGEMENT - VISIBILITY - ALIGNMENT WITHIN THE TEAM

Weekly Meetings & Personal KPIs

6

CONTUINITY

Unfortunately due to the technical issues and a long series of different CMOs and different marketing approaches, there is no sustainability of the marketing efforts, the brand is not known.

MY STRATEGY

DELIVERABLES & RECOMMENDATIONS



7

BRAND MANAGEMENT

Extending the business globally brings the responsibility to manage the brand globally. It all starts with a brand book, brand voice guidelines, a social media guideline. This all has been developed .. 14 years after the launch of the company.

8

LANAGUAGE PREFERENCEES

The Facebook campaigns confirmed Spanish as a preferred language of our customers - still, the sales process, marketing, customer success and communication is only (mainly) in English. This should be reconsidered.

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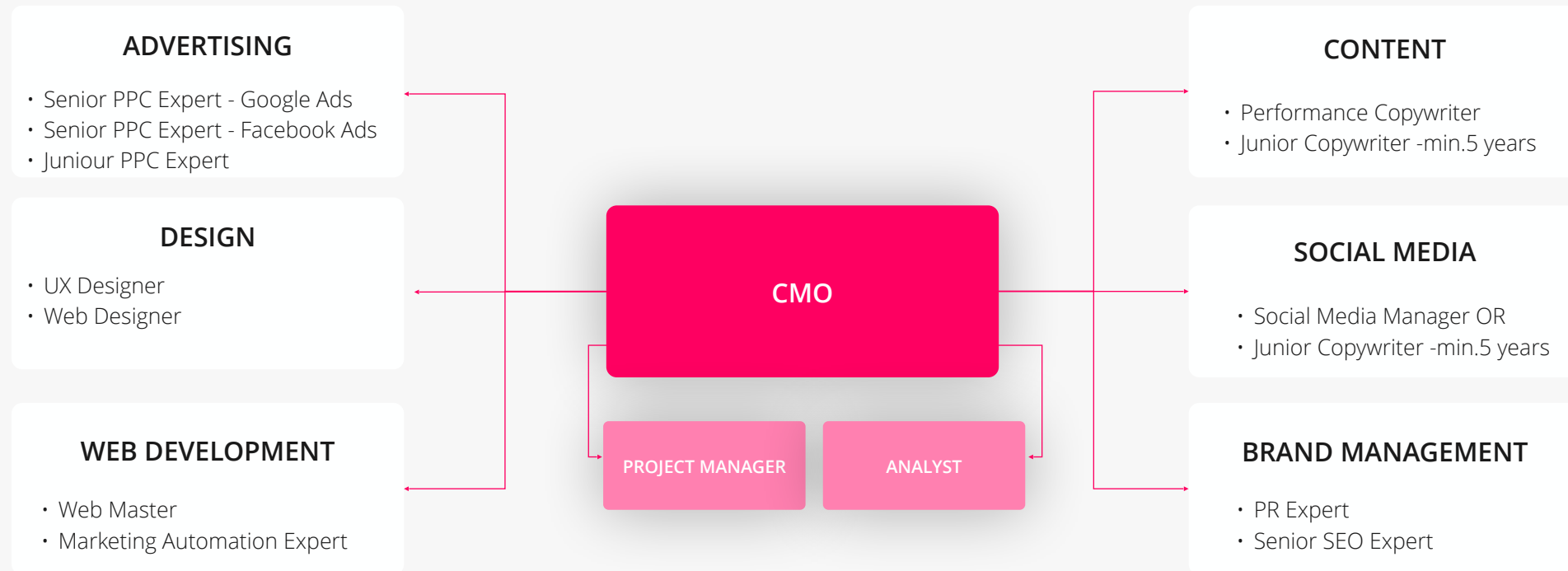
411LOCALS - MOBILE APP

As cold phone calls are primarily sales channel and engagement rate of the clients is still very low, a mobile app may be a problem solver - technical specification developed.



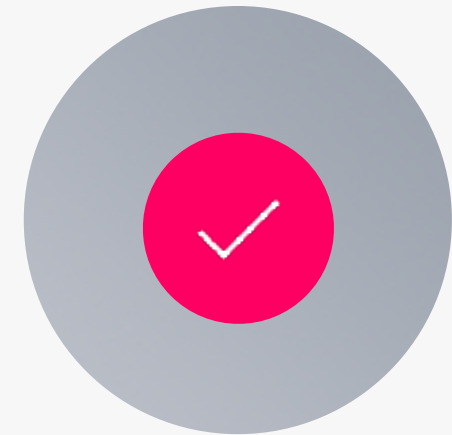
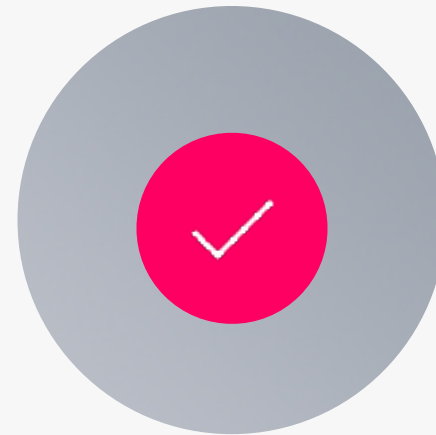
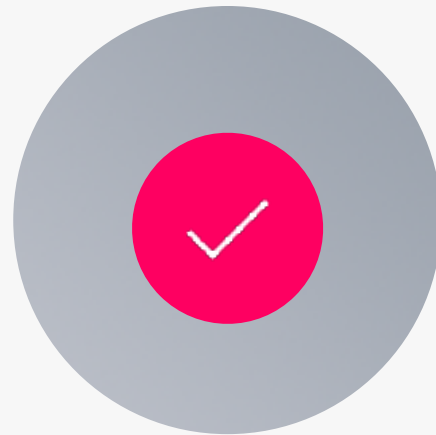
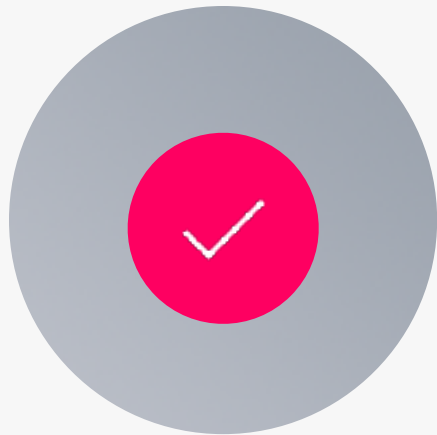
NEW MARKETING TEAM

STRUCTURE DEVELOPED



WHAT WORKED

efficiency report - six months



BRAND GUIDELINES DEVELOPED

Brand book. Tone of Voice Guideline. Colour Palette and all marketing assets made it much easier to approach freelancers and deliver sustainable marketing collateral in general.

QUARTERLY PLANNING

I have planned all marketing campaigns on a quarterly basis rather than ad hoc, which set a better expectation about deliverables within the team

WEEKLY ALIGNMENT & PROJECT MANAGEMENT

The alignment meetings with marketing team members and other departments + keeping up to date the Project Management/ Trello board made the work process transparent and improved performance.

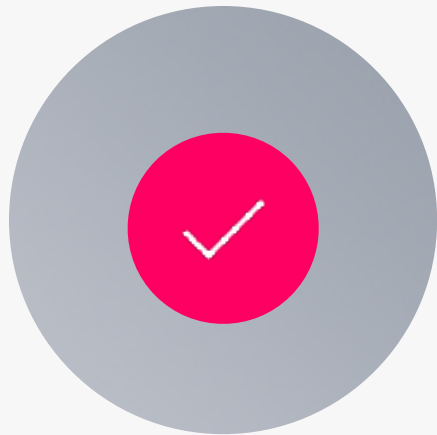
NEGATIVE REVIEW MANAGEMENT

Brand Management and Negative Review Management is crucial for any sustainable marketing efforts in the future. Thanks to the cooperation between CS & Marketing, for less than a month, the brand rating of 411 starts to improve.



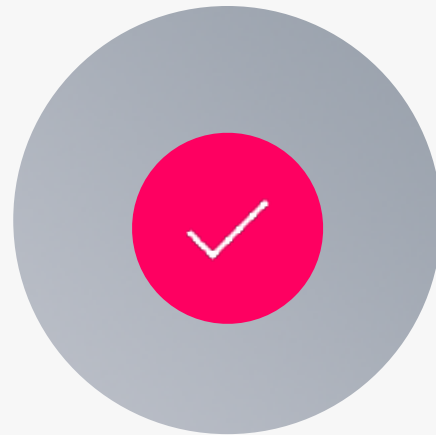
WHAT WORKED

efficiency report - six months



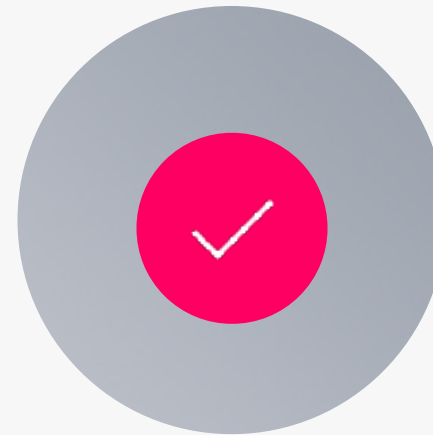
TEAM STRUCTURE DEVELOPED

The flat structure of the team where everybody was involved in everything and delivered nothing was exchanged with a hierarchy structure and performance rose with 40%



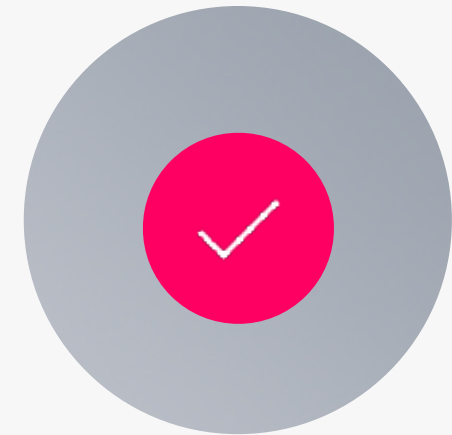
PERSONAL KPIS

Work diversity, personal KPIS and weekly deliverables made people more responsible for their "peace of the cake" and identified those who are not delivering



FB GENERAL CAMPAIGNS

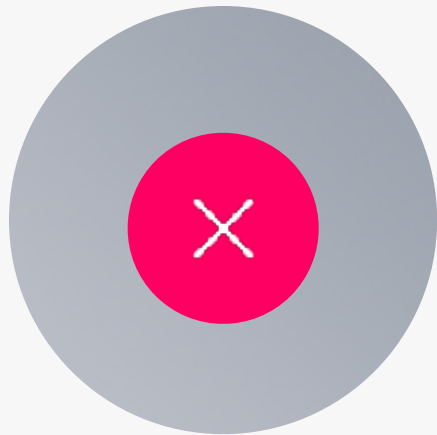
Transition from "industry centric" campaigns to a general campaign decreased the CPD and increased the lifetime value of the generated leads.



WORK FLOW FRAMEWORK

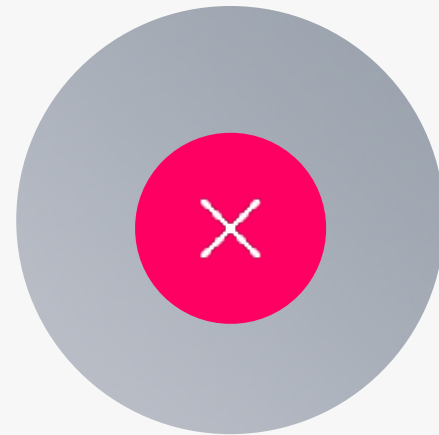
A remote team performs better if following a work flow framework and hierarchy.

WHAT DIDN'T WORK



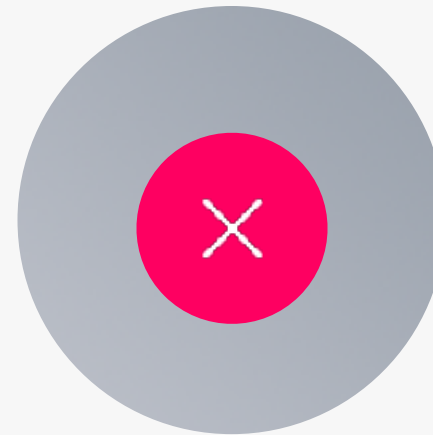
EMAIL MARKETING

Due to continuously technical issues with the CRM these campaigns were not delivered - still more than 10 sales funnel were design and developed.



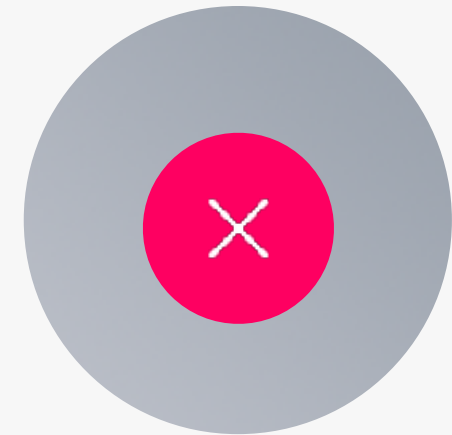
SMS MARKETING

The SMS campaigns delivery is triggered by the sales agents - due to a low motivation and/or education, these were not delivered, although designed and confirmed by the management team.



WEBSITE REDESIGN

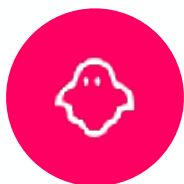
The UX Designer was fired due to under performance and poor skills fit - the task is planned for 2022.



RETENTION RATE

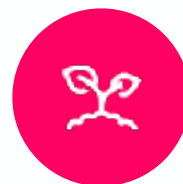
The negative brand experience combined with thousands of negative reviews online and lack of technical infrastructure slow down any activities on this KPI

KEY TAKEAWAYS



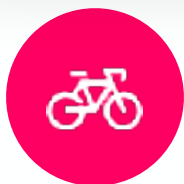
TAKE YOUR TIME

The world is not done in a day, take a breath and give the time needed to the marketing team to adapt the strategy to the new goals of the company.



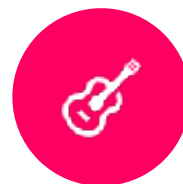
DATA DRIVEN DECISIONS AND KPI

It seems like the KPIs are being set as we wished to see them, not according to the market, the competitors and our actual stage of development/performance.



SOFTWARE INFRASTRUCTURE IS A KEY

If 411Locals was in the construction business, probably digital infrastructure wouldn't be that crucial for its marketing as it seems to be now.



BRAND AWARENESS - SALES - LOYALTY

If you try to skip a step, you will continue to achieve only short-term marketing results.



BETTER RESULTS NEED BETTER PEOPLE

For the business growth of 411Locals to be sustained, you need people who are more experienced, ex. 5 years and above.



YOU DID IT GREAT!

Although there are still some marks to be polished, you did it great. Good marketing supported by a good software & some data will deliver you impact beyond today's goals.



It was my greatest pleasure to work together.

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