

ZOOX

Architecting a Lifecycle Engine for a Category That Didn't Exist Yet — from Zero, in Under a Year.

ROLE
Lifecycle Marketing Manager

SCOPE
Strategy · Architecture · Execution

<p>1.7M+</p> <p>TOTAL SENDS 32 active journeys</p>	<p>75.1%</p> <p>AVG. OPEN RATE 235% above benchmark</p>	<p>18%</p> <p>WAITLIST → RIDER 695+ completed rides</p>	<p>8.8K+</p> <p>APP DOWNLOADS Driven by LCM</p>	<p><0.3%</p> <p>UNSUBSCRIBE RATE At 1.7M send volume</p>
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<p>THE BRIEF</p> <p>There was no playbook. No benchmarks. No journeys. I built all of it.</p> <p>I joined Zook days before the SF launch with a clear mandate: develop and execute a comprehensive lifecycle marketing strategy, build and launch journeys independently, and serve as the main CRM contact across cross-functional teams.</p> <p>A Salesforce Marketing Cloud platform had been stood up by an agency — but there were no active journeys, no strategy framework, no governance, no reporting. The waitlist held hundreds of thousands of people waiting to ride something that had never existed in their city. Every touchpoint carried reputational weight in a category defined by public anxiety and regulatory scrutiny. Batch-and-blast was never an option. Long-term success meant a personalized, end-to-end program that nurtured riders at every stage — and reporting that could prove it.</p>	<p>PERFORMANCE VS. INDUSTRY</p> <p>The numbers don't need a disclaimer.</p> <table border="1"> <thead> <tr> <th>METRIC</th> <th>INDUSTRY</th> <th>ZOOX</th> </tr> </thead> <tbody> <tr> <td>Open Rate</td> <td>22.7%</td> <td>75.1% ↑</td> </tr> <tr> <td>CTOR</td> <td>12%</td> <td>13.2% lift ↑</td> </tr> <tr> <td>Unsub Rate</td> <td>0.3%</td> <td><0.2% ↓</td> </tr> <tr> <td>Waitlist → Rider</td> <td>~10%</td> <td>18% ↑</td> </tr> <tr> <td>Journeys built</td> <td>—</td> <td>32 from zero</td> </tr> </tbody> </table>	METRIC	INDUSTRY	ZOOX	Open Rate	22.7%	75.1% ↑	CTOR	12%	13.2% lift ↑	Unsub Rate	0.3%	<0.2% ↓	Waitlist → Rider	~10%	18% ↑	Journeys built	—	32 from zero
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<p>STRATEGIC FOUNDATION</p> <p>Value Exchange as the Operating Principle — Across Every Journey, Every Channel</p> <p>To move at immense pace without sacrificing quality, I built a foundational operating system before turning on the pipelines. The 4-stage framework (Acquire → Engage → Iterate → Learn) mapped every touchpoint to measurable outcomes. I established RAPID decision-making, a T-shirt sizing approvals model, and standardized briefing templates that reduced campaign launch times from 4–6 weeks to 1–2 weeks. I also stood up a full agency engagement model with WPromote from zero — managing onboarding, deliverables, and governance to scale to 15+ campaigns per quarter.</p> <p>COPY REFRAME: OBLIGATION → IDENTITY</p> <p>"Take the survey" → "Help us get you ready to ride in SF and beyond." "Download the app" → "Your Zook trip is just a few taps away." "Generic eligibility notice" → "You're one of the first to ride Zook in San Francisco." "Learn about Zook" → "Meet the future of ride-hailing."</p>

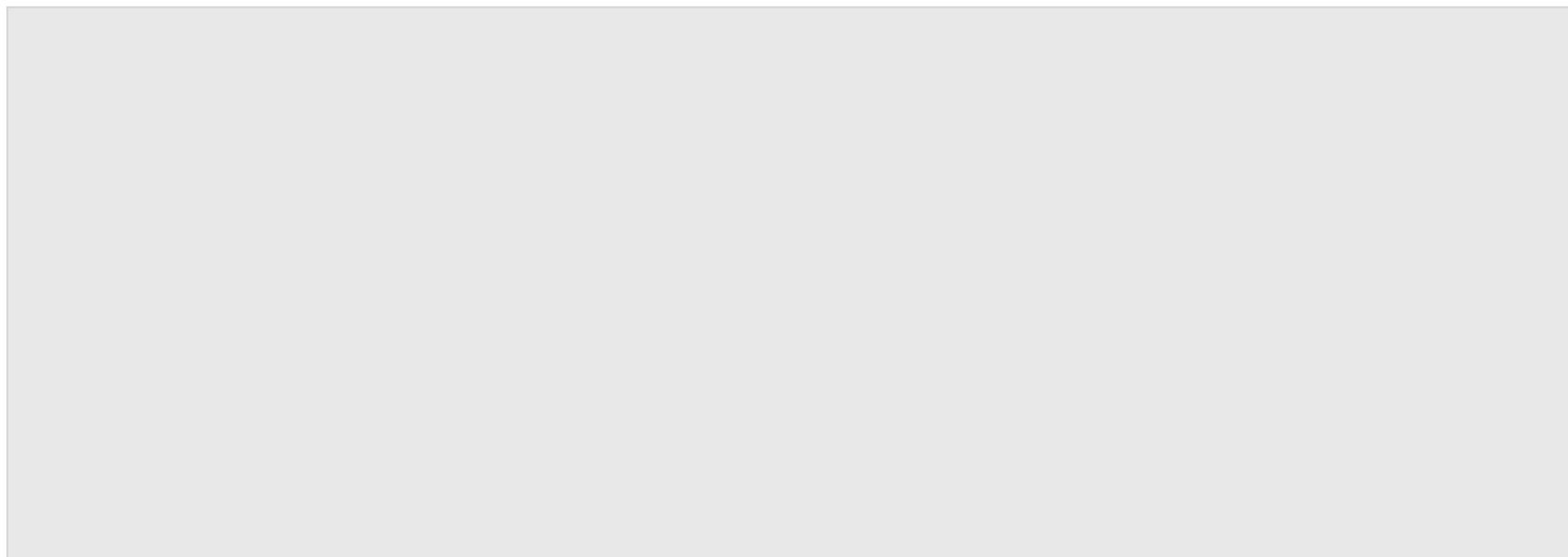
GOVERNANCE & SCALABILITY

Built to Outlast Any One Person

Five stakeholder groups. A live consumer product. I implemented RAPID to give every stakeholder a defined lane. Tier 3 tweaks: 1–3 days. New architecture: 3–8+ weeks. Launch times dropped from 4–6 weeks to 1–2 weeks.

<p>R</p> <p>RECOMMEND LCM Strategist</p>	<p>A</p> <p>AGREE Dir · Comms</p>	<p>P</p> <p>PERFORM Agency · Tech</p>	<p>I</p> <p>INPUT Tech · Agency</p>	<p>D</p> <p>DECIDE Mktg Lead</p>
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CREATIVE EVOLUTION — FROM INHERITED SCAFFOLDING TO 2.0 SYSTEMS



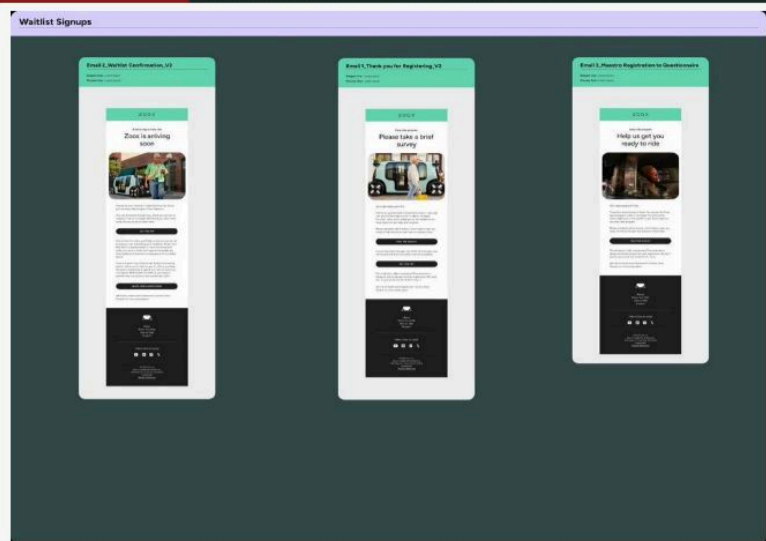
Waitlist: MVP Emails → 2.0 Educational Series

Left: 3-email transactional MVP (survey prompt + confirmation only). Right: 5-email educational journey — Welcome, Inside Zoox, Experience SF, Urgency, Survey Confirmation.

ARCHIVED

Waitlist MVP · 3 Emails

Transactional only · No nurture · No personalization

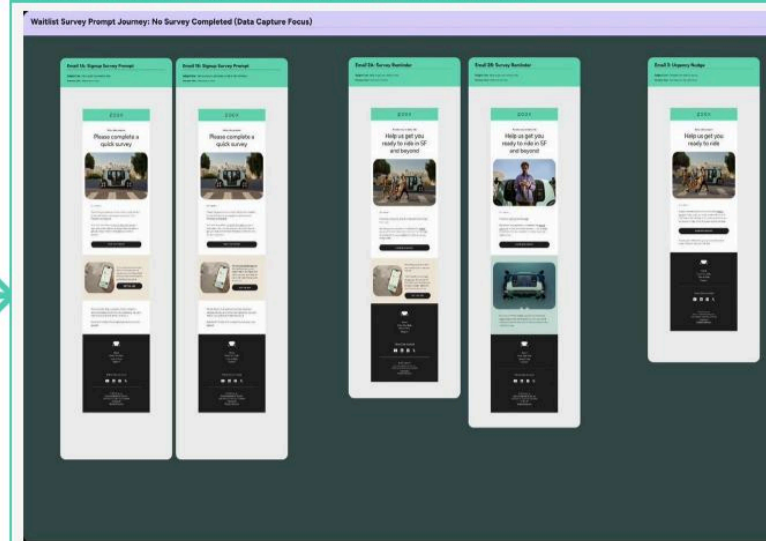


3 emails

Email only channel

Waitlist 2.0 · 5 Emails + SF ZIP Track

Educational nurture · Location-based routing · Maestro-triggered



5 emails

~80% survey completion

Creative direction: shifted from "please complete a survey" to a narrative journey that explains why riding with Zoox is worth the wait.

JOURNEY ARCHITECTURE

SF Onboarding 2.0: Multi-Channel Journey

Up to 9 touchpoints across Email, Push, and SMS. Users routed into one of three behavioral tracks based on app status.

Path	Touchpoint 1	Touchpoint 2	Touchpoint 3	Touchpoint 4	Touchpoint 5
Path A No app → Drive app download	Email 1 Email Only	Email 2 Email Only	Email 3 Email Only	Email 4 Email Only	Email 5 Email Only
Path B App, no ride → Drive first ride	Email 1 Email + Push	Email 2 Email + Push	Email 3 Email + Push	Email 4 Email + In-App	Email 5 Follow-up
Path C V equivalents → Localized messaging	Email 1 Email Only	Email 2 Email Only	Email 3 Email + Push	Email 4 Email + SMS	Email 5 Follow-up

Onboarding 2.0: Avg Open Rate 62%+ · Lifecycle Alignment: Activation → Trust-Building → Conversion

JOURNEY ARCHITECTURE

From Inherited Scaffolding to a Hypersegmented Conversion Engine

Waitlist 2.0: Evolved 1–2 transactional survey prompts into a 5-email educational nurture with SF ZIP-code routing. Result: ~80% survey completion rate — the data foundation powering all downstream personalization.

SF Onboarding 2.0: Replaced a linear 4-email sequence with a 9-touchpoint, 3-path multi-channel system routing users by behavioral state across Email, Push, and SMS. Drove a 67.07% avg open rate and 13.2% CTOR lift over 1.0. Exit conditions fire on install or booking — zero waste, zero friction.

Creative Choices → Performance Proof

Waitlist 2.0	SF Onboarding 2.0	LV Onboarding 1.0
<p>WAS: 1–2 transactional survey prompts</p> <p>NOW: 4-email educational journey with ZIP code personalization</p> <hr/> <p style="font-size: 1.2em; font-weight: bold; color: #008080;">~80% questionnaire completion rate</p> <hr/> <p><i>Educational framing + local relevance gave users a reason to complete — not just a nudge.</i></p>	<p>WAS: 4 emails, same path for everyone</p> <p>NOW: 9-touchpoint, 3-path, multi-channel journey</p> <hr/> <p style="font-size: 1.2em; font-weight: bold; color: #008080;">62%+ avg open rate</p> <hr/> <p><i>Behavioral routing means riders receive only what's relevant to their current friction point.</i></p>	<p>WAS: Generic messaging without market context</p> <p>NOW: LV-specific pickup/drop-off focus + local comfort/privacy angle</p> <hr/> <p style="font-size: 1.2em; font-weight: bold; color: #008080;">60%+ open rate 98K+ sends</p> <hr/> <p><i>Localizing the 'why' for Las Vegas riders created relevance at scale.</i></p>

SCALE PROOF POINTS — WHAT THIS SYSTEM DELIVERED

<p>CONVERSION ARCHITECTURE</p> <p style="font-size: 1.5em; font-weight: bold; color: #008080;">18%</p> <p>Waitlist-to-Rider Conversion</p> <p>The behavioral onboarding system converted nearly 1 in 5 waitlist prospects into first-time riders, driving 695+ completed rides — nearly double the ~10% category baseline.</p>	<p>LOCALIZATION AS A GROWTH SYSTEM</p> <p style="font-size: 1.5em; font-weight: bold; color: #008080;">60%+</p> <p>Open Rate at 98K+ LV Sends</p> <p>LV Onboarding was fully re-architected — not translated. Strip context, pickup/drop-off specifics, "no surge pricing" value props. Proved the localization playbook now scaling to Miami, Austin, LA, and Atlanta.</p>	<p>CRISIS LEADERSHIP</p> <p style="font-size: 1.5em; font-weight: bold; color: #008080;">22K</p> <p>Incident Response — Brand Trust Protected</p> <p>When a data error impacted 22,000+ waitlist users, I led cross-functional incident response, diagnosed root cause, and deployed targeted remediation to 1,300+ affected users — protecting brand trust at a critical pre-launch moment.</p>
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What Changed — and Why It Mattered

WL Waitlist 2.0

THE GAP

The MVP treated waitlist as a transaction: fill the survey, get confirmed. No relationship built during the wait.

THE SHIFT

Reframed the waitlist as an earned journey. Educational content about Zoox during the wait reduces drop-off and improves survey completion by giving users a reason to care before they even ride.

↑ ~80% survey completion rate. Data capture without feeling extractive.

SF SF Onboarding 2.0

THE GAP

One path for all users regardless of where they were in the funnel — some had the app, some didn't, some had ridden already. All got the same 4 emails.

THE SHIFT

Behavioral segmentation at entry: Path A drives app download, Path B drives first ride, Path C activates post-ride. Each path speaks to exactly where the user is, not where we assume they are.

↑ 67.07% avg open rate — +5.6% lift over 1.0. Eliminated irrelevant messaging friction.

LV LV Onboarding 1.5

THE GAP

LV 1.0 was SF copy with Las Vegas substituted in. Nothing about the LV experience — no Strip context, no pickup/drop-off model, no Vegas-specific vibe.

THE SHIFT

Full market localization: Las Vegas imagery, Strip references, the freedom angle (no parking, no surge pricing during the biggest nights of the year). Multi-module structure packs education and delight into a single email.

↑ 60%+ open rate at 98K+ sends — holds performance at large scale.

TF TOFU Newsletter

THE GAP

A single legacy Mailchimp email with outdated content — old templates, paused because it no longer reflected who Zoox is or where the brand had grown.

THE SHIFT

A 3-part narrative arc built natively in our CRM platform. Each email deepens the brand story instead of just confirming a subscription. Directed an external agency for copy, managed 5+ stakeholders.

↑ Ready to deploy. First time Zoox has a brand-led TOFU touchpoint at scale.

WHAT THIS BUILT — AND WHERE IT GOES NEXT

A system ready for 6 markets, not just 2.

Every architectural decision was made with scale in mind. The localization framework is market-ready for Miami, Austin, LA, and Atlanta. The MDM layer handles ID stitching across new data sources without re-architecture. The governance model onboards new stakeholders without process debt.

Next layer: AI-powered engagement scoring, AgentForce, geotargeting, in-app messaging, and LTV-driven behavioral triggers — all buildable on the existing foundation without starting over.

ZOOX Lifecycle Marketing: From Zero to Scale

