

Building a Lifecycle Marketing Engine from Zero to Scale

Zoox · An Amazon Company · Senior Lifecycle & Owned Channel Marketing Manager

1.7M+

Customer Communications

Delivered in 10 months

32

Automated Journeys Built

2 markets, full funnel

645%

Database Growth

66K → 492K contacts

63.92%

Avg Open Rate

vs. 22.5% industry avg

0.24%

Unsubscribe Rate

Audience trust at scale

18%

Prospect-to-Ride

Across 6 live journeys

Platform: Salesforce Marketing Cloud · Markets: San Francisco & Las Vegas · Scope: Full Lifecycle Strategy, Build & Ops

The Starting Point

The technical CRM foundation existed. The lifecycle marketing program did not.

What existed

- ✓ Basic CRM setup in SFMC
- ✓ A few transactional email sequences
- ✓ Early MVP onboarding (4 linear emails)
- ✓ A waitlist of 66K growing contacts

What was missing

- ✗ No lifecycle strategy or framework
- ✗ No behavioral logic or journey branching
- ✗ No cross-functional governance model
- ✗ No performance benchmarks or reporting
- ✗ No market-specific messaging

My mandate: build a complete lifecycle system capable of acquiring, educating, converting, and retaining customers for a first-of-its-kind autonomous robotaxi.

THE CHALLENGE

Not just another rideshare launch.

01 No familiar customer playbook

Customers had to trust a driverless vehicle. Every message had to reduce uncertainty and build confidence — without overwhelming.

02 Fragmented early journeys

Survey prompts. Linear emails. No behavioral logic. No governance. The system could send — but didn't operate as a growth engine.

03 Multiple markets, different realities

SF and LV required different messaging, education, and onboarding paths. Swapping a city name was not a strategy.

04 Building while operating

I absorbed a departing 3-person consulting team's workload while simultaneously building the long-range strategy and infrastructure.

The category was new. The customer journey had never been mapped. The infrastructure had to be built from scratch.

The Lifecycle Framework I Built

Four stages. Each with a distinct customer goal, channel strategy, and KPI set.

ACQUIRE

Attracting & converting new customers

- Welcome & intro emails
- Brand story series
- Educational newsletters
- Waitlist growth campaigns
- Special offers for new riders

ENGAGE

Building relationships & increasing interaction

- Waitlist nurture series
- Event & partnership campaigns
- Customer appreciation
- VIP rewards
- Local market storytelling

ITERATE

Moving customers to first ride and beyond

- Onboarding journey series
- App download nudges
- First-ride conversion
- Referral program comms
- Re-engagement flows

LEARN

Gathering insights & optimizing the system

- Post-ride feedback
- Product satisfaction surveys
- User behavior analysis
- Exit surveys
- Service improvement loops

What I Built in 10 Months

645% Database Growth 66K → 492K contacts	32 Automated Journeys 2 markets, full funnel	1.7M+ Communications At scale in 10 months
63.92% Avg Open Rate vs. 22.5% industry	0.24% Unsubscribe Rate Trust maintained	18% Prospect-to-Ride 6 live journeys
8,809 App downloads via partnerships	695+ Completed rides from lifecycle	678+ Zoox Pass activations

PERFORMANCE

Outperforming Industry Benchmarks

Key Insights

Outpacing the Market

Performance reflects strong audience intent and a lifecycle strategy designed to convert that intent into measurable action.

Waitlist contacts are local and emotionally invested, driving engagement mass-market lists can't match.

Strategy Validated

Local partnerships + access-granted messaging = measurable action at every funnel stage.

vs. Industry Average

Open Rate	Zoox: 64%	Industry Avg: 23%
CTOR	Zoox: 62%	Industry Avg: 12%
Unsub	Zoox: 0.24%	Industry Avg: 0.9%

Legend: Zoox (teal), Industry Avg (grey)

Onboarding Transformation

From a 4-email linear flow to a behavior-driven, multichannel conversion system.

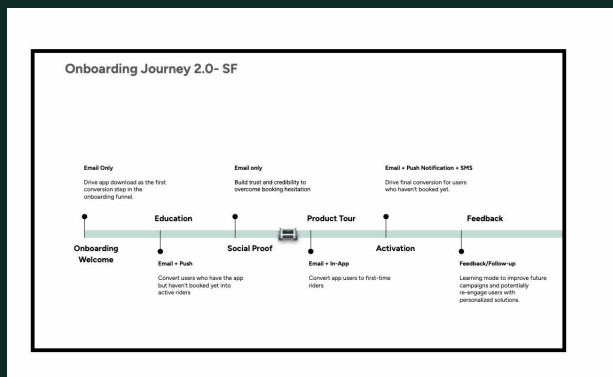
BEFORE - Onboarding 1.0

- ✗ 4 linear emails, no branching
- ✗ Email channel only
- ✗ Same journey for every customer
- ✗ Light market personalization
- ✗ Fixed send cadence
- ✗ No behavioral entry/exit logic

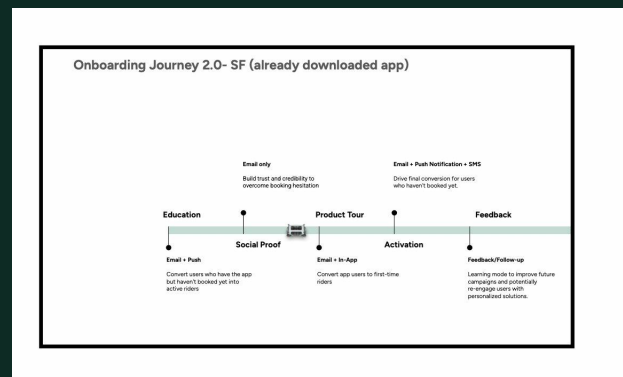
AFTER - Onboarding 2.0

- ✓ Up to 9 touchpoints per customer
- ✓ Email + Push + SMS + In-App
- ✓ Behavioral branching by rider profile
- ✓ Market-specific SF and LV paths
- ✓ Behavior-based entry and exit logic
- ✓ Social proof, safety, incentive messaging

Track A — New to App



Track B — App Already Downloaded



Relevance at entry

Customers routed to path matching their actual friction point — not a generic funnel.

Multichannel reach

Email → Push → SMS → In-App across the full conversion sequence.

Behavioral suppression

Customers who booked or downloaded exit immediately — no wasted sends.

Market specificity

SF and LV customers receive distinct messaging matched to their local context.

Result: 62.5% avg open rate • 18% prospect-to-first-ride conversion • 695+ completed rides

From Transactional to a Data-Earning Nurture System

BEFORE · MVP Waitlist		AFTER · Waitlist Nurture 2.0	
Channels:	Email only	Channels:	Email with behavioral branching via Maestro
Length:	1–2 prompts + confirmation	Length:	4 nurture emails + 1 confirmation
Strategy:	Transactional — get users to complete survey	Strategy:	Educational — Welcome → Inside Zoox → Experience SF → Urgency
Personalization:	None	Personalization:	SF zip-code track vs non-SF track
Branching:	None	Branching:	Survey-completion trigger exits journey
Value:	Confirmation only	Value:	Category education, local access, excitement

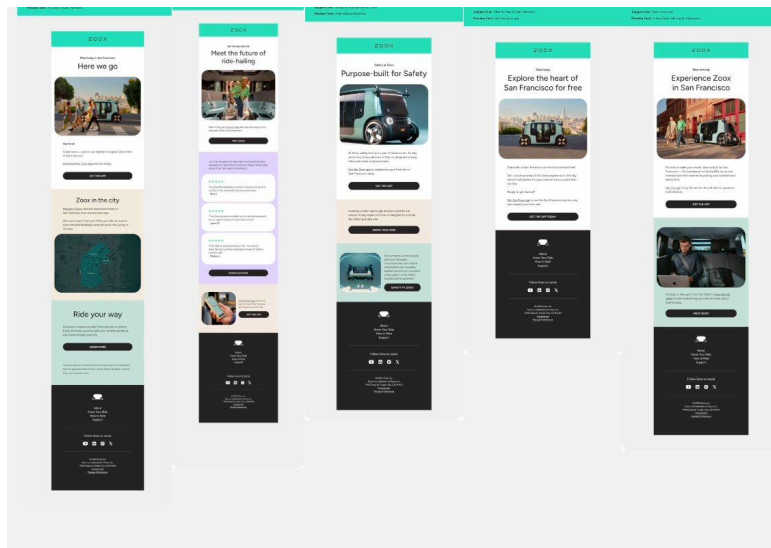
Result: 79% questionnaire completion · 75.1% avg open rate · 16K+ weekly sends across SF & LV

CREATIVE EVOLUTION

From Generic to Rich, Market-Specific Behavioral Creative

BEFORE · Generic · Text-heavy · No personalization

AFTER · Rich imagery · SF-specific · Social proof · A/B variants



Messaging That Made Autonomy Feel Human

The customer challenge wasn't just functional — it was emotional. I shifted messaging from obligation to identity, from product instruction to customer outcome.

From obligation to participation

BEFORE

"Take the survey."

AFTER

"Help us get you ready to ride in San Francisco and beyond."

From product action to customer outcome

BEFORE

"Download the app."

AFTER

"Your Zoox trip is just a few taps away."

From eligibility to emotional reward

BEFORE

Generic access notification

AFTER

"You're one of the first to ride Zoox in San Francisco."

From product education to category storytelling

BEFORE

"Learn more about Zoox."

AFTER

"Meet the future of ride-hailing."

Local Partnerships as Growth Levers

I turned one-off brand activations into measurable customer-growth programs.

Tartine SF

Local Culinary Partner

4-segment campaign tailored messaging to each customer's waitlist and survey status.

124

New waitlist sign-ups

368

Survey completions

75.07%

Open rate

Fontainebleau Las Vegas

Premium Holiday Experience

Zoox used the app as the redemption pass for a high-value holiday activation.

145

App downloads

15.6%

Email-to-download rate

44.38%

Open rate

Flower Piano

Event & Sweepstakes

Campaign drove event presence and sweepstakes entries with strong click-to-entry efficiency.

528

Sweepstakes entries

700

Unique clicks

75%

Click-to-entry rate

Stern Grove

Event-to-CRM Pipeline

First end-to-end event pipeline: on-site QR → consent → waitlist entry → automated confirmation.

114

Registrations

74

Opted-in customers

65%

Opt-in rate

Building the Operating Model

I built the governance, process, and standards the lifecycle function needed to scale beyond any single campaign.

RAPID Governance Who recommends, approves, performs, inputs, decides. Eliminated bottlenecks across 6+ stakeholder teams.	Campaign Intake Every initiative mapped audience, goal, messaging arc, channel, data requirements, and approval path.
T-Shirt Sizing Simple updates, standard sends, and new architecture routed to the right review level — without sacrificing quality.	QA & Playbooks Repeatable standards for creative review, technical validation, launch readiness, and post-launch analysis.
Agency Coordination Managed strategy, execution, creative, and technical build across internal teams and WPromote.	Cross-Functional Bridge Primary connector across Marketing, Comms, Creative, Legal, BizApps, and product.

STRATEGIC ROADMAP

18-Month Lifecycle Transformation Roadmap

Phase 1: Foundation Q2–Q3 2025 <ul style="list-style-type: none">→ Core journey expansion→ Behavioral trigger architecture→ QA and delivery playbooks→ Cross-functional governance	Phase 2: Depth Q4 2025–Q1 2026 <ul style="list-style-type: none">→ Post-ride feedback loops→ Inactivity win-back flows→ Rider milestone programs→ New-market waitlist + onboarding	Phase 3: Intelligence Q2–Q4 2026 <ul style="list-style-type: none">→ AI-enabled engagement scoring→ Advanced personalization→ Multichannel experimentation→ Lifecycle retention analysis
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What Changed Because of This Work

Program Scale

- 32** Automated journeys launched
- 1.7M+** Customer communications delivered
- 2** Active launch markets supported
- 645%** Database growth (66K → 492K)
- 8,809** App downloads via partnerships
- 695+** Completed rides from lifecycle
- 678+** Zoot Pass activations

Engagement & Org Impact

- 63.92%** Avg open rate across lifecycle program
- 0.24%** Unsubscribe rate at scale
- 79%** Waitlist questionnaire completion
- 62.5%** SF Onboarding 2.0 avg open rate
- 18%** Prospect-to-first-ride conversion

Organizational impact:

- Established lifecycle marketing as a strategic function
- Built repeatable cross-functional governance from scratch
- Created scalable event and partnership pipeline model
- Introduced behavioral segmentation and journey routing

Zoot moved from isolated CRM sends to a connected lifecycle marketing system.

Built in 10 months. Zero to scale. From scratch.