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INTELLIGENT OFFICE



Franchise Digital Marketing Transformation

Intelligent Office is one of the world's largest franchised networks of executive suites and virtual office services. The company pioneered the category and continues to lead the industry that supports startups, SMBs and enterprise companies seeking a more efficient way to manage office space and administrative support. Intelligent Office understands the importance of strategic growth to maintain and build its market position and franchisee satisfaction.

BACKGROUND

The company implemented a new strategic 'national' marketing fund - a significant departure from its historical practice of delegating marketing decision-making and implementation to its franchisees at the 'local' level. The new national fund re-allocated required marketing investments under its franchise agreements away from the individual franchisees' local markets to a national marketing fund that would be centrally managed at the corporate level.

CHALLENGES

Intelligent Office was seeking an experienced agency partner to guide a digital transformation under the new national marketing fund. The company identified five marketing challenges:

- Improve lead-flow / new customer acquisition at franchisee level
- Leverage marketing economies-of-scale inherent to franchising
- Develop and implement a cohesive, national marketing strategy
- Deploy modern digital marketing tactics using 'best-practices'
- Provide comprehensive reporting and marketing ROI analysis at both corporate and franchisee levels

The shift away from a decentralized system to a centralized model naturally had its supporters and challengers among the company's franchisees, so the pressure was high for the senior leadership team to deliver strong results against the business challenges.



SOLUTIONS

Parallel Path approached the challenges using its proprietary Digital Marketing Framework. The approach started with gaining a clear understanding of the client's brand and positioning. It continued by developing the context to all existing marketing efforts and mapping those efforts to the customer journey, budgets, and marketing goals. Next, Parallel Path assessed the existing data systems architecture and software being utilized. With a solid understanding of where Intelligent Office had been and clear goals defined, Parallel Path created a plan for a fully integrated digital strategy along with a technology roadmap that met the visibility, accountability, and return on investment goals set forth.

The custom Data Collection Infrastructure included the design, integration and utilization of corporate and franchised microsites, Google Analytics, CRM, E-commerce, forms, phone calls, chat, and Publisher purchase & performance data. Utilizing Google Analytics as the central point of truth for marketing ROI, Parallel Path was able to integrate customized franchise-specific dashboards directly into Intelligent Office's proprietary intranet.



RESULTS

By any measure, the results of the partnership between Intelligent Office and Parallel Path were extraordinary and included the following highlights:

- **30% compound annual growth rate in lead-flow over a 5-year period** The most profound result Parallel Path helped achieve was a 30% compound annual growth rate in lead-flow over a 5-year period. This was accomplished by leveraging best-in-class data management, marketing strategy, and proprietary optimization processes.
- **54% reduction in CPA** During a highly inflationary period where costs of digital media were increasing at double-digit rates, Parallel Path was able to decrease average cost-per-acquisition of leads equal to 54% through sophisticated optimization strategies. The significant reduction in CPA's allowed the client to avoid any reduction in lead-flow normally associated with cost inflation.
- **24-month systemwide month-over-month revenue growth record** Though the client enjoyed strong revenue growth throughout its engagement with Parallel Path, during one consecutive 24-month period the company experienced record same-store, year-over-year, monthly revenue growth records.
- **2x average annual per-unit growth rate** With improved, strategic and streamlined national marketing, average unit revenues increased at twice the previous annual growth rate.
- **2x average annual royalty revenue growth** Using same-store, year-over-year analysis, Intelligent Office's royalty stream increased at two-times its previous annual growth rate.

In addition to the anticipated strong results Parallel Path delivered its client, Intelligent Office also experienced a number of positive unanticipated business results directly associated with the implementation of the national managed marketing fund. These included:

- **Strengthened franchisee focus on sales and operations** Shifting major responsibility for marketing strategy development and execution away from the franchisees to a centrally managed program, franchisees could focus their attention on sales and operations. Franchisees reported saving a significant amount of time on local marketing efforts while enjoying stronger performance and returns on their marketing investments.
- **Improved validation for franchise development** As with all franchise companies, Intelligent Office wanted to expand its network by adding new franchised locations. Critical to the process of awarding new franchises, strong validation is paramount. The improved national marketing fund and strong unit economic performance resulted in stronger validation and corresponding franchise sales.
- **Stronger business valuations** The improved royalty stream growth resulted in a corresponding improvement in the parent company's shareholder value, and similarly strengthened the average value of the underlying franchised locations through stronger revenues and unit economics.
- **Elimination of digital marketing competition and cannibalization** Prior to migrating to a strong national managed marketing fund model, Intelligent Office franchisees often competed against one another with critical digital marketing tools such as Google Adwords. Without strategic, central planning, and execution, franchisees often inadvertently bid against one another in Adwords auctions. Naturally, costs were driven up, and performance suffered. Centralizing all digital marketing efforts eliminated this problem.

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