

ZEREN

THE ART OF SCALING

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# A CRO's Approach to Growth

A conversation  
with Phil Coxon, CRO, Loyalty Lion



**Phil Coxon,**  
CRO



# Scaling with Strategy: A CRO's Approach to Growth

**Scaling a business in today's fast-paced e-commerce landscape is a multifaceted challenge. Beyond having a standout product or service, it requires a nuanced grasp of market dynamics, an unwavering commitment to operational efficiency, and a steadfast reliance on data to guide decisions.**

Phil Coxon, the Chief Revenue Officer at Loyalty Lion, brings to light his rich insights into the art of scaling within this competitive environment. Loyalty Lion, a pioneer in creating loyalty programs for e-commerce platforms, particularly excels in turning one-time shoppers into repeat customers. Phil's role in steering this innovative company highlights the critical importance of a strategic focus, operational efficiency, and the cultivation of a culture where innovation and feedback are not just welcomed but are the driving forces of growth.

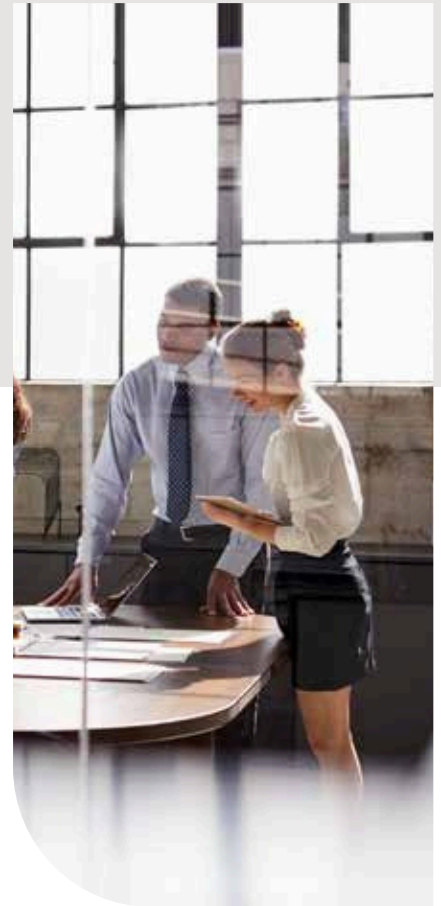
Through his seasoned perspective, Phil outlines the indispensable processes and strategies vital for elevating a business. His approach, deeply embedded in understanding the intricacies of customer loyalty and leveraging technology like CRM systems, showcases a blueprint for success in the digital age. By sharing his journey and the lessons learned at Loyalty Lion, Phil offers a roadmap for other businesses aiming to scale effectively and sustainably in the e-commerce sphere.

## Inbound Marketing and Customer Education

The transition to inbound marketing strategies signifies a pivotal evolution in how businesses connect with their audience. This approach, centered around crafting engaging content to draw in and retain customers, is a tactic Phil considers vital to Loyalty Lion's growth. He elaborates, "One of the first areas I looked at was getting paid marketing set up...it's not something you can just switch on." Inbound marketing is more than lead attraction—it's about fostering a trusted, informative relationship with the audience.

Phil also tackles the challenge of educating the market about loyalty programs, a crucial aspect of scaling. "If most of your market doesn't have a loyalty program, there's quite a lot of education you need to do out there," he points out, stressing the need for awareness. This education is not just about loyalty programs but how they can significantly impact customer retention and business growth.

By leveraging inbound marketing alongside comprehensive customer education, Loyalty Lion doesn't just capture leads; it empowers them with the knowledge to implement effective loyalty solutions. "So that's been a big piece... you understand a loyalty program, actually how do you set up the tiers, what do you give loyalty points for?" Phil questions, emphasizing the depth of guidance provided to clients.



This strategic blend of inbound marketing with a strong educational component is integral to Loyalty Lion's scaling efforts, cementing its status as a thought leader in the e-commerce landscape and fostering deeper customer engagement.



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### The Critical Role of a CRM System in Scaling

A Customer Relationship Management (CRM) system is crucial for scalable business operations, allowing efficient management of customer interactions. Phil stressed its importance, "A good CRM system is critical. It's essential for most operational aspects of a business. You can depend on a solid CRM system for nearly everything." This tool is key for aligning sales, marketing, and customer service efforts.

Phil also highlights the strategic value of CRM in understanding customers and driving growth. "It's about understanding your customers at a deeper level...to drive growth," he explains, pointing to the CRM's role in leveraging customer data for personalised marketing strategies.

On implementing their CRM, Phil remarks, "Getting our CRM to work for us meant tailoring it to our needs...it actively informs our strategy." This emphasises the importance of customising the CRM to not just store information but to act as a strategic tool.

The CRM's role in organising operations and strategic planning showcases its indispensability in scaling efforts, making it a foundational tool for business growth.

### Being Data-Driven

Being data-driven in e-commerce is crucial for making informed decisions and optimising operations for growth. Phil underscores the significance of leveraging data to drive the business forward. "We spent a lot of time improving the amount of traffic, the quality of the traffic, and the conversion rate into a demo," showcasing how data influences strategic decisions at Loyalty Lion.

He emphasises the importance of a comprehensive dashboard for an overview of the business's health. "One of the first things I asked for when I joined was a dashboard which just gave me an overview of the business,"

Phil explains. This approach ensures strategies are grounded and aligned with business goals, allowing for a shared understanding across the company. Phil's strategy revolves around actionable insights derived from data, "And what we try and do is make that match with what the board look at." This alignment between daily operations and executive vision underscores the pivotal role of data in steering business direction and fostering a culture where every decision is informed by data insights.

### The Efficiency of a Streamlined Team

Contrary to the common belief that scaling requires expanding the team size, Phil suggests a more nuanced approach—streamlining the team to focus on efficiency. "Scaling isn't just about adding more people. It's about making each role more effective. We've focused on refining our processes in marketing and sales to enhance our team's output." This method prioritises optimising processes and maximising each team member's contribution, leading to greater scalability and agility.

By concentrating on making operations more efficient, businesses can achieve significant benefits. This strategy reduces overhead by minimising waste and promotes a culture of accountability and performance. Each team member knows their work directly impacts the company's growth, fostering a deeper sense of responsibility and engagement. This lean approach doesn't just cut costs—it amplifies impact, allowing for a more agile adaptation to market changes and opportunities for growth.



### Fostering a Culture of Open Feedback

Adapting and innovating are crucial for scaling a business, and this requires an environment where feedback is actively encouraged. Phil emphasises the importance of empowering the team to contribute ideas. "We just need to do everything a bit better, and that adds up to quite a big increase in performance." This approach underlines the incremental improvements that come from a feedback-rich culture, making employees feel integral to the company's success.

Phil further reinforces this, sharing, "We asked them what could we do to make us better and that actually has changed some of our focuses, making them perform better because they see stuff not working, they know they can talk about it." This openness leads to a dynamic workplace where innovation is the norm, and every suggestion is a step toward collective success.

Creating a space where everyone can share insights leads to significant performance enhancements. Employees engaged in such an environment are more motivated, contributing to the company's objectives with a deeper sense of ownership.

By building trust and showing that suggestions are taken seriously, Phil has cultivated a team deeply committed and aligned with the company's goals. This culture of open feedback is indispensable for enhancing innovation and team cohesion in the scaling process.

Phil's insights provide a valuable framework for businesses looking to scale in today's competitive e-commerce environment. By focusing on these key themes, companies can navigate the complexities of growth with confidence, ensuring they remain agile, efficient, and customer-focused in their approach.



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