

# A Case Study on Camino Promotion's



Camino Promotions is a third-party back-office marketing solutions service provider that is based in Tucson, Arizona, with its operations established in Hermosillo, Mexico in partnership with Intugo Nearshore Solutions. The leadership of Camino Promotions became an Intugo customer as a result of its search to find the right party to help it establish and maintain a nearshore base of operations in close proximity to the US-Mexico border.

## Camino Promotions offers its clients service in the areas of:

- Lead Generation
- Sales
- Lead to Sale Process and Information Control
- Sales and Lead Generation Consulting Training for Legal Firms.

**Camino started working with Intugo in January of 2021, originally with five employees. Today they have 75 employees and growing.**





# Overview

## Company Situation:

- In search of a back-office service provider for a cost-effective growth strategy
- Numerous companies did not have enough experience in the market or a location with proximity to the US
- Establishing operations on their own will lead up to a minimum of six months.

## Intugo's Solution:

- A back office was provided, with the potential for expanding within the same workspace.
- An HR team was exclusively assigned to fulfill Camino Promotions' requirements.
- 18 months ago, our client started with 5 agents. Currently, they have 75 agents on board and growing.

# The Search For Growth



**Intugo sat down to speak with Bob Wannamaker, the president of Camino Promotions, Inc., to hear directly from him about his experience in this process, and his plans towards the future:**

## **Why did you begin to look for a company to partner with in Mexico and what attracted you to Intugo and its nearshoring solution?**

We were looking for a company that could help us establish operations in a better-cost environment so that we could be very competitive in our market. We're a small firm that has only been in business for about a year and a half and were searching for a service provider in Mexico that could offer us a solution that would make sense for a company of our size. We're looking not only to operate at scale but to grow, as well.

We looked at other locations in Mexico such as Mazatlán and Puerto Vallarta initially and estimated that in places such as these, it would take us six months or more just to get started between finding an adequate locale, getting and installing equipment, and recruiting and hiring personnel. We were looking for something that would be easier and more convenient to do.



## Nearshore Solution

Our operations manager was tasked with researching other options and he discovered other operations that might be able to attend to our needs were in the capital of the Mexican state of Sonora, Hermosillo. We liked the idea of doing business in Hermosillo due to its proximity to the US, its educated workforce, and its available labor pool.

To begin, we contacted a big global call center which happens to have operations there and didn't find the correct fit. As a result of further research, we came across Intugo's website and saw that the company was in Hermosillo, as well. We also found out that Intugo has its corporate office in Tucson, Arizona, which is where we're based as well. So, it seemed that we could be a good fit. We looked at Intugo's experience in helping companies like ours to establish themselves in Mexico and were confident in their ability to find the people that we needed to operate. We decided to establish our Mexico operations using Intugo's nearshore solutions.





# Driving Expansion

## Can you share some specific examples of how Intugo's nearshoring solution has had a significant impact on Camino Promotion's growth?

The main thing that Intugo was successful in doing for us was attracting the right talent to come to work for us. In preparation for making this happen, we had several conversations with Intugo's staff about our needs. We told Intugo's representative, that without the right talent, our efforts would not work. In response to this, Intugo provided us with dedicated human resources services that have been exceptional. In particular, I loved working with their team. We consider them our HR department. They're great partners. They're always available to make sure that our needs are met. To make certain that this happens, Intugo is always available in the same building.



# A Winning Work Team



## Have you had a lot of positive interactions with other members of Intugo's staff?

Yes. When we had the event for the inauguration of our operations, I was there taking photos. I saw the interaction between our staff and Intugo's. They were united. It was great. I thought, "Wow, we have a great team here."

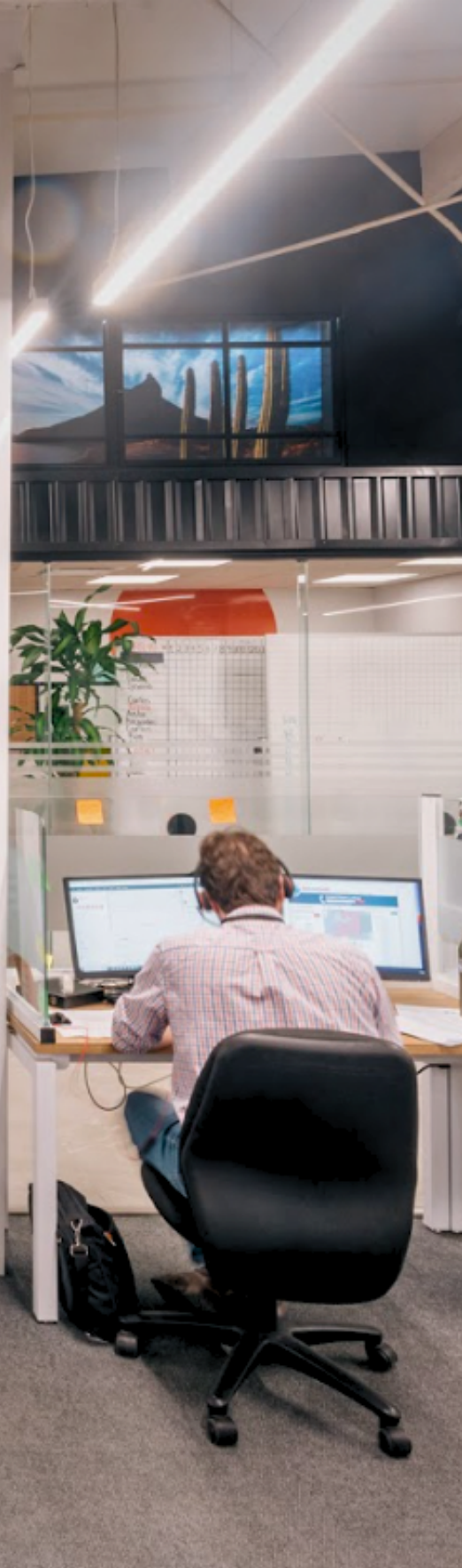


## What do you consider to be one of the most important parts of your business?

What is most important to me in our business is creating an environment that people want to work in. To attract and keep talent, doing so is a necessity. There are a lot of people who go to work every morning to places that they do not want to be at. I want our employees who come to our Mexican operations in Hermosillo to be there because that is what they want. Creating this kind of environment for our staff has been a big part of the success that we have been able to achieve since starting our operations.

Another thing that is important is that we are a company in which people can grow. We have promoted a lot of people to positions of greater responsibility since we started our Mexico operations. As we have grown over the months, we have found ways to create new positions and to fill them with qualified talent. In some cases, people do not seem to have the same job opportunities here in Mexico as they do in the United States. It is my mission and my passion to create opportunities for people. If Camino Promotions takes care of its workers, they take care of the company's customers. I want to create an environment where people feel that they can grow and do more. That's why I'm here. That's my purpose in doing this.





## What have been the results that Camino Promotions has achieved through Intugo's nearshoring solution?

So far, we have had a great return on investment (ROI). There are cheaper places to do call center and BPO work in places like Nicaragua and Colombia. Although Mexico is not the cheapest place that we could be the ROI has been amazing and, as a bonus, we're close to the US. It is very easy to travel to our Hermosillo, Mexico operations to see our workforce in action.

## Compared to your experience in the United States, how is the productivity of your operations in Hermosillo, Mexico?

I've done this type of work that we do in Hermosillo in the United States. Right now, the going wage that agents are paid is US \$24 per hour on average. It is much lower here. In terms of productivity, would put the talent that we have in Hermosillo in the same category as talent that we could find anywhere else. The difference is that doing the work in Mexico, with our Mexican employees, is more cost-effective than in the United States. This enables our business to achieve higher levels of growth.



# A Bright Future Ahead



## What do you see in the future for the partnership between Camino Promotions and Intugo in Mexico?

We have other goals that we would like to reach. Of course, we would like to take on more clients for our business. We would like to fill our workspace with more operators. To do this, we have to ramp up our marketing operations, though. We've started to move in this direction through the receipt of some referrals and we have started seeing some results from some email campaigns that we have conducted. We have several good prospects in the pipeline. In order to further this goal, we have to find additional effective ways to partner with Intugo.

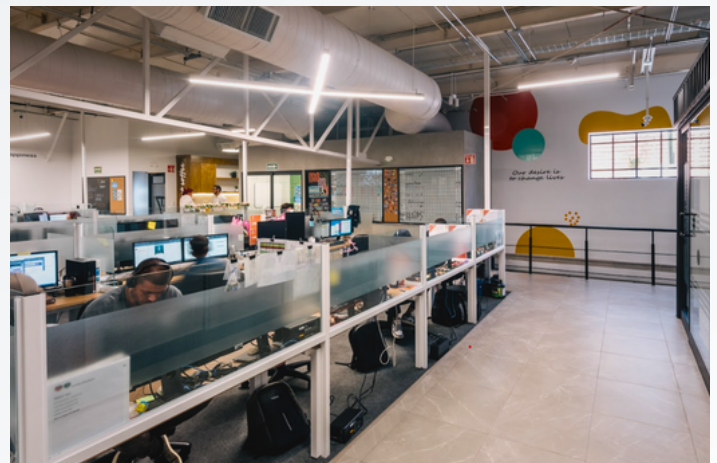


## What has Camino Promotion's experience over the last 18 months that you have been a client of Intugo's?

We entered Mexico with the mindset that we weren't going to stop hiring and growing. As is the case with most companies the number of hires that are made is related to the volume of business that is being transacted. I have been confident in our ability to procure new customers, so, as a result, I haven't stopped hiring. Business has been so good that getting the number of people that we need in short order can be a bit challenging. When we get them, however, they are the right people. We're getting the talent and we're getting the people that fit in with our business culture.

As far as successes are concerned, my experience with one of our employees comes to mind. She started off very quickly with us, but, at some point, her performance plateaued and even decreased a bit. She is a smart girl with a really good personality, so I thought it would help to have a talk with her to determine what was going on.

We talked about her goals and what she was hoping for, you know, that kind of thing. As a result of our discussion, she responded positively and is doing very well. I think that most likely I'll end up promoting her. Watching someone get back on track and perform well is one of my favorite things to see.





## Operational Efficiency

In our business, we can train and teach people how to increase their output from, say, five appointments to eight appointments a day based on processes and scripting. For an agent to go from this number to fifteen a day requires a shift in mindset. Several employees have reached this level. It's a really exciting and awesome thing to see. Seeing this kind of success is one of my favorite things.



## What has Camino Promotion's impact in the marketplace been?

The impact that we have in our marketplace is that we change lives. There are 11 million undocumented immigrants in the United States. Right now, we are working directly with three thousand of them to help them realize their American Dream and hope to help many more in the near future. In most instances, these people have family members that are going through the process, as well. This means that the actual number is significantly higher.

We believe that we are acting in a way that not only helps to change our clients' lives for the better but also for their families. We are promoting positive generational change. This is our focus. It is our goal to change millions of immigrants' lives.

## In terms of headcount, what has been your company's growth trajectory in Mexico? How has revenue growth been?

18 months ago, we started with five agents. As of present, we have around seventy-five employees. In a monetary sense, our revenues have grown 1,400%. We are growing steadily and do foresee that we will slow down at any time in the near future.

