BUILD BUSINESS 2020

smps Pivot & Focus

Pivot & Focus

A Marketer's Guide to Agile

IDA CHEINMAN
SUBSTANCE151

“ IN A WORLD OF RAPIDLY CHANGING CUSTOMER AND MARKET DEMANDS ACCELERATED BY DIGITAL, AGILE HELPS TEAMS KEEP PACE.

PWC

“Marketing at the Speed of Agile: A CMO’s guide”

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

ag·ile

/ajəl/

adjective

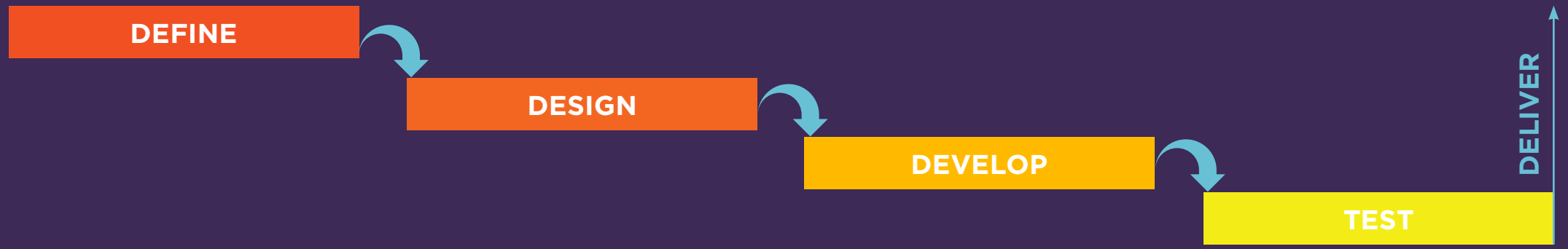
Ag·ile

/ajəl/

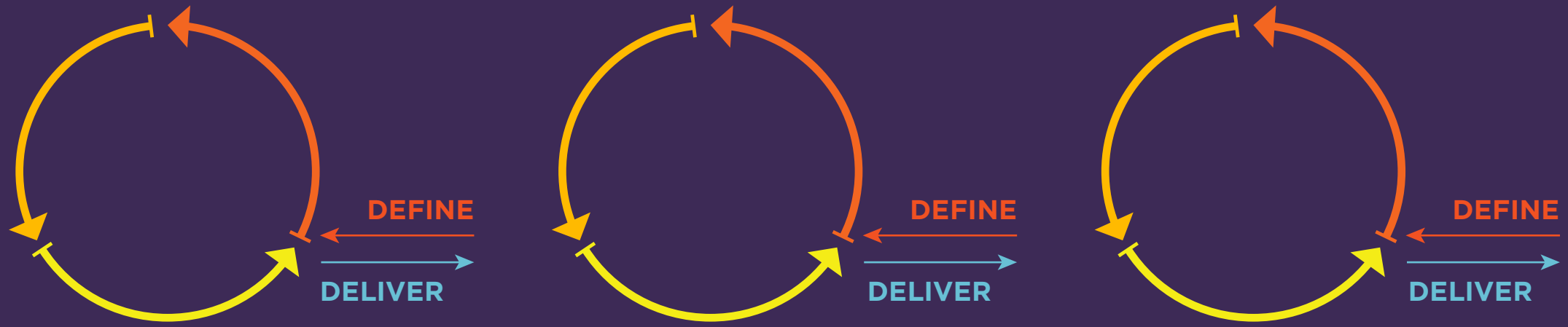
a methodology

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

WATERFALL



AGILE



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

Agile Marketing Manifesto

We are discovering better ways of creating value for our customers and for our organizations through new approaches to marketing.

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

AGILE MARKETING VALUES

Validated Learning	OVER	Opinions and Conventions
Customer-Focused **Collaboration**		Silos and Hierarchy
Adaptive and **Iterative** Campaigns		Big-Bang Campaigns
Customer Discovery		Static Prediction
Flexible		Rigid Planning
Responding to **Change**		Following a Plan
Many Small **Experiments**		A Few Large Bets

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

AGILE MARKETING VALUES

CUSTOMER-FOCUSED OVER **COMPANY-CENTRIC**

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

Source: https://agilemarketingmanifesto.org

TERMINOLOGY

CHICKENS AND PIGS/BURNDOWN CHARTS/PLANNING POKER/EPIC STORIES/BACKLOG GROOMING – OH, MY!

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

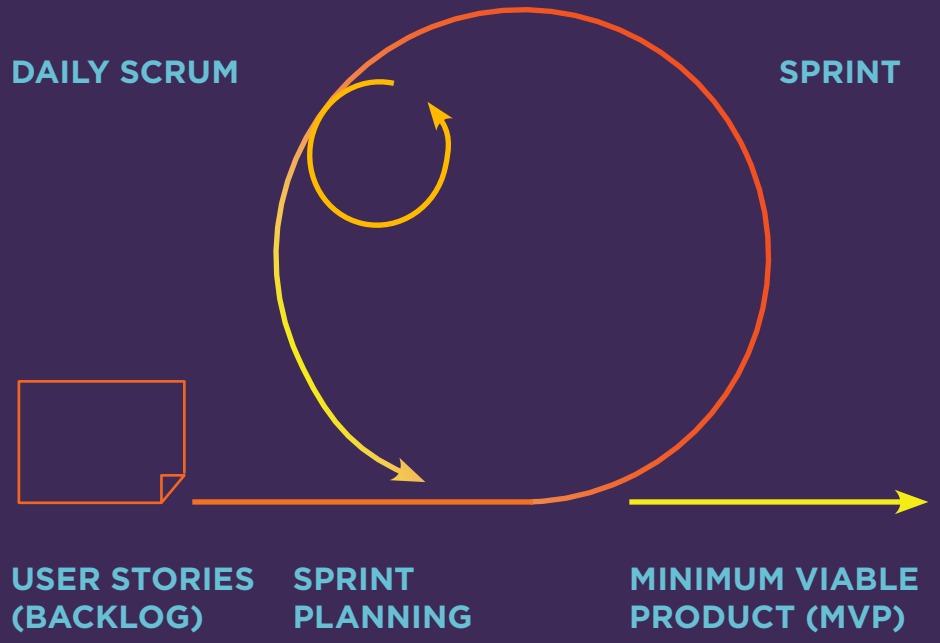
TERMINOLOGY

SCRUM / KANBAN / SCRUM MASTER SPRINT / DAILY STAND-UP / USER STORY / MINIMUM VIABLE PRODUCT (MVP) / SWIMLANES / WORK IN PROGRESS (WIP) LIMITS

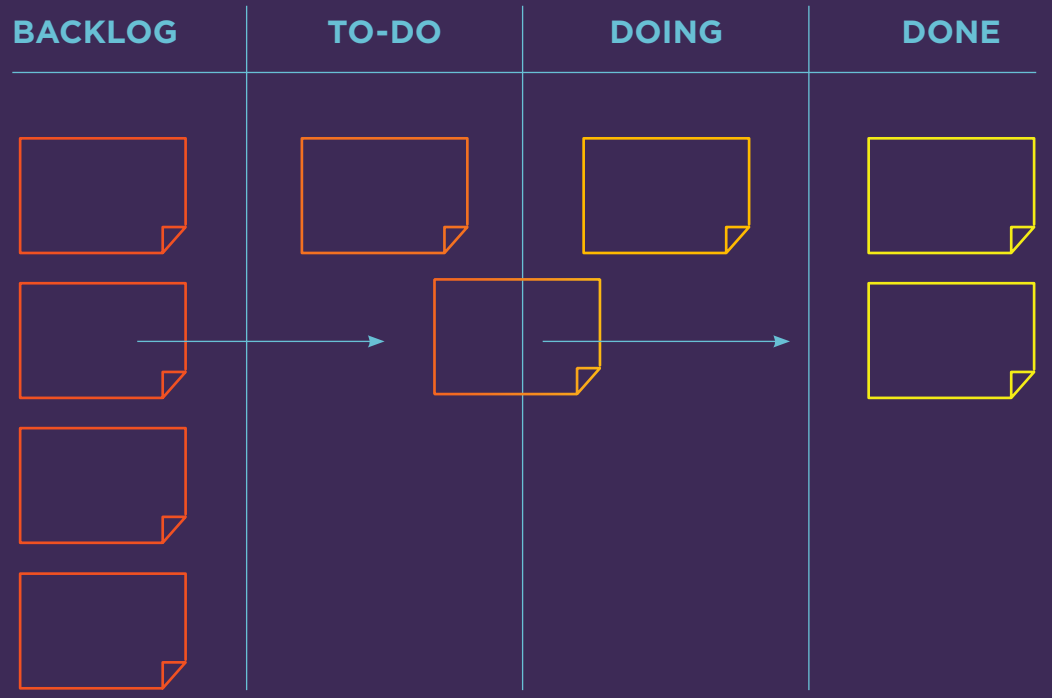
All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

METHODOLOGY

SCRUM

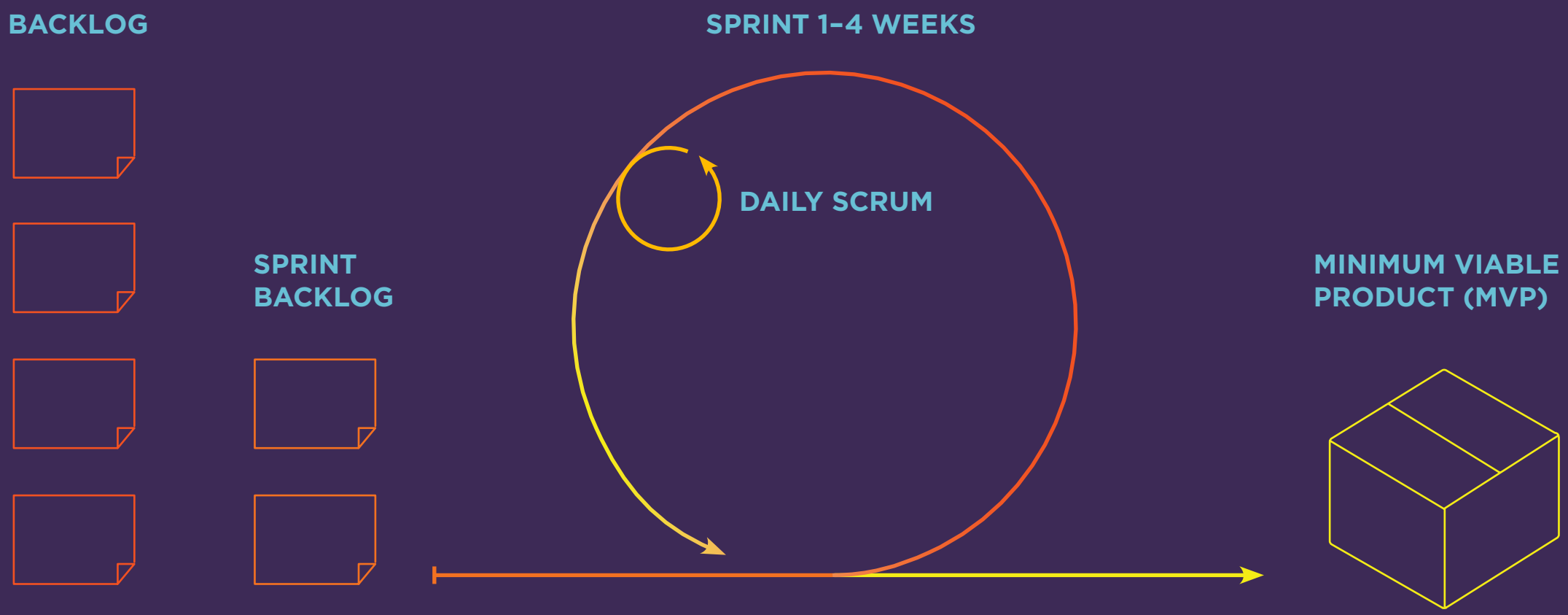


KANBAN



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

SCRUM



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

KANBAN

BACKLOG (TO-DO)	DOING	DONE
WIP LIMITS	X	
5 6 7	3 4	1 2

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

SCRUM

Prescriptive process

"Ideal" **team** size: **3–9**

Predetermined short **sprints**

Strict roles and rituals

VS

KANBAN

Continuous improvement

Any **team** size: **1–∞**

WIP limits; iterative intervals

Adaptive, designed to work for your team

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

SCRUMBAN (SCRUM + KANBAN)

Agile framework

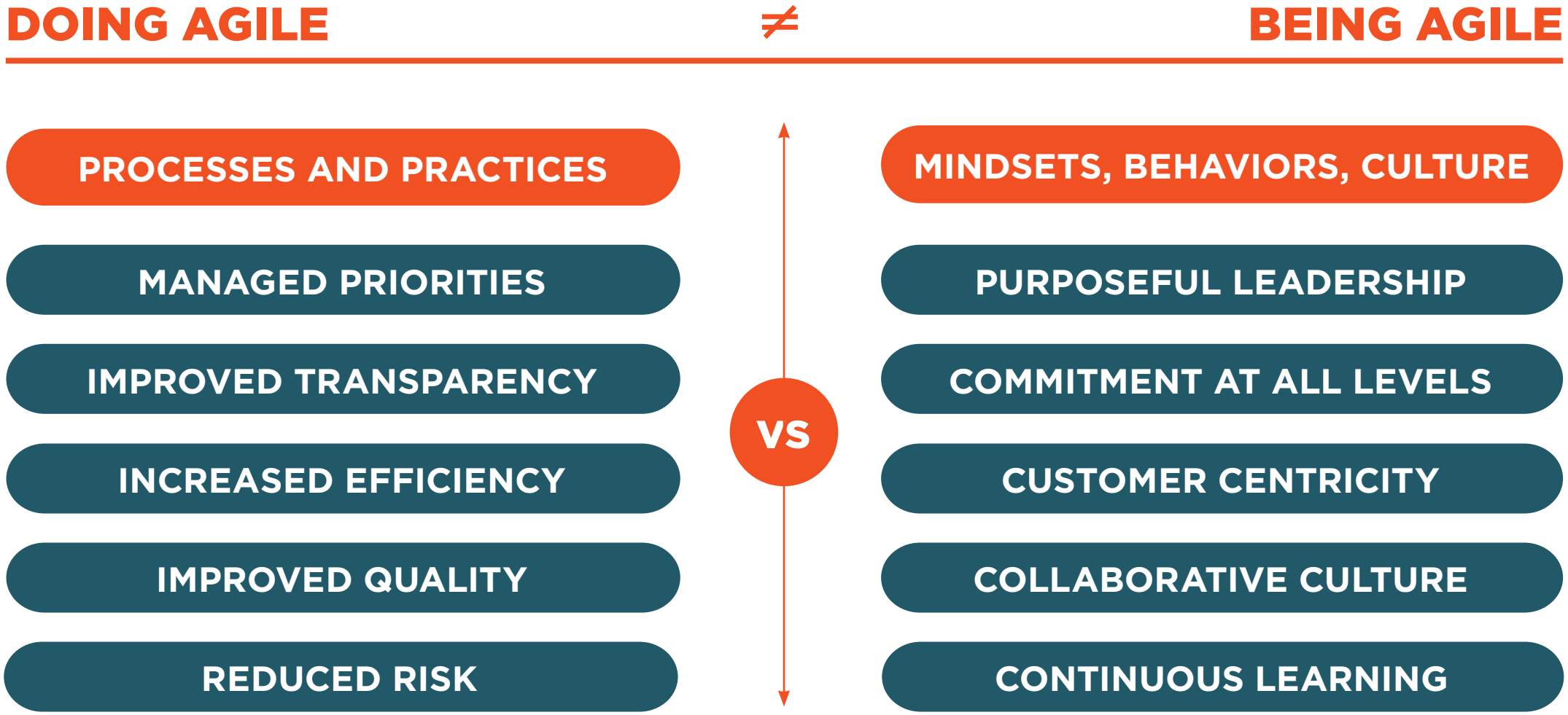
Visualization of work

Work in Progress (**WIP**) limits

Incremental delivery

Continuous **feedback loops**

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.



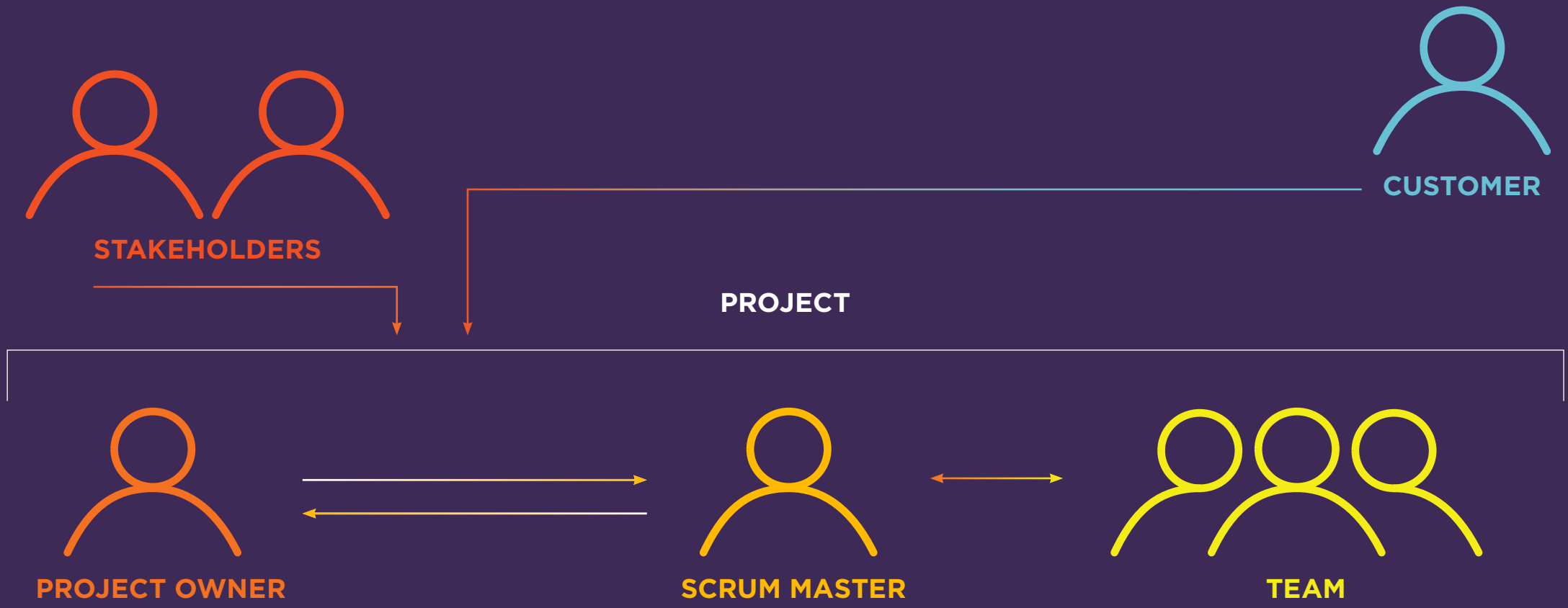
All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

GET READY FOR DOING AGILE

+ GET AGILE EDUCATION AND TRAINING
+ ESTABLISH CROSS-DEPARTMENTAL COLLABORATION
+ STANDARDIZE MARKETING REQUEST PROCESS
+ CREATE FEEDBACK LOOPS

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

ROLES AND RELATIONSHIPS



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

TEAM STRUCTURE

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

TEAM STRUCTURE

JOB ROLES – E.G., "DIGITAL TEAM"

MARKET VERTICALS – E.G., "K-12 TEAM"

EXPERTISE – E.G., "GRAPHIC DESIGN TEAM"

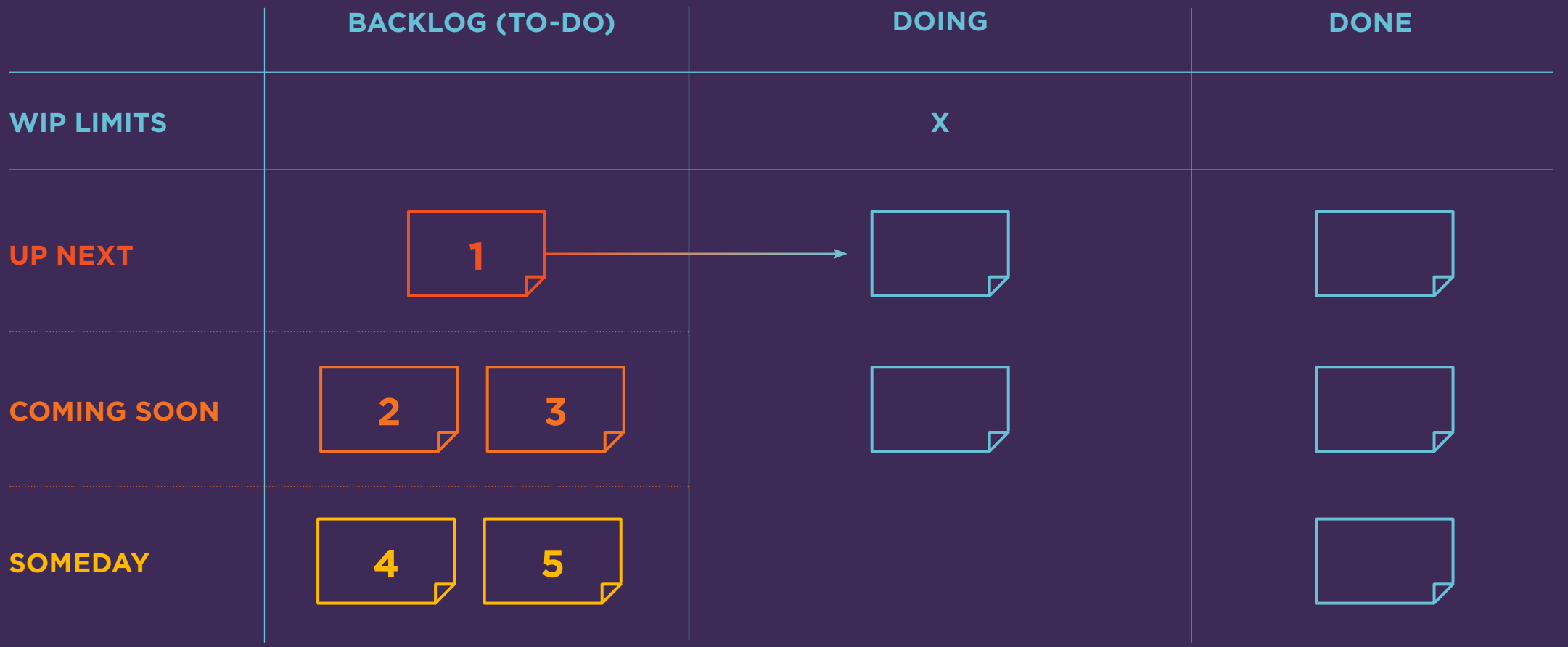
All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

DOING AGILE

+ BUILD A TASK QUEUE (BACKLOG)
+ VISUALIZE YOUR WORK (KANBAN BOARD)
+ PRIORITIZE BASED ON CAPACITY (WIP)
+ MANAGE FLOW

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

VISUALIZE YOUR WORK

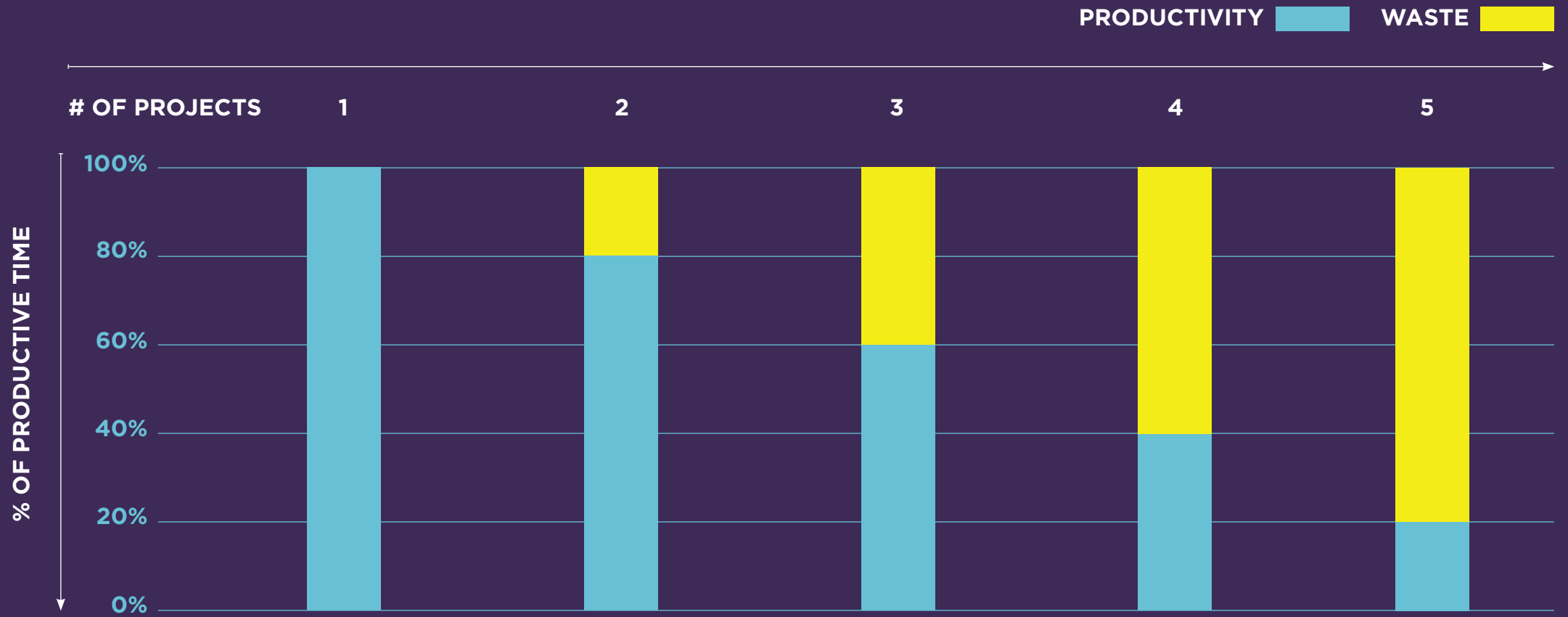


All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

VISUALIZE YOUR WORK

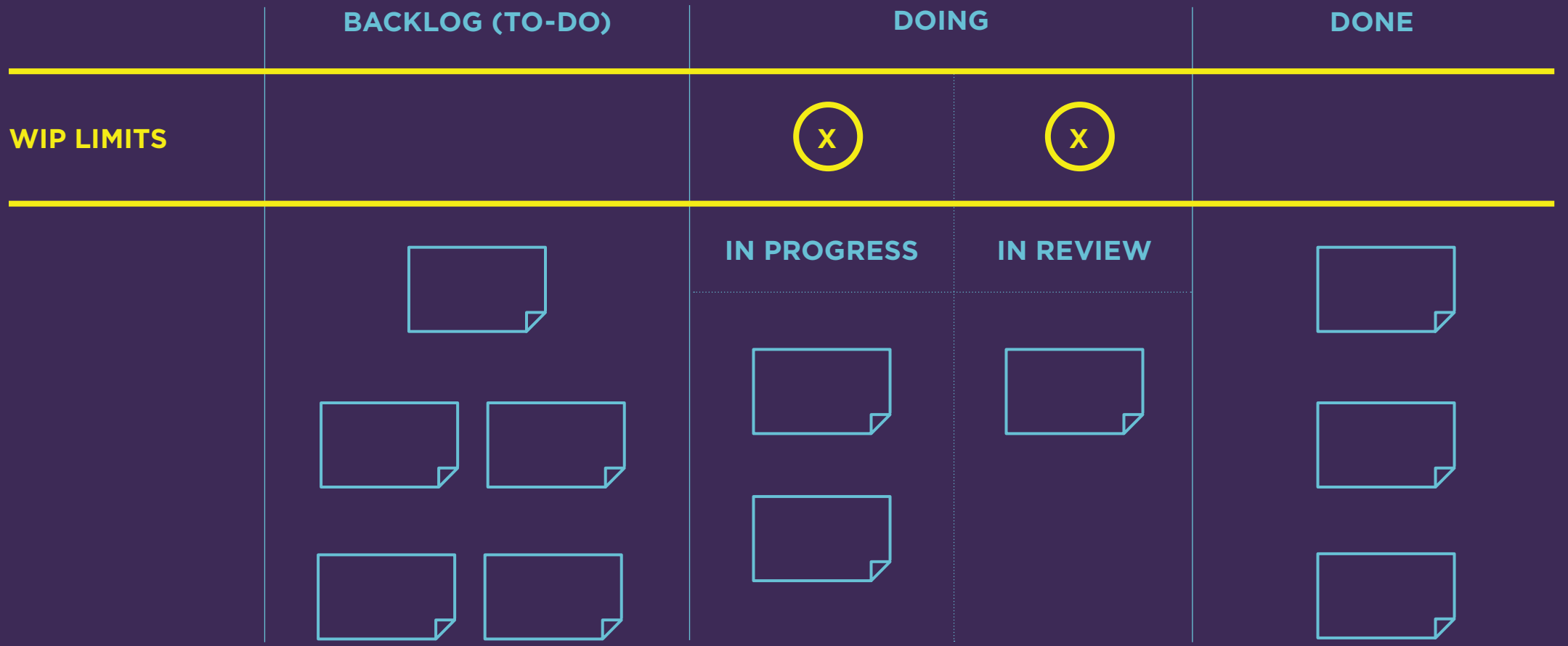
All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

CONTEXT SWITCHING = LOST PRODUCTIVITY



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.
Source: Gerald Weinberg, Quality Software Management

WORK IN PROGRESS (WIP) LIMITS



All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MUST-HAVE MEETINGS

+ PLANNING MEETING
+ DAILY STAND-UP
+ RETROSPECTIVE

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

DOING THE RIGHT WORK THAT MATTERS. AT THE RIGHT TIME.

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

AGILE PROPOSAL PROCESS

+ A CLEAR DEFINITION OF DONE
+ INCREMENTAL, ITERATIVE PROCESS
+ TEAM ACCOUNTABILITY
+ PROCESS TRANSPARENCY
+ CONTINUAL PROCESS IMPROVEMENT

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

AGILE MARKETING VALUES	=	CONTENT MARKETING VALUE
Customer-focused collaboration		Involves All Stakeholders
Customer discovery over predictions		Based on audience's goals and needs
Validated learning		Based on real-time feedback
Responding to change		Adapts to external conditions
Iterative campaigns		No Wasted Resources

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MARKETING AGILITY INCREASES MARKETING EFFECTIVENESS

70% OF THE CONTENT CREATED BY B2B TEAMS GOES UNUSED.

Source: Sirius Decisions

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission. | Source: Campaign Monitor

TOOLS AND TECHNOLOGIES

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

FINAL THOUGHTS

5 AGILE MARKETING MYTHS TO DERAIL YOUR PROGRESS

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MYTH 1

AGILE MEANS NO PLANNING

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MYTH 2

AGILE IS ABOUT WORKING FASTER

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MYTH 3

WE CAN PICK AND CHOOSE WHATEVER PARTS OF AGILE WE WANT

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MYTH 4

WE CAN JUST WING IT

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

MYTH 5

AGILE IS THE RIGHT SOLUTION FOR EVERY FIRM

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

RESOURCES

SUBSTANCE151.COM/AGILE-MARKETING-PRESENTATION

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.

CONTACT

IDA CHEINMAN
PRINCIPAL/CREATIVE DIRECTOR
SUBSTANCE151

IDA@SUBSTANCE151.COM

All content and graphics ©Substance151, Benefit LLC. Do not use or reproduce without permission.