



smps
Missouri Valley
Regional Conference

Marketing Like Silicon Valley

Using Agile Methods to Streamline Your Programs and Improve Outcomes

Craig Park, FSMPS, ASSOC. AIA
Associate Principal
Director of Digital Experience Design
Clark & Enersen
April 26, 2021

“

A lot of times, people don't know what they want until you show it to them.

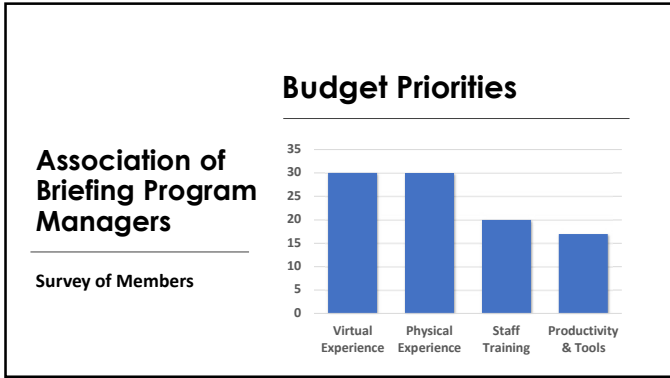
— Steve Jobs



WHY AGILE NOW?

The goal of Agile Marketing is to continuously and incrementally improve marketing results over time and consistently measure the impact completed marketing projects provide.

— Jesse Hopps
CEO/Founder
Demand Metric

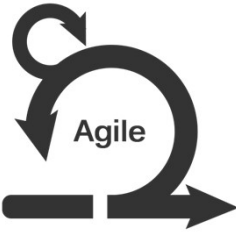


Today's Program

- Agile Context/Concepts
- Why Agile Now?
- What is Agile?
- Putting Agile to Work
- Q&A

Learning Outcomes

- Apply Agile Concepts to AEC Marketing Programs
- Demonstrate How Agile Marketing Can Improve Outcomes
- Identify Opportunities to Use Agile Marketing in Your Practice
- Ability to Evaluate Agile Support Software Options



Agile Context/Concepts



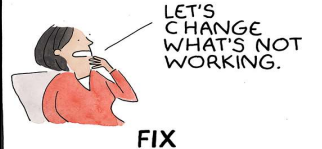

- The Great Reset
- MarTech & SalesTech
- The Customer Journey

The diagram features a large circular arrow with the word "Agile" in the center. A horizontal arrow points from the left towards the circular arrow.

The Times They are a Changing...

THE OLD WORLD < 2019	IN SURVIVAL MODE 2020 – 2021	THE NEXT NORMAL > 2022+
		
Celebrate Incremental Improvements	Pray for Program Continuity	Plan for Digital Transformation

STRATEGIC OPTIONS IN A RECESSION

 <p>FREEZE</p>	 <p>FLEX</p>
 <p>FIX</p>	 <p>FREAK OUT</p>

TOM FISH BURR



Your worst-case scenario is not even remotely the worst that can occur.

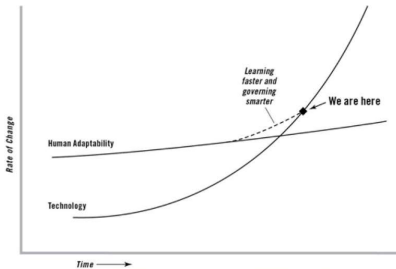
— Dr. Peter Linneman
RE Economist

Change is the One Constant

“There is so much going on [in tech] that nothing has to be invented.

Whatever you can think of, I will show you somebody has thought of it and is implementing it.”

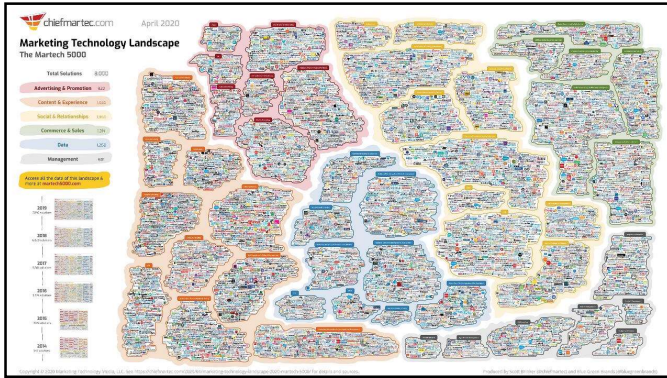
— Thomas Friedman





You can't predict what will happen tomorrow. Competitors change. Technology advances. Customer expectations shift. The broader market environment evolves. And digital dynamics cause all those disruptions to happen more frequently and spread more swiftly.

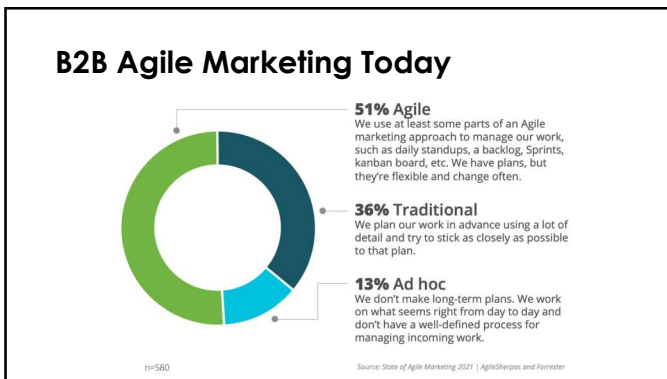
— Scott Brinker
Hacking Marketing



Why Agile Now?

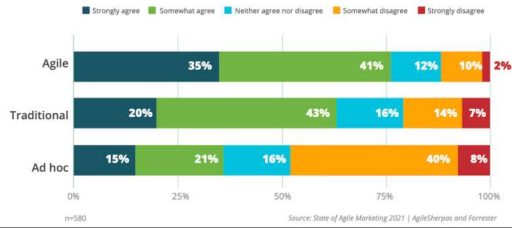
Times are stressful, but this is the state of modern marketing now — let's just embrace it.

— Scott Brinker
VP Platform Ecosystem, Hubspot
Author: *Hacking Marketing*



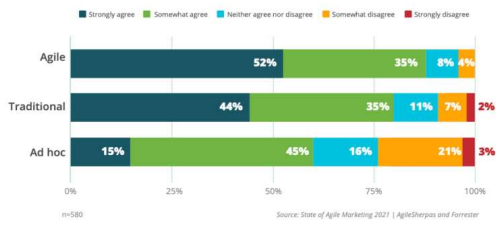
B2B Agile Marketing Today

My marketing department can handle fast-paced digital marketing work.



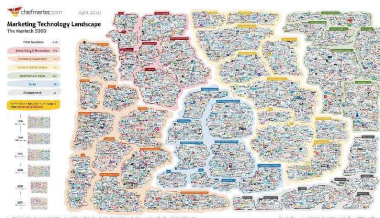
B2B Agile Marketing Today

Our marketing department's strategy is aligned with our organization's vision.



What's In Your **Wallet** Stack?

Stack: A collection of technologies that marketers use to optimize and augment their marketing processes throughout the customer lifecycle.



SOURCE: Ultimate Marketing Technology Stack for 2021 [20 Best Tools] [intercom.com]

“

Your tech stack should help you tackle your current and future problems. Given the complexity of the marketing tech stack, make sure your problem definition is solid; that's at least half of the equation.

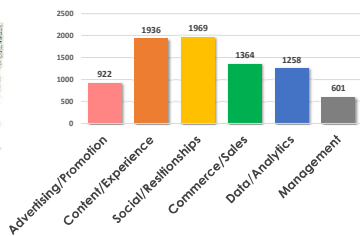
– Robert Wong, Director - Demand Generation, Typeform

Professional Services Marketing Stack

- Plan - CRM**
Goals / Objectives / Strategies / Tactics
- Attract – CMS/SEO**
Value-Based Expertise / ROI / Evidence
- Engage – ABM**
Collaborative Conversations
- Analyze - GOOGLE ANALYTICS**
Iterative Data Analytics
- Optimize – ADOBE CREATIVE**
Review / Refine / Re-Launch



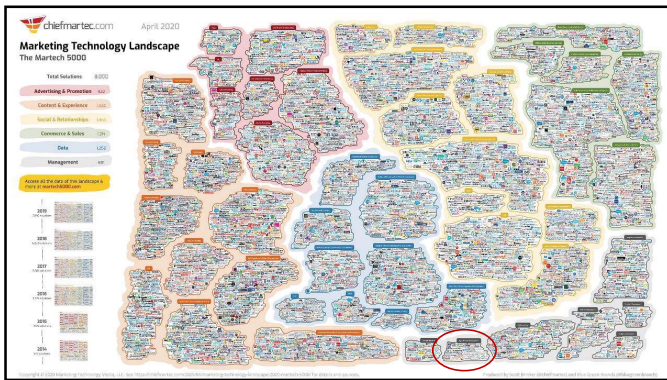
MarTech 8000



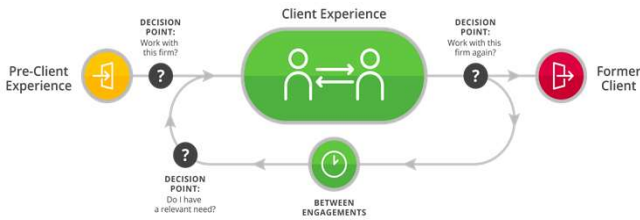
“

Our big focus is to harness the power of our existing tech stack and to continue to build a solid foundation: identifying and filling any cracks and strategizing how to scale up.

– Hana Jacover, Director of Demand Generation, MadKudu



The Customer Journey



The Customer Journey

- **STAGE 1:** Attraction & Awareness
- **STAGE 2:** Engagement & Consideration
- **STAGE 3:** Conversion & Sales
- **STAGE 4:** Retention & Re-Engagement
- **STAGE 5:** Advocacy/Evangelism
- **STAGE 6:** Up-Sales & Cross-Sales
- **STAGE 7:** Analysis & Optimization





Why Agile Now?

- Lack of Transparency & Accountability
- Marketing Meetings Aren't Productive
- Program Prioritization Issues
- Inconsistent Execution / Training
- Undefined, Ad Hoc Processes
- Lack of Demonstratable ROI

Source: Demand Metric



Lack of "Structure"

- Not Working From the Strategic Plan
- Minimal Consistency
- Unclear Responsibilities
- Perceived as a Cost-Center
- Processes Not Documented
- No or Limited Tools or Templates

Source: Demand Metric



“Reactive” Environment

- Lack of Visibility Into Projects
- Poor Communication Between Marketing, BD & Operations
- Staff are Stressed / Burnt Out
- We Don't Feel Organized
- Important Stuff is Slipping Through the Cracks

Source: Demand Metric



Limited Resources

- Not Enough Hours in the Day
- Inexperienced Team
- Can't Justify Hiring Staff
- Understaffed Department
- No Formal Training Programs
- Shrinking Budgets

Source: Demand Metric



Issues & Pain Points

- Measuring Productivity for Remote Staff/Teams
- Capacity Planning or Justify Hires
- Cross-functional Visibility on Key Projects
- Reactive & Chaotic Environment
- Accountability for Staff
- Launches Are Slow or Delayed
- Inconsistent Quality of Deliverables
- Staff Burn Out & Overwork

Source: Demand Metric



Root Causes

- Outdated Processes / Workflows
- Unclear Roles & Responsibilities
- Lack of Defined/Tracked Productivity Metrics
- Templates Not Established
- Multiple Systems & Spreadsheets
- Approval Process Inefficiency / Bottlenecks
- “Traditional” Waterfall Management Style
- Lots of “Status” Meetings / Too Much Email

Source: Demand Metric



Desired Outcomes

- Achieve Strategic Plan Objectives
- Exceed Revenue Growth Targets
- Standardize & Optimize New Marketing Programs/GTM Processes
- Launch Successful New Programs, Faster
- Gain Ownership, Transparency & Real Accountability
- Transform For Reactive To Proactive


Source: Demand Metric



The Results of Agile?

- Get New Programs to Market Faster
- Adapt & Respond Better
- Be More Productive
- Identify & Prioritize High Impact Activities
- Deliver Customer-Centric Outcomes
- Improve OKRs & KPIs
- Demonstratable ROI

Source: Demand Metric




What is Agile?

- The Agile Marketing Manifesto
- Examples & Use Cases
- Agile Vocabulary
- Agile Framework & Examples

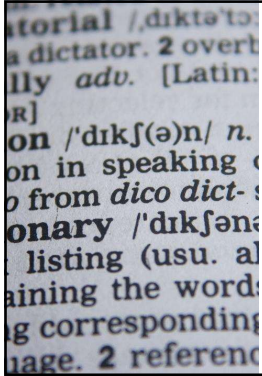


Agile Marketing Manifesto

- Validated Learning over Opinions & Conventions
- Customer Focused Collaboration over Silos & Hierarchy
- Adaptive & Iterative Campaigns over Big-Bang Campaigns
- The Process of Customer Discovery over Static Prediction
- Flexible v. Rigid Planning
- Responding To Change over Following a Plan
- Many Small Experiments over a Few Large Bets



Putting Agile to Work

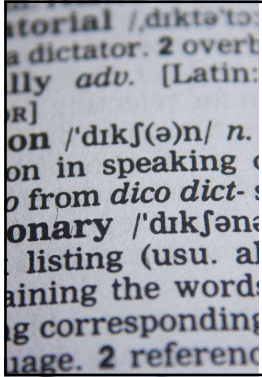


Agile Vocabulary

Adaptability

Adaptability is the ability of a marketing team to pivot or adjust to changes in the market, feedback from their customers, the competitive landscape, and data from their own campaigns.

Source: Agile Sherpas

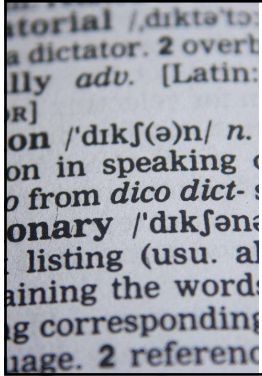


Agile Vocabulary

Failing Fast

The idea that failure isn't a negative outcome, it simply reveals a course of action that wasn't optimal. Because most Agile teams can roll out an experiment, evaluate the results, and react almost immediately, a "failure" acts as a lesson.

Source: Agile Sherpas

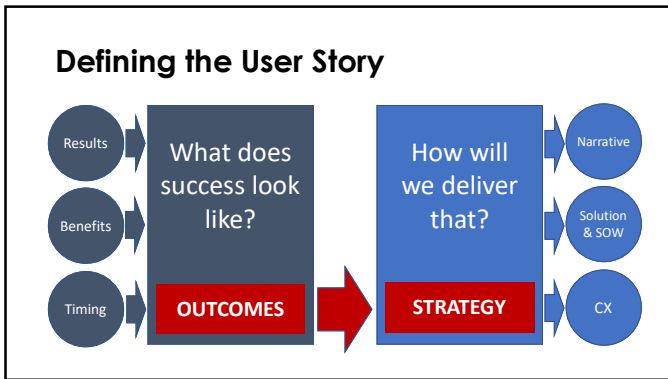


Agile Vocabulary

User Stories

A sentence that states in plain language what a customer wants or needs from a marketing program, centered on the result and the benefit of the program being considered.

Source: Agile Sherpas



atorial /ˈdɪktətɔːr/
 a dictator. 2 overt
 lly adv. [Latin:
 R]
 on /ˈdɪkʃ(ə)n/ n.
 on in speaking
 o from dico dict-
 onary /ˈdɪkʃənə
 listing (usu. al
 aining the word
 g corresponding
 age. 2 referenc

Agile Vocabulary

Backlog
 A prioritized list of user stories or projects that have not yet been worked on.

Source: Agile Sherpas

Agile v. Waterfall Management

<p>Agile</p> <ul style="list-style-type: none"> • Continuous cycles • Small, high-functioning, collaborative teams • Multiple methodologies • Flexible/continuous evolution • Customer Involvement 	<p>Waterfall</p> <ul style="list-style-type: none"> • Sequential/Linear stages • Upfront planning & in-depth documentation • Contract negotiation • Best for simple, unchanging projects • Close project management involvement <p style="font-size: x-small; text-align: right;">Source: Centrig Training</p>
--	--

atorial /ˌdɪktəˈtoːrɪəl/
a dictator. 2 overtly
lly adv. [Latin: dīctator]
R]
on /ˈdɪkʃ(ə)n/ n.
on in speaking
o from dico dict-
onary /ˈdɪkʃənəri/
listing (usu. ab
aining the word
g corresponding
age. 2 referenc

Agile Vocabulary

Scrum/Standup

A short (15-minutes max) status meeting that keeps all Agile team members up to date on how work is progressing.

Source: Agile Sherpas



atorial /ˌdɪktəˈtoːrɪəl/
a dictator. 2 overtly
lly adv. [Latin: dīctator]
R]
on /ˈdɪkʃ(ə)n/ n.
on in speaking
o from dico dict-
onary /ˈdɪkʃənəri/
listing (usu. ab
aining the word
g corresponding
age. 2 referenc

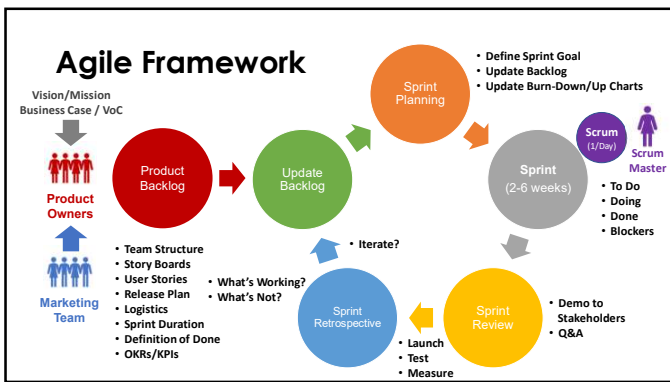
Agile Vocabulary

Kanban

Kanban is a visual method of managing and improving processes. It relies on analysis and iteration to drive improvement.

Source: Agile Sherpas





Agile Examples & Use Cases

- Content Marketing
- Event Marketing
- Social Media
- Web Development
- SEO
- Mobile App Development
- Marketing Automation
- PPC Ads
- Landing Page Optimization
- SOQs & Proposals

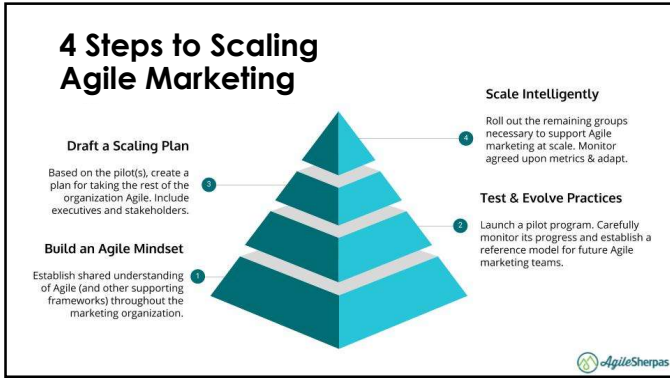


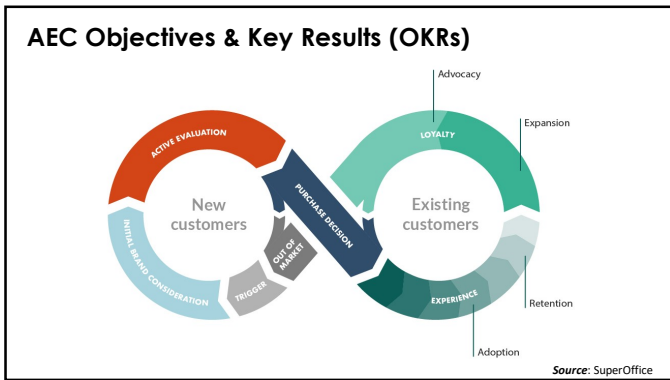
Obstacles to Agile

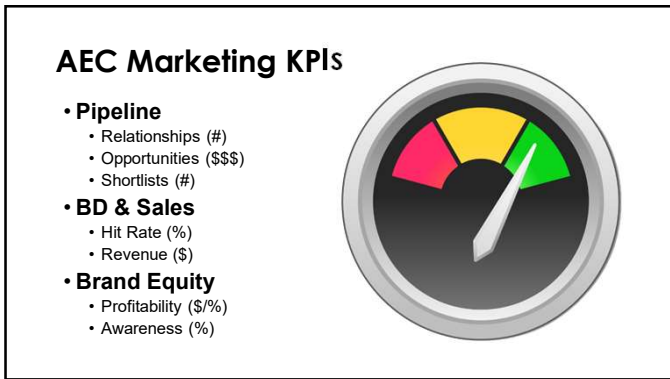
- Traditions / Silos
- Need for Cross-Training
- Hard to Pivot (“The Work Doesn’t Stop!”)
- Alignment with Vision/Mission
- Individual Staff Skills / Motivation

Agile Management Platforms (+50 more)

“
Most marketers only utilize 15% of technologies and capabilities they are already paying for so the focus should be on ‘applying’ them to solve business needs.
 — Jenn McMillen, Vice President, Marketing & CRM, Michaels Stores









“
In today's world, a deep and broad understanding of marketing principles, business objectives, and the latest in technology tools are essential elements for developing meaningful B2B relationships.
— Julie Lyle, CMO. Prudential

Discussion

References

- Brinker, Scott, *Hacking Marketing: Agile Practices to Make Marketing Smarter, Faster, and More Innovative* (2016, Wiley)
- Rajamannar, Raji, *Quantum Marketing: Mastering the New Marketing Mindset for Tomorrow's Consumers* (2021, HarperCollins)
- Peters, Jeff, *Agile Project Management: The Professional Step-by-Step Guide* (2020, Jeff Peters)
- www.demandmetric.com
- www.scottbrinker.com
- www.agilesherpas.com

Thank You!

Please Contact Me!

Craig Park, FSMPS, ASSOC. AIA
 Associate Principal, Director of Digital Experience Design
Clark & Enersen

craig.park@clarkenersen.com | craig@craigpark.com
 843.414.4404 O | 843.321.8988 M
