



Marketing  
Resource  
Management



# Marketing Agility

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## Introduction

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Today's customers move at the speed of their digital devices. They're hyper-distracted on all levels and bombarded with messages from every angle. The digital landscape they exist in is a continuously moving, evolving environment.

Marketers who recognize this fundamental truth understand that putting the **customer at the center of their organization** – and gaining a true understanding of their habits and pain points – is the key to creating strong, individualized, and agile connections.

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Enterprises recognize the need to increase agility throughout their organizations, with the number of distributed agile teams growing from 35% to 80% in 2014.<sup>1</sup>

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According to Gartner, “**Agility is the ability of an organization to sense environmental change and respond efficiently and effectively to that change.** To navigate dynamic market conditions effectively, organizations need to become more agile in making major CRM business transformations, changing business direction, re-engineering customer processes and accelerating execution. To succeed, they must have this ability readily enabled through the use of technology, supported by their enterprise architecture and IT infrastructure. Technology facilitates and enables agility within an organization, but only if it is appropriately used.”<sup>2</sup>

To achieve **Individualized Marketing** – the ability to build experiences with an individual on her channel of choice in a consistent, dynamic, and engaging way – marketers must be able to adapt or refocus their efforts quickly and successfully in response to changes in customer behavior, market conditions, and business direction to benefit market share or share of wallet. This is a concept we call *marketing agility*.



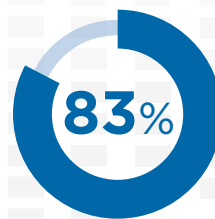
## Marketing agility

The benefits of increasing marketing agility are both **measurable and substantial**. In fact, highly agile organizations report they meet goals and business objectives 83% of the time, compared to 59% of less agile organizations.<sup>3</sup>

Becoming a truly agile marketing organization requires a commitment to streamlining internal *collaboration* and *efficiency* as well as fine-tuning *performance and optimization* through **Marketing Resource Management**.

The best place for organizations to begin increasing agility is to establish an overall marketing plan that is clearly defined from strategy to process execution. Marketers might use some of these considerations to guide their initiatives:

- Are you able to quickly and accurately measure the impact of your marketing activities?
- Can you identify the ROI on each of your campaigns without having to combine data to get results?
- Is your external agency work coordinated and consolidated?
- Do you have full visibility into budget allocation and into the status of each project?
- Are your most up-to-date and compliant assets easily accessible?
- Have you established repeatable workflows to streamline your efforts?
- Do you have the ability to continuously improve your marketing?
- Do you have a system in place to help you with employee turnover?



of agile organizations report they meet goals and business objectives

## Streamlining collaboration & efficiency



**Centralizing** the management of all marketing programs



**Aligning** marketing activities to budgets and spending accounts



**Developing** reusable process workflows



**Responding** at the speed of the customer

By determining which pieces of the overall marketing strategy are causing bottlenecks within the organization, marketers can help ensure their **Marketing Resource Management** solution enables comprehensive marketing activity views to provide a more consistent, individualized customer experience.

To promote *collaboration and efficiency*, marketing organizations must focus on the centralized management of all marketing programs and initiatives. This centralization helps marketers avoid creating an environment of unmanageable complexity as well as ensuring marketing budgets and resources achieve the highest return. By directly aligning activities to budgets and spending accounts and by developing reusable process workflows that support the timely delivery of all campaign assets and creative content, marketers can respond - at

the speed of the customer - to emerging trends. Additionally, marketers decrease the potential for missed opportunities by having all the relevant information and assets they need at their fingertips.

Insights into how specific campaigns are performing can be identified at the juncture of analytics and operations. Once those integrated insights are revealed, marketers can focus on improving *performance and optimization* by appropriately adjusting campaign execution to ensure the highest return on investment. This operational agility consistently improves performance. In fact, Gartner "has recognized the importance of agility as a critical attribute for organizations in demanding market conditions, if they are to thrive and compete with CRM initiatives that deliver outstanding results".<sup>4</sup>

## Fine-tuning performance & optimization



**Adjusting** campaign execution based on analytical insights



**Improving** marketing performance by employing proven strategies for success



**Remaining agile** throughout a campaign so changes can be made in real-time

# Agile operations management

When weighing the operations considerations associated with becoming an agile marketer, the following categories top the list:

- Planning and spend management
- Workflow and collaboration management
- Marketing asset management

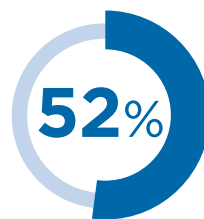


## Planning and spend management

By seeing limited marketing resources more clearly – and more thoroughly – marketers can get the most return on their investment. For example, marketers who are able to reallocate marketing dollars mid-campaign in order to invest in more successful approaches are the ones who get the best returns on their marketing investments. Additionally, those who are able to **strategically align budget** with resources create a highly-productive marketing environment. In fact, 67% of organizations with high agility finished their project on budget, compared to 45% of organizations with low agility.<sup>5</sup>

The converse is true as well. When a lack of visibility into how marketing resources are being allocated exists, marketing costs – and missed opportunities – tend to increase. According to the Project Management Institute, 61% of organizations responded that they struggle with connecting strategy and execution, causing them to lose \$109 million for every \$1 billion invested in projects and programs.<sup>6</sup>

By enabling up-to-the-minute insights into current spending rates and budget adherence, marketers are empowered to make **well-informed decisions** about what's driving success for strategic initiatives (and what's not) and to make adjustments with flexibility and immediacy. The Harvard Business Review reports:



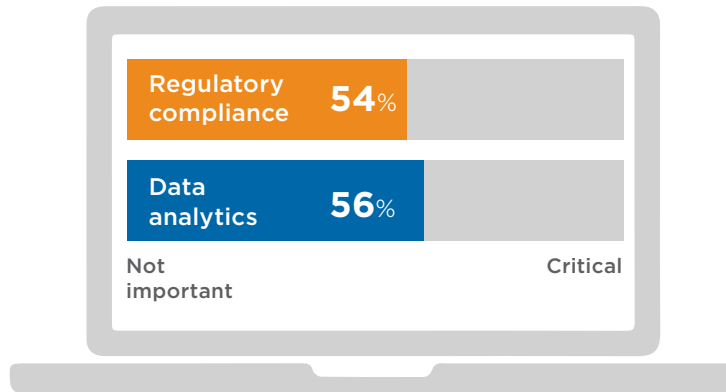
of high-performing organizations leverage all data and analytics to improve marketing effectiveness (while only 35% of low-performing organizations leverage all data and analytics to improve marketing effectiveness).<sup>7</sup>

Another consideration for improving planning and spend management is to establish a centralized marketing calendar that links every action on the calendar to the spend that supports it. This provides greater **visibility into every strategic initiative...** and its measurable results. Having access to this information also enables informed conversations and helps eliminate opinion battles with fact-based data.



## Workflow and collaboration management

Creating an agile workflow requires a clear understanding of all incoming marketing requests so work can be prioritized and executed with pre-established, reusable workflows. Optimizing a global marketing team's efforts with **reusable workflows** maximizes an organization's marketing efforts while simultaneously ensuring process compliance and reporting. And to prove the importance of compliance, a KPMG report states that 54% of companies rated "regulatory compliance" as very or critically important to their strategy this year, only behind data analytics (56%).<sup>8</sup>



Additionally, the ability to choreograph and manage all the intra-agency and inter-agency communications and activities that support the creation, execution, and governance of omni-channel customer campaigns is essential to an organization's efficiency, agility, and overall success. Why? Because the system itself manages the process, thus leaving more time for marketers to be creative.

The workflows created for creation, execution, and governance should be broad enough to enable a complete **end-to-end process** and should encompass all steps of the marketing activity. That's where the true power of workflow and collaboration management is revealed.



## Marketing asset management

The best and most effective marketing efforts require that an organization's creative assets are designed, edited, produced, and delivered in a way that consistently and automatically invokes executive, marketing, and legal approval mechanisms. By harmonizing these operations in an efficient and compliant way, marketers can ensure their digital and creative content is both **effective and compliant**.

Only 27% of marketers, however, have a process in place to aggregate, organize and manage the visual assets being used across various organizational teams... even though 65% of marketing executives believe that visual assets are central to how their brand story is communicated.<sup>9</sup>

By prioritizing a close and efficient process with creative asset production partners, marketers can position their organizations to successfully deliver streamlined, approved, and compliant assets at the speed each customer wants and expects.

The best marketing asset management approach establishes a consistent process for creation and a single place to store properly licensed and approved assets. The financial benefits of this repository are undisputable – marketers have the most up-to-date creative pieces they require at their fingertips, and there is never a cost associated with replacing lost or misplaced assets.



## Conclusion

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The path to **Individualized Marketing** requires that organizations are structurally and technologically able to make agile, real-time decisions based on measurable marketing campaign data and results.

As MillwardBrown Vermeer states,

**“Winning brand leaders balance agility and an understanding of new technologies, touch points and partners, with in-depth, consumer insights-led strategic planning, and long term brand consistency.”<sup>10</sup>**

By putting **customer** wants, needs, and expectations at the **forefront** of everything they do, leading companies are better equipped to use agile marketing to enable relevant, real-time customer experiences that ultimately increase bottom line benefits. And Forrester agrees,

**“Analyzing data from every customer interaction provides valuable insights to drive ongoing interactions, enhance offer details, or course-correct in-flight campaigns.”<sup>11</sup>**

Assessing, updating, and enabling an agile marketing technology landscape – for both internal and external needs – is a key component of progressing toward true Individualized Marketing, where each customer’s unique need is addressed with relevance and in real-time.

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