How to Become a More Agile Organization

September 22, 2020

Stamats

Comprehensive digital, brand, market research and creative company

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- Data and Research
- Brand Strategy
- Websites
- Brand Creative
- Digital Strategy
- Social Media

- Content Marketing
- Demand Generation
- Audience Management
- Planning and Paid Media

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Your Presenter

**Amy Luethmers, Chief Marketing Officer,
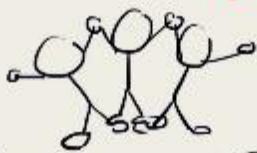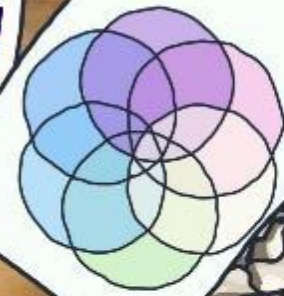University of Wisconsin-Stout**

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Predictive vs Adaptive Method
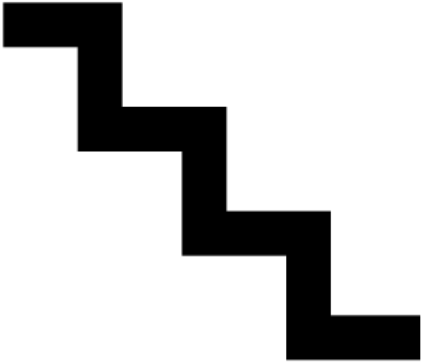
Waterfall

Agile

Definitions

METHOD ➤ Design Thinking, Lean, Agile

APPROACH ➤ Scrum, Kanban, XP, DevOps, SAFe

PRACTICE ➤ Standups, Sprints, Retrospective, Review
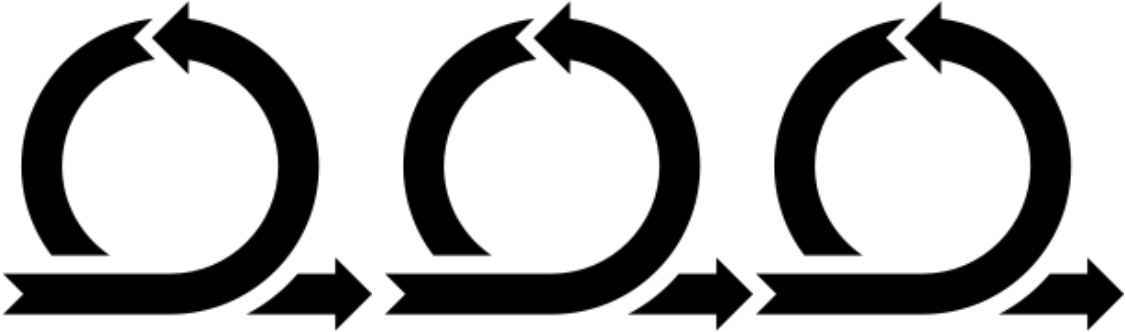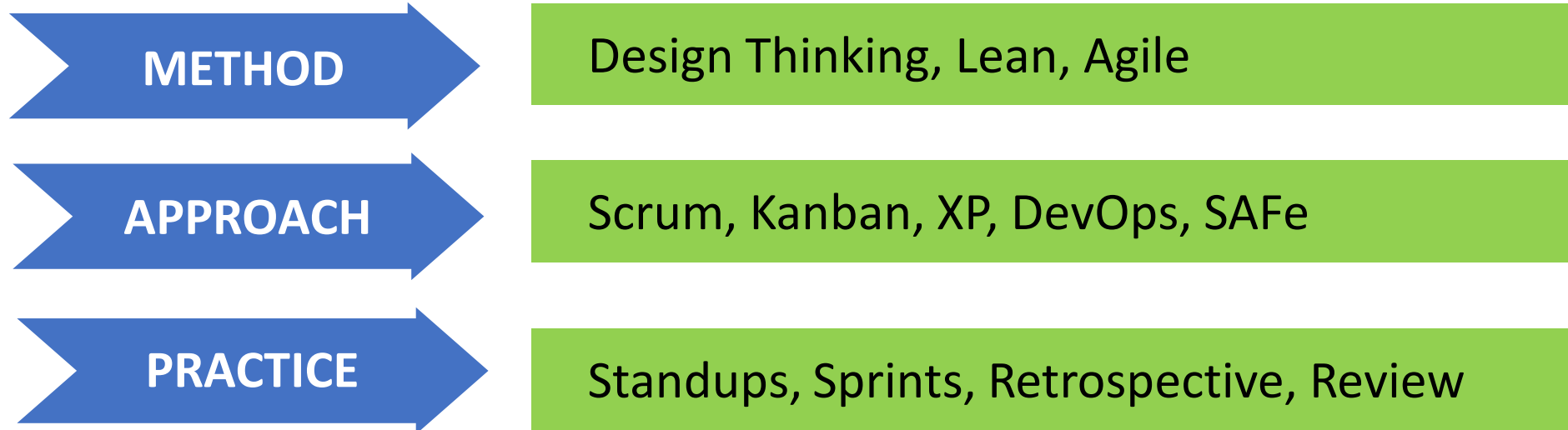
Common Agile Marketing Approaches

| | 0 | 20 | 40 | 60 | 80 | 100 |

■ Hybrid   ■ Scrum   ■ Kanban   ■ Scrumban   ■ Other
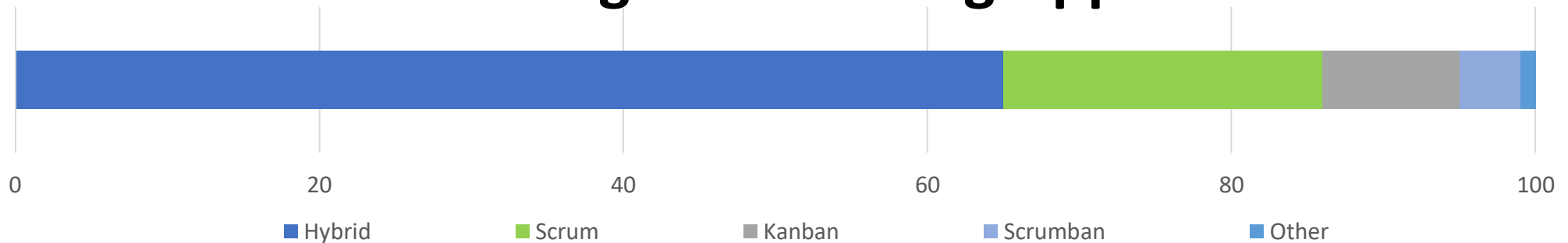
What are the benefits of working this way?

Improved Project Management	Increase in Innovation & Creative Thinking	Accurate, Yet Flexible Planning & Reporting
• Better task tracking • Increased productivity • More manageable workloads • Enhanced communication with teams and clients	• Creates the space for this to occur • Focuses on continual improvement • Generates better end results	• Planning adapts as needed • Estimating deadlines and turnaround times is very easy if velocity is tracked • Enhanced transparency for team and stakeholders

- **1995: A government-sponsored report found that only 16.2% of software projects were being completed on time and on budget. In response, many new software development project management processes began forming.**

- **2001: Seventeen software developers and project managers met at a ski lodge developed the "Agile Manifesto".**

- **2001+: Agile methodologies began to emerge and began to be applied to a wide variety of IT related projects.**

- A variety of fields slowly started to take notice of what our IT peers were doing with Agile and how significantly it improved their work results.

- By 2012, many marketing teams started to move towards Agile, and as a field, we officially developed our own marketing-oriented Agile Manifesto and Agile Principles.

Agile Marketing Manifesto

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

Source: https://www.agilesherpas.com/agile-marketing-manifesto-explained/

Kanban

Japanese: signal board, sign board, billboard

Kanban Process

Roots: Japanese auto manufacturing and grocery store processing

Station 1

Station 2

Station 3

Pull System – Meaning you pull in work when you are ready for it.

WIP (Works in Progress) Limit = Number to reflect the limit of the amount of work that can be in a certain status on a Kanban board.

Search…

File   Automation   Forms

★ Design/Print

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Card View ▾   Filter Off ▾   Level 1 ▾   ⊞ View by Status ▾

Uncategorized (1)

Management Program Banner
☐ Repository
☐ Content
04/17/20
☐ Proof Complete
📎

+

PO Review (2)

May 2020 Commencement
8
☐ Repository
☐ Content
04/17/20
☐ Proof Complete
📎 💬

Student Emergency Fund
13
❗
☐ Repository
☑ Content
04/10/20
☐ Proof Complete
📎

+

Backlog (5)

Billboard Creatives
5
☐ Repository
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Virtual Commencement Social Media Backgrounds
13
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Customer Service Campaign
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☐ Repository
☐ Content
🟢 AJ Liedl
04/17/20
☐ Proof Complete
📎 💬

Honors College Brochure
5
☐ Repository
☐ Content
05/01/20
☐ Proof Complete
📎

SP20 Program Glossy Update
3
☐ Repository
☑ Content
☐ Proof Complete
📎 💬

Sprint Backlog (2)

UW-Stout Blue Devil Banner
13
❗
☐ Repository
☐ Content
04/03/20
☐ Proof Complete
📎

Non-planned Expense Tracking
3
❗
☐ Repository
☐ Content
👤 Cheryl Keyes
04/06/20
☐ Proof Complete
💬

+

In Progress (5)

Spring Retirement and Years of Service Recognition
8
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Marketing Plan
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Rebranding Proposal Presentation
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Proofing (1)

Discovery Center Family Logo Structure For Centers
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04/30/20
03/31/20
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In Review 20 (13)

Ed.D. CTE Trifold
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First-Year Student Family Calendar Layout
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05/26/20
03/24/20
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💬

LI Customer Service Series - Template
13
☐ Repository
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04/03/20
☐ Proof Complete
💬

SOAD 55th – Postcard
13
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03/06/20
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Changes (6)

PowerPoint Templates
13
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☐ Repository
☐ Content
🟢 Emma
02/25/20
☐ Proof Complete
💬

Stout S Logo
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11/12/19
☐ Proof Complete

Graduation Kit – Envelope Package & Order
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03/17/20
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Undergrad, Grad, and Minor Handout
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09/10/19
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Kanban Results

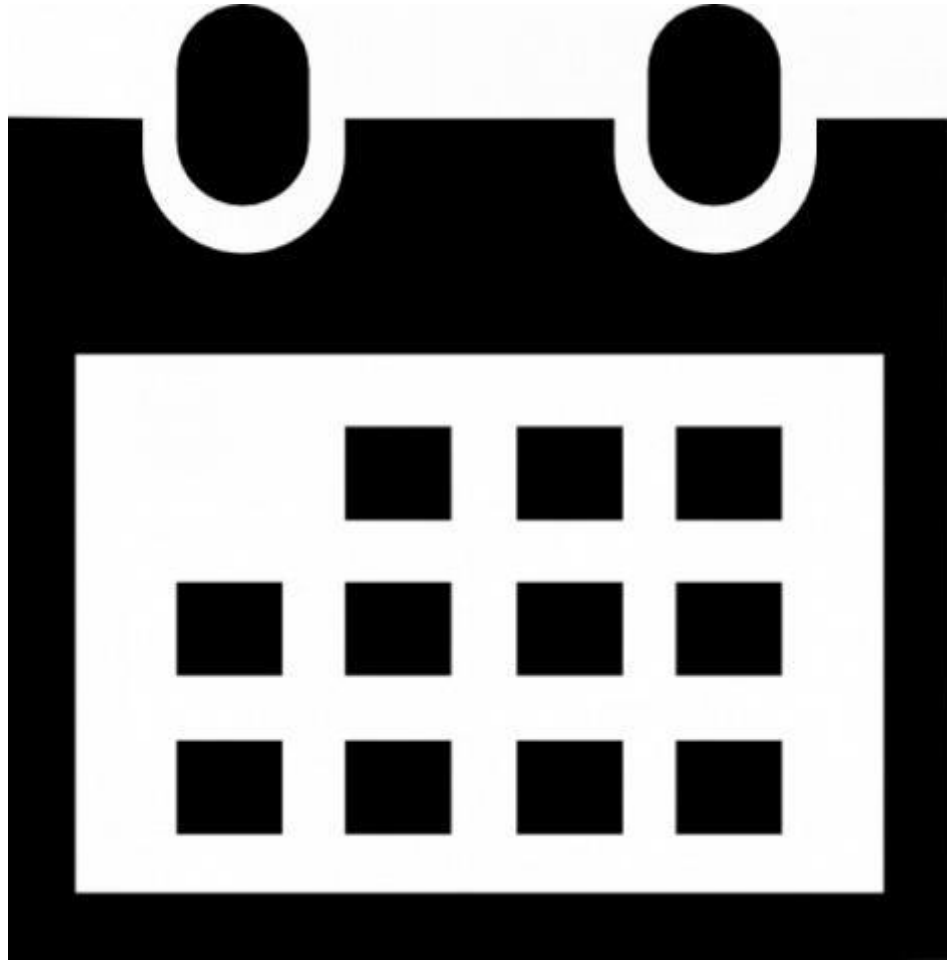**What it Achieves**:

✅ Visualizes tasks

✅ Limits Work in Progress

✅ Manages workflow

✅ Fairly non-disruptive process
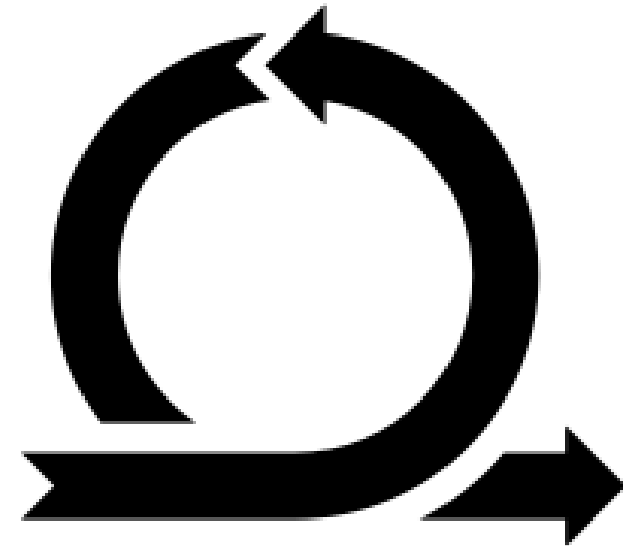
✅ Generates quick results

✅ Works for even a team of 1

What it Lacks:

❌ Planning/estimating

❌ Working within a time frame

❌ Less defined methods for workload management, reporting and large process changes

Scrum

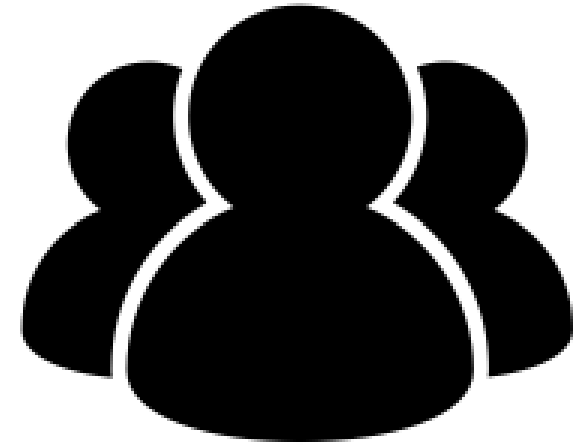**Sprint =** Chosen period of time (normally 1-4 cycles) a team agrees to work within.

Scrum Roles

Product Owner

ScrumMaster

Team

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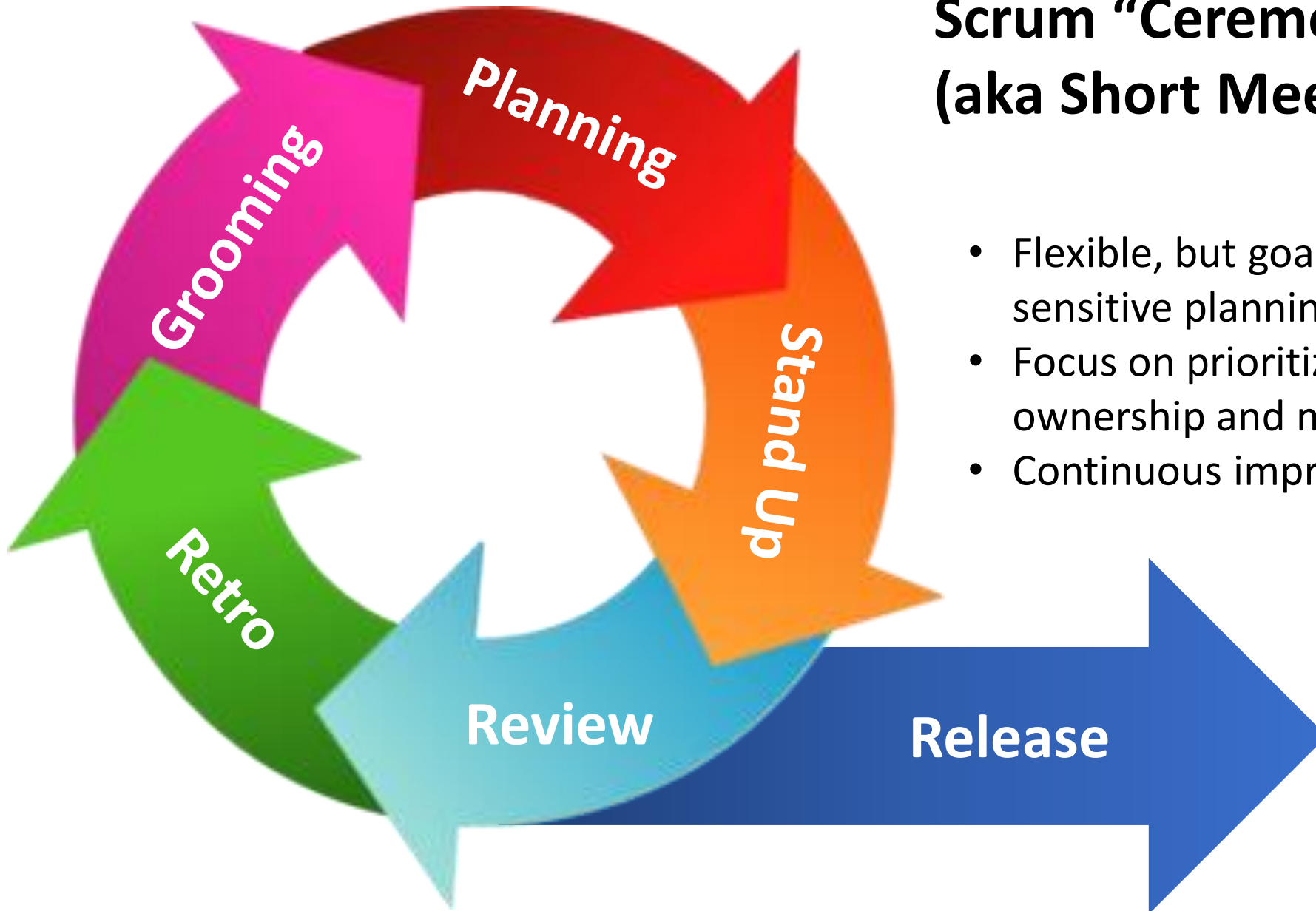EF Emma
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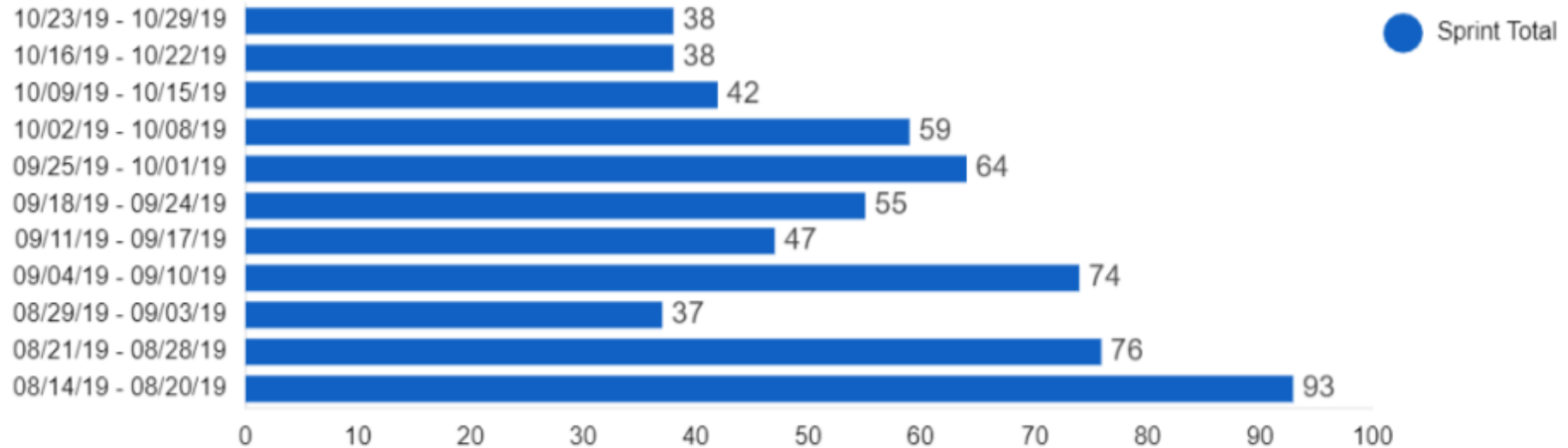- ☑ Content
AL AJ Liedl
09/10/19
- ☑ Proof Complete

Scrum "Ceremonies" (aka Short Meetings)

- Flexible, but goal-oriented and time-sensitive planning
- Focus on prioritization, team ownership and manageable workloads
- Continuous improvement

Predictive vs Adaptive Method

	TRADITIONAL PROCESS	ADAPTIVE PROCESS
Fixed	Requirements	Cost · Schedule
	Plan Driven	Value Driven
Estimated	Cost · Schedule	Features
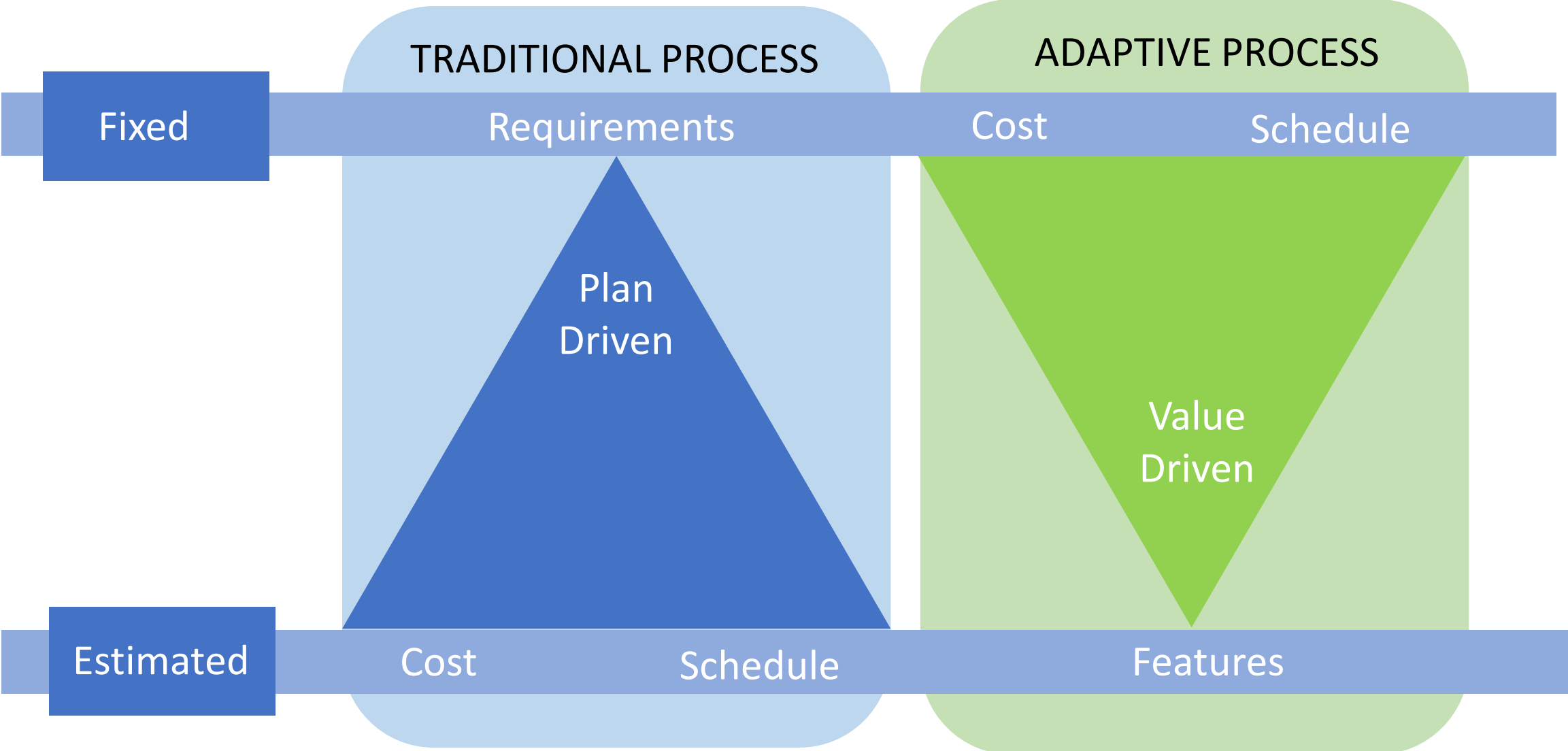
Step 1: Start With Your "Why?"

Don't start with reviewing a specific approach or tool.
- Start with the manifesto. Does it speak to the way your team desires to work?
- If not, stop here. Agile is not the right fit for your team or project.

Determine what your biggest challenges are with your current system to start researching an approach to try.
- Where do you really struggle the most?
- Let your answer guide the approach or approaches you use.

Step 2: Get Informed & Get A Coach

- Start doing your research. Resource slides at the end have some suggestions for places to start.

- Get in-person training, and ideally, a coach.

- Ideas for financing training or a coach:
  - Partner within your organization (or with another organization) to finance training or coaching and learn together.
  - Join a discussion group and get feedback from others using it.

Step 3: Start With A Pilot Project

- Don't try to transform your whole team to Agile first.

- Move into Agile in an Agile approach – incrementally.

- Start with one pilot project.

- Scale over time.

- Go for quick wins.

Resources to Get You Started

Books: (Available on Audible)
- Smart, Roland. *The Agile Marketer: Turning Customer Experience Into Your Competitive Advantage*. John Wiley & Sons, 2016.
- Brinker, Scott. *Hacking Marketing: Agile Practices to Make Marketing Smarter, Faster, and M*. John Wiley & Sons, 2016.

Websites For Info/Online Training:
- *AgileSherpas*, 21 Dec. 2018, https://www.agilesherpas.com/.
- "Transforming the World of Work." *Scrumalliance.org*, https://www.scrumalliance.org/.
- *LinkedIn*, https://www.linkedin.com/learning/.

Podcasts:
- Agile Marketing Blog - Home of Marketing Agility Podcast, http://www.agilemarketingblog.com/.
- *Scrum Master Toolbox Podcast*, 25 Oct. 2019, https://scrum-master-toolbox.org/.

Discussion Groups/Meetups:
- *LinkedIn*, https://www.linkedin.com/groups/2021748/.
- "Agile Marketing Facebook Group." *Agile Marketing Facebook Group Public Group*, https://www.facebook.com/groups/181335928638028/.
- "Agile Marketing Groups." *Meetup*, https://www.meetup.com/topics/agile-marketing/.

Electronic Kanban Board Resources

- *Trello*, https://trello.com/ (Free)
- Clubhouse, https://clubhouse.io (Free)

- *Asana,* https://asana.com/uses/agile-management
- Atlassian. "Jira", https://www.atlassian.com/software/jira.
- *Hive,* https://hive.com
- *Kanbanize,* https://kanbanize.com/
- *Monday.com,* https://monday.com/
- *Smartsheet*, https://www.smartsheet.com/.
- Workfront, https://www.workfront.com/
- Wrike, https://try.wrike.com

Questions? Please reach out, happy to advise!
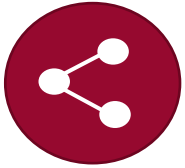
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