SAFe in Marketing:

The Benefits of Lean and Agile in Marketing with the Scaled Agile Framework
Pulse Check – Hand Survey

- How many people in the room are marketers?
- How many people in the room have SAFe in their enterprise?
- How many are interested in applying SAFe to their Marketing efforts?
The Impact of SAFe in the Enterprise
Issues in Marketing mirror Issues in Product Development

- Long lead times
- Campaign flexibility and responsiveness
- Non-existent feedback loops and customer input
- Lack of alignment
- Focusing on systems (creative silos) instead of organizing around value
- Centralized decision making
# Waterfall Campaigns

<table>
<thead>
<tr>
<th>Web Assets</th>
<th>Jul-12</th>
<th>Aug-12</th>
<th>Sep-12</th>
<th>Oct-12</th>
<th>Nov-12</th>
<th>Dec-12</th>
<th>Jan-13</th>
<th>Feb-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Advertising (PPC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review &amp; revise PPC campaigns, landing page strategy &amp; development; test, measure &amp; revise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Run, review technical architecture report to access and correct website penalties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analytics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEF checklist details in place; GA &amp; HubSpot tracking across website and PPC; assess other measurement tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly analysis, review and recommendations based on monthly stats</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Content</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimize available static page website content as needed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional static content written and optimize as needed (TBD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review blog strategy, revise as needed with editorial content calendar</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop CTA strategy for lead generation through HubSpot</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider other content marketing strategies: e-books, videos, mobile app, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide guidance in organic email marketing strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LinkedIn company page best practice guidance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter best practices guidance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social media training for key staff (as needed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand social media engagement among staff and available resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integration of Pilgrim's other marketing initiatives into social media strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Organizational Silos

The Bosses
(centralized, phase gate control)
SAFe is changing how we create value

Why are you transforming?

- Faster Time-to-Market
- Improved Accuracy of Solutions
- Increased Employee Engagement
- Increased Productivity
- Improvements in Quality
The Lean Agile (R)Evolution in Marketing
Real World Learnings
Black Friday Campaign

END OF SEASON
BLACK FRIDAY
SALE
SHOP NOW
Reaction time reduced to hours

We’ve been here for you! Come see our specials!

New Store! Come check us out!
Team Morale and Engagement
Marketing is in the Value Stream!
Moving the thinking forward

Realization that the entire Enterprise is part of the Value Stream
Sales and Marketing are Part of the Value Stream

Steps that support our Operational Value Stream steps are almost always cross discipline and across silos.
Value Stream Issues in Marketing

Weeks?  
Months?  
# of handoffs?
Integrating Marketing into SAFe and the ART
MVP - Mutual Introductions & Involvement

Marketing

Product Marketer

Marketing Scrum Master

Marketing Business Owner

AGILE RELEASE TRAIN (ART)

Cross-functional Agile Teams

© Scaled Agile, Inc.
Agile Marketing Team on the ART
Marketing as its own ART - Large Solution

Repeat until further notice. Project chartering not required.

- Define
- Build
- Refine
- Deploy

Creative & content
- Web
- Digital Marketing
- Trade Shows
- Marketing Ops
- Market Research
- Social

© Scaled Agile, Inc.
Marketing as a Shared Service
Applying SAFe Practices and Principles
Mindset (and culture!) before processes
Decentralized control

Frequent?

Time critical?

Economies of Scale?

Approvals?
Create feedback loops

1. Test
2. Market Insights & Data
3. Results
4. Hypothesis
5. Refine
6. Customer
7. Product
Economic sequencing in a Marketing Context

Backlog
- Vendor Campaign
- Store Opening
- Market Opportunity
- Community Presence
- ...

Note: You do not have a Capacity problem, you have a Sequencing problem!

Cost of Delay

Weighted Shortest Job First = sequencing for economic value

Job Size
Organize around value

- Virtual organizations (not tied to Org Charts)
- Get the skills together to solve the problems end to end = True Lean Flow!
"If you're not embarrassed by the first version of your product, you've launched too late."

- Reid Hoffman, founder of LinkedIn

Lots of features done poorly

Minimum viable product

Core features done well

Functional

Reliable

Usable

Convenient

Pleasurable

Meaningful

Functional

Reliable

Usable

Convenient

Pleasurable

Meaningful

This is MVP

Lots of features done poorly
Agile Marketing Manifesto

We are discovering better ways of creating value for our customers and for our organizations through new approaches to marketing. Through this work, we have come to value:

- Validated learning over opinions and conventions
- Customer focused collaboration over silos and hierarchy
- Adaptive and iterative campaigns over Big-Bang campaigns
- The process of customer discovery over static prediction
- Flexible vs. rigid planning
- Responding to change over following a plan
- Many small experiments over a few large bets

agilemarketingmanifesto.org
Please rate sessions

1. Click the Schedule icon in mobile app and locate the session

2. ‘Check in’ by clicking the plus sign next to the session title

3. Tap star rating at top of screen
Thank you!

Coming soon – presentation downloads at global.safesummit.com/presentations

#SAFeSummit