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People and Process:

Agile working, collaborative tools, social enterprise and cloud-based marketing tech

Key Takeaways from Digital Cream, London 2016

People and Process

In association with censhare

Contents

1.   Introduction

This briefing is based on the issues discussed by digital marketers at Digital Cream London 2016. Digital Cream is a regular Econsultancy event, held across Europe, North America, Australia and Asia, bringing marketers to a selection of exclusive invitation-only roundtables, each with a different theme. Digital Cream provides an opportunity for senior client-side digital marketers to discuss best practice and the reality of digital marketing with the industry's 'cream of the crop'.

With the discussion moderated by a subject matter expert, the elite of the digital world share their thoughts under the 'Chatham House Rule' which ensures that they can speak freely without their comments being attributable either to their company or themselves.

The topic of this roundtable was People and Process, and the following areas were discussed: agile working, collaborative tools, social enterprise and cloud-based marketing tech.

In addition to the insights shared, this document provides background information on this topic, and points to resources from Econsultancy and other companies that provide analysis and guidance on the subject area.

The Digital Cream roundtable on people and process was sponsored by censhare and moderated by Danielle Sheerin.

1.1.   About censhare

censhare works with a range of organisations from small and medium size businesses to large global enterprises, such as Hearst Magazines, Bauer Media, Dyson, Deutsche Bank, Vodafone, GoPro, Vitra, Kohls, Swiss Re and Migros, among others, to improve their brand /marketing communications delivery.

censhare enables companies to deliver intelligent integrated marketing communications across multiple channels, devices, regions and languages. It brings together the power of Content Management, Digital Asset Management, MRM and multi-channel delivery in one synchronised system, reducing costs and improving engagement and productivity.

The platform has been designed to be configurable, flexible and scalable and utilises best of breed technology; this results in proven top class performance even when using millions of assets. Its unique feature rich functionality allows all media types such as video, text, images, print layouts & audio to be related to people, tasks, projects and planning which drives intuitive management and control, collaboration and transparency.

censhare specialises in working with organisations with high volumes of assets (regardless of the asset type), complex workflows with a wide range of output channels, from print to web, mobile & social and multiple stakeholders either internal or external. Their expertise spans many sectors and project types and company type – each with their own unique workflows and organizational challenges and they help customers on their journey to digital transformation.

www.censhare.com
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1.2. About Econsultancy

Econsultancy's mission is to help its customers achieve excellence in digital business, marketing and ecommerce through research, training and events.

Founded in 1999, Econsultancy has offices in New York, London and Singapore.

Econsultancy is used by over 600,000 professionals every month. Subscribers get access to research, market data, best practice guides, case studies and elearning – all focused on helping individuals and enterprises get better at digital.

The subscription is supported by digital transformation services including digital capability programmes, training courses, skills assessments and audits. We train and develop thousands of professionals each year as well as running events and networking that bring the Econsultancy community together around the world.

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2.   Foreword by censhare

This people and processes trends briefing from Econsultancy, published in partnership with censhare, explores the increasing ways companies are organising their marketing and highlights the challenges faced by delegates attending Digital Cream 2016 to be faster and smarter in the marketplace.

In today's ever more competitive and often crowded world and with the onset of digital transformation, organisations are having to reassess their own well-trodden processes, working methodologies and business models to gain further revenues and growth.

At the heart of the discussions held at The Digital Cream, delegates constantly asked how best to optimize their marketing through the mix of people, processes, technologies and culture as they embark on their journey of change.

Some are more advanced than others, having broken from functional silos to implement an integrated marketing approach and using processes and tools to improve their collaboration, agility and transparency. However many are still frustrated by a lack of digital 'buy-in' from senior management or a fear factor engendered by lack of skills or education.

Key to the rate of change tends to be the 'drivers for change' where some are more immediate than others and to have commitment and vision from the top is essential. To have the right technologies in place to build efficiencies in marketing processes and collaboration is also important.

To become more agile in marketing requires a technology that allows greater flexibility and communications between colleagues, departments, agencies and partners.

We firmly believe that our offering of an integrated marketing technology provides the ideal platform for new marketing operations and addresses the many challenges discussed at the Digital Cream, which we will continue to refine and enhance for the future.

Phil Arnold
Managing Director
censhare UK

3. Why and How Business Culture is Changing

The changes that advances in digital technology have imposed onto business over the past few years have been numerous and significant. Companies have had to try to manage additions or complete overhauls to their marketing technology stacks, the marketing mix has become vastly more complex, and, as a result, people and processes have had to adapt.

This adaptation, often referred to as 'digital transformation', is a process which the large majority of businesses now realise the need for. One of the first reports[1] that Econsultancy produced on the topic in 2013, found that the accelerated rate of market and consumer behaviour change meant that just about every business required new levels of organisational agility and continuous innovation.

Today, marketers are still struggling with the balance between business and usual and the need for innovation. Transformation brings about structural, cultural and technological change within businesses, and this report discusses the working methodologies that marketers are now using to adapt to this change.

3.1. Drivers for moving to 'agile' ways of working

The People and Process table at this Digital Cream 2016 saw a wide range of marketers from those working in diverse fields such as financial services, charities and retail. Across these sectors, marketers highlighted a range of reasons as to why they were keen to see their businesses move towards 'agile' work methods.

- **Cost and efficiency**

  'Agile' can promote better use of time and resources and prove more economical than other work methods.

- **Driven from bottom-up**

  Some businesses are keen to see more input from those working underneath the C-suite, for instance developer teams being allowed the time to innovate and work on their own ideas.

- **Time to market**

  This can relate to both the customer experience and the bottom line. In the first case, customers can reap the benefits of improvements to digital services sooner than they might do should such improvements be made via 'waterfall' processes. In regards to the bottom line, a new product and its associated promotion campaign is more likely to see quicker returns with 'agile'.

- **'Needs must'**

  Some attendees felt that factors internally and externally had 'forced' them into working in an agile way. These factors could be something as serious as receiving a public complaint on a social channel and responding quickly and correctly, to the need to implement a new tool as soon as possible.

- **Traditional companies have to follow disruptive new businesses**

  Increased competition from young 'agile' businesses sees older companies adopting similar tactics to ensure that they are competing with them.

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[1] *https://www.econsultancy.com/reports/digital-transformation-agility-and-innovation-best-practice-guide*

- **'Shock value' figures**

  Increases in case studies and statistics that promote the benefits of agile, through dramatic changes in growth/engagement metrics had encouraged some attendee companies to move towards agile, stated as particularly useful in getting upper management buy-in.

- **Customers are going digital**

  ...so businesses need to be. With customers increasingly coming to business via emerging technologies and social channels at all hours of the day, it makes sense for companies to be 'agile' in their ability to respond to them.

- **Accepting that the people who work for you are 'fluid'**

  In that, they are evolving to use digital and social themselves, and that they are more often than not keen to develop their skills and to find better ways of working. Staff should not be kept in boxes. And they are also customers themselves.

3.2. How businesses are transforming

Many marketers at Digital Cream 2016 were already transferring to 'agile' ways of working and indicated that they are seeing broader cultural evolution within the businesses they work for – in terms of how they handle projects, allow their staff to work and how they engage with customers.

Below are a range of examples given by attendees when asked how they saw their organisations changing.

- **Collaboration on a global scale:** Businesses are bringing staff from across global regions closer via digital tools. Local and/or regional developments are being rolled out globally quicker than they were in pre-'agile' times.

- **Education:** Creating a more open and collaborative environment in which to support staff and share understand of what other teams do, particularly between offline and digital departments. Businesses are also making more efforts to make processes and complexities easier for others to learn from, such as using infographics to make things more visual.

- **Learning through the process:** Increased analysis and testing throughout the process gives more room for reflection on how things are progressing, and proving more immediately educational to those throughout the business.

- **Think like the customer:** Businesses are finding it increasingly important to think in the same way as their customers, and to ensure that they are providing what their customers truly want and need (rather than what they think they want) as promptly as possible.

- **Getting input from other teams:** For example, IT guys involved in business cases (and the 'scrum') are helping the move to agile. Such efforts need to be funded and sufficient time needs to be allocated, however.

- **Using simpler language:** Storytelling and working to make things easier to understand across teams is helping to sell ideas of agile/digital.

- **Getting customers to drive the tech:** Some businesses are listening to their customers and responding to their needs when it comes to developing new products, services and systems. This needs to be reconciled with buy-in from upper management, to provide support and budget for the development.

4. How marketers are defining their approach to agile

The overarching themes of the discussion revolved around the changing cultures and philosophies of companies in an effort to adapt to an increasingly digital and social world. This world is one where the responsibility of the future of business is becoming increasingly democratized and seeing more input from those working on the 'front line' as well as from the customers who use the products and services when they hit market.

Businesses are responding by focusing on more agile ways of working. Although marketers have varying ideas of what working in an agile way can mean, attendees to the roundtables offered the following definitions:

- **An update on the older notion of 'social business':** Porous relations between business and customer, allowing for those who may buy the product or service to be more included in its development and more engaged with the company overall.

- **Simply working with added 'agility':** For example, in the case of bringing a product or promotional campaign to the market in a more quick and efficient manner.

- **Not 'waterfall':** The notion of 'agile' vs. 'waterfall' is very much rooted in software development, and so many people view it through this lens. Agile differs from more traditional 'waterfall' approaches to projects; where 'waterfall' sees a very linear approach to the stages of developing of a new piece of software – conception before initiation before analysis before design before construction before testing before deployment – 'agile' sees incremental development stages laid out, with testing and market response occurring within the process.

- **Increased use of emerging technologies:** Businesses are also seeing 'agile' as the movement towards increasing use of social and digital technology to support the flow of information in and out of the business and also around the business.

- **More bottom-up approaches to the business:** Some attendees saw agile as involving more input from staff who work closer to the customer via rapid, concise weekly meetings.

- **The distinction between 'Agile' and 'agile' business:** Attendees also discussed the difference between capital A 'Agile' and small a 'agile', where the former tends to be used in relation to software development and the latter in relation to social business practices.

5. Benefits of transformational agility

Digital Cream 2016 attendees reported a number of benefits of working in a collaborative and agile way.

- **Competitive advantage:** There's a drive to be leading digital transformation, which many link closely to agility and collaboration, and a drive to be at the forefront in order to stand out from the competition.

- **Rationalising of costs across business:** Many businesses simply see digital transformation as a way to save money and to cut down on wastage.

- **Making the business more efficient:** Similar to the above, streamlining business processes by working in an 'agile' manner is making teams work more efficiently and products, services, campaigns, etc. hit the market sooner. Some are seeing product launches happen in as little as two weeks as opposed to three months.

- **More collaborative:** Teams which were once siloed and hermetic are increasingly inclined to work together, rather than competing against each other. Weekly catch-ups bring staff together and give people a more comprehensive/top-level understanding of what the business is up to.

- **Easier to use 'guerrilla' tactics:** Particularly in the case of content and social media marketing, PR teams and marketers have the freedom to be more responsive and spontaneous. This is great for gaining traffic or interest in a piece of industry news or a current event in order to become part of that conversation.

- **Promotes entrepreneurial behaviour:** Developers etc. are given more scope to innovate and work on their own ideas.

- **Teams have a clearer idea of who is responsible for what:** Shared knowledge and teams that are no longer working in silos are more confident in understanding what they have ownership over. For instance, customer experience may no longer just be the domain of the software developer.

- **Staff appreciate education:** Education about new channels and other areas of the business leads to higher job satisfaction. Newly gained skills can improve efficiencies within the business, and expand individual job roles. Staff generally strive for progression and the ability to gain transferable skills.

- **Standardization and customization:** Businesses working in an increasingly 'agile' way are seeing better flexibility in terms of standardizing processes – perhaps across global regions – or rolling out more customizable products and services.

- **Businesses better at listening to users:** With more channels open, and more time dedicated hearing from customers, companies are finding that they are delivering more to the wants and needs of them. These customers are in turn more satisfied, more engaged and more likely to provide repeat business.

6. Barriers to transformation

Discussions concerning challenges and barriers when transforming their businesses through agile processes were, arguably, the most stimulating of both the day's roundtables. Aside from potential investment costs that come with new modes of working and the adoption of new technologies for businesses, most barriers relate to staff working at the companies. Roundtable attendees identified the following staff-centric challenges.

- **Fear**

Fear of change can stifle business progress at any level and can manifest itself in relation to a number of facets to do with changing a company into a more social and digital business. Some staff members are simply scared of digital taking over. If there is any perception that digital transformation might put jobs at risk, it is understandable that some marketers are worried about the possibility of redundancy.

Attendees also spoke of fear in regards to the increased transparency and scrutiny accompanying greater drives to ensure team that members know what others are working on. In-office stand-ups and weekly catch-ups may appeal to some staff members, but not to those who are shy, anxious or admittedly not as efficient as they should be. Some marketers were keen to stress that in their organisations, it is middle managers who were most often reluctant to adopt more transparent ways of working.

Fear also arises when it comes to the drive for staff members and teams to be more innovative and disruptive. This is understandable when such business activities may involve a level of risk, or – at least – perceived risk, particularly when compensation (in the form of commission or bonuses) is related to company or team performance.

- **Stubbornness**

Like fear, stubbornness can permeate all levels of the business and prove as much as a barrier to moving to 'agile'.

On the roundtables, stories were heard of company heads having a different idea of the needs of the company site compared to user experience developers and even the customers themselves. Such behaviour is particularly the case among senior managers who aren't especially digitally-savvy and just see such changes as more bureaucracy.

Some staff members can simply be reluctant to change due to their deep-rooted traits which have been established over years of following the same procedures. Many of those driving the need to move to more 'agile' practices are aware that there are some people you simply cannot change, and that sometimes they would prefer to leave their job than comply.

There were certainly examples of specific traits attendees were working to get their staff members to change. For example, the fact that certain teams see other teams as enemies is a very real issue (particularly prevalent among those working in offline who might think online is taking away their business). It is certainly a struggle for some attendees to communicate to everyone in a big institution that they are part of the same bigger community, but it is essential that all levels of the business need to buy into transformation or they are doomed to fail.

- **Lack of education**

It is fair to say that much of what was discussed in regards to fear and stubbornness being key barriers to transformation comes down to the need for education. Both roundtables at Digital Cream 2016 agreed that there was no 'silver bullet' when it comes to adopting more social and digital tools; there needs to be patience and education.

Staff need to feel empowered if they are going to support change. Hard, well-delivered, data needs to replace opinion of those who are proving to be a barrier. Engendering trust, embracing failure

and getting people to think differently is of utmost importance. Education is the key to overcoming much of what was discussed.

7.   Helpful Tools

A number of tools were discussed during the roundtables. These are helping teams to work together across businesses and to ensure staff members are informed as to projects, strategies and timelines. It was evident from roundtable discussions that these visual tools are increasingly being used to help companies to transform.

- **censhare**: an integrated business marketing and communications management tool.
- **Trello**: a Pinterest-style pin-board approach to organising projects allowing users to collaborate see everything in a single glance.
- **Jira**: bills itself as the #1 software development tool used by agile teams. Allows teams to customise workflows and integrate a range of other tools.
- **Foresee**: a customer experience analysis tool good for surveying user journeys. Gives 360 degree view and access to other Foresee data from other companies.
- **Leankit**: a visual project delivery tool that enables teams of all types and across all levels of the organization to apply lean management principles to their work. Good for overseeing movement of projects.
- **Slack**: a cross-channel messaging app for teams and project management.

8.   Case Studies

8.1.   Macmillan

Summary

Macmillan's Team Up was created to provide local, on-the-ground support to cancer patients who needed help with everyday practical tasks on an ad-hoc basis.

Adopting a mobile-first strategy, an agile online marketplace was set up, empowering those affected by cancer easily to seek help when needed. Within a few months of launch, the site had already exceeded its registration expectations, with 67% of users who click 'get started' going on to complete their full registration. The project has been managed collaboratively with its pilot community, while also offering something very new.

Objectives & Aims

- In 2012, Macmillan research found that people affected by cancer were in need of additional support with everyday practical tasks such as shopping, ironing or cleaning.

- It also discovered that one in four people newly diagnosed with cancer in the UK lack support from family and friends, which equates to 70,000 people every year.

- The main aim for Team Up was to create a region-specific, online marketplace which could help to provide practical support to people affected by cancer.

- The project needed to empower cancer sufferers to seek help with day-to-day tasks from members of their local community. It was vital that the service was safe, easy to use, accessible and available across all devices.

- Additionally, Macmillan needed to recruit more volunteers and appeal to a younger demographic.

- One of the main challenges would be recruiting early adopters to test early iterations. Another would be differentiating Team Up from other local Macmillan services.

Implementation, Execution & Tactics

Team Up used a series of disruptive digital practices to deliver real-world services within its pilot site of Brighton and Hove.

Macmillan embraced new technologies, running the project mobile-first and introducing pioneering software such as Veridu to verify user's identity at point of registration. Macmillan's local development team worked in fortnightly agile sprints, raising and prioritising tickets before deploying changes.

A unique brand identity was developed to ensure Team Up had a distinct visual appearance, differentiating it from other Macmillan services in Brighton and Hove.

A dedicated Community Manager spent time working with local groups to sign people up pre-launch. Macmillan ran bi-weekly user testing sessions, to ensure members of the community fed into the project, to help build trust and loyalty in the service.

Team Up complemented the existing support offering in Brighton and Hove by sharing resources while offering something new.

Results

Team Up has seen steady growth and by June 2014 had exceeded its registration KPIs (key performance indicators) by 40%. In the offline world, tasks are on average connected to a

volunteer in less than two hours. The initial target was a turnaround time of under three days. Tasks are carried out, on average, within two days.

As of June 2014:

- Team Up has had an average conversion rate of 8.4%.
- 67% of people who click 'get started' carry on to become a Team Upper.
- From step two of registration, 93% continue to complete their registration.
- Macmillan has implemented Disclosure and Barring Service background checks on all volunteers to ensure safety.
- Additionally Team Up is reaching new audiences for Macmillan and attracting a younger demographic. Almost half (47%) of volunteers at Team Up are under 35, compared to 38% at 65+ across the rest of Macmillan.

[Source: Econsultancy]

8.2.   Hearst Magazines UK

Summary

Hearst Magazines UK, a subsidiary of the Hearst Corporation headquartered in London, ranks among the market leaders in the UK magazine and periodical sector with its extensive portfolio of print magazines.

In connection with the digital versions of such prestigious brands as Harper's Bazaar, Country Living, Esquire, ELLE, Cosmopolitan and Good Housekeeping, Hearst is the largest publisher active in the online market, and is meanwhile reaching every third woman and every fourth adult in the UK – which currently translates as 44 million users per month.

The established consumer magazine *Good Housekeeping*, founded in 1922, has a readership of some 24 million. Based on cooking recipes, nutrition and consumer tips, fashion and finances, it is positioned as serving readers with practical ideas and advice for modern housekeeping. The magazine is linked with the Good Housekeeping Institute, which, in addition to a culinary school and a shop with its own range of products, also includes a laboratory in which new products such as foods or technical equipment are tested.

Objectives & Aims

It was already eight years ago that the company management recognized the integration of digitalization as the indispensable core of its own business model, and, in this context, opted for the flexible and forward looking censhare concept. Increased digital capabilities not only aimed to achieve time and cost savings, but also to ensure the optimization of the quality standards and the topicality of editorial content based on more efficient workflows.

Although the classic print format continues to form the core of the market strategy, the publisher also addressed the demands of target groups wanting to access the provided content any time, any place – whether printed or digitalized, whether on TV, PC or mobile phone. In order to make readers and advertising customers even more loyal to the brands, the company wanted not only to be positioned as a provider of exceptional content, but also as a multimedia service provider.

Another concern was to process the results of product testing determined at the Good Housekeeping Institute systematically with a single tool, and in such a manner that the data, including the information on buying sources and supplementary or similar products, can be fed into all channels and be called up via all media.

Implementation, Execution & Tactics

censhare also provided the right solutions with its Digital Asset Management, Product Information Management, Content Management and Editorial Management, and enabled, according to the estimation of the publishing house, "a massive cultural change across the entire business" – also for in-house reorganization: censhare, in summary, offers Hearst everything relevant for production.

Results

Michael Rowley, Managing Director, Brands:

"Thanks to the censhare programs, it was now possible to share information and ideas without time losses throughout the entire corporation, while optimizing the utilization of resources, streamlining work sequences and integrating outsourced services and thereby reducing the dependence on external partners. As the management input involved in the coordination of conventional technologies was eliminated, it was possible to save over 3,500 working hours – capacities that were freed up for the conception of business strategies. A further summary came to the conclusion that this advantage benefitted the entire company. The introduction of censhare resulted in a complete cultural shift, and completely new ways of thinking within the Hearst media company."

[Source: censhare]

8.3. Philips

Summary

Philips was keen to make its social presence more reactive and able to respond to relevant current events in real time. Additionally it wanted to find a new way of converting a host of content assets, across all of its business units, into platform-ready social content.

The solution was to set up a Responsive Newsroom, which took in a range of brand campaign content from multiple sources, and repackaged it into a socially engaging format. Within ten weeks of the newsroom launching, Philips had achieved a 28% increase in brand share of voice against its core competitors.

Objectives & Aims

- Central to this campaign was Philips' recent brand refresh and 'Innovation and You' storytelling site, which celebrated 100 years of Philips innovations, and showcased the impact its work has had on real life.

- This online hub featured a range of video content, targeting an audience across the web with a focus on social media platforms alongside traditional media partnerships, blogger outreach, employee activations, new launches and events.

- But Philips needed a process to assess when to push audiences to the site versus when to pull content from the hub to social channels, abiding by the cultural norms of platforms' users.

- The brief was to make Philips' social media presence more reactive, find new ways to convert a host of content assets into platform-ready social content and be better able to respond to relevant current events.

- The solution needed to fulfil its role as a hub for global thought leadership and support Philips' new brand position of being an innovator.

Implementation, Execution & Tactics

The Philips Responsive Newsroom was set up to allow Philips' social media properties to respond to events in real time.

Taking in a range of brand campaign content from multiple sources and business channels, the Newsroom found new ways to repackage content into a socially-engaging format. Images, videos and written content were tailored for global, business group and market channels to adopt and distribute through tweets, Facebook updates, as infographics and as secured blog posts. This took place across more than 40 markets.

A resource hosting site was set up to tag content according to audience, topic and platform, providing community managers of over 500 social channels with easy access to the latest content.

The content had a clear call to action and encouraged participation and sharing by consumers and global thought leaders. Paid social promotion boosted the content and garnered exposure for Philips' video and photo tweets.

Results

- Within ten weeks, Philips achieved a 28% increase in brand share of voice against core competitors.

- In the same period following the brand campaign launch, the Responsive Newsroom generated more than 10 million opportunities to see its content, and drove 16% of campaign traffic to the 'Innovation and You' hub.

- To date, over 450 unique pieces of branded content have been created in the Responsive Newsroom model, reaching 115 countries.

- The Responsive Newsroom content outperforms regular planned content, and has demonstrated the power of paid social amplification.

- The Responsive Newsroom continues to perform extremely well, promoting strong engagement within the Philips online community and beyond, as well as reinforcing Philips' thought leadership on current affairs.

[Source: Econsultancy]

9. Resources

9.1. Books

Who Moved My Cheese?

By Dr Spencer Johnson

It is the amusing and enlightening story of four characters who live in a maze and look for cheese to nourish them and make them happy. Cheese is a metaphor for what you want to have in life, for example a good job, a loving relationship, money or possessions, health or spiritual peace of mind. The maze is where you look for what you want, perhaps the organisation you work in, or the family or community you live in. The problem is that the cheese keeps moving.

Hacking Marketing

By Scott Brinker

Marketing management is racing to keep pace with the technological advances that are disrupting how customers connect and interact with brands. Instead of planning and producing a few big campaigns, marketers today must design and operate an explosion of continuous marketing touchpoints that evolve as quickly as their organization can manage. Marketing's speed, adaptability, and ability to balance innovation and scalability in this highly fluid, digital environment have become key factors in a company's competitiveness.

Scrum Marketing

By James S Wright

Agile and Scrum are currently the biggest buzz words in business today. It's predominantly used in engineering environments, but provides the same benefits in marketing venues. The natures of these two disciplines are different in many ways, which creates some confusion about the benefits and costs one may expect from implementation.

9.2. Reports and whitepapers

Liberate Marketers

Every brand manager knows that having an integrated marketing plan is paramount. But with a growing set of software tools and processes consuming valuable resources, marketers are spending a disproportionate amount of time managing systems and workflows.

Digital Transformation in the Retail Sector

This report looks at the challenges that retailers within the sector are facing as they digitally transform themselves. The research seeks to understand best practice approaches from those interviewed, along with techniques and strategies that different types of retailers are adopting to increase their chances of success.

Digital Transformation – Agility and Innovation Best Practice Guide

This report explores how well companies are adapting to the increasing need for organisational agility, and applying that to the service of innovation.

9.3. Blog posts

Call for the Marketing Technologist

Marketing, as a discipline, is rapidly changing to keep abreast of the amount of data and new technologies currently driving marketing decisions and operations within the organization. Scott Brinker of Ion Interactive, in a recent report, categorized over 3,500 vendors in the Marketing Technology field, each with some form of specialism. Neil Perkin of Only Dead Fish states 'Marketing is being driven by technology' and the biggest challenge is how to organize and optimize these technologies to deliver competitive advantage...

SaaS: the new normal

The convenience and agility of web-based applications – otherwise known as software as a service (SaaS) – has been attracting many businesses to abandon legacy software and hardware solutions in favour of the cloud. When you consider the significant benefits of making the move to SaaS, it's not hard to see why...

Wonderful change

Markets are changing rapidly and as a result companies are having to face the process of change, or die. One of the key protagonists has been digitalization and companies are adapting to change through digital business transformation. Digital business transformation uses the advantages and potentials of integration and implementation of new technologies as an opportunity to change existing business models...

Marketing Operations

As it is widely accepted that over 67% of a customers' buying journey is online, it is clear that to impress potential customers, content from marketing and sales has to be consistently great and the machinery that delivers it has to function properly and seamlessly. It also needs to be delivered at the right time and in the right place. Meanwhile, the sophistication and variety of that marketing machinery is continuing to grow explosively...

Why agile marketing must be about more than social media

Unfortunately, too many marketers have confused ad-hoc social media promotions with genuine agile marketing...

What is agile marketing and why do you need it?

A pop-culture news-story just blew up on Twitter whilst I was idly colouring in the boxes of The Guardian cryptic crossword...