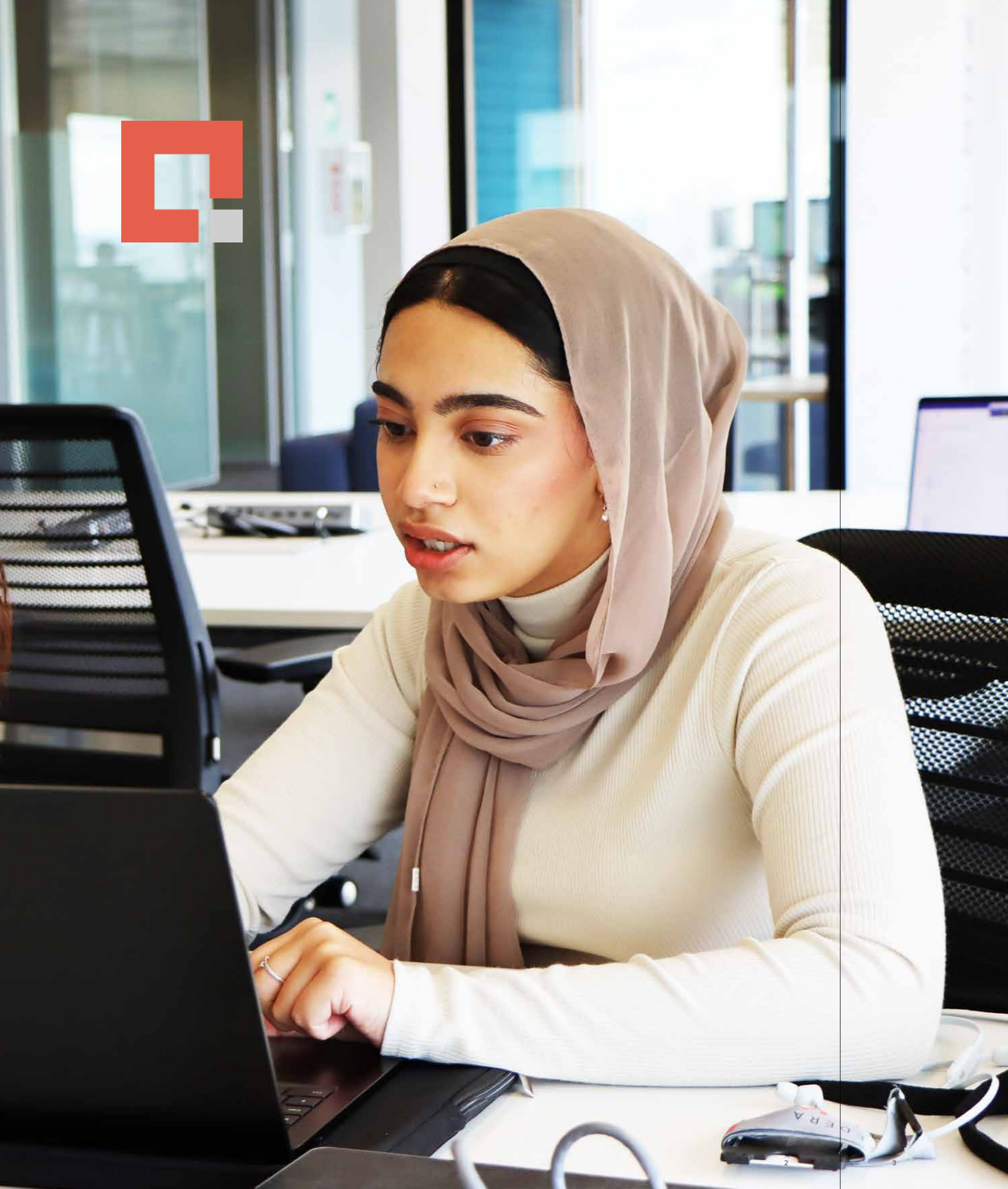


The Sprint for Marketing Innovation

The Savvy CMO Survey 2023





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The Savvy CMO Survey

This report is the second instalment in our four-part Savvy Chief Marketing Officer series, which explores how chief marketing officers (CMOs) can navigate the increasingly complex MarTech landscape.

[Report 1. Data Privacy – Dilemmas & Remedies](#)

Report 2. The Sprint for Marketing Innovation

Report 3. Building the Customer Experience of the Future

Report 4. The Digital Skills Gap

To understand how organisations are responding to new challenges, we polled 200 CMOs in the U.S. & UK. These individuals work at organisations with a minimum global revenue of \$100 million (£83 million) and an annual marketing budget of at least \$10 million (£8.3 million).

To add a qualitative lens to the findings, we interviewed several senior brand-side marketers to uncover how organisations are attempting to drive marketing innovation with agility and speed. We'd like to thank our contributors:



Richard De Villa

Head of Marketing UK & Europe at Malaysia Airlines



Jim Spencer

Head of Brand at United Utilities



Nathalia Chubin

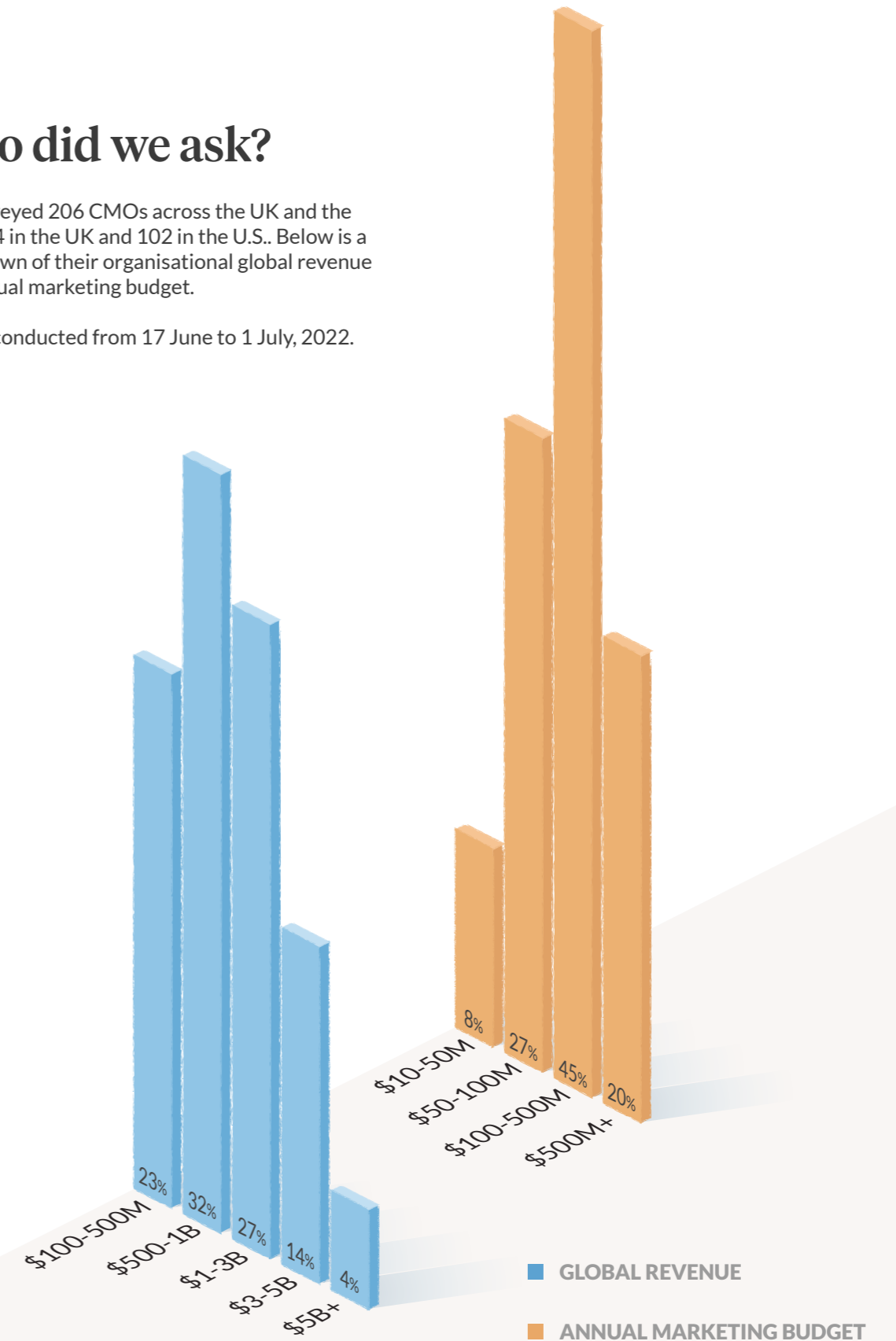
Global Marketing Director at Team17 Digital



Who did we ask?

We surveyed 206 CMOs across the UK and the U.S.; 104 in the UK and 102 in the U.S. Below is a breakdown of their organisational global revenue and annual marketing budget.

Survey conducted from 17 June to 1 July, 2022.





Executive Summary

A large majority of CMOs (68%) say it's important for marketing programmes at their business to be "very reactive."

Despite acknowledging the significance of speed and agility, most CMOs are struggling to deliver a single marketing campaign in less than six months.

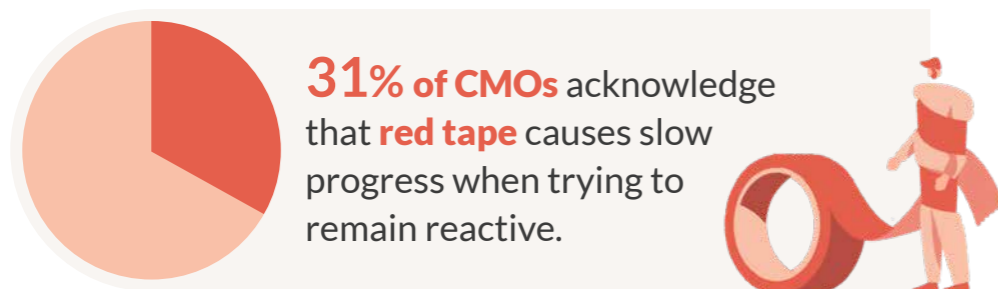
Moreover, many working practices have stagnated in the past 18 months, with CMOs noting performance that is only comparable, or even declining, in terms of agility to react quickly (53%), speed-to-market (49%), and quality of innovation (40%).

The barriers causing these issues are varied. But our research points to several key culprits, including red tape

“...many working practices have stagnated in the past 18 months, with CMOs noting performance that is only comparable, or even declining...”

causing slow processes (31%) and siloed departments resulting in a lack of communication (28%).

In this report, we'll uncover the reasons why speed and agility aren't more widespread and present a solution that can help marketing leaders deliver quality campaigns at speed from concept through to design, activation, and optimisation.



“ In this report we'll uncover the reasons why speed and agility aren't more widespread...” ”



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“ Agile marketing... aims to drive growth by focusing team efforts on projects that drive value to the end customer. ”



The need for marketing agility

Agile marketing is an organisational strategy that leverages self-organising, cross-functional teams to deliver work at pace in frequent iterations. It aims to drive growth by focusing team efforts on projects that drive value to the end customer.

Agile campaign capability results in much faster campaign delivery alongside the benefit of testing and iterating. For CMOs, this removes the risk of launching a big campaign and ‘hoping’ it sticks.

“ Despite a need to execute at pace, most CMOs say it still takes four to six months on average to execute a single digital marketing campaign... ”

Given that CMOs have an expected tenure of [just 40 months](#), there is an urgent need to act quickly in order to drive marketing effectiveness and demonstrate commercial value to the business.

“ By leveraging agile methodologies, [CMOs] can create self-organising, cross-functional marketing teams that deliver consistent, quality campaigns at speed. ”

Our research reveals a tacit acknowledgment of the importance of marketing agility. More than two-thirds of CMOs (68%) say it’s important for their business to be “very reactive” with marketing. Despite a need to execute at pace, most CMOs say it still takes four to six months on average to execute a single digital marketing campaign, from ideation to delivery.

As marketing evolves from large, linear campaigns to more varied and complex projects, CMOs will need a new framework to underpin decision-making and roll out work efficiently.

When done effectively, this can have an outsized impact on speed and time to market. As Malaysian Airlines’ Richard De Villa notes, “Since we

68% of CMOs say it’s important for their business to be “very reactive” with marketing.



have embraced agile ways of working, we are able to take campaigns to market—from ideation to delivery—in three to five days.”

By leveraging agile methodologies, they can create self-organising, cross-functional marketing teams that deliver consistent, quality campaigns at speed. This sprint for marketing innovation improves campaign delivery, but it has also been proven to benefit commercial performance. [Research by MIT](#) shows that agile organisations grow revenue 37% faster and generate 30% higher profits than non-agile companies.



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Working practices stagnate or decline

After a decade of digitisation, marketing strategy has shifted from one big campaign to multiple experiences across an ever-expanding array of touchpoints, platforms, and technologies.

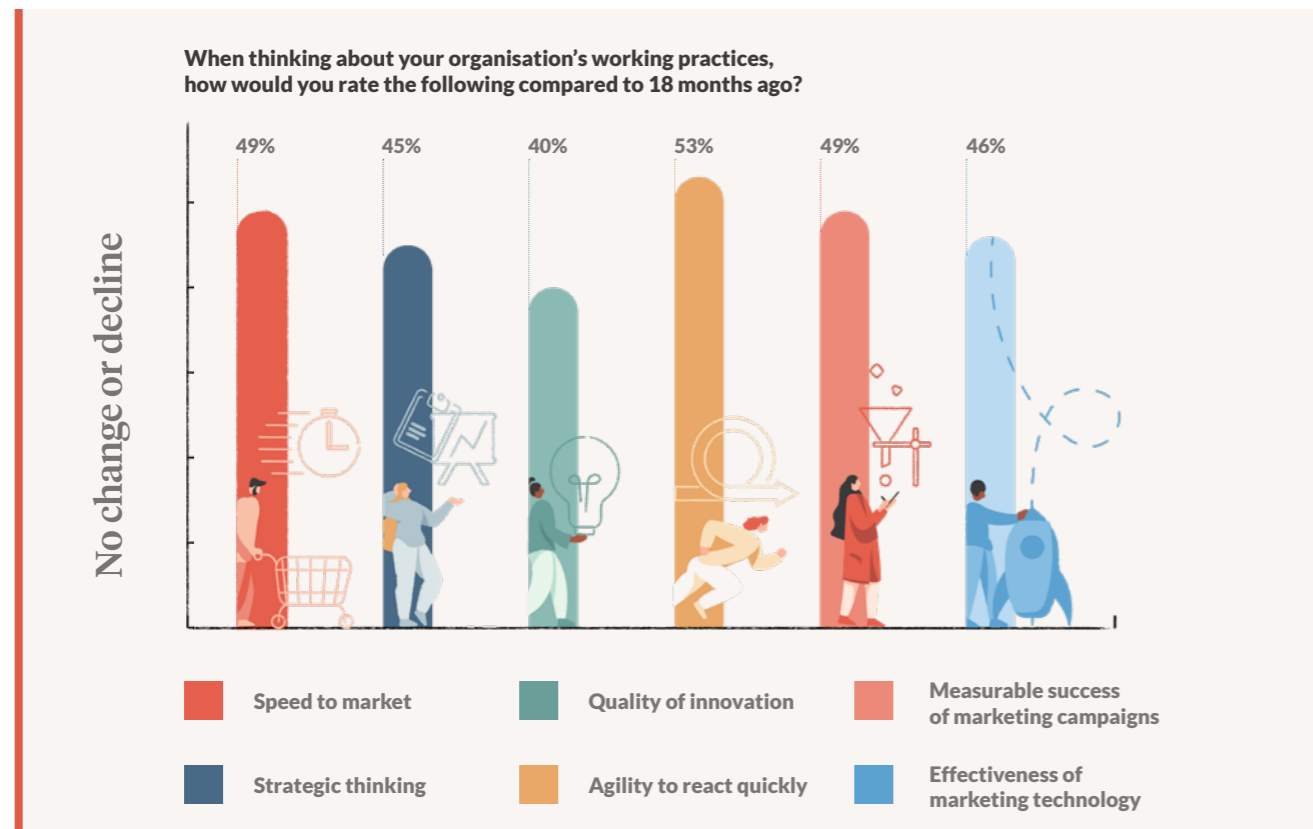
If the past was about planning and activating a single campaign far in advance, CMOs now need an agile approach. The ability to pilot, test, and respond to what's happening in the market in real time is critical, as well as ensuring relatively simple actions (for example, sending new email workflows to certain segments) aren't clogged up by a sea of sign-offs (making the campaign irrelevant by the time it gets out the door).

Nathalia Chubin, Global Marketing Director at Team17 Digital, adds, "We recognise the role that data plays in optimising campaigns and running with plans that we hadn't previously considered before. It's a concerted shift from marketing being an operational, well-defined mindset to a more agile approach. For example, with the death of the Queen, we had to assess what would land well within the existing campaigns we had planned and what wouldn't land well given the cultural context. That's why it's extremely important for us to be very reactive in marketing."

Think about the extremely reactive marketing, too. For example, Oreo's famous instant response to a

Super Bowl blackout, which urged people to grab its biscuits and "dunk in the dark" while awaiting the broadcast's reboot, could not have happened without a clear commitment to agility.

Despite a need for agility, however, a significant number of CMOs said organisational working practices have made either "no forward progress" or "declined in effectiveness" during the past 18 months:



“ Digitisation is important to create a good approval system that is visible to all parties. ”

Richard De Villa
MALAYSIA AIRLINES

“ ...streamlined decision-making is key. Organisations must clarify where decisions are being made and ensure they involve all the right people. ”

they involve all the right people. From there, organisations can delegate governance and put the correct structures, processes, and teams in place to ensure decisions deliver quality outcomes at an optimal speed. An integrated MarTech stack is pivotal to organisational effectiveness and can improve decision-making. This, in turn, leads to faster sign-off and ultimately greater "speed-to-market."

Embracing agile ways of working can temper these frustrations and enhance working practices. It starts by ensuring a connected experience—both in terms of how the organisation connects with teams internally and how it provides tailored engagement to the end customer.

As Jim Spencer, Head of Brand at United Utilities, remarks, "Looking at this through a customer-service lens, our speed of response has improved through the introduction of new digital products and services. These new tools enable customers to self-serve from billing through to reporting supply problems."

Here, streamlined decision-making is key. Organisations must clarify where decisions are being made and ensure

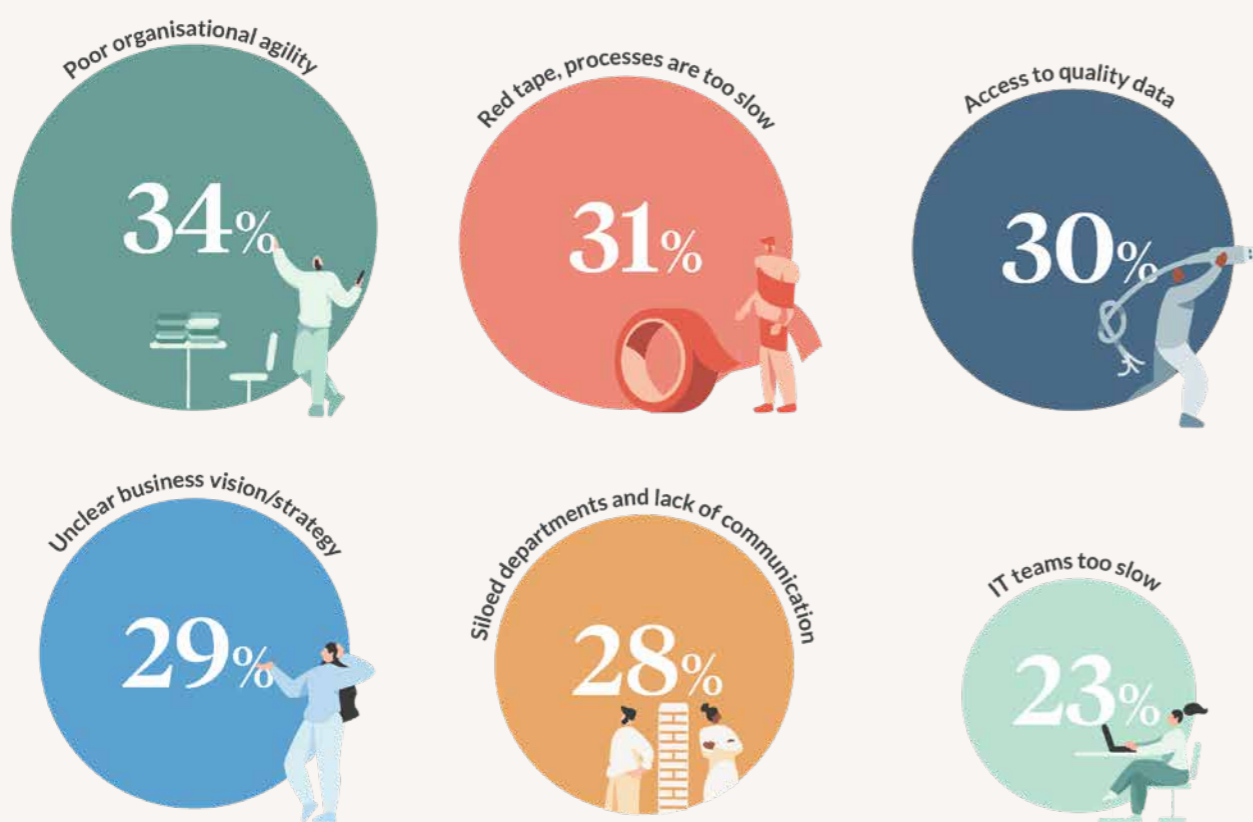
Malaysian Airlines' Richard De Villa comments, "Digitisation is important to create a good approval system that is visible to all parties. Let's say a certain marketing project needs C-suite approval. Before it even reaches the C-suite, it needs to be signed off by finance, legal, procurement, marketing, etc. To solve this, we have a streamlined system in place that makes the approval process easier. This in turn helps me as an end user to take projects to market at speed."



“...marketing today is where technology was two decades ago”

Barriers to delivering quality outcomes at speed

We asked CMOs to cite their top three barriers in their attempts to deliver quality outcomes at speed. The top responses were split among the following:



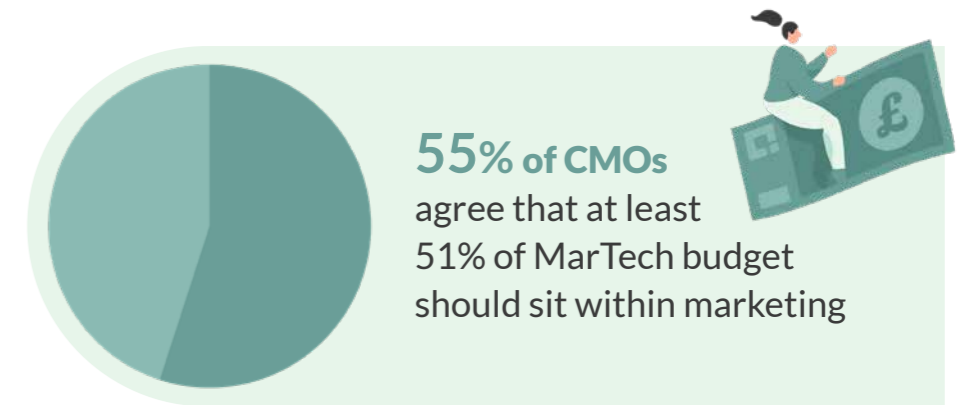
In our view, marketing today is where technology was two decades ago. It was common practice to build a system or app with all elements perfected before release. However, this led to out-of-date requirements and sluggish timelines.

Nowadays, tech teams focus on delivering a minimum viable product and work with multi-disciplinary teams to do so. There's a real focus on continuous improvement and customer satisfaction.

While technology teams have embraced agile ways of working, this is still a rare occurrence in marketing.

CMOs can take several steps to improve this:

- Embed cross-functional agile teams.
- Foster a more agile culture via strong change management.
- Leverage technology and automation tools.
- Ensure their data strategy is robust and supports marketing goals.



Malaysian Airlines' De Villa adds, "We run agile internally which helps us pivot quickly if something needs to change. For example, if I've already gone out to market on a specific advertising campaign and something needs to change dramatically, we can

“...tech teams focus on delivering a minimum viable product and work with multi-disciplinary teams to do so... this is a rare occurrence in marketing.”

A majority of CMOs (55%) agree that at least 51% of MarTech budget should sit within marketing. This would be an important step in the right direction and enable marketing teams to adopt a more agile, iterative approach to campaign activation. Moreover, it would help close the chasm between marketing and IT, creating a more cohesive relationship with everyone focused on agility.

make that happen within a day. If you codify your strategy and have the right teams, channels, and technology in place, then it's possible to make this happen at speed.”



Don't forget data during the race for speed

CMOs must address another key issue in their bid to embed an agile marketing culture: the acquisition and assessment of data.

Despite the pivotal role of data in today's marketing lifecycle, a third of CMOs cite an inability to collect and assess quality data as an obstacle in the race to take projects to market. Without access to quality data, informed decisions or iterative improvements can't be made.

A lack of clear decision-making can lead to further issues, as more than a quarter of CMOs (29%) claimed that obscured vision and strategy are hindering marketing agility.

As Team17 Digital's Chubin comments, "I'm encouraging our team to become more data-driven and hire the expertise needed, especially when looking at success or where our audience is. You can't fly blind with that - you need to make sure you fully understand and learn from each campaign. If you're making assumptions, that's quite dangerous."

To find the holy grail of connected data and insights, marketers must step back and identify their existing

customer engagement touchpoints: those that are missing and those they'd like to develop. Then they can work out how to integrate data points into a single view and plan the best ways to plug the gaps.

Team17 Digital's Chubin concludes, "Knowing what to do with the data you collect is another challenge. We're building a small internal data team to synthesise and deliver the relevant insights, so that we can align this with our business and commercial needs."



Steps to a better data strategy



DISCOVERY

Speak to people in your organisation about how they interact with your customers and whether it is measured, be it manual or digital. This will allow you to map out all your customer touchpoints and help you see the data sets you are currently missing.



MAPPING

Refer to your customer journey. Map out where interactions take place, and what they mean for your marketing efforts. You will likely need to work with IT and data scientists—or even external suppliers—to turn this data into insight, mapping out trends where possible.



COLLABORATION

Metrics for common goals should be calculated centrally and expressed in a way everyone understands. Otherwise, teams will generate their own approximations from the information they have available and will work toward different targets.



INTEGRATION

Campaign MarTech solutions should be integrated with your customer relationship management (CRM) solution. This should be the single source of truth on your contacts and leads.



SELECTION

When buying operational systems, ensure they're capable of exporting detailed, customer-level data. Vendors may not always offer this, but it's critical to creating a connected marketing journey.



LISTEN

Close your feedback loop to discover how customers interact with your business. This means, practically, getting the data back into the systems where it can be used.

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The sprint for marketing innovation

The reality is most organisations don't have the current flexibility in place to respond to ever-changing customer needs.

It's not that this isn't a conscious priority. In fact, 79% of CMOs at organisations with an annual revenue of \$3 billion (£2.5 billion) or more say it's "important to be very reactive in marketing."

However, 34% of CMOs also concede that "poor organisational agility" is their biggest barrier to delivering quality outcomes at speed.

To unlock an organisation's innovation and build competitive advantage, CMOs need to remove silos and enhance efficiencies across the business. This is easier said than done, but there are several strategies and tactics CMOs can leverage to make this transition as seamless as possible.



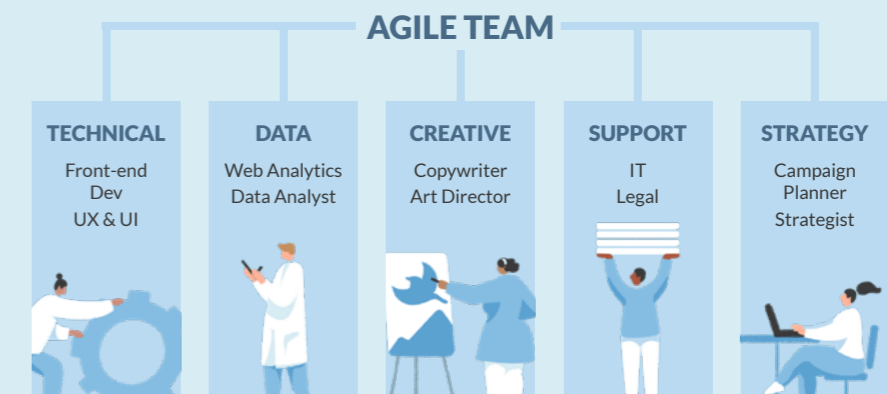
Embed cross-functional agile teams

To deliver a connected marketing experience for customers, CMOs need to ensure cross-functional teams are put in place to increase efficiency.

What do we mean by a cross-functional agile team?

We mean the team needs to contain all the skills required to deliver the outcome they are trying to achieve. Anyone left outside of the team creates an organisational barrier which slows things down. A good example of this is a legal team, which normally sits in its own department. For agile to truly deliver speed benefits, a legal representative needs to sit within the agile team so new content, copy, ideas, etc., can be approved swiftly.

So who should be in a cross-functional agile team?



This will flex with the kind of marketing being undertaken, but we'd expect to see people with a creative background (copywriters, art directors), some with a strategy background (campaign planners/strategists), some technical people (front-end developers and UX/UI people), some data people (website analytics or data analysts), along with supporting parts of the business (IT, legal). The makeup of these teams will allow them to work across the full marketing lifecycle and not just on independent functional or channel-based activities. They can be organised in a way that suits your organisation, but it's common to organise each agile team around a specific product or customer journey. For example, you may organise a team around customer retention, acquisition, or a specific service line (e.g., credit cards).

The benefits of this are often immediate and pronounced. As United Utilities' Spencer comments, "We are using agile methodologies and teams to hasten speed to market for things like 3D-printed concrete, monitoring equipment, and more. From a communications perspective, agile has increased our speed-to-market through the use of more flexible channels."

1



Manage your agency relationship

One of the difficulties of implementing agile practices is an organisation's interaction with agencies. Many of these players still expect to receive a brief, price it, and then deliver the work. This is inherently not agile.

For organisations that engage multiple agencies, it's vital to focus on the management of these relationships. Agencies should be brought into scrum teams so there are no silos of operation that can break the chain of effective decision-making.

2

This can make contracts slightly more complex, but there are ways to implement agile contracts that suit both parties.



Recognise the cadence of marketing campaigns

An effective marketing department must be able to pivot to varying campaign lengths and objectives. For example, the way a business should approach reactive marketing (social media) versus periodic campaigns (Christmas ad) is different.

However, agile has a role to play in both. The key is to recognise that a different cadence and speed is required depending on the campaign. Naturally, the activities and execution that follow will also vary.

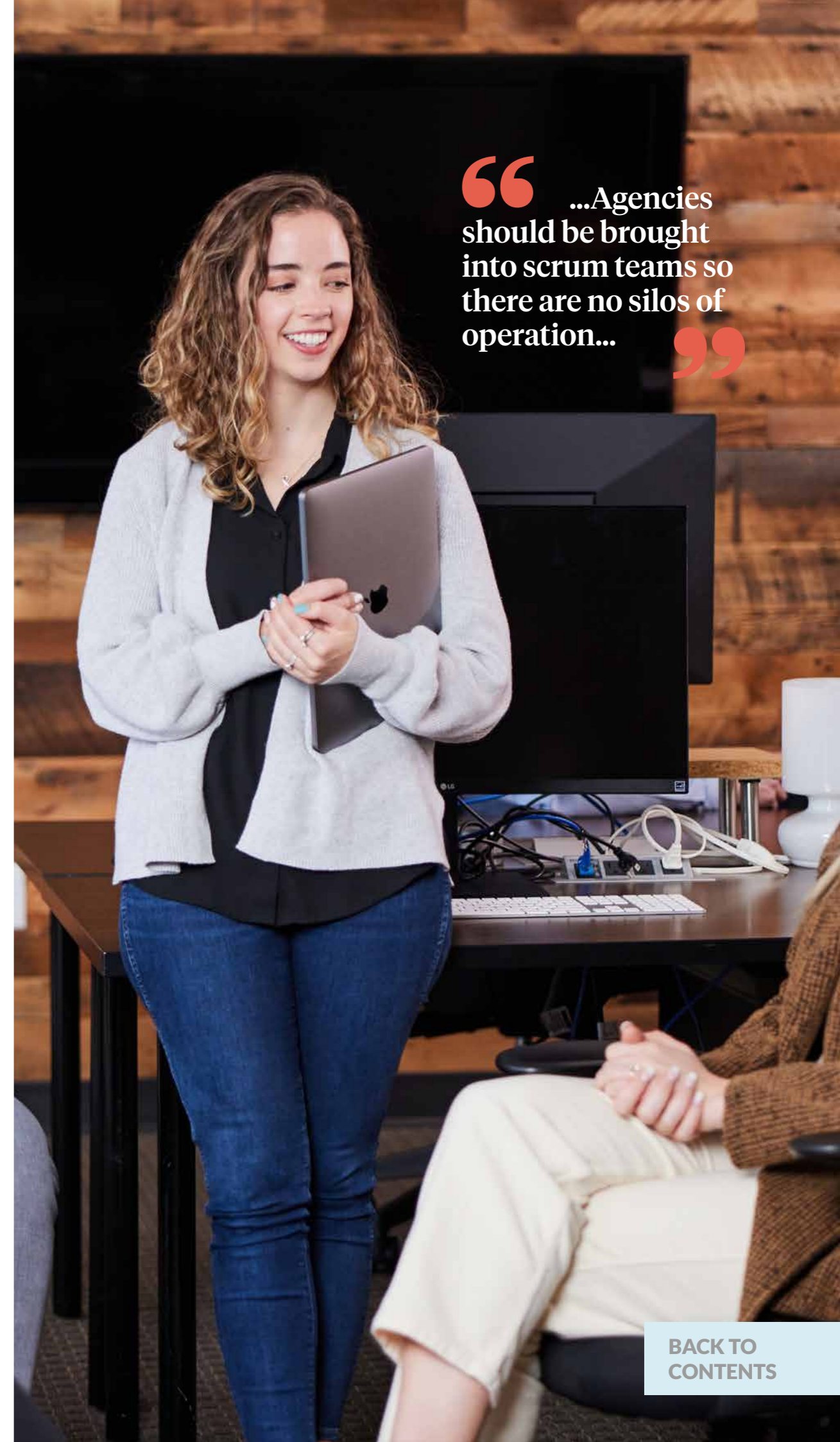
There may be certain ads, for example, where the gap between executions must be longer, which means planning should begin far in advance. However, that doesn't mean an organisation can't test messages in the market early. The benefit of agile is that it allows marketing to flex to the needs of a specific campaign.

For example, target a small segment of your market with different versions of the messaging. This test-and-learn approach enables marketers to determine whether they're delivering the right message to the right people, and whether the campaign will therefore be effective.

As United Utilities' Spencer comments, "We use a mixture of planned and reactive approaches to meet both our communications objectives and customer needs. Being a service organisation, external factors such as weather, supply, and mechanics all potentially impact the delivery of our core product, so we have to be able to react at speed to the known unknowns."

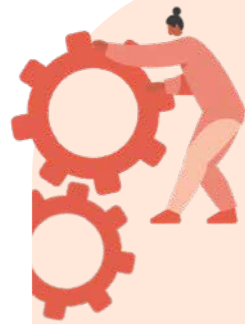
3

“ ...Agencies should be brought into scrum teams so there are no silos of operation...” ”



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“...resource management tools can help organise, automate, and optimise tasks, from idea to activation.”



Leverage technology and automation tools

To keep on top of complex customer interactions and behaviours, and to manage and assess data correctly, marketing must have a level of automation in its workflow.

To make agile as effective as possible, marketing resource management tools can help organise, automate, and optimise tasks, from idea to activation. These tools simplify the decision-making process and reduce production and operating costs, thus increasing the performance of marketing campaigns and ensuring organisations can measure and track ROI.

Examples of these tools include:

Adobe Workfront, which provides marketing and creative teams with an enterprise platform for modern work management. It equips them with the tools needed to be more productive across campaign work in one connected system of record so strategy, resources, and work can align.

Screendragon, which enables marketing to achieve process improvement by simplifying and connecting workflows. With automation capabilities, marketers can create a resource, project, budget, and task plan from an initial scope of work.

4



Invest in strong change management

It's one thing to talk about what needs to happen and an entirely different thing to implement that change. People are naturally resistant to change and so it needs to be managed carefully.

You need to explain the 'why' as well as the 'what.' People are more willing to accept change when they understand the logic behind a decision and the vision behind a change.

You have also got to be willing to be agile in the change: test and learn with a small team and let the success of that team build an excitement behind the changes. Admit when you get things wrong and be able to pivot approaches when they don't work.

5



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Conclusion

Despite the recognition from most CMOs that it's important to be very reactive in marketing, many are still facing challenges and headaches in making agility a reality.

While some campaigns may have a longer lead time, it's not efficient in today's always-on world that organisations take up to six months to execute a single marketing campaign.

Slow execution is compounded by worsening work practices. For many organisations, effectiveness has stalled across the entire marketing lifecycle, from strategic thinking, campaign creation, quality of innovation and privacy/legal compliance challenges, which we discussed in [the first part](#) of this series.

These poor outcomes are the result of barriers in the road to agile. Red tape and siloed teams hinder marketing's ability to leverage data and technology as they seek to make smart, confident, and effective decisions.

To overcome this, CMOs must embrace an agile marketing approach that breaks down silos, blitzes bureaucracy, and uses technology to simplify and automate tasks.

OK, but how do we really get there?

At Credera, we understand that changing business culture and implementing a shift toward agile marketing methodologies is a complicated and multi-faceted task. But it doesn't have to be this way.

We have in-depth experience in helping CMOs and chief technology officers (CTOs) across multiple sectors embrace agile methodologies and improve speed-to-market and quality of output. In fact, some of the world's most recognisable brands trust us to deliver for them.

To find out more about our approach, get in touch. We'll match you with the most appropriate consultant for your needs: findoutmore@credera.com

Learn more about [modern marketing transformation at Credera here](#).



GET IN TOUCH

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