

> State of Agile Marketing Report

SECOND ANNUAL



> What Got Us Here Won't Get Us There

"The significant problems we face cannot be solved at the same level of thinking we were at when we created them."

- Albert Einstein

Whether Einstein actually said the above remains a point of debate, but the sentiment (and its applicability to twenty-first century marketing) is accurate regardless of its source. The energy and enthusiasm around moving to Agile marketing models have exploded in the past year.

In the Second Annual State of Agile Marketing Report that follows (produced in partnership with the project management heroes at CoSchedule), you'll meet several types of marketers.

We have ad hoc marketers, a group that embodies the frantic, interrupt-driven marketer stereotype. This group is twice as likely as traditional or Agile marketers to report that they're dissatisfied with how they manage work, but nearly two thirds of them told us they have no plans to try for a more Agile approach.

Then there are our traditional colleagues, a group that focuses heavily on up-front planning. These folks are pretty happy with their current approach (55% say they're satisfied or very satisfied), yet half of them plan to head down the Agile marketing path within a year.

And then, of course, we have our Agile marketing cohort. These forward-thinking marketers revealed their go-to Agile practices (user stories and daily standup for the win!), along with the three biggest drivers of a successful Agile adoption (consistent practices and processes, online training, and the right project management tool).

While the way they work varies, all three groups share a commitment to higher quality work, prioritizing important projects, and getting things released faster.

Those goals all sound nice, but for most marketing teams they're highly aspirational (read: borderline impossible).

Most of us are stretched too thin to bother with quality. We can't say no to external requests, so prioritization boils down to who's yelling at us the loudest. And with under-resourced teams, external dependencies, and undiagnosed bottlenecks plaguing us, we're much more hare than tortoise.

Here's the deal: we can't expect to transform marketing by managing our work the same way we always have.

We can't do the right work at a higher quality and a quicker pace without making some serious changes.

You'll find insights into what those changes look like in this report, including the prevalence of hybrid frameworks, but you'll also hear that many of us aren't making a change because things seem to be going "well enough."

Different results require a different process. Modern digital marketing demands agility.

If you want to get to a different place, you need a different path. My hope is that the data we've compiled for you can illuminate that path, or at least its first few steps.

Andrea Fryrear,
Agile Marketing Coach and Co-Founder,
AgileSherpas

> Executive Summary



50%

of traditional marketers
plan to adopt Agile
within a year

Adoption Levels and Barriers

Agile marketing appears to have taken hold in about one third of marketing teams, with 32% of respondents claiming this label. Another 50% label themselves “traditional,” meaning they focus on up-front planning and then try to stay true to that plan. The third group, ad hoc marketers who do little planning and try to work on what seems best from day to day, make up another 15% of marketers. Traditional marketers are the most likely to make the move to Agile, with half saying they plan to start transitioning within a year.

Twenty-seven percent of the 400+ marketers we surveyed told us that they weren’t more Agile because their current processes are “working well enough.” This adoption barrier is now a close second to the top hurdle, a lack of education (cited by 31% of respondents).

Agile Marketing in the Wild

Within Agile marketing teams, hybrid frameworks—those that draw from multiple frameworks such as Scrum and Kanban—remain the dominant choice, with 54% of Agile marketers using some combination of Agile approaches. This is a significant gain over 2018, when only 40% of Agile marketers said they were using a hybrid framework.

It’s becoming increasingly clear that copying and pasting existing Agile frameworks isn’t the right approach for marketing, which means a familiarity with all approaches is vital to marketing agility.

Additionally, our respondents cited the consistent use of processes and practices across teams (45%), online training and webinars (33%), and the implementation of an Agile project management tool (32%) as the top drivers of success when making the switch to Agile marketing.



54%

of Agile marketing teams
use a hybrid framework



31%

of marketers cite lack of
education as top barrier
to adopting Agile

Overcoming Barriers and Realizing Benefits

While executive sponsorship and tools may seem like significant hurdles, far more respondents cited a lack of education (31%) and a belief that current processes are doing OK (27%) as their biggest barriers to agility. Agile marketing is well worth the effort, however, as teams that have made the switch say they’re able to change gears quickly and efficiently (53%), get better visibility into project statuses (44%), and identify roadblocks and problems sooner (40%).

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4 **AGILE MARKETING ADOPTION AND BARRIERS**

Around a third of marketers have adopted Agile processes of some kind, and education is the most often cited reason for delayed adoption. Despite hurdles, half of traditional teams say they plan to make the move to Agile within a year.

7 **BUILDING AN AGILE ENVIRONMENT**

Small, scrappy teams are often associated with being Agile by necessity, and while the data supports this view, it also reveals that Agile can flourish in the enterprise, too. In fact, marketers in the enterprise tend to be the most in need of a process overhaul.

8 **HOW AGILE MARKETING WORKS**

There are three crucial pillars to a successful adoption: education, consistent practices and processes, and tools. Recall that education remains the most commonly cited barrier to agility; you'll see below that training of all kinds is the best way to counteract this.

10 **WHY AGILE MARKETING RULES**

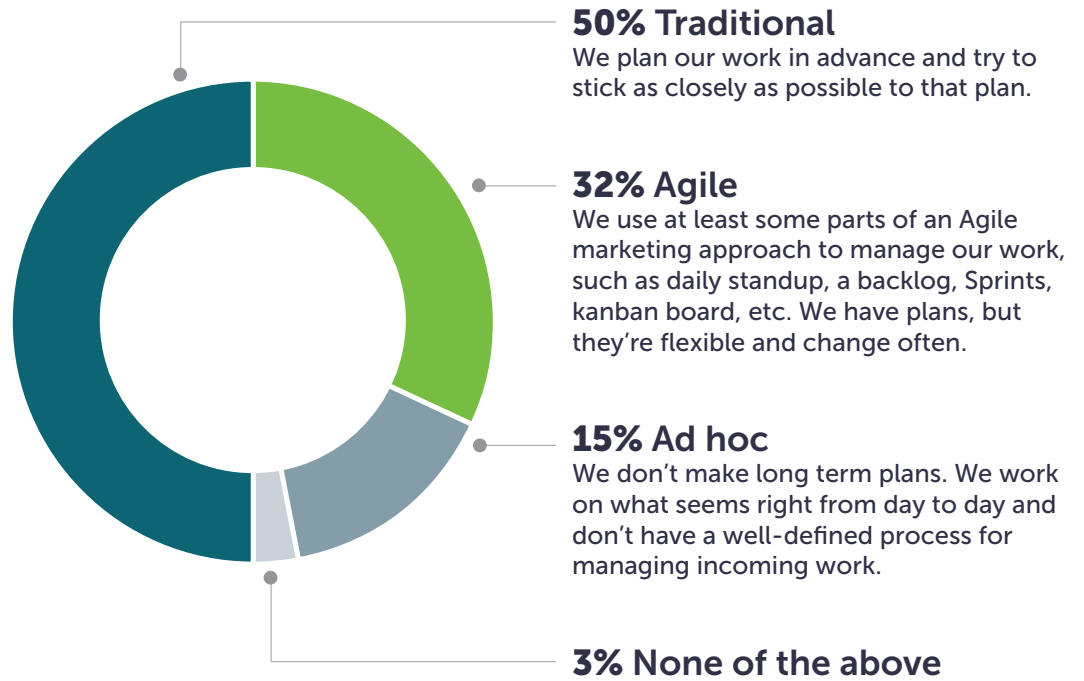
Marketers of all kinds share similar priorities, including quality, prioritization, and speed. Comparing these to the benefits of Agile marketing, we see that Agile teams are far more likely to achieve their goals. They use a variety of tools to get it done, but tend to be far more satisfied with processes than their ad hoc colleagues.

13 **DEMOGRAPHICS**

Most respondents to our survey were US-based. They work in both B2B and B2C organizations of all sizes, primarily as marketing associates, managers, or directors.

Which of the following most accurately describes your marketing team's process?

➤ Agile marketing adoption continues to hover around the one-third mark, with a slight decline from 2018 data (37% reported themselves Agile last year).



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

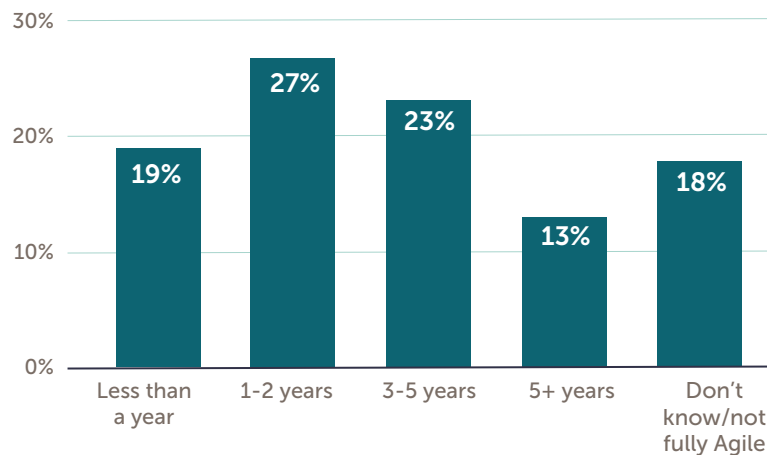
How long has your marketing department been practicing Agile?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

AGILE IS A YOUNG MOVEMENT

46%

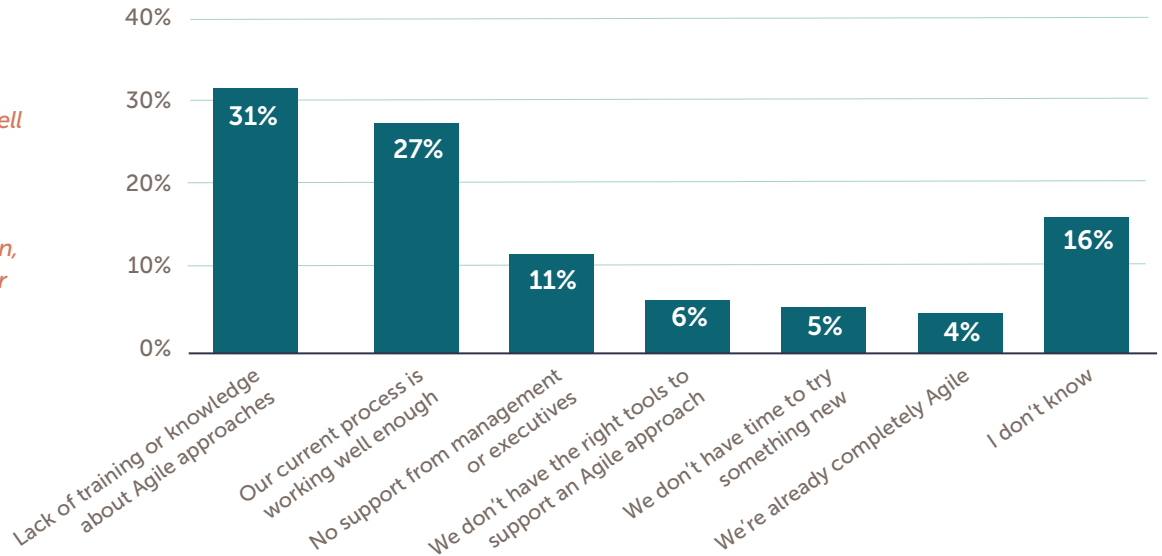
of those who practice Agile marketing report they have been doing so for 2 years or fewer.



What is the biggest barrier preventing your marketing department from more completely implementing an Agile approach?

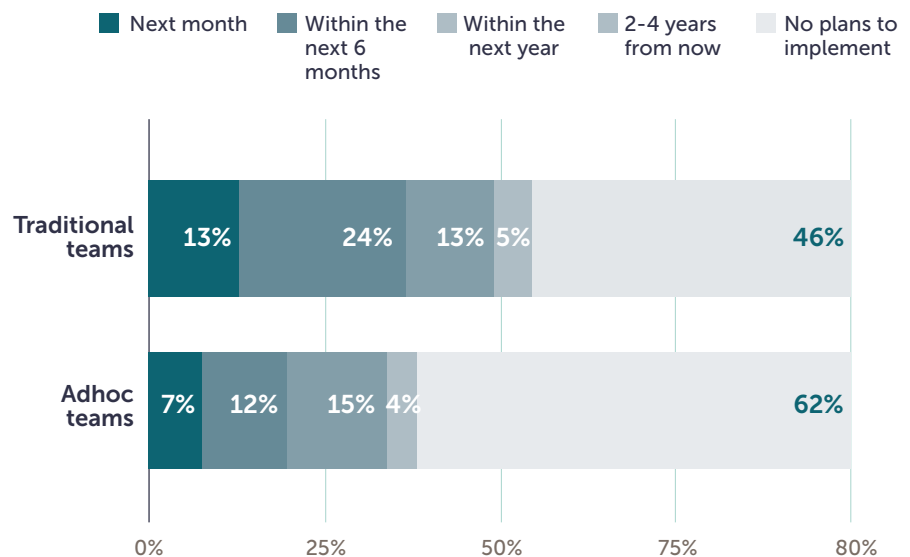
➤ *A lack of understanding is still holding us back, but a belief that current processes are working "well enough" comes in a close second. Unfortunately in the highly volatile, hyper-digital world we all work in, "well enough" is no longer good enough.*

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule



When does your marketing department plan to implement Agile?

THERE IS A LOT OF INTEREST IN AGILE
50%
 of traditional teams plan to implement Agile within a year.



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

Top 3 Drivers for Marketing Agility



Improve productivity (56%)



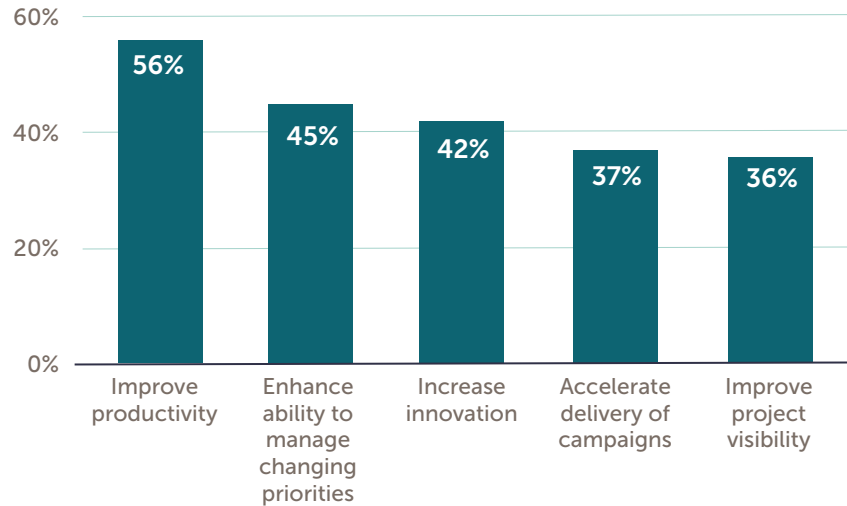
Able to change priorities (45%)



Increase innovation (42%)

What were the most important reasons for adopting Agile within your marketing department?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

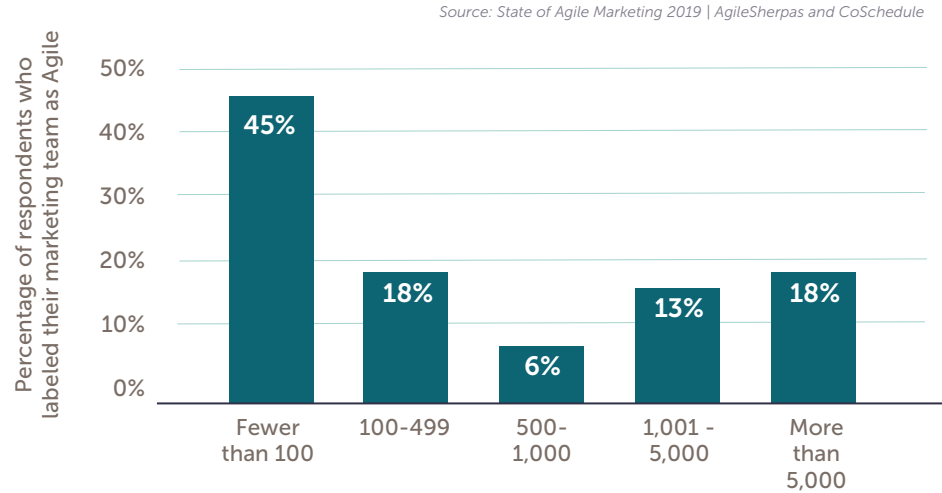


3 Steps to Overcoming Barriers & Going Agile

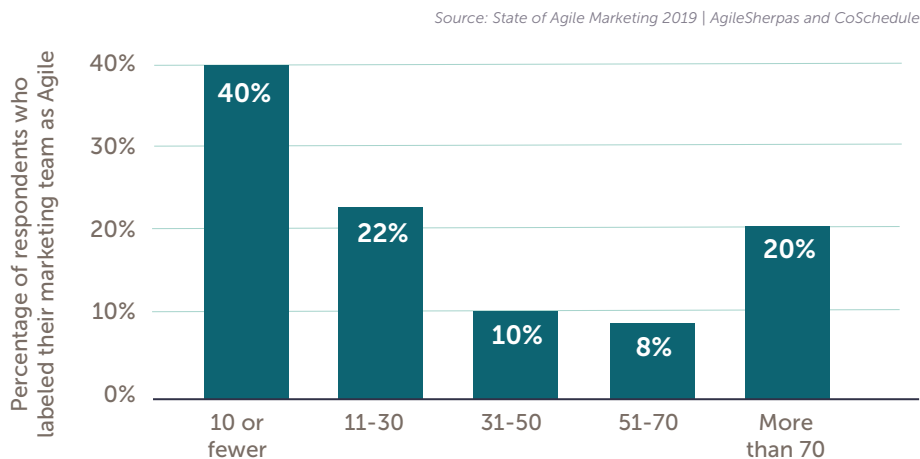
STEP 1	STEP 2	STEP 3
Dispel Agile Myths	Understand Your Options	Start a Pilot
Make sure your whole organization understands what Agile marketing really means (it's not just about speed).	Don't automatically default to Scrum. Explore Kanban, Lean, and Theory of Constraints to design your own custom approach.	Choose some excited team members and start experimenting. Document their successes and failures, then spin up more teams over time.
RESOURCE: What Is Agile Marketing	RESOURCE: Agile Marketing Certification via ICAgile	RESOURCE: 3 Steps to Agile Marketing

How many employees are in your entire company?

➤ *Small, scrappy teams are often associated with being Agile by necessity, and while the data supports this view, it also reveals that Agile can flourish in the enterprise, too. In fact, marketers in the enterprise tend to be the most in need of a process overhaul.*

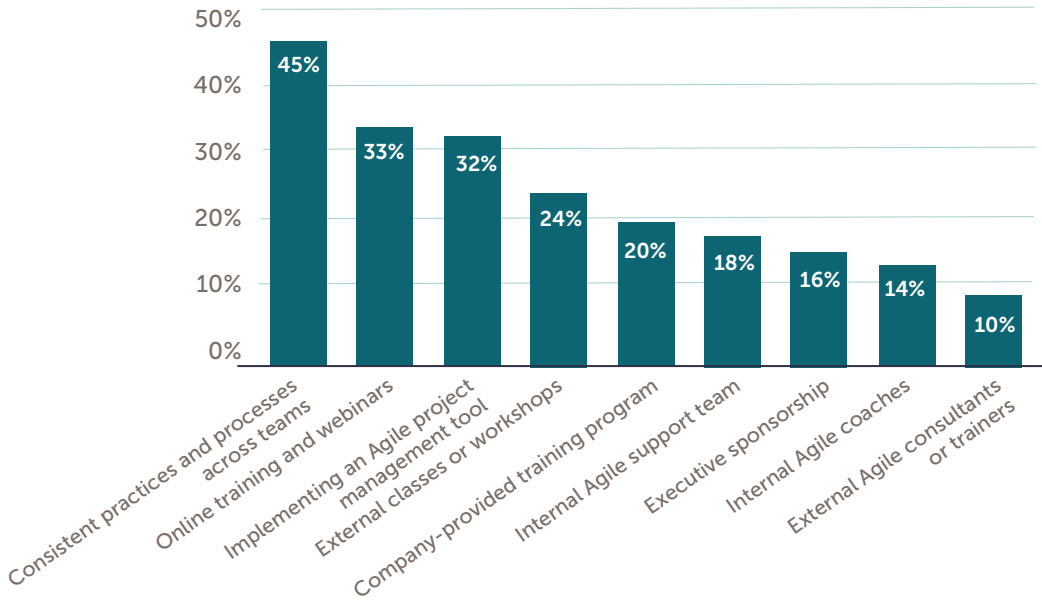


How many total employees, including freelancers, are in your company's marketing organization?



Which of the following have been most valuable in your adoption of Agile marketing?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule



Most valuable in adopting Agile:



Consistent practices and processes across teams (45%)



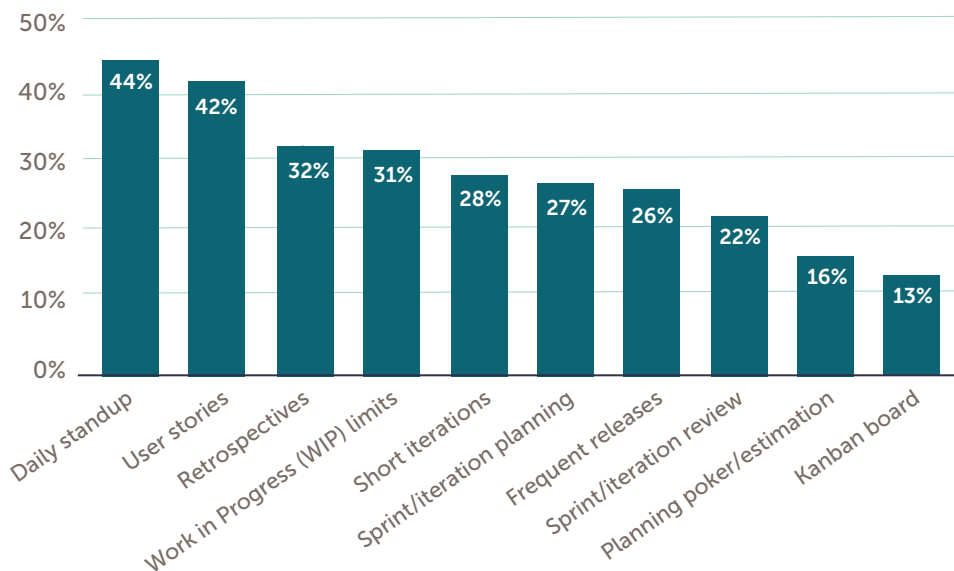
Online training and webinars (33%)



Implementing an Agile project management tool (32%)

Which Agile techniques and practices does your marketing department use?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

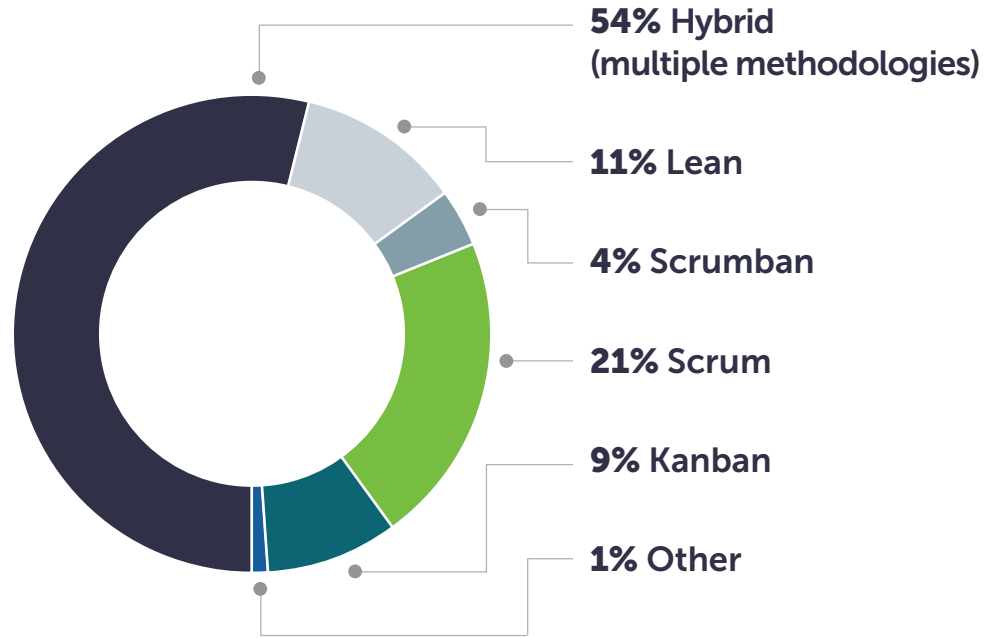


Which Agile methodology do you follow most closely?

THERE IS NO ONE RIGHT WAY TO DO AGILE

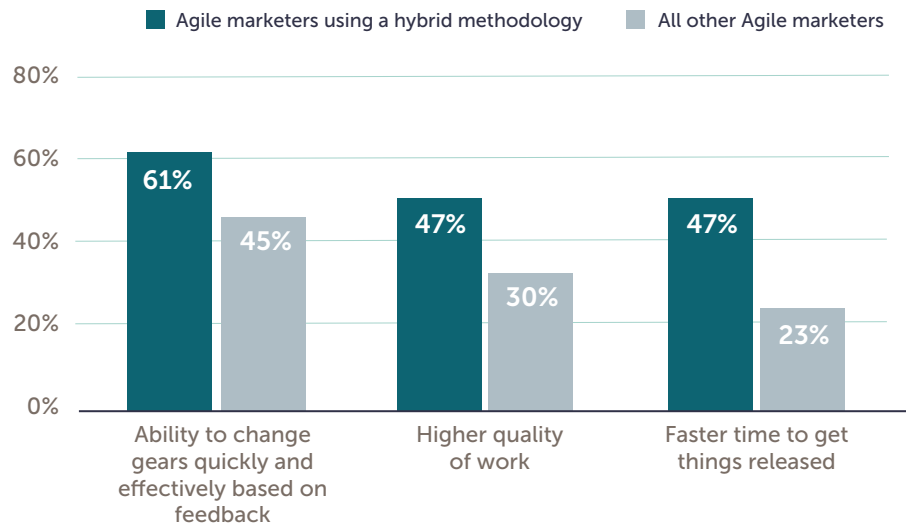
54%

of Agile marketers are using a hybrid approach



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

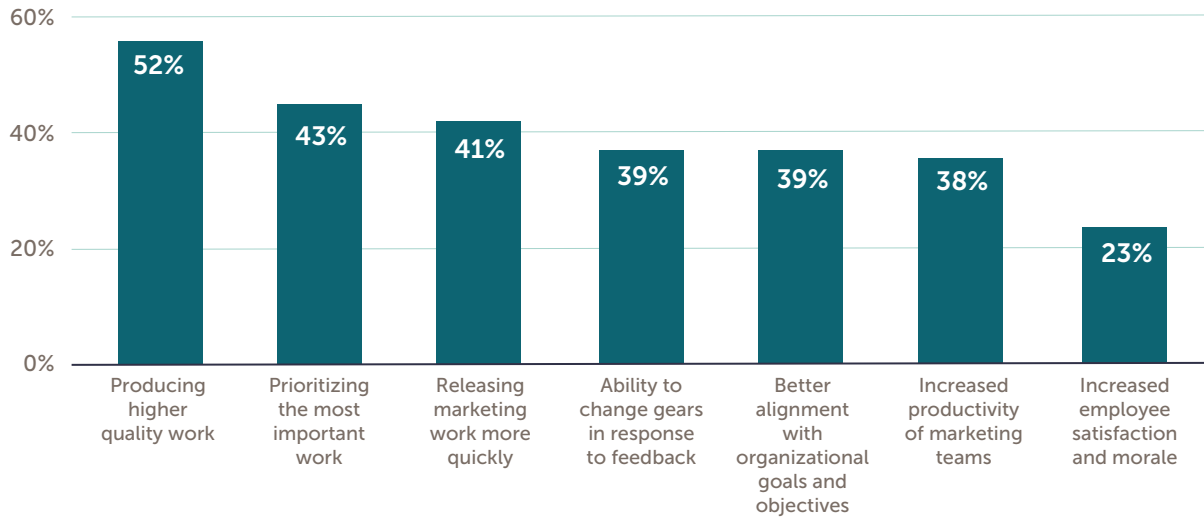
What benefits does your marketing department get from using an Agile process?



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

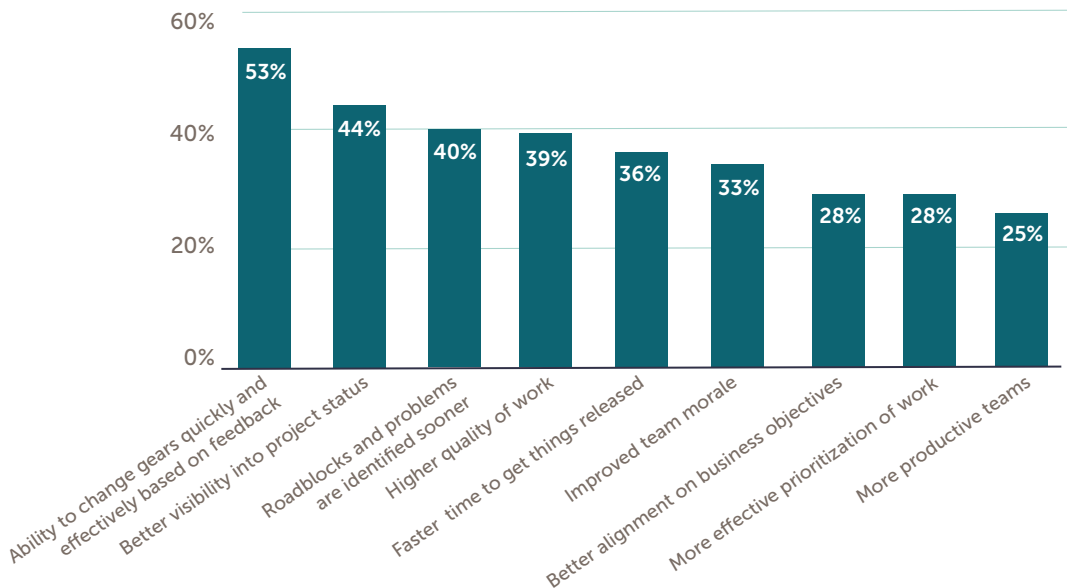
Which of the following is a high priority for your marketing department in 2019? (Check all that apply)

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule



What benefits does your marketing department get from using an Agile approach?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule



Top Benefits of Agile Marketing Teams:



Change gears quickly (53%)



Visibility into projects (44%)



Roadblocks identified sooner (40%)

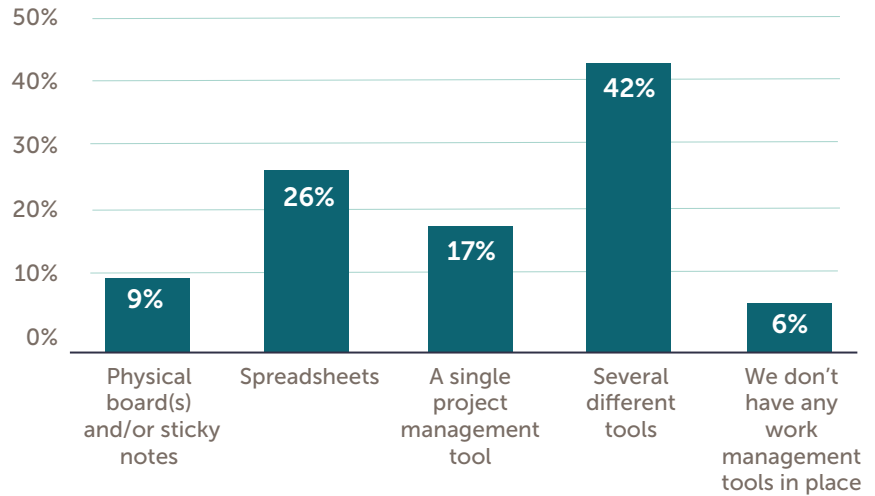


Higher quality of work (39%)

What is the current primary method of managing work in your marketing department?

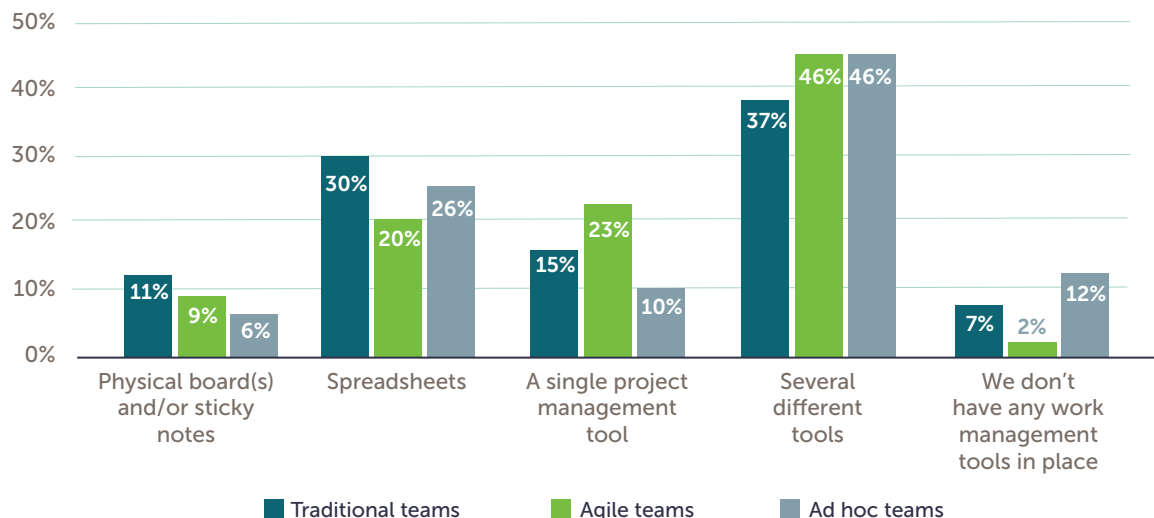
Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

MARKETERS ARE OLD SCHOOL
26%
 of marketers are using spreadsheets as the primary way of managing work in their department

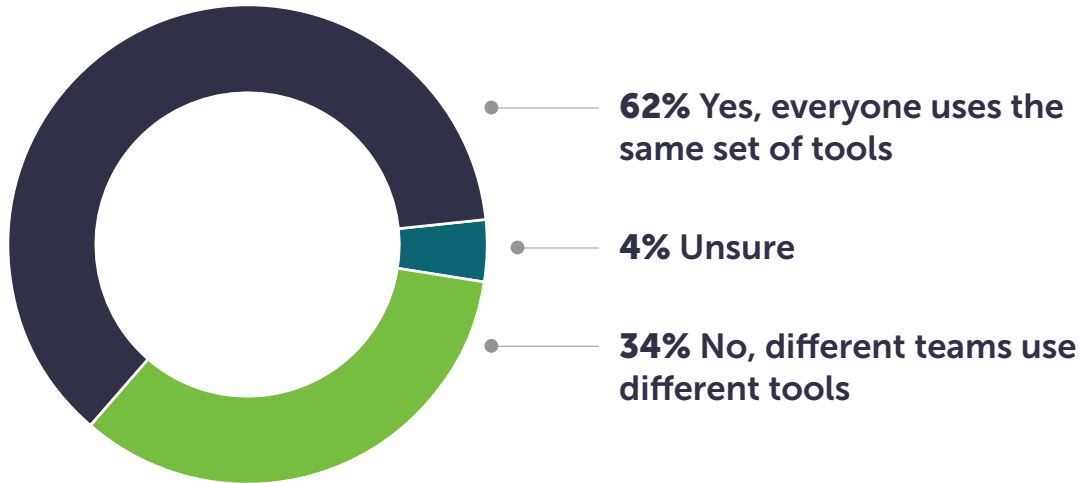


What is the current primary method of managing work in your marketing department?

Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

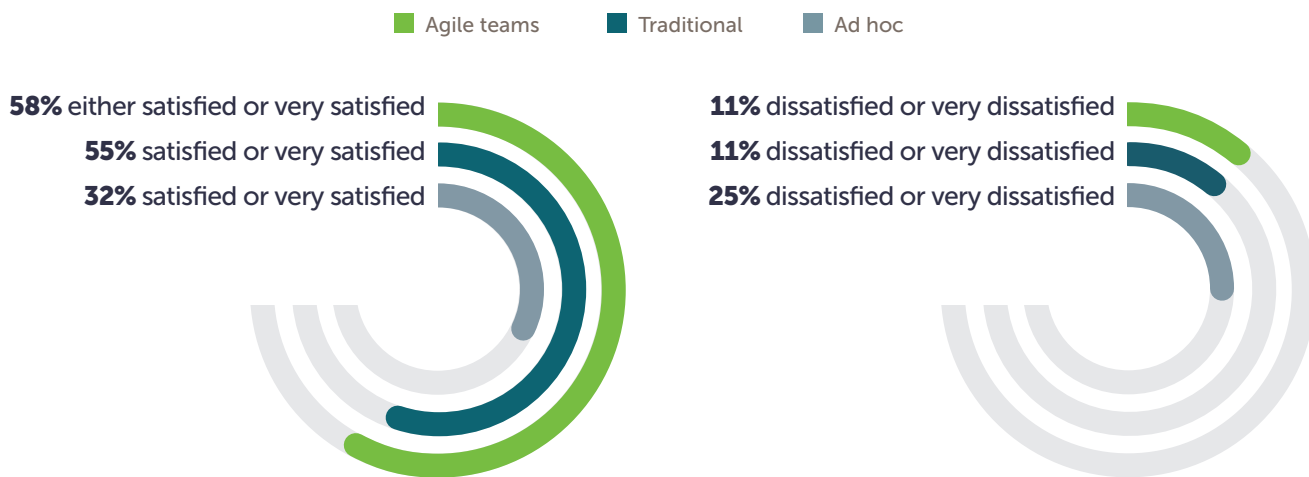


Are your work management tools used consistently across the entire marketing department?



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

How satisfied are you with the way your marketing department currently manages its work?

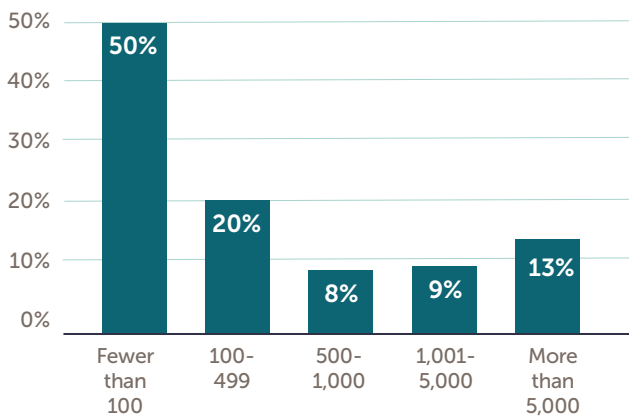


Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

➤ *When it comes to the processes being used to start making progress toward teams' top priorities, Agile and Traditional teams have similar feelings about how their work management approach measures up. Ad hoc teams, however, aren't pleased with how things are going.*

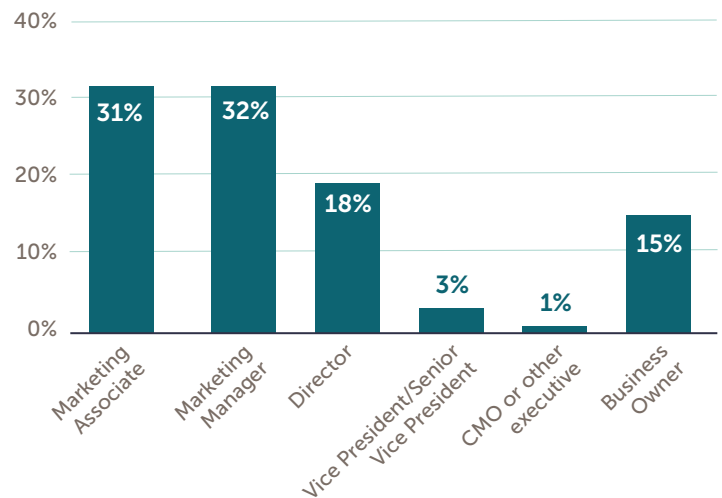
The Second Annual State of Agile Marketing survey was conducted in January 2019. It was produced by AgileSherpas in partnership with Mantis Research, and sponsored by CoSchedule. We collected responses from 447 marketers via online survey. The majority of respondents (96%) were based in North America. Responses from non-marketers were excluded from these published results. Respondents represent a wide range of company types and marketing roles, as outlined in our demographic data below.

How many employees are in your entire company?



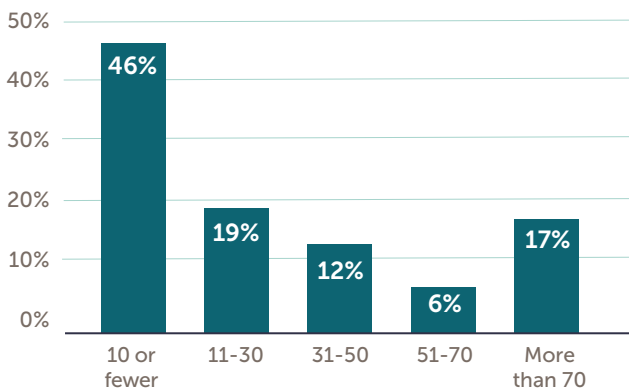
Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

Which role below best describes your current (or most recent) position?



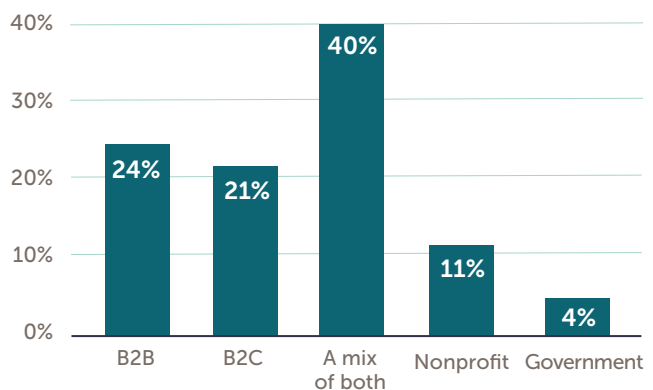
Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

How many total employees, including freelancers, are in your company's marketing organization?



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

How would you classify your organization?



Source: State of Agile Marketing 2019 | AgileSherpas and CoSchedule

About AgileSherpas:

AgileSherpas is the leading global Agile marketing training and consulting organization focused on helping cutting-edge marketers get better results by applying an Agile mindset to their process. Serving marketing teams of all sizes, from Fortune 100 brands to startups, AgileSherpas provides public workshops, online learning, customized private training, and coaching services.

Visit agilesherpas.com to take the first steps on your own Agile journey.

About CoSchedule:

CoSchedule is the only way to organize your marketing in one place. As a family of agile marketing products, CoSchedule serves more than 7,000+ customers worldwide, helping you stay focused, deliver projects on time, and keep your entire marketing team happy. As one of the top 15 leading software providers on the Inc. 5000 list and recognized in Gartner's 2019 Magic Quadrant for Content Marketing Platforms, CoSchedule is the fastest-growing solution for mid-market and enterprise companies seeking a unified marketing platform.

Visit Cohchedule.com to learn how implementing a unified project management platform facilitates your agile marketing process.