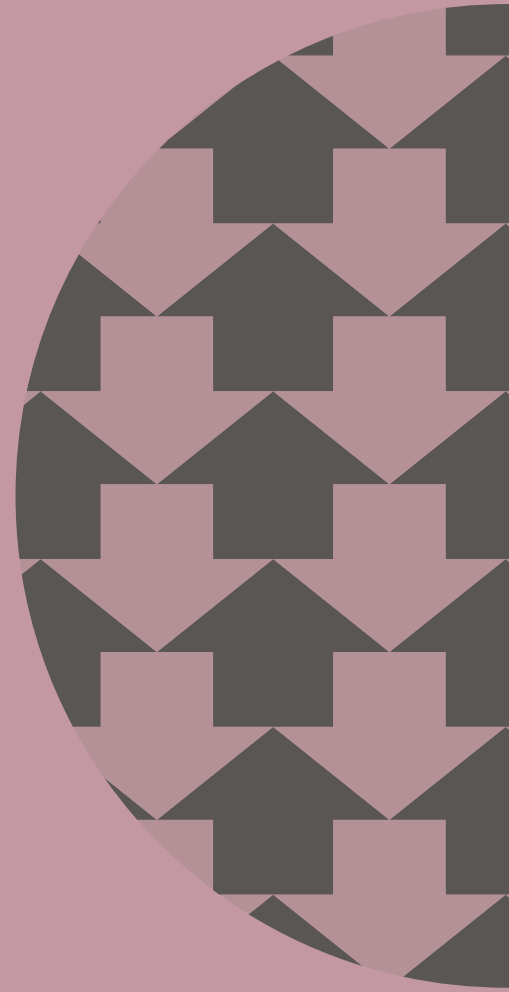


DELIVER.

Point of View Paper

Creating the capacity for
growth in stretched teams



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In the age of rapidly evolving customer demands and technological advancement, digital leaders are being pressured like never before to build teams capable of achieving better results with fewer resources.

In the 2022 Gartner Marketing and Communications Organization Survey, marketing leaders cited “improved reaction time” as the number one reason for restructuring their marketing functions.

But as the marketing ecosystem becomes more complex, teams can easily find themselves treading water if they don’t have the bandwidth to prioritise strategic initiatives needed to prepare for the future.

STRATEGIC LANDSCAPE.

You may have a horrible feeling that your team isn’t prepared for the future because they’re spending all their time executing business-as-usual, and as a result are missing critical opportunities to innovate.

Perhaps you want to improve your customer experience, but your team is so focused on executing campaigns that they never zoom out enough to analyze customer data.

Maybe there’s pressure to improve return on marketing investment, yet your systems aren’t set up to track campaign costs and revenues effectively.

Whatever situation you’re looking at, success is a moving frontier. Marketing leaders need to create capacity to get their teams out of a *business-as-usual* mindset, and into a *continuous improvement* mindset.

To get your team out of the weeds in such a complex world, you need to empower them with the tools and the capacity to quickly draw insights from your data. Understand how these insights fit into a broader narrative, and then form new ideas for improving outcomes.

This means building a technology ecosystem that reduces effort around routine tasks and frees up your team to focus more on data analysis and ideation, while allowing them to implement new ideas quickly and measure results.

But getting such an ecosystem in place can be a mammoth effort.

So, if you want to build an ecosystem that boosts your team’s capacity and capability, where do you start?

SOLUTION.

If you want to improve the capacity of your team, the best place to start is by asking the team.

You’ll want to ask questions like:

- ➔ *Which activities have the biggest impact on your ability to achieve outcomes? This can be tricky to quantify if you have gaps in your data, but your team will often be able to give you a gut feeling.*
- ➔ *Where are we wasting time on inefficient tasks and processes? Without time tracking data, this can also be challenging. Another way to ask this is “what feels more painful than it should?”*
- ➔ *What technical limitations get in your way?*
- ➔ *What resources are you lacking?*
- ➔ *What data do you need, but don’t have access to?*
- ➔ *What would you like to be focusing on, but don’t have enough time for?*

Next, you should work with them to sort their answers into the classic categories of stop, start and continue, to agree a simple action plan for how you’re going to create extra capacity (by stopping certain things), how you’re going to utilise this newfound capacity (by starting strategically important activities), and how you’re going to keep up the things you already do well (by continuing good practices).

Finally, we can add two further categories of *innovate* and *automate*:

Innovate

What needs changing, and when? Break big ideas down into smaller chunks, and keep going until you have a chunk small enough that you can actually agree a next step.

Automate

Which routine or complex tasks can be handled better by platforms rather than people?

Seeing everything laid out this way can bring great clarity to a previously puzzling situation and help you to quantify where your team's capacity is going, versus where it should be going.

If you do this exercise with each team, and then bring them together to discuss the overlap between their needs, it can go a long way towards creating the collective desire for change. It will also highlight opportunities to increase capacity with deeper integrations, more sophisticated automation, workflow efficiencies, and business intelligence.

Put this all together and you will have an action plan of tactical changes you can implement quickly, plus a longer-term vision for aligning:

- ➡ *Marketing automation (MAP)*
- ➡ *Customer relationship management (CRM)*
- ➡ *Digital experience management*
- ➡ *Work management tools*
- ➡ *Digital asset management*
- ➡ *Data services*
- ➡ *Data visualisation & analytics*

You can then start to evolve your ecosystem in a way that not only increases capacity but also allows you to make effective use of that capacity to drive growth.

GROWTH EFFECTIVENESS ACTION PLAN.

You probably want answers to questions such as:

- ➡ *How can I achieve better results with the resources I have?*
- ➡ *How can I scale capacity to meet growing demand in the future?*
- ➡ *How do I free up my team to focus on strategic initiatives?*
- ➡ *How do I stay on the leading-edge of technology?*

Our approach to answering these questions, and building this ecosystem in collaboration with you and your team, is based on four pillars:

DESIGN

Outcome: Determine vision & align strategy

We design a unique growth action plan to meet your desired outcomes, evolving and augmenting the operating models and technology ecosystem you're already accustomed to.

DELIVER

Outcome: Build your growth ecosystem

A data and technology-empowered growth ecosystem to enhance your operating models and get disparate teams working effectively. From streamlining creative collaboration and digital production, to delivering CX and revenue insight back into the business.

ADOPT

Outcome: Boost adoption across your business

Consistent operational support is the only way to drive value from your strategic investments. This is absolutely fundamental to achieving growth. We make sure everyone across your organisation is cohesively and confidently using your workflows, technology and data, and are aligned on your growth action plan.

GROW

Outcome: Build on success & further optimise growth

Establish baselines, data insights and reporting aligned to the strategic levers of growth such as budget, resource utilisation, customer engagement, and revenue outcomes.

Track progress against your original strategy and implement improvements for continuous growth.

By following this approach, we can build a seamless solution that gives you a platform for achieving:

- ➔ *Revenue growth*
- ➔ *Productivity & ROI growth*
- ➔ *Improved customer lifetime value*
- ➔ *Reduced risk*

SERVICE DELIVERABLES.

How we'll deliver on this for you:

- ➔ *We'll start with a detailed business discovery process led by our team of strategic consultants, to understand your business drivers and your 'why'.*
- ➔ *Then follows our technical discovery and design process led by our technology experts, to capture your functional requirements and design the optimal solution.*
- ➔ *Once we've designed the solution, our team of technology consultants will build out your ecosystem in collaboration with your technical teams, with governance from our project management office and strategy team.*
- ➔ *We'll then provide ongoing support and coaching with a personal touch, as our global team of industry and technology experts guide you to achieve growth consistently.*

Put all this together and you'll have a highly efficient ecosystem capable of scaling with increased demand and delivering growth long into the future.