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EDITION

A large, stylized number '3' composed of three concentric, rounded rectangular outlines in shades of green.

STATE OF

AGILE MARKETING

REPORT

# Climbing Toward the Next Peak of Marketing Agility

While the buzz around Agile marketing has been undeniable for years, our Third Annual State of Agile Marketing marks a turning point in many ways.

This year, we collected responses from 637 marketers, most of whom hail from North America. They showed us that not only is Agile adoption accelerating (Agile marketers outnumbered all other groups this year!), ever-higher numbers of Agile marketers report enjoying key benefits of agility. We can also see crucial Agile practices are spreading to more and more teams as the maturity of Agile marketing teams steadily increases.

For long-time Agile marketing nerds like myself, there's a lot to be excited about.

But the journey toward marketing agility is, in many ways, just beginning. Some of the biggest hurdles we now face are our own attitudes. In the coming months and years, I suspect the battle we'll see is agility versus inertia.

Traditional marketers are still enamored with the status quo, feeling that their processes are good enough to get along. Ad hoc marketers, those who operate without a long-term plan and struggle with incoming requests, are deeply dissatisfied with how they work. Yet, they report the lowest likelihood to transition to Agile in the immediate future.

There's no denying we're making our way towards the peak of marketing agility, but there's still a lot of mountain ahead of us. Let's keep climbing.



**Andrea Fryrear,**  
*AgileSherpas Co-Founder*

## KEY TAKEAWAYS:



**42%**  
of traditional marketers  
plan to adopt Agile  
within a year

Marketers' interest in Agile is stronger than ever. 41% of marketers report currently using Agile and, of non-users, 42% plan to adopt it. Of these, the vast majority would like to do so in the next year.

Lack of training and a feeling that current processes are working "well enough" remain the two most commonly cited barriers to marketing agility. However, when we compare the differences between Agile teams and their non-Agile counterparts, it becomes clear that processes that are "good enough" fall short of Agile ways of working.

Agile marketers are more likely than other groups to be satisfied with how their team is working and the results they can achieve. 74% of Agile marketers are satisfied, compared with just 58% of traditional marketers and 34% of ad hoc marketers.

Two-thirds of Agile marketing teams have been practicing for at least 3 years, but most admit that while they are using Agile practices, they're "still maturing."



**75%**  
of Agile marketers  
are satisfied



**47%**  
of Agile marketers use  
a hybrid approach

Hybrid frameworks continue to be the most common ways for marketers to embrace agility. Most hybrid Agile marketing teams say their choice came from their unique activities that didn't fit with traditional Agile approaches.

Proper training remains critical in successful Agile adoption. In-person and online training are cited as some of the most valuable elements in an Agile marketing transformation. The most popular training methods are Agile marketing-specific certification courses and in-person team trainings.

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## AGILE MARKETING ADOPTION AND BARRIERS

Marketers who label themselves as Agile now outnumber both traditional and ad hoc groups. Non-Agile marketers cite a lack of education and relative satisfaction with their current processes as the biggest barriers to greater agility.

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## MARKETING PRIORITIES AND HOW AGILE HELPS

Quality, productivity, and alignment with business objectives top the list of priorities for all kinds of marketers, but Agile teams report greater success in achieving these ends.

11

## AGILE VS. TRADITIONAL VS. AD HOC MARKETING TEAMS

Ad hoc marketing teams are by far the unhappiest with how they manage work. Agile teams, on the other hand, enjoy operations and feel prepared to deal with the changing digital landscape.

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## WHAT AGILE MARKETING LOOKS LIKE

More marketers than ever report using key Agile practices like daily standup and kanban boards. They also continue to favor hybrid frameworks rather than traditional ones like Scrum.

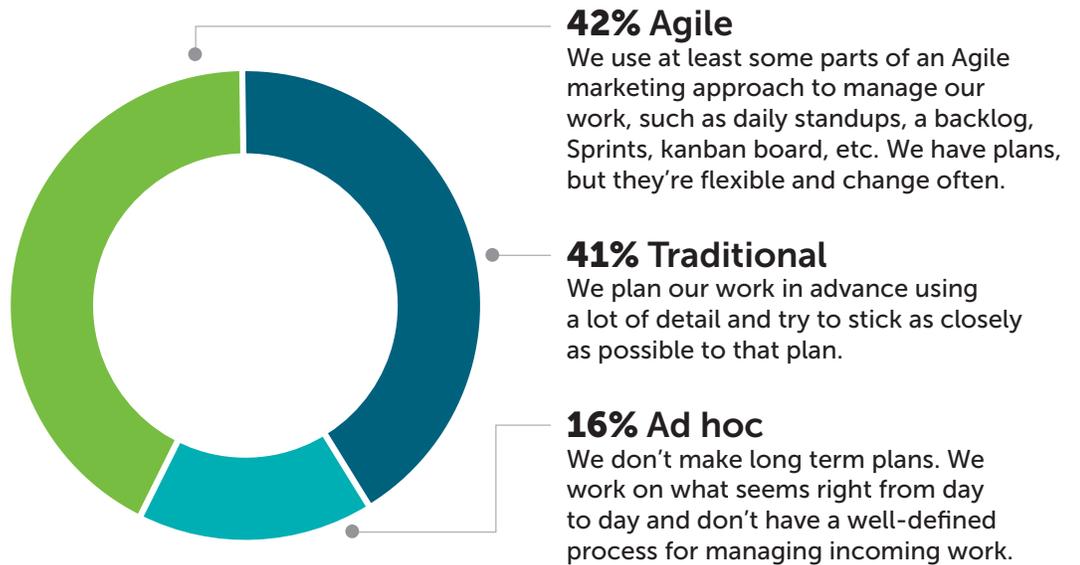
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## DEMOGRAPHICS

Most respondents were from North America, but they represent a wide variety of organizations.

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

More marketers are labeling themselves Agile than ever before. This year, we see a jump of ten percentage points in the Agile category, paired with a 9 point decline in those who identify their teams as traditional.



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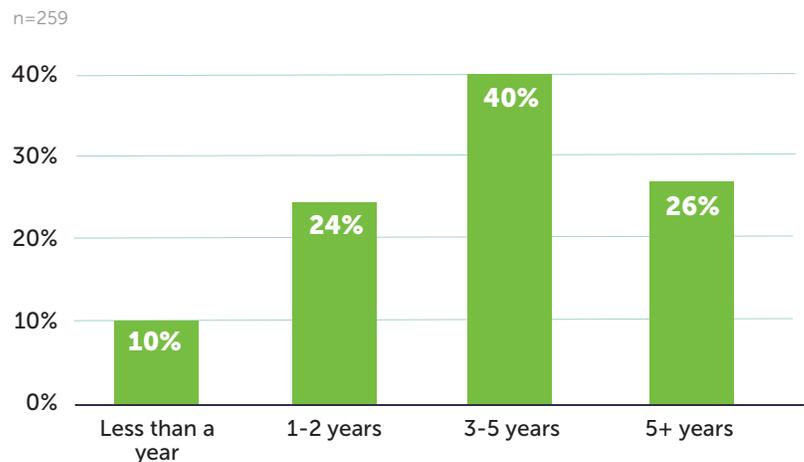
Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

## How long has your marketing department been practicing Agile?

Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

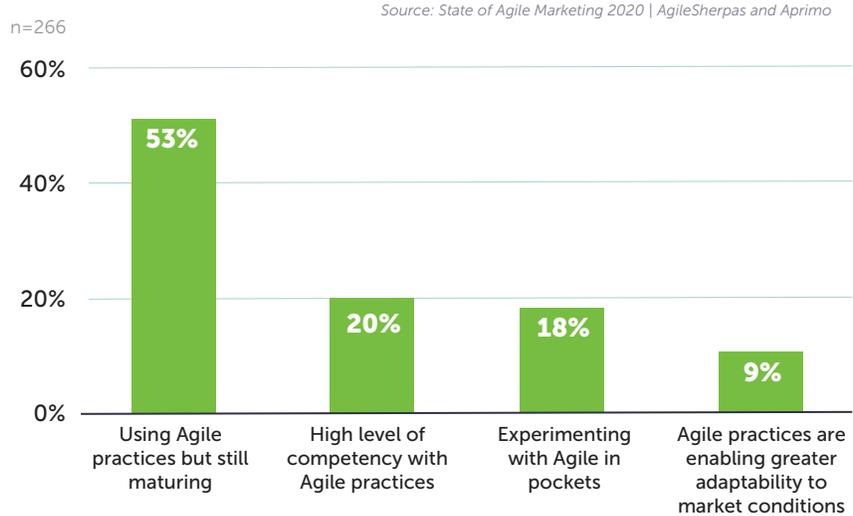
# 66%

OF AGILE MARKETING TEAMS HAVE BEEN PRACTICING FOR AT LEAST 3 YEARS.



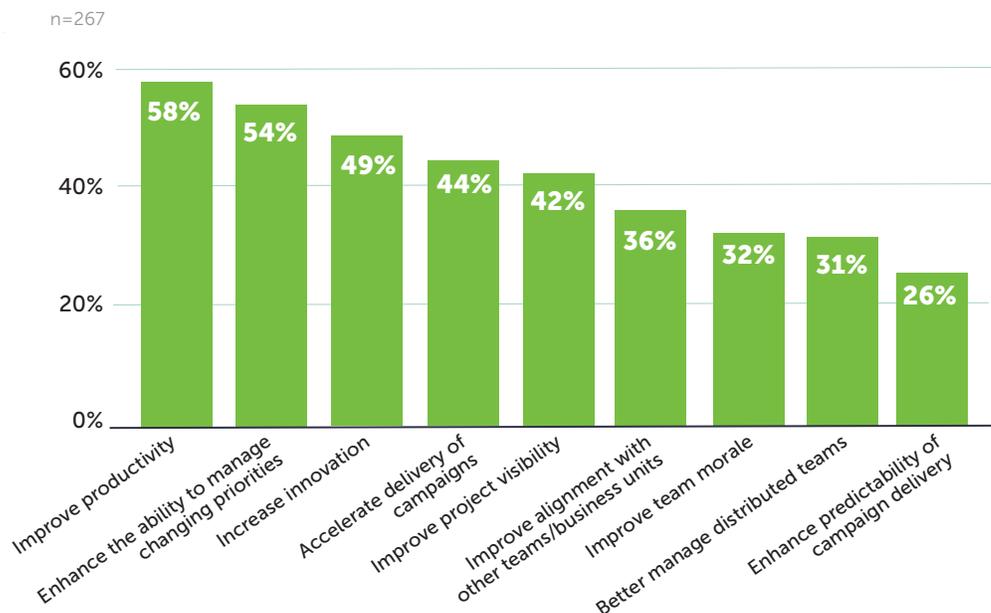
## How would you rate your marketing department's Agile maturity?

Over half of Agile marketing teams note they have room to improve. Very few say they have a high level of competency, despite the increase in teams using Agile for multiple years.



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

In 2020, marketers are more likely to turn to Agile ways of working to help with changing priorities, improving team morale, better managing distributed teams, and enhancing predictability of campaigns.

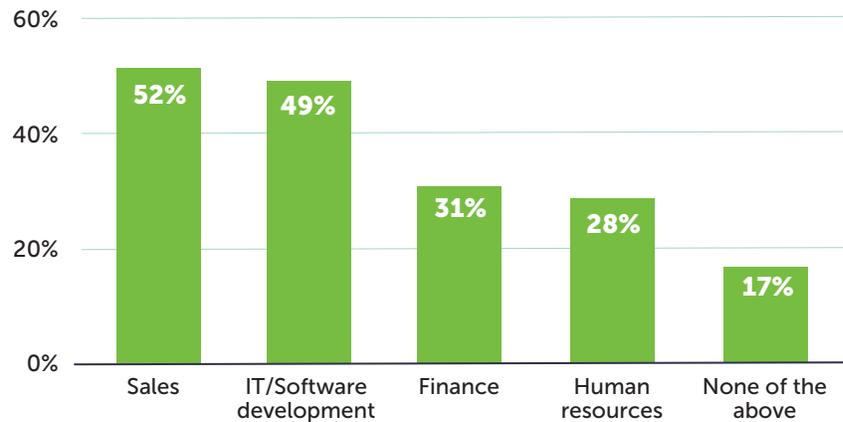


## Which other teams in your organization are using an Agile methodology?

Agile marketing teams looking for allies should turn to their colleagues in Sales and IT/Software, the two groups most commonly cited as fellow Agile functions.

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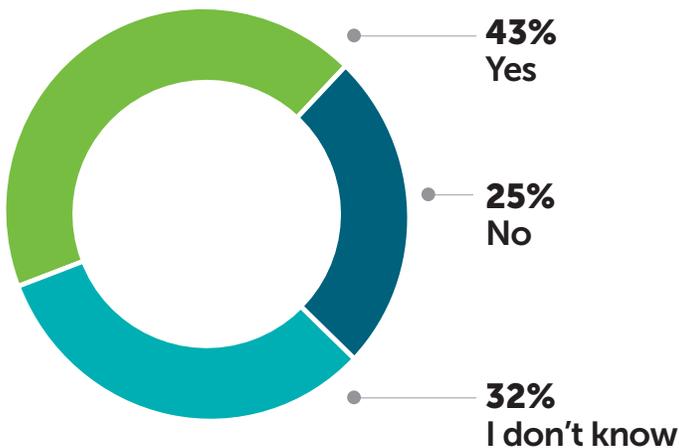
Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo



## Plans and Hurdles for Non-Agile Teams

Does your marketing department plan to implement Agile marketing?

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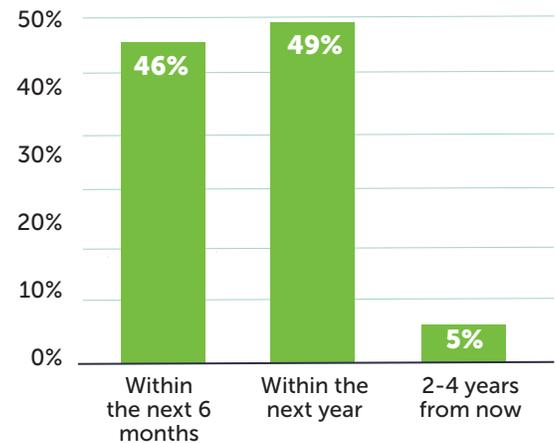


Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

When does your marketing department plan to implement Agile marketing?

Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

n=152



Interest in Agile marketing is high among those not already using it, and there's a strong sense of urgency to change ways of working in the immediate future. Last year, only 32% of non-Agile marketers said they'd make the switch within the next 6 months.

## What are the biggest barriers preventing your marketing department from more completely implementing an Agile approach?

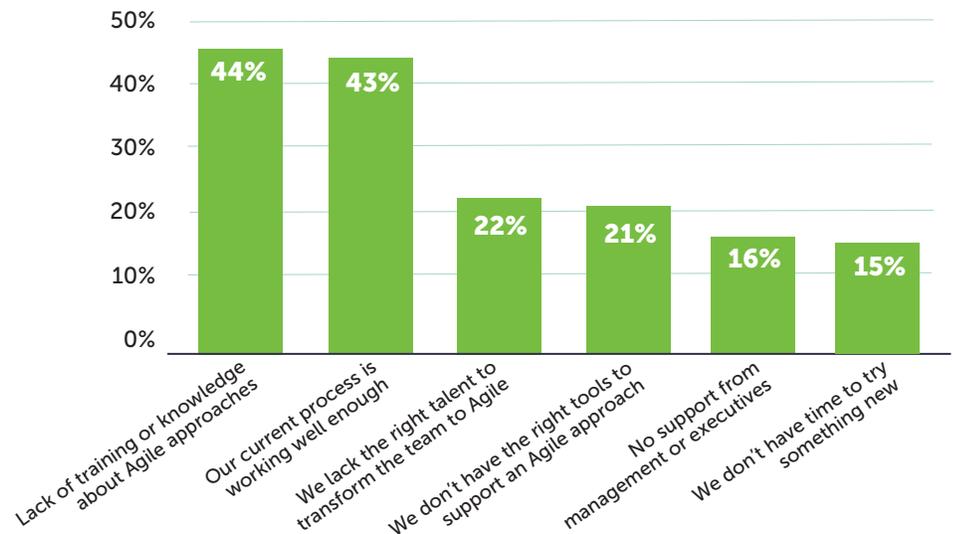
COMPARED WITH 2019,  
MORE THAN

# 3x

AS MANY MARKETERS  
BLAMED THEIR DELAY  
IN AGILE ADOPTION ON  
NOT HAVING THE RIGHT  
TOOLS IN 2020.

n=368

Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo



## No Excuse Not to Train

### IN-PERSON



Multiple training organizations offer accredited workshops to allow attendees to become a Certified Professional in Agile Marketing (ICP-MKG):

<http://bit.ly/agile-mktg-cert>

### ONLINE



No time to travel? You can still get certified with AgileSherpas' online version of the ICP-MKG certification workshop:

<https://agilesherpas.getlearnworlds.com/>

### SELF-DIRECTED

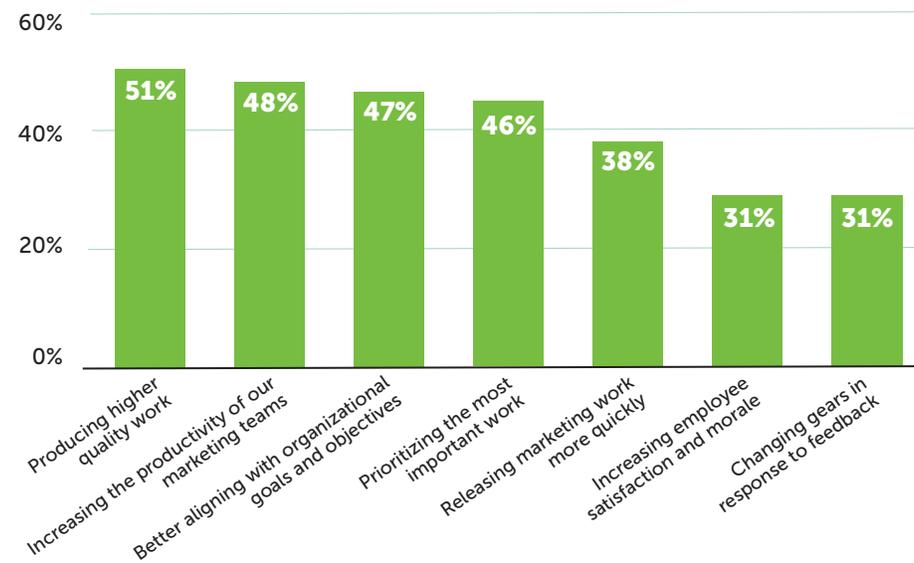


Webinars, podcasts, books, articles, and online classes on Agile marketing are just a simple search away. We've collected a ton for free here:

[agilesherpas.com/resources](https://agilesherpas.com/resources)

## Which of the following will be a high priority for your marketing department in 2020?

n=633 Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

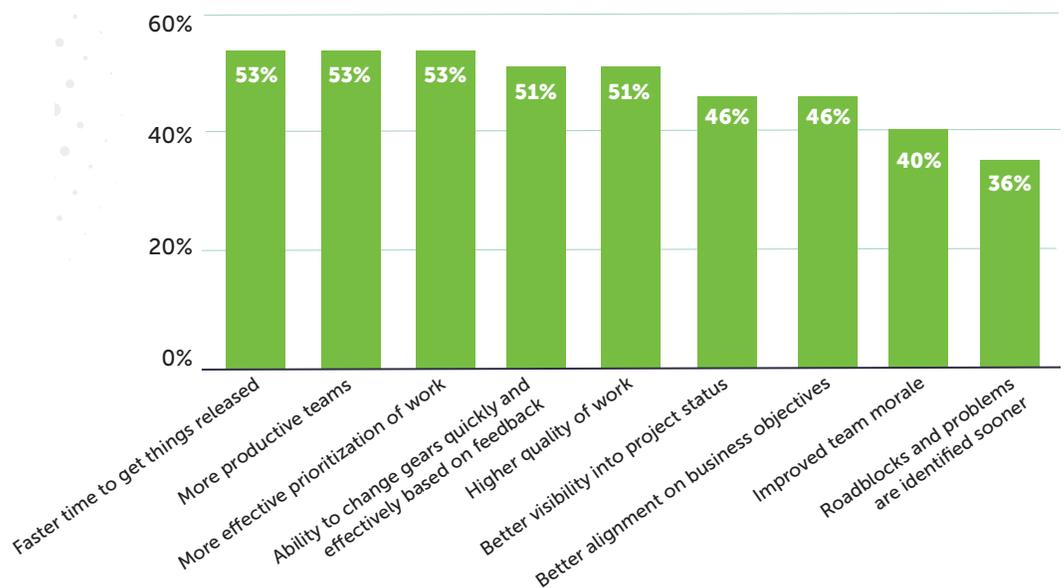


Marketers are increasingly focused on increasing productivity (+10%), aligning with their organization's goals (+9%), and improving team morale (+9%), all benefits enjoyed by Agile teams.

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

n=267 Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

Agile adoption delivers on expectations for marketers more than ever as the adoption of practices continues to expand. Twice as many Agile marketing teams reported improved productivity in 2020, and those enjoying better prioritization nearly doubled as well.

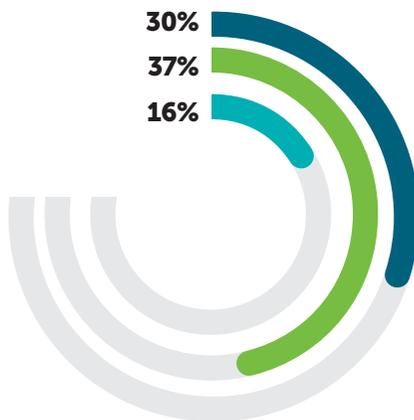


## Differing Priorities:

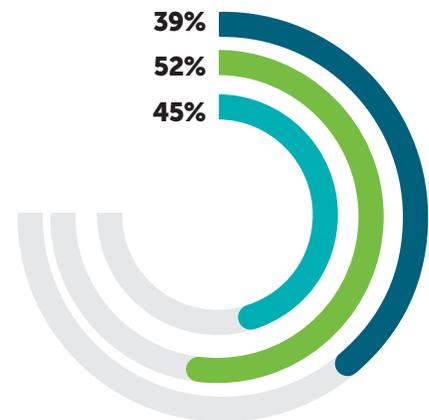
While marketers share many priorities, regardless of how they get things done, there are some stark differences between what traditional, Agile, and ad hoc marketers are focused on:

■ Traditional teams    
 ■ Agile teams    
 ■ Ad hoc teams

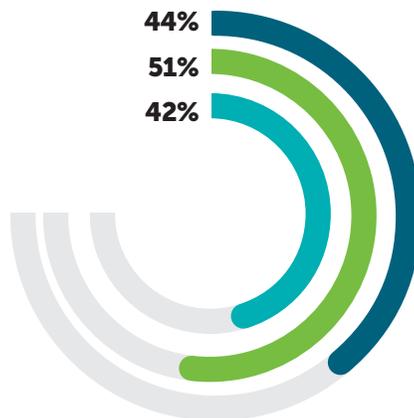
### Changing gears in response to feedback



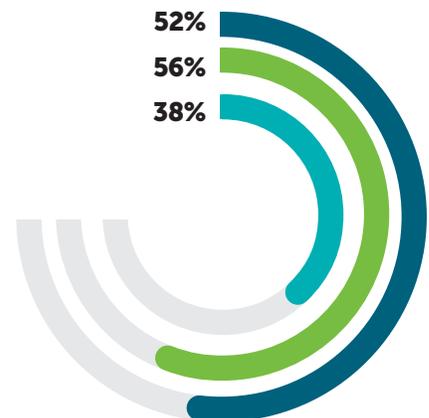
### Prioritizing the most important work



### Better alignment with organizational goals and objectives



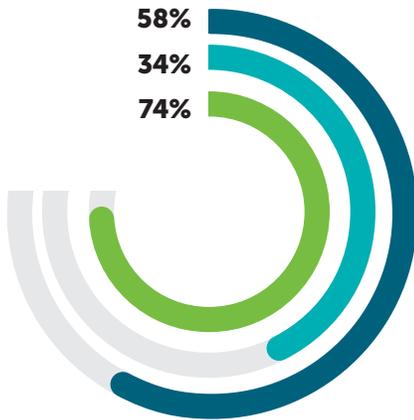
### Producing higher quality work



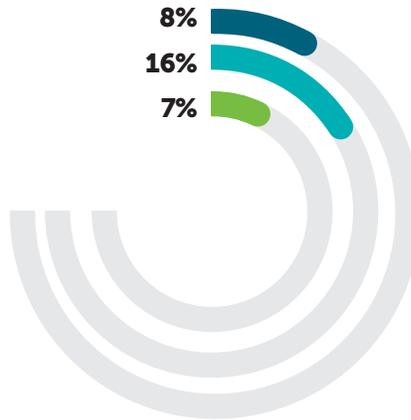
## How satisfied are you with the way your marketing department currently manages its work?

■ Traditional ■ Ad hoc ■ Agile

satisfied/very satisfied



dissatisfied/very dissatisfied



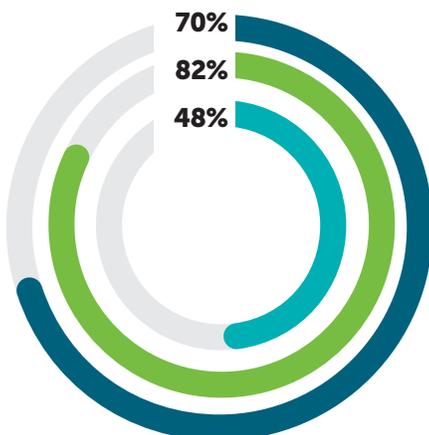
*Agile marketers are far more likely to be satisfied with their processes than those on either traditional or ad hoc teams. Dissatisfaction is twice as common on ad hoc teams.*

Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

## Different Views on Alignment and Adaptability

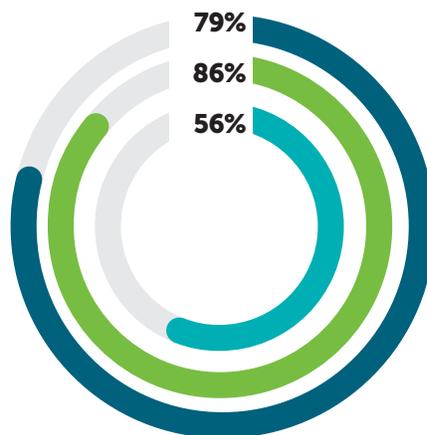
**My marketing team can handle fast-paced work**

Agree/strongly agree



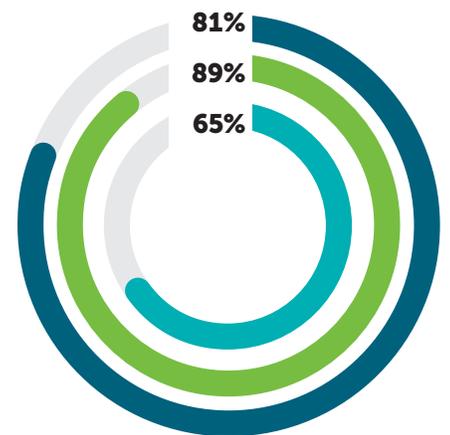
**Our marketing team's strategy is aligned with our organization's vision**

Agree/strongly agree



**I'm confident our marketing team can take advantage of emerging opportunities.**

Agree/strongly agree



■ Traditional ■ Agile ■ Ad hoc

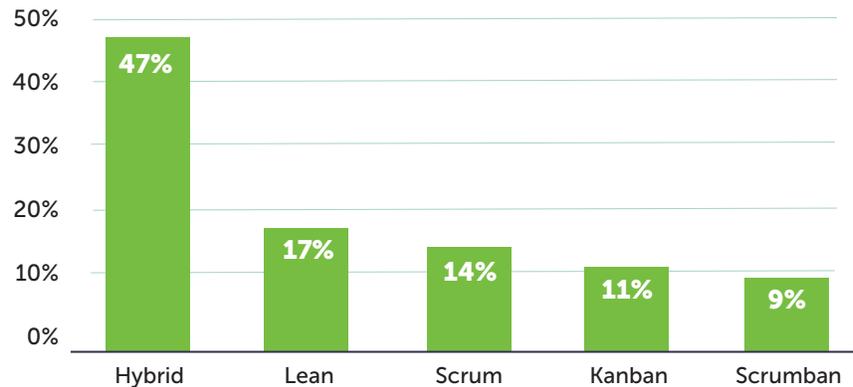
Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

## Which Agile methodology do you follow most closely?

Hybrid frameworks remain the popular approach for marketers looking to go Agile, with nearly half of teams citing this way of working as their preferred method.

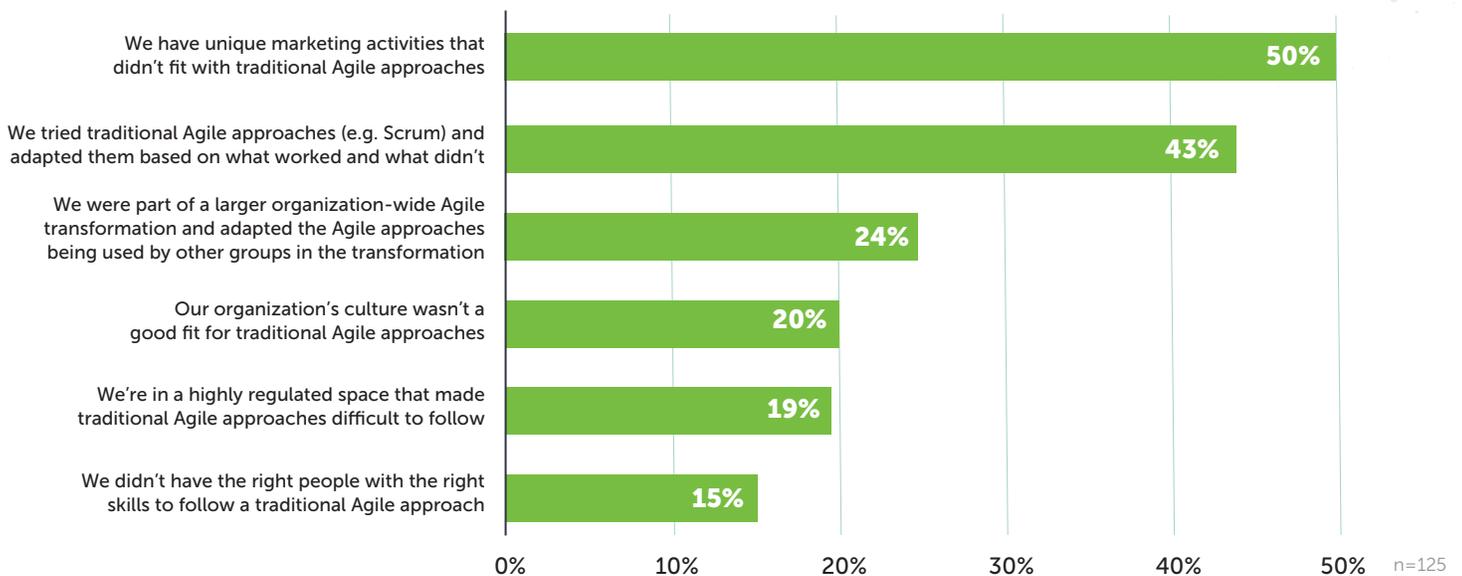
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Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo



## What factor(s) lead you to using a hybrid Agile approach?

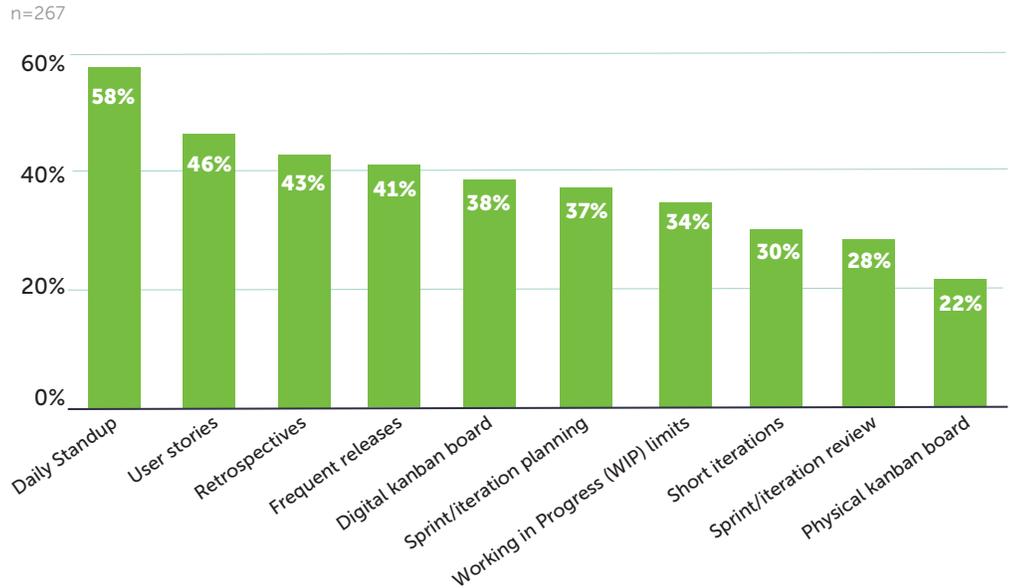
Most Agile marketers using a hybrid approach do so because they have unique needs that traditional frameworks can't satisfy. Many tried an "out of the box" approach and evolved from this starting point.



\*Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo

## Which Agile techniques and practices does your marketing department use? (Top 10 responses)

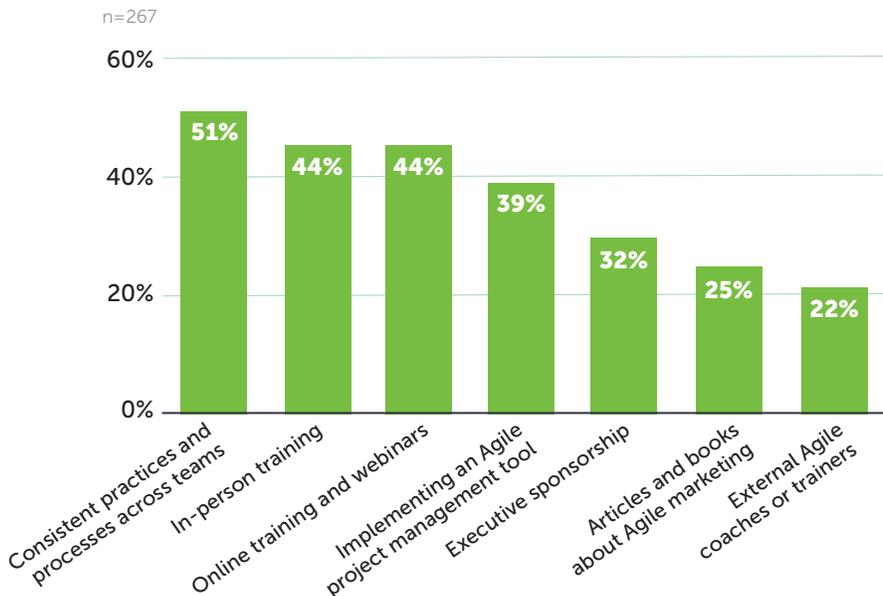
\*Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo



Every item on this list increased in adoption compared to 2019. Agile practices are being adopted more completely inside the marketing function, an excellent indicator of the growing maturity of the movement.

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

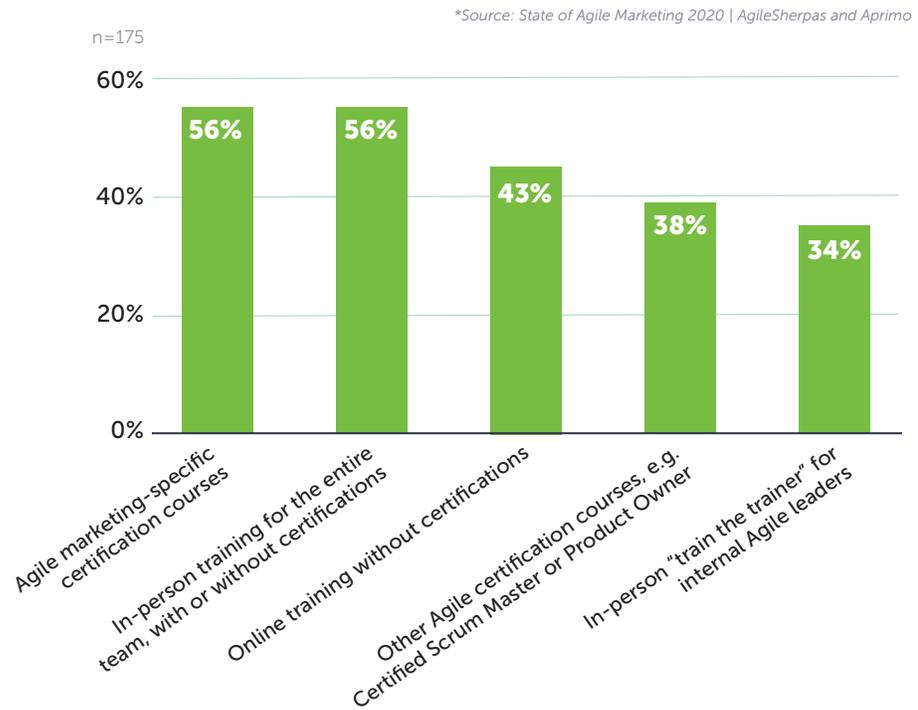
\*Source: State of Agile Marketing 2020 | AgileSherpas and Aprimo



Want to ensure a strong rollout of Agile in your marketing organization? Consistency and training are the keys according to Agile marketers.

## How are you training yourself in Agile marketing techniques?

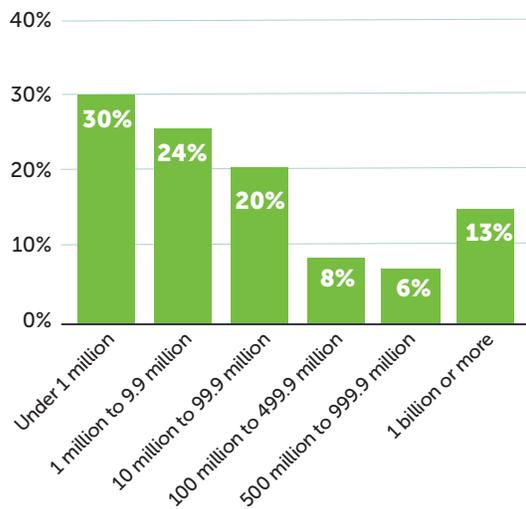
*Get your marketers training in their area of expertise. Marketers prefer courses tailored to their profession, as well as options that can serve their entire team.*



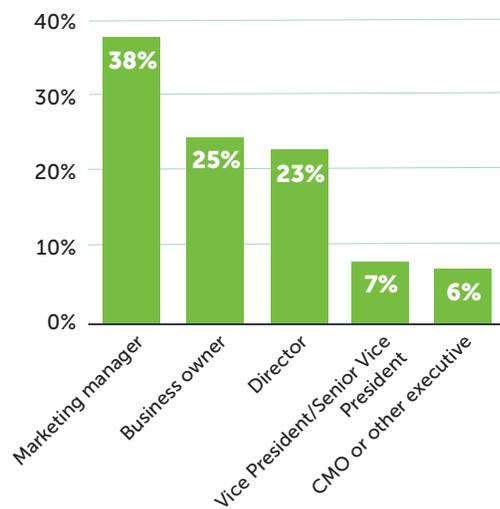
## Demographics

The Third Annual State of Agile Marketing survey was conducted from December 2019 to February 2020. It was produced by AgileSherpas in partnership with Mantis Research, and sponsored by Aprimo. We collected responses from 637 marketers and business owners via online survey. The majority of respondents (96%) were based in North America. Marketers reported a range of professional experience, with 28% on the job for 5 years or less, 49% in marketing for 6-15 years, and 22% working in the field for more than 15 years. Responses from non-marketers were excluded from these published results. Respondents represent a wide range of organizations and were drawn primarily from senior marketing professionals, as outlined in the the demographic data below.

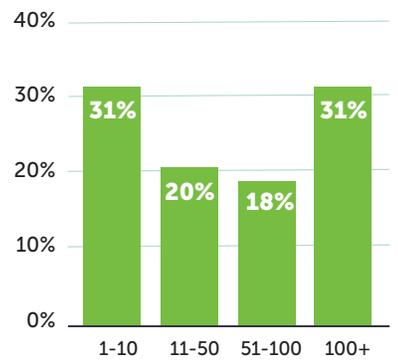
### Estimated Annual Revenue\*



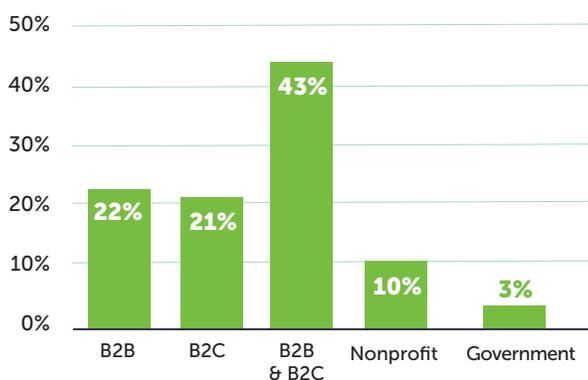
### Current Position\*



### Number of Employees in Your Marketing Department\*



### Type of Organization\*



### Industry\*

