

People**People MANAGED Level Description**

Modern marketing operations capabilities depend on an efficient process, advanced technology, and integrated information; however, it is the people who plan and conduct the actual work that matter most. Contributors must understand their roles and responsibilities. They must have the knowledge, ability, and desire to collaborate effectively with each other, plan, conduct and exchange their work.

Based on your responses in the Marketing Operations Maturity Benchmark Assessment, your organization has a Managed level of readiness. This level may be described using the characteristics below.

Does this sound like you?

✓ Role-based onboarding training exists and is kept up to date and capacity is known.	✓ Roles exist and R ACI designations are clear but may not be clearly reflected in processes, procedures and systems.	✓ Many tactical capabilities are provided by in-house agency services and workload is balanced and considered in project planning activities.	✓ Formal training is provided during on-boarding, and mentoring is used to help new workers master their work.	✓ Performance is accurately measured at the organizational level and roughly measured at the individual level.
✓ Organizational structure is highly centralized and functionally aligned.	✓ Agile teams exist and are used on new and demand generation projects.	✓ Operational leadership exists and responsibilities are few but clear and under the authority of the CMO.		

Ad Hoc

Basic

Managed

Optimized

47% of surveyed marketing leaders indicated that one of their top three most urgent 2020-21 problems is a mismatch between marketing staff skillsets and emerging capability needs.
- Gartner, January 2020

Consider the following activities to achieve an **OPTIMIZED** maturity level:

BUSINESS RECOMMENDATIONS

- Establish formal, online training with continuing education and certification capabilities.
- Clearly establish roles and responsibilities in R ACI style structures and use them throughout systems and applications.
- Set strategy, planning and budgeting effort level and timing expectations and reinforce them in strategy, planning and budgeting digital work management systems.
- Centralize organizational structure and perform most agency services in-house.
- Actively use individual performance information to make assignments and give rewards.
- Use online, real-time technologies to manage capacity and evaluate alternative staffing scenarios.
- Expand use of agile methods to include agile pod teams in activities from strategy development to production services.
- Broaden the scope of operations responsibilities to expand the authority and influence of the CMO.

TECHNOLOGY RECOMMENDATIONS

- Provide comprehensive, online, digital education and certification services.
- Automate work assignment to both internal and external parties based on business rules and AI.
- Automate tracking and reporting of goals and service-level agreements.
- Track performance in near real-time dashboards. Enable online agile tools and technologies.
- Enable digital capacity management functionality and staff scenario planning.



Map your path to marketing operations excellence.
Meet with a CapabilitySource Marketing Operations Expert today.