

## Marketing Work Management (MWM) Benchmark Calculator Results

## People

People **BASIC** Level Description

Modern marketing work management capabilities depend on an efficient process, advanced technology, and integrated information; however, it is the people planning and conducting 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 MWM Benchmark Calculator, your organization has a BASIC level of readiness. This level may be described using the characteristics below.

## Does this sound like you?

✓ Role-based on-boarding training exists but it is often out of date and difficult to follow.	✓ Roles exist but often overlap, and RACI designations are unclear.	✓ Most tactical activities are provided by external agencies with limited accountability.	✓ Mentoring is the primary way that new workers learn to do their work.	✓ Performance is roughly measured at the org level but difficult to determine accurately at the individual level.
✓ Capacity is known but difficult to measure against current work load, and it is managed in spreadsheets or other off-line sources.	✓ Some marketing teams are centralized although still aligned with brands or products. Agile teams exist and are being used in special circumstances.	✓ Operational responsibilities exist, but they are loosely defined and impact is in question.		

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 a **MANAGED** maturity level:

## BUSINESS RECOMMENDATIONS

- Actively manage role-based training and keep it up to date as living job aids that are continually aligned with process and technology changes.
- Clearly define and coordinate internal and external agency services to optimize efficiency and effectiveness.
- Establish a mentoring program to augment job aids and accelerate learning.
- Define both team and role based performance measures, track them and use them to improve individual performance.
- Actively use capacity information in planning and prioritization activities.
- Shift work based on capacity and backlog.
- Centralize marketing teams and balance internal and external work load. Adopt agile methods for some types of work.
- Expand operations responsibilities and align them with marketing strategy, under the authority of the CMO.

## TECHNOLOGY RECOMMENDATIONS

- Provide learning aids, videos, examples, policy, procedure and best-practice information on-demand.
- Clearly define roles and map them to users and tasks in technology systems.
- Automate work assignment based on business rules.
- Establish multi-level goals and track service level agreements.
- Track performance in dashboards. Establish agile teams and pods.



Map your path to effectiveness and efficiency  
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