

Marketing Operations Maturity Benchmark Assessment Results

People

People **AD HOC** 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 an Ad Hoc level of readiness. This level may be described using the characteristics below.

Does this sound like you?

✓ Workers don't know what they are supposed to do or how they are supposed to do it.	✓ Mapping work to skill is difficult and internal and external service responsibilities are unclear.	✓ New hires struggle to understand their roles and responsibilities.	✓ Value-stream handoffs commonly involve friction.	✓ Workers do not understand how their performance is evaluated and they don't know how to define success.
✓ Capacity is poorly understood and it's difficult to make a case for additional work capacity.	✓ Teams are decentralized and don't use agile methods or techniques.	✓ Operational responsibilities are not defined.		

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 **BASIC** maturity level:

BUSINESS RECOMMENDATIONS

- Create role-based training aids and use them with new hires and transfers.
- Define roles and responsibilities and ensure that staff know what they are supposed to do and how.
- Identify work that should be performed by external agencies and put processes in place to engage them.
- Establish basic performance measurement guidelines for teams, and begin measuring work performance.
- Establish basic tracking of work assignments and availability at the team or role level.
- Pilot centralized team structures for specialized roles like project management and creative design.
- Identify one or two operational responsibilities and start to build processes and standards to manage them from within marketing.

TECHNOLOGY RECOMMENDATIONS

- Provide an online knowledge portal.
- Clearly define roles and map them to users and tasks.
- Configure work management processes, access and rights based on roles.
- Establish goals and service level agreements.



Map your path to marketing operations excellence.
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