

## Marketing Operations Maturity Benchmark Results

### Process

### Process **MANAGED** Level Description

The marketing operations maturity process begins with corporate strategy and continues with ongoing strategy refinement, program planning, execution and performance measurement. Programs, campaigns, initiatives, tactics, assets and communications are defined. Reviews are conducted and approvals granted. Offers, ads, posts and messages are extended and responses tracked.

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

### Does this sound like you?

✓ Most work is budgeted and planned at the portfolio and program levels.	✓ Planning is conducted annually and revised periodically to align with changing business strategy.	✓ Performance to planned goals is measured at the program and project level.	✓ Quality is measured by both efficiency and effectiveness.	✓ The same work is performed in the same way by different people.
✓ Process and procedure documentation exists, and it is kept up to date.	✓ Detailed performance goals and outcomes are set and tracked at the initiative level.	✓ Service-level agreements and service-level objectives are often defined and occasionally measured and audited.	✓ Out-of-control processes are often identified during late process execution and commonly used to help improve the standard process.	✓ Dedicated process improvement occurs on a periodic basis. Rework is visible, and root causes are evaluated.

Ad Hoc

Basic

Managed

**Optimized**

66% of surveyed marketing leaders indicated that a lack of team collaboration or poorly designed or missing business processes are amongst the top four weaknesses impacting their team's ability to execute and deliver.  
– Gartner, August 2020

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

### BUSINESS RECOMMENDATIONS

- Create comprehensive strategies and plans that are continually adjusted to align with marketing conditions and brand strategies.
- Actively manage planning scenarios that reflect best and worst case situations.
- Use OKR techniques to set goals and keep execution activities aligned as goals change.
- Automate most manual activities to create guardrails ensuring that the same type of work is performed consistently across workers, teams and regions.
- Inject training directly into work activities and systems.
- Automate process monitoring to identify and address outliers and process exceptions.
- Use AI, ML and RPA to identify and improve process and workflow execution.
- Automate SLA monitoring and reporting. Implement Kaizen or similar methodology to ensure continuous process improvement.
- Actively, continually and obsessively eliminate rework and waste.

### TECHNOLOGY RECOMMENDATIONS

- Integrate work management technologies with agency partners.
- Integrate compliance and risk workflow.
- Standardize and automate strategy and planning activities.
- Establish rate and timing agreements with vendors and automate cost optimization.
- Adopt Kaizen principles and tooling with rapid change capability.



Map your path to marketing operations excellence.  
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