Case study: Moving to agile at scale across International Marketing

Situation	Approach	Impact

Situation

- A global parcel logistics leader was **losing share in its core International markets** because it was **not able to quickly develop new products and invest** to keep up with demand in ecommerce and other new industries (e.g., ecommerce a core priority for 5+ years but very limited progress)
- The **innovation and product development processes** were slow and the organizational structure reduced the flexibility to invest in the major priorities

Approach

Enacted the largest change to marketing in 40 years:

- **Created dedicated marketing areas around core International priorities:** New Themes with dedicated VP and resourcing to cut across traditional regions and functions to develop and launch breakthrough products

- **Moved to agile way of working across all International marketers:** Squads and chapters in International and around the world for product development, campaigning and pricing

- **Built capability centres in new areas, accessible throughout the world:** Digital, data/analytics and innovation hubs with world-class talent staffed to all regions

- **Implemented new commercial strategy process to invest behind priorities:** Rigorous commercial strategy process to identify and invest behind major commercial priorities across International

- **Created new innovation and product development lanes to speed up local and regional innovation:** Clear lanes for local and regional innovations to speed up launch, reduce over-governance and enable better partnerships with third parties

Impact

- **Significant new investments in cross-cutting priority areas** – real resources behind priority areas with dedicated VP

- **New-world capability pilots** – machine learning approach to targeting customers for cross-sell, and digital journey design

- **Faster and more local product development** – significantly increased capacity for on-demand always-on content marketing for social and digital marketing

- **More empowered local marketers** – faster decision making, closer to customers (while maintaining brand standards)