

Scrum for digital marketing

Control the Chaos and Deliver Value



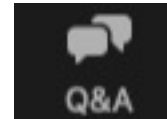
Clay Darrohn, Fishbat



Matthew Hodgson, Zen Ex Machina

Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
- Submit questions by selecting the Q & A icon:



Who is Scrum.org



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



Bio



Clay Darrohn
Fishbat Media, LLC. Founder

Clay has been in the marketing space for over 30 years. He's led traditional and digital marketing teams to realise unprecedented growth for his clients. His last 12 years have been focussed on [digital marketing](#) where he has been able to deliver quantifiable and scalable results for his accounts. Being a recent adopter of agile, he has been able to realise the same scalability for his agency.



Matthew Hodgson
Zen Ex Machina, CEO

Matthew has been coaching agile transformations for two decades: from executives and leadership to help scale agile across portfolios, programs and teams. He's highly regarded amongst his clients and peers for the unique approach he has brought to the industry focussing on scale using [organisational psychology](#), change and culture.

Digital marketing landscape

2007

Stable Environment

- **Social media:** Facebook, LinkedIn and Twitter. All anyone cared about was likes, shares and comments. No real metrics to lead to a conversion.
- **Email marketing:** Basic, limited from a design and functionality perspective, limited metrics (open rates mainly)
- **SEO:** Basic tagging and traffic strategies
- **Paid Ads:** Google Search, Banner Ads and some Social Media
- **Avg person exposed to 4,000 ads per day**

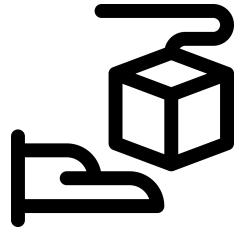
Today

Complex Environment

- **Social Media:** Facebook, LinkedIn, Instagram, Pinterest, TicToc, Twitter with Influencers everywhere. Content and targeting parameters change monthly depending on social and political climate within these channels.
- **Email marketing:** Strategies have evolved to multi persona workflows with robust targeting features. Highly customizable!
- **SEO:** Content rich, multi keyword strategies, Pillar and Landing Page Strategies as well
- **Paid Ads:** Search, Remarketing, Geo, Multi Platform Social Ads, Programatic ... changing by the month.
- **Highly complex interactions:** ALL need to play together due to significant increases in impressions then vs now.
- **Avg person exposed to 10,000 ads per day**

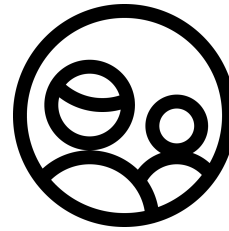
Where Fishbat started

Agency focused on deliverables:



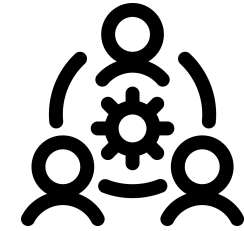
Offerings

- Very rarely all with one client, expectations were very low as the tech was very new
- Social Media
- SEO
- Email
- Ads



Staff

- Not a lot of strategic thinking
- More graphic forward (“pretty things”)
- No need for more than one person per account (smaller payroll)
- People were happy – it was “cool” to be in digital marketing
- Less Turnover



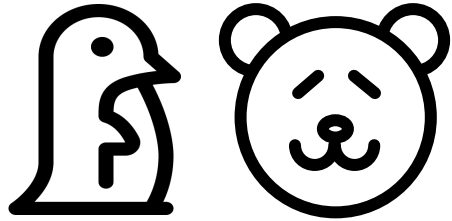
Operations

- Small staff and limited deliverables made it easy
- One off services made process management easy as well

Margins were very high

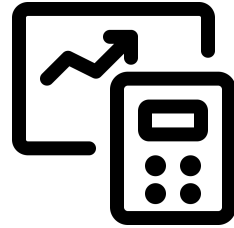
What we struggled with

- Digital landscape became much more complex
- Pace of change increased



Quarterly

Penguin and Panda for SEO



Monthly

Social media ad changes due to privacy restrictions

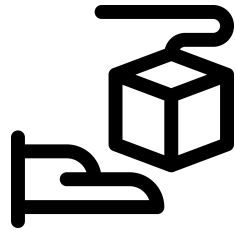


Weekly

Content restrictions in political climates

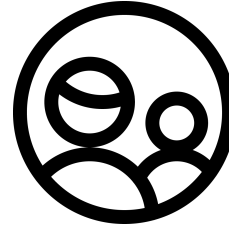
What we struggled with

Agency focused on deliverables:



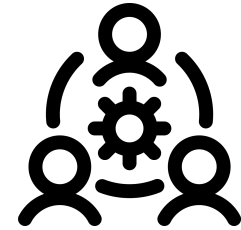
Offerings

- Strategy involving all digital deliverables were a necessity
- Needed to be reviewed regularly
- Clients needed and were entitled to better metrics



Staff

- More skill sets were needed
- Need to “Pivot” became a reality
- More pressure to deliver
- Higher turnover rate grew by 20%

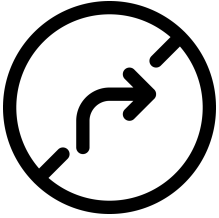


Operations

- Needed more people to deliver more service
- Multi layered and very complicated processes

Profits started to dry up

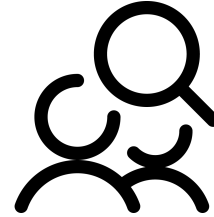
Our reality back then



Couldn't
"pivot" as
quickly as we
needed to



Became
mediocre at
everything and
great at nothing



Couldn't
pinpoint the
issues and
focus on them



Being
"overwhelmed"
became more
frequent throughout
the staff



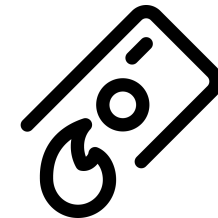
Clients weren't
sticking
around



Hard time
quantifying workload
and matching that
up with the
appropriate talent

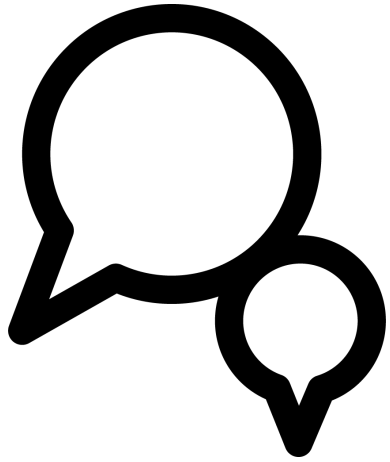


Falling short on
performance gave
way to doing more
work "out of scope"
to appease clients



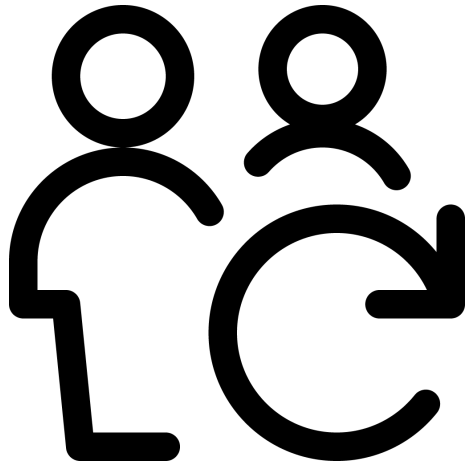
We were
losing money
quickly

Enter ZXM and Agile



- Agile consulting company
- Looking for a digital marketing partner
- Refresh our brand and channels
- Wanted it delivered in an “agile” way
- Knew we might have to “teach” the right company how to work this way

Enter ZXM and Agile



- Worked together using Scrum
- High level of collaboration and ownership by Fishbat
- Faster to market with the result
- Then, kept going with the relationship to more “digital advice”

Enter ZXM and Agile



“With us all working in an agile way, have you given any thought to whether you'd like to operationalise this throughout all of Fishbat?”

Tue, Jun 18, 2019, 9:43 AM



“You must've read my mind. I definitely want to discuss this ... will help us with our efficiency and transparency on all internal work [so it will] open us up to bigger business”

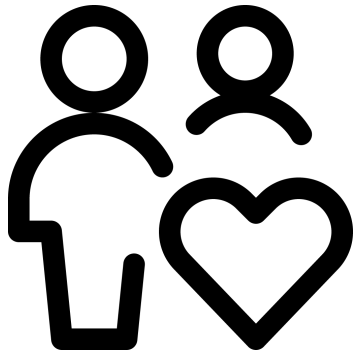
Tue, Jun 18, 2019, 11:44 PM

Adopting Scrum in Fishbat

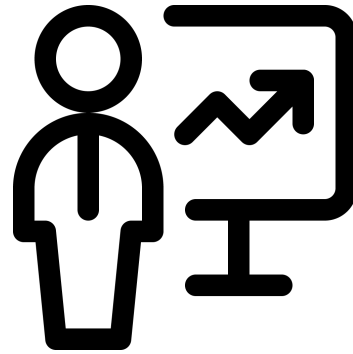
Professional Agile Leadership (PAL-E)

- Scrum – Roles, events, artefacts
- Team design
- Management 3.0
- Value streams and optimising flow
- Value-based prioritisation
- Agile metrics (Evidence Based Management)

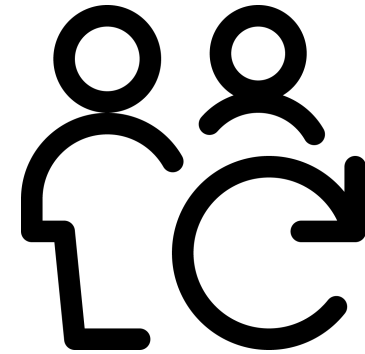
Adopting Scrum in Fishbat: the Journey



Staff buy-in

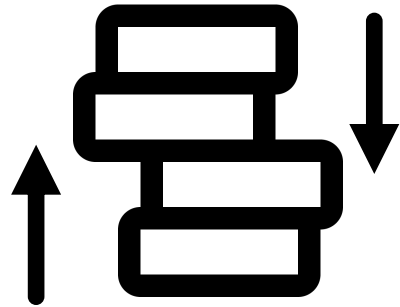


Ramp-up
time

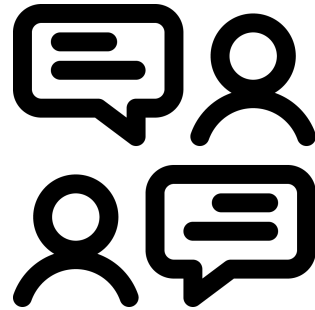


Still evolves
month-to-
month

Agile's impact on digital marketing capability



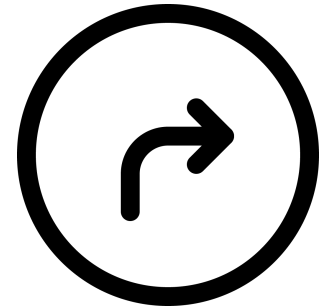
We can prioritize work based on what the client values while not overloading the team



Communication with clients has become more clear and digestible



We are getting more done in less time with greater communication and focus



Much easier to pivot to changes in the market

Agile's impact internally



Team approach has left no one out on an island (staff are less overwhelmed)



Focus on delivering value to clients rather “work” is easier to achieve through well refined backlog items and meeting the Definition of Done



See where and how time and/or weight on deliverables is being allocated and can adjust very quickly



Hiring new team members is becoming a more collaborative process and easy to identify what is needed within each team

Take aways

When just getting started:

- Start with one week Sprints and work into two week Sprints to account for getting your clients up to speed with planning out their work requests
- Understand its a cultural shift and it takes time for get everyone's buy in
- Make your Daily Scrum in the middle of the day. We've found they're more productive.
- You're going to make a lot of mistakes, but remain flexible, inspect and adapt

As you progress:

- Revisit the way you weight certain stories, they should be evolving
- Let clients in on the process, they tend to really like this way of working

Great tools to facilitate (especially in a remote environment):

- Asana for Backlog management
- Everhour to help understand the weight of your work
- Mural for all forms of Team Collaboration

Questions

Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts

Sprint Goal

Done

Scaling Scrum

Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings

Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

- <https://www.scrum.org/pathway/scrum-master>
- <https://www.scrum.org/pathway/product-owner-learning-path>
- <https://www.scrum.org/pathway/team-member-learning-path>
- <https://www.scrum.org/pathway/agile-leader-learning-path>

Connect with the Scrum.org community



Forums
Scrum.org



Twitter
@scrumdotorg



LinkedIn
LinkedIn.com
/company/Scrum-
org



Facebook
Facebook.com
/Scrum.org



RSS
Scrum.org/RSS



Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!