Mighty Guides

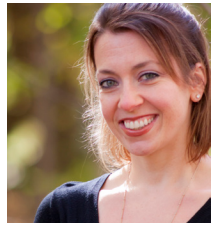# 11 MARKETING TECHNOLOGISTS on DIGITAL TRANSFORMATION

Proven Strategies to Help You Avoid Chaos and Take Control of Your MarTech Stack

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Digital transformation (DX) is top of mind for CEOs across the globe—so it's no wonder that it's also top of mind for marketing operations professionals who are trying to modernize and improve workflows across their department. However, research is showing that many teams in the midst of digital transformation struggle to get DX initiatives off the ground successfully. Others have successfully implemented several new software solutions, but without a big picture strategy for how those solutions will work together. This has left many marketers feeling disconnected, siloed, overloaded with software, but still pressured to get more done faster. Read through this ebook for actionable tips and best practices from experienced marketing professionals on how to successfully digitize and transform your team into a modern marketing engine.

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BRANDI SEICH

Global Marketing Director, Channel
Innovation and Projects,
DHL Supply Chain

Brandi Seich, a passionate, curious marketer, is also a fun-loving wife, and a mother to five-year-old twin girls and three fur babies. At work, she strives to improve the customer experience through integration of digital marketing, automation, innovation, and technology along every step of the buyer journey. Her goal is to live every day to the fullest and never stop learning.

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At DHL Supply Chain, our marketing teams are always working towards building a fully integrated customer experience. We want to understand every touchpoint our customers have with us, not just at the account level but also at the contact level. We want to understand what each individual values, from innovation to cost savings, and serve optimal messaging at each touchpoint.

We can't do that without the right technology. However, we're a large organization, so any new marketing-operations solution is a substantial investment of time and money. We have to be strategic about which technology we choose and how we implement it. To do that, we:

- **Recognize data silos are not an option.** Part of our strategy is to be the most customer-centric logistics company in the world, and we can only do that if we're all working on the same team.

- **Bring in all the appropriate functions.** Digital transformation of marketing operations is bigger than marketing. Engaging all business functions—anyone who has a touchpoint with the customer—is essential. ❯

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Digital transformation of marketing operations is bigger than marketing, it is key to incorporate all business functions engaging with customers to effectively deliver change.

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- **Achieve short-term wins.** Digital transformation is a long process, and if employees don't see progress along the way, they may start to lose faith in the endeavor. Setting three- to six-months goals encourages teams.

- **Set up teams with clear leaders.** When executive leadership assigns a group a project, and that group has several people who naturally want to take a leadership role, delays and conflict can result as people work out who will do what.

- **Test thoroughly.** You never really know how a solution will work for your team until you use it for a while. Testing a technology for a few months will result in a better return on investment because you'll know you're getting what's right for you. Testing also increases employee buy-in.

- **Share knowledge and best practices.** It's important for employees to have the opportunity to engage with each other about a technology. Social platforms make it easy to raise questions, offer answers, and share training materials. ■

> " Digital transformation is a long process. Setting short-term goals is an effective way to encourage team members. "

KEY POINTS

1 An effective digital transformation strategy recognizes that data silos are not an option. Everyone needs to be working together toward the same goal.

2 Testing a technology for a few months is the only way to understand if it will work for your team, and it helps increase employee buy-in.

VIVIAN ELBA

Owner,
Max MarComm

Vivian Elba has worked for several Fortune 100 corporations as well as educational institutions, national hotel chains and media outlets, both as staffer and consultant, to implement effective user experiences and communications across multiple platforms. A proponent of the Plain Language initiative, Elba believes firmly in "less is more," and strives for efficiency across the board.

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It might seem strange to start a conversation about digital transformation with a reminder that the customer comes first, but the two ideas are inseparable. Your audience is your bottom line. In my years in marketing, I've seen many people forget to ask key questions about their audience before creating content.

What does your audience really want and need to know?

1. How can you communicate that most efficiently?
2. What is your audience's tolerance for technology?
3. Use the answers to those questions to determine the marketing materials you need to produce and how to produce them.

With that foundation laid, you can turn your attention to process. In fact, it's easier for marketing teams to assume the audience perspective with simpler, more streamlined processes. I suggest you:

- **Bring in an objective perspective.** That could be a new hire, someone from another team, or a team from a consulting firm.
- **Be willing to shift responsibilities within the team.** For example, you could train junior team members to do some of what senior members do. ❯

> *Your audience is your bottom line.*

That would free up senior members to focus on interacting with customers, determining strategy, and generating revenue. If you empower people from the bottom up, that leaves people at the top to do what they do best, tending to the bottom line.

Once you've streamlined how you work, it's time to think about how technology can help you optimize.

- **Do due diligence on potential solutions.** Sometimes the option that seems the simplest and best is also the most expensive. If you seek out alternative options, you may find a solution that will meet your needs for less than the seemingly easiest choice.

- **Allow people to provide feedback in an open, non-judgmental atmosphere.** I sincerely believe in feedback from all potential sources. People from across the organization can have great ideas that can prove very helpful.

Finally, as you implement your chosen solutions, continue to gather feedback. Remember, not listening to other people's opinions is a way of reinforcing silos. ■

> " If you empower people from the bottom up, that leaves people at the top to do what they do best. "
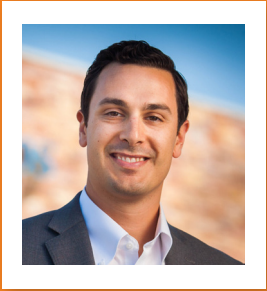
KEY POINTS

1 Marketing teams can increase ROI if they have simpler, more efficient processes.

2 Before investing in a software solution, look carefully at your processes, optimize them, and then look for a solution that meets your unique needs.

MARK D'ANDREA

Senior Director,
Marketing Operations,
Scripps Health

Mark D'Andrea draws on his 10 years of experience in marketing and operational management to drive growth by improving efficiencies and adding value to the consumer experience. He utilizes technology to enhance strategy and manages multiple technologies, including CRM, call center, marketing automation, and CMS platforms. D'Andrea is responsible for SEO, SEM, web development, email marketing, and market research for a $2.9B company.

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Historically, when marketing teams have evaluated a new technology, they've tried to balance features and price. However, a third pillar is necessary: how any potential purchase will fit into your overall workflow and existing technology stack. An application that doesn't integrate well with your current technologies could be difficult and time-consuming to implement. That ultimately raises the total cost.

It's also important to consider the overall system for employee morale. A clunky process can create more work for employees and decrease productivity.

Taking a full-system view can also benefit customers and even teams outside of marketing. Before our marketing team implemented a customer relationship management (CRM) system, we knew our call center was using outdated software that wasn't satisfying patients. So, we made a conscious decision to put both marketing and the call center on the same platform.

Of course, selecting the right technology is just one part of the process. I've also learned a few key lessons about implementation. >

> " *An application that doesn't integrate well with your current technologies could be difficult and time-consuming to implement. That ultimately raises the total cost.* "

Start sooner. Transformation can be a long process, in part because you're changing culture, and also because the technology itself isn't set up overnight. To truly change the way you do business will take time.

Seek input from outside the marketing department. Before we invested in our CRM system, we talked to call-center agents to understand their pain points, and we used that information to help streamline their processes and ours.

Have enough resources in place. If you don't have enough people, it can be challenging to gain the benefits you expect. In some cases, it makes sense to bring in temporary implementation staff.

Get buy-in. When I wanted to move our team to a new platform for project management, I asked the team to pilot the new system for a month. We talked about what we liked and didn't like about it, and we learned from each other. At the end of the trial month, everyone was excited to use it, and the team made the decision to switch. ■

> " A clunky process can create more work for employees and decrease productivity. "
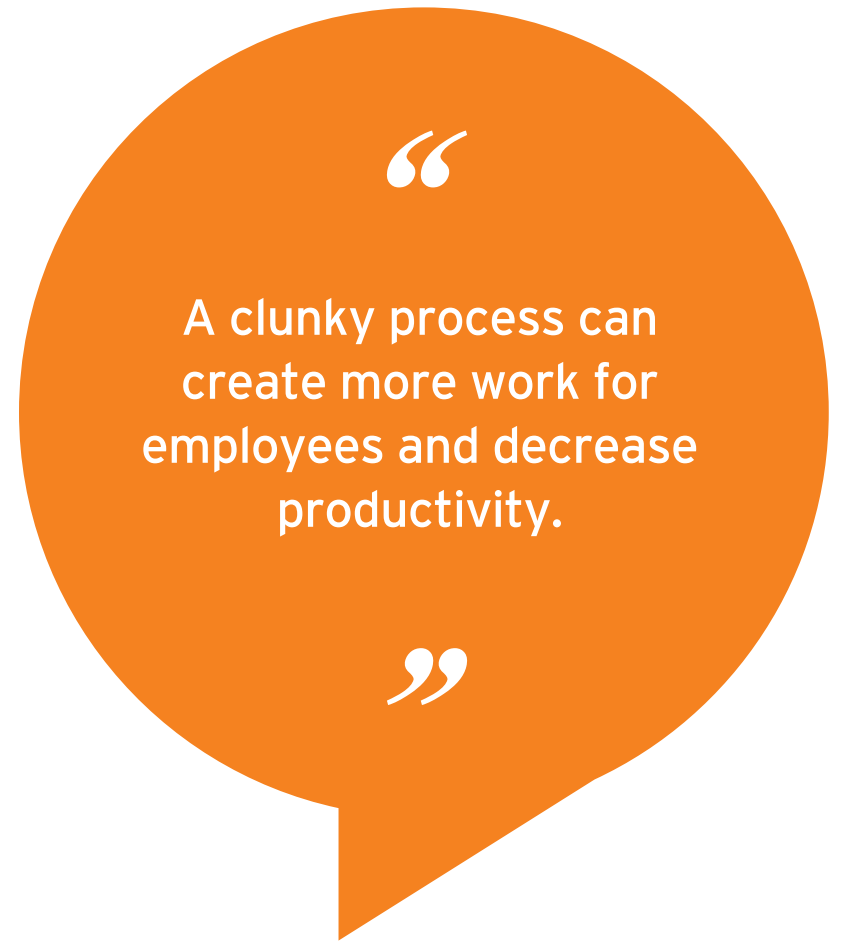
KEY POINTS

1 Consider how any new marketing technology will fit in with the systems you already have in place. Otherwise, you could end up incurring unexpected costs.

2 By taking a full-system perspective, you may find ways to improve not just your own operations but also those of other departments, and create additional value.

UNDERSTAND HOW YOU WORK BEFORE YOU DIGITALLY TRANSFORM MARKETING OPERATIONS
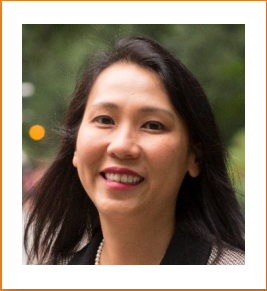
REGINA JASLOW

Chief Revenue Officer,
Amplicare

Regina Jaslow has more than 20 years of marketing, sales, and customer-success experience. She is currently the CRO of Amplicare, a healthcare-tech startup. Previously, she led marketing at RapidSOS, a public safety-tech startup. She is also the cofounder of Dove Tree Style that operates several brands. In addition, Jaslow serves as vice chair and treasurer of the board of trustees at The Floating Hospital.

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Today, there's an explosion of tools to help you digitally transform marketing operations. That makes it essential to have a strategy to evaluate them. Switching from one tool to another takes time as employees adapt. If you switch from one solution to another, you may also end up with gaps in your data history or experience difficulty in finding work documentation.

The foundation of the strategy for selecting marketing-operations solutions should be a thorough understanding of your organization and what you need. Think about:

- **How you work:** For example, do you use an agile process with sprints or do you take a more traditional approach to workflow processes?

- **Which features you need today and will need in the future:** Ask yourself, "Under what circumstances will this feature become important to us?" and then evaluate the odds of those circumstances occurring.

- **How many tools you can realistically use:** It's a good idea to find solutions that offer multiple feature sets but be realistic with what features employees will actually use. ❯

> *A really well-designed UI helps employees quickly move through information and navigate the solution.*

- **Whether you need every feature to be best-in-class.** No one tool will do everything perfectly, but you probably don't need the most advanced version of every feature. Balance the potential costs of switching solutions in the future against buying more than you need today.

Once you have a clear understanding of your needs, think carefully about the user interface (UI). It's a key differentiator that isn't usually addressed in the marketing materials from solution providers. A really well-designed UI helps employees move quickly through information and navigate the solution. An intuitive UI is also key to onboarding employees to the solution and getting buy-in to embrace its adoption.

An ideal UI is easy to understand, organized, and inviting. Users shouldn't have to look around or work hard to figure out how to use the solution. You can test the UI yourself and, as a check, ask someone in your organization who isn't especially tech-savvy to try it out and provide feedback. ■

> "
> You can test the UI yourself and, as a check, ask someone in your organization who isn't especially tech-savvy to try it and provide feedback.
> "

KEY POINTS

1 With so many options to choose from, selecting marketing-operations technology requires you to first think about how you work and which features you'll truly need.

2 The UI of a solution is a key differentiator that's often overlooked. The solutions with the most intuitive UIs are more likely to be adopted.

ERIK BRATT

Senior Director,
Global Corporate Marketing,
Kyriba

Erik Bratt is a veteran technology marketing executive who helps accelerate brand awareness and drive lead-generation capabilities for B2B technology leaders. He is currently the senior director of corporate marketing at Kyriba, where he oversees branding, content, and communications on a global level. Previously, Bratt held senior-level positions at Microsoft, Tealium, Ensighten, and WebSideStory (acquired by Omniture and now part of Adobe Systems).

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As enterprises digitally transform their marketing operations, they are finding they have thousands of technology solutions to choose from. Unfortunately, this can lead to solution overload, which can cause:

- **Reduced return on investment.** Tools that don't connect to each other and aren't used by employees don't deliver value to your organization.

- **Inefficient marketing.** Disparate toolsets and ideas lead to fragmented marketing approaches rather than a consistent, personalized experience across channels.

- **Employee frustration.**

To avoid technology overload, it's important to take a step back and understand how technology fits into your marketing strategy. Every good marketing strategy starts with understanding your product and its benefits, your messaging, and your target audiences, including key channels. So, for digital transformation to succeed, marketers need to:

- **Perform a tool audit.** Understand what tools you have now, how they're being used, and the value they're delivering.

- **Align your martech strategy with your marketing strategy.** Ask yourself how your tools connect to each phase of the customer lifecycle and your strategy overall. ❯

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Organizations have thousands of technology solutions to choose from. Unfortunately, this can lead to solution overload.

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- **Evaluate your staffing resources.** To realize a strong ROI on a tool, you need to be sure you have sufficient people to support it.

- **Leverage wisdom of crowds.** Consider checking review sites such as TrustRadius or G2 Crowd. These sites provide valuable insight from peers on their experiences with a particular software.

- **Be nimble.** Enterprises often move slowly when making decisions. It's important to make the right decision for your organization, but the longer it takes you to decide and commit, the longer it takes to see results.

- **Know what's foundational.** Some solutions will relate directly to your core digital transformation strategy, and some will offer capabilities that are appealing, but not truly strategic to the organization. Before buying, ask yourself whether this tool is a foundational component of your technology stack or just a nice to have.

- **Assess tool performance.** At least once a year, take the time to evaluate the technology you're using so you clearly understand your ROI. ■

> " Every good marketing strategy starts with understanding your product and its benefits, your messaging, and your target audiences and where they are. "

KEY POINTS

1 Ensure you're getting the most value out of the technology you use by aligning your marketing technology strategy with your overall marketing and business strategy.

2 Avoid tool overload by regularly assessing your technology to understand what's foundational, strategic and effective. When buying technology, try leveraging product review sites.
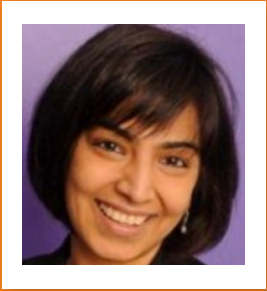
MADHU GULATI

President/Chief Strategy Officer,
ShowMeLeads

Madhu Gulati is the CEO of ShowMeLeads, a global marketing agency that provides unmatched marketing automation, ABM expertise with hands-on instruction, and actionable best practices to transform your marketing organization into a demand-generation machine. She has previously worked at Marketo, Market2Lead, Salesforce, and various startups in the Bay area. She loves to offer innovative solutions to complex (and fun) marketing challenges.

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Over the past two decades, marketing has expanded to include new functions, such as email campaigns and social media. Marketing has also shifted from being viewed as a cost center to a revenue center, which makes understanding your return on investment (ROI) key. To maximize ROI of digital transformation, I suggest you always begin with the end in mind—that is, set your marketing goals, and use them to identify potential solutions.

While setting goals, I recommend you:

- **Avoid blindly following your competitors.** Investing time to look at what your organization needs to achieve your goals can pay big dividends.

- **Share your business objectives with other teams, such as sales, marketing, sales development, and IT.** This helps prevent team and data silos from forming and ensures you're adopting technologies that will improve customer response.

To meet those goals, be sure you also have the right team in place. Otherwise, you may struggle to understand the ROI of your automation efforts and of your entire marketing operation. In addition to data analytics and content strategy, the ideal team includes:

- **Marketing strategy:** This is a critical role you cannot live without. The strategist defines the ROI for the technology within the context of the buyer's journey ❯

> *I suggest you always begin with the end in mind—that is, set your marketing goals, and use them to identify potential solutions.*

and sets direction for content and campaign development. You may not need a full-time employee and may prefer a consultant who can offer an outside perspective.

- **Martech stack ownership:** This employee ensures everything—from Excel to your email marketing tool—works together. Sometimes, organizations assume this person will also handle strategy, but it's best to separate the roles.

In addition, digital transformation works best when employees have the right mindsets. There are two sides to this coin: employee personality and leadership practice.

- Employees should enjoy learning, take the initiative to do it, and be flexible and communicative.
- Leaders should demonstrate the importance of skill development by doing it themselves and budgeting funds to pay for employee training.

Throughout the transformation process, leaders should provide regular updates to execution teams. ■

> " A marketing strategist is a critical role you cannot live without. "
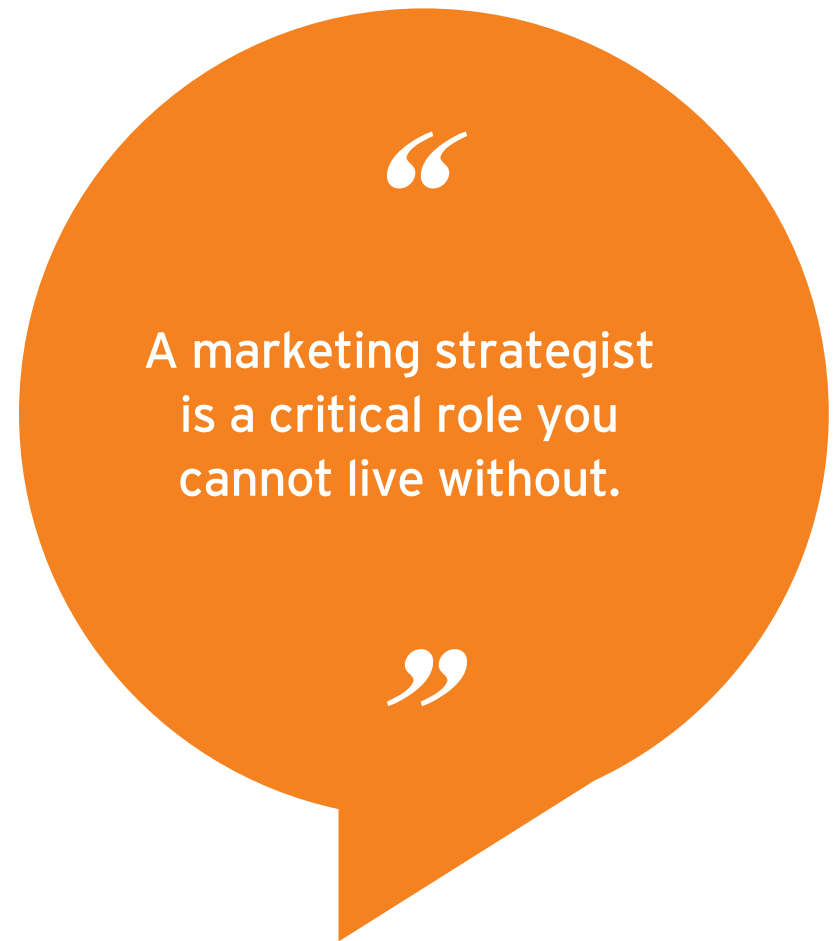
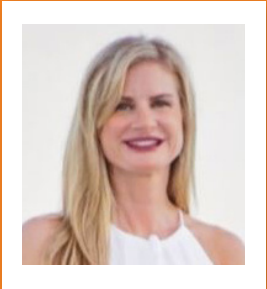## KEY POINTS

1 As marketing has become more focused on ROI, it is becoming increasingly important to maximize and demonstrate the value of marketing operations and digital transformation.

2 For digital transformation to pay off, take the time to put the right team in place.

JENNIFER CALLOWAY ADAMS

Director, worldwide marketing operations,
Global Biopharmaceutical Company

Jennie Adams is a senior leader with a passion for automation, E2E process, innovation, and talent development. She's an avid jogger, fun family-games leader, and enjoys gardening and cooking. She has held various leadership roles over the years, including in global operations, institutional sales, finance, capital-market strategies, and worldwide digital marketing. The author's opinions are her own, not those of her employer.

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've been leading smaller digital transformation projects since before the movement became critical. Over the years, I've learned two key lessons.

First, changing an enterprise system requires the right leadership. Individual teams may be able to make small improvements on their own, but little changes here and there are not digital transformation. In addition, individual teams can often do nothing about how other teams operate. To achieve lasting value from digital transformation, the right person needs to look at the entire ecosystem.

- Who's the right person(s)? In general, a senior business and IT leader of an organization working together.

- While the leaders build out the business case, involve all key stakeholders within the organization, especially all IT leaders. In heavily regulated industries, such as financial services and healthcare, include the regulatory team from the beginning.

- To get project approval and support, get early buy-in from executives who are close to the CEO.

- Once the project is underway, build engagement with regular communication. ❯

> " *Little changes here and there are not digital transformation.*

Second, employee buy-in is critical. Sometimes, employees don't see the value in making the adjustments to the way they currently work, and they often have too much on their plates. It's not the one thing you're asking them to do that they're resisting—it's the 40 total things on top of the new ask.

- Be willing to listen and empathize.
- Do not present a prototype and say, "This is what you're going to do now."
- Instead, put yourself in the users' shoes and find out what— and how many—systems they use every day. Then, build a prototype based on that information so it will genuinely benefit those users and reduce their steps. Talk about those benefits with employees.
- Align the project with a high-level value, objective, or cornerstone that your organization upholds. Saying the goal is *digital transformation* doesn't do your work justice, and it doesn't always resonate with employees. ■

> " It's not the one thing you're asking employees to do that they're resisting—it's the 40 total things on their plate. "

KEY POINTS

1 Digital transformation is about the end to end process made better, and it requires the right leadership that reports back to everyone the measured successes.

2 Listen to and empathize with employees. Offer process improvements that address the majority of their pain points, then prototype and improve upon that.
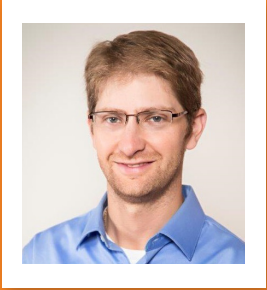
JUSTIN SHARAF

Director, Marketing Technology and Operations, LogMeIn

Since joining LogMeIn in 2012, Justin Sharaf, director of marketing technology and operations, has been instrumental in building up the marketing-automation teams and has strengthened the relationship between marketing and sales by tightening the integration between marketing automation and CRM. Previously, Sharaf was manager of external marketing at Vistaprint and senior manager of marketing strategy at Synapse Group, a subsidiary of Time.

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My team at LogMeIn is diverse: Software engineers, marketing technology experts, and former marketers work together to support marketing teams throughout the enterprise. We act as partners and strive to build trust while ensuring we have the right technology and processes in place. To accomplish our goals and effectively serve LogMeIn employees, we:

- **Take an enterprise-wide perspective.** Because we work across the entire marketing organization, we can see how different groups are using technology, and we use that information to align the objectives of those groups when possible.
- **Set a mission statement for our team.** This should align with the mission statements and business objectives of the other parts of the company.
- **Define clear objectives and requirements for what we're trying to achieve.** We want to be sure we meet our stakeholders' expectations, so someone from my team partners with the stakeholder and takes great care to ensure both sides understand the requirements.
- **Offer complete visibility into our road map to stakeholders.** When people know what we're working on, and what our priorities are, they see the full scope of ❯

> *Because we work across the entire marketing organization, we can see how different groups are using technology, and we use that information to align objectives.*

work we're doing. That helps reduce silos and encourages trust.

- **Meet regularly with stakeholders across the business.** We meet with stakeholder representatives at least weekly, usually more often. During these meetings, we describe our priorities so that everyone can see what we can and cannot do for them.

- **Meet directly with users.** We share what we're working on, and we always set aside time for users to ask questions or describe challenges they're having with the technology. This practice encourages buy-in and adoption.

- **Ensure we have engineers and developers within marketing operations.** I see a lot of companies building their marketing organizations almost entirely around content and social media. Certainly, that's important, but it's not enough. Finding good people who are technologically savvy and can think about data and how systems integrate with each other is key to developing an organization based on automation rather than manual effort. ■

> " Finding people who are technologically savvy and can think about data and how systems integrate is key to developing an organization based on automation. "

KEY POINTS

1 To make digital transformation of marketing operations successful, build partnerships with clear objectives, frequent and open communication, and complete visibility.

2 Meet directly with users to overcome challenges and encourage buy-in and adoption.

BRANDON JENSEN

Director, Marketing Operations, Workfront

Brandon Jensen is a seasoned operations leader who has served in various marketing, sales, and data-processing operational roles over his 18-year career. As the director of marketing operations for Workfront, he works with the things he loves: MarTech, process design, and showing data who's boss. He has implemented technologies across the operational stack. He holds an MBA and bachelor's degree from Brigham Young University.

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We as marketing-ops teams are probably as guilty as anybody at seeing the potential in new technologies and wanting to implement them as soon as we can. Sometimes, teams within an organization rush to buy technologies that don't end up paying off, even though the application has clear potential. You can prevent this problem by taking a systematic approach to digital transformation in marketing operations. To do that, I suggest the following.

- **Align technology purchases with corporate strategy.** Identify the corporate goal the potential solution will support, such as a campaign to reach larger, more valuable clients. If the technology doesn't clearly tie to a business objective, it will likely end up going unused.

- **Define your goals in quantitative terms.** Quantitative goals are the only ones that matter at the end of the day. Linking a solution to a quantitative goal shows the value of the tool and helps sustain long-term organizational support.

- **Don't rush.** I often see organizations shooting before they aim. Stepping back and planning out your transformation is really critical. Plan for the right things from the beginning by defining the outcomes you want and the processes you'll follow. ❯

> *Quantitative goals are the only ones that matter at the end of the day.*

- **Ensure you have the resources to support any new technology.** A technology can offer lots of potential value and come with stellar recommendations from existing users, but if your team doesn't have time to use it, it won't deliver value.
- **Implement a structured review process.**
  - *Require approval for potential purchases.* At Workfront, we ask everyone within marketing to complete a specific template that is reviewed before any technology is purchased.
  - *Include all relevant stakeholders in decision-making.* Exactly who needs to be involved varies from organization to organization. Key questions to ask: (1) Who will implement the solution? (2) Who will be affected by it? (3) Who owns the overall strategy for technology? Those people need to be in the same room and have a thorough conversation about how the technology is going to be used before it's purchased. ■

> " I often see organizations shooting before they aim. Stepping back and planning out your transformation is really critical. "

KEY POINTS

1 Take time to define your goals before you invest in marketing operations technology, and be sure you have the resources to support any new technology.

2 Involve all relevant stakeholders in decisions related to technology purchases.

TRACY KAPTEYN

Vice President, Global Marketing and Sales Operations, TMP Worldwide

Tracy Kapteyn has more than 20 years of experience in marketing, sales, and customer support, in a variety of fast-paced, technologically sophisticated environments across global markets. Today she is TMP Worldwide's vice president of global marketing and sales operations, responsible for enabling sales success through the delivery of integrated marketing strategies. Kapteyn holds a BBA, management concentration, from Canada's Athabasca University.

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D igital transformation has the potential to create big efficiencies for marketing and sales teams, as long as you've thought ahead about how any new system will work with your existing solutions. I always ask three key questions about a new application before we decide to implement it.

1. **Does it integrate with our Customer Relationship Management (CRM) and other platforms?** Without integration, there's no efficiency gain, so ensure everything integrates into one common platform.

2. **How does the data flow?** There are some solutions that will integrate with our CRM but only send data one way. If a solution doesn't send data both ways, it's a struggle to know which system is accurate, and there's no use marketing to a database that's inaccurate.

3. **How and when does the data synchronize?** There's also no use marketing to an out-of-date database. And, if you have systems that are out of sync, how do you know which one is right?

Selecting the right solution is just part of the process, though. I've also learned valuable lessons about implementation. ❯

> *Without integration, there's no efficiency gain, so ensure everything integrates into one common platform.*

1. **Learn everything you can about what your new solution can do.** Many digital transformation solutions are fairly intuitive to implement, and a lot of companies do so themselves. Detailed training is often an extra fee, but it can be worth it.

2. **Remember, it's OK to start at a basic level and master that before moving up.** Most systems offer multiple levels. Maximize the level you're at before moving to the next one. Training will help here, but so will strategy. You don't have to do everything on day one. Over time, you can move to the next level of the solution if necessary.

3. **Don't overwhelm employees.** Not everyone is a power user. Some people need time to adapt. I like to look for small wins that don't disrupt process flows too much to show employees a system's value. Once they see the payoff, they are more likely to adapt to the change and support it. ■

> " I like to look for small wins that don't disrupt process flows too much to show employees a system's value. "

KEY POINTS

1 Before buying any solution, be sure it integrates into your existing platform, sends data where it needs to go, and synchronizes on your schedule.

2 As you implement a new system, go at the right pace and be sure you're maximizing the value of what you have before adding features.

FARYAL KHAN-THOMPSON

Head of World Writers, Americas, Williams Lea Tag

Faryal Khan-Thompson, a Pakistani-American Westchester County native, graduated from Carnegie Mellon University in 2008. Her professional background includes management, operations, and marketing. She currently works at Williams Lea Tag, an industry leader in marketing-communications services for fortune 500 global brands. As head of the world writers team, she manages a team of project managers across the Americas and supports clients with their global marketing communications.

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Over the past decade, I've had the chance to work with global companies in a number of industries and sectors to ensure their marketing is right for their audiences. In my current role, my team and I work with clients to execute international marketing campaigns across languages, cultures, and mediums. That experience has given me insight into how large, multinational enterprises work—and how they could work better.

Most global companies operate in silos. Although they may have good marketing ideas and budgets to improve marketing operations, they often don't have an overarching, unifying strategy, not just for marketing but for their whole business. As a result, they:

- Lack visibility into what different marketing teams are doing.
- Have different teams using different technologies.
- Don't effectively reuse marketing collateral.
- Partner with a large number of different media agencies.
- Spend more money than they need to.
- Take longer than necessary to launch campaigns and deliver content to customers. ❯

> " *Most global organizations don't have an overarching, unifying strategy, not just for marketing, but for their whole business.* "

To avoid these problems, having a consistent operating model across the globe is key, but achieving that is no easy task. One way to do it is to establish a center of excellence within your organization that sets strategy for the entire company and includes objectives for marketing operations and digital transformation. A center of excellence is composed of senior leaders who:

- Define the company's area of focus and future direction.
- Understand how all teams within the enterprise work.
- Evaluate and define best practices and set uniform business processes.
- Support training and employee skill development.

With this foundation in place, the enterprise can then select the right technology that supports not just marketing operations but also the company's future success. Establishing such a center is an investment, and it means slowing down, at least initially. That can be difficult because organizations want to move as quickly as possible today. However, moving too quickly creates risk, and in the long run, establishing a center of excellence can substantially increase the return on investment of digital transformation. ■

> " In the long run, establishing a strategic center of excellence can substantially increase the return on investment of digital transformation. "

KEY POINTS

1 Without visibility into how all marketing teams within an enterprise work and communicate, organizations spend unnecessary time and money to create and distribute content.

2 Look for better collaboration tools within your business and opportunities to automate workflows where possible.

Transform your work with Workfront

Digitization has changed the nature of work. Modern marketing teams in the midst of digital transformation are struggling to complete DX initiatives successfully and are left feeling disconnected, siloed, overloaded with software, and pressured to get more done faster. Workfront is an Enterprise Application Platform for Modern Work Management that can help you transform your marketing work from traditional, siloed, and rigid—to modern, connected, and agile.

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