State of Agile Marketing Report

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Agile Marketing Leads the Way

2022 marks AgileSherpas' fifth consecutive year of meticulously collecting and analyzing data from hundreds of marketers.

We've seen a lot in five years of running this report. But this year, we saw two new things: a stark divide between marketers who successfully adopt Agile and those that struggle with doing so, and a growing connection between marketing agility and business agility.

It turns out that certain actions tend to make Agile marketing adoptions successful, while others endanger Agile adoption. If you've been a part of an Agile transformation yourself, you'll find some familiar refrains in the data. Successful Agile marketing adoptions, for instance, tend to be sponsored at the executive level. They work better when marketers across the organization, not just a team here and there, use Agile to execute their work. And, of course, the ability to measure Agile's performance is strongly correlated to success.

But the thing that might be most intriguing in this year's data is the connection between success in marketing agility and the adoption of Agile across other functional areas within the organization. As marketers continue to lead the charge into non-technical agility, we certainly shouldn't delay our own transformational efforts while waiting for other parts of the enterprise to catch up. But the impact that enterprise-wide agility has on marketing agility can no longer be overlooked.

When finance is using Agile, marketers are more than 2.5 times more likely to say they've successfully adopted Agile.

When human resources goes Agile, marketers are 3 times more likely to use Agile successfully.

Of course, Agile marketers of all kinds are eager for their colleagues to join them in their transformations. Nearly three-quarters (74%) think it would be easier to work with other groups if they also adopted Agile ways of working.

We've spent the past five years carefully charting the course of marketing agility; if this year's data is any indication, the next five years may see us telling a much bigger story of business agility.

Andrea Fryrear
CEO and Co-founder
AgileSherpas

Executive Summary

▶ **As we see each year, Agile is working for marketing teams, and they're seeing many benefits.**

- Compared to those with a traditional or ad hoc approach, Agile marketers are more satisfied overall. They're happier with how their marketing department manages its work, confident they can handle fast-paced digital work, feel empowered to push back on unplanned work, and are less challenged with the quality and/or effectiveness of their marketing.

▶ **When marketing goes fully Agile, departments enjoy more success than their peers who use Agile in pockets of their organizations only.**

- 31% of Agile marketers have a 100% Agile marketing department. Of those, 45% report they have implemented Agile very successfully, compared to 16% of their partially Agile peers.

- Fully Agile marketing departments tend to experience greater benefits from Agile, including the ability to handle fast-paced work, clarity on how marketing contributes to organizational success, and confidence that marketing can take advantage of emerging opportunities.

▶ **Agile marketers want both their marketing teams and other departments to be more fully Agile.**

- Of those who don't yet have a fully Agile marketing team, 62% plan to make this transition.

- 74% think it would be easier to work with other departments if they followed an Agile methodology.

▶ **Interest in Agile is strong with those using other approaches, but marketers need training.**

- Half of marketers who aren't using Agile marketing plan to implement it. Of those, 91% plan to do so in the next year.

- The biggest barrier marketers are facing with implementation is lack of training (not lack of time, talent, tools, or even executive support).

▶ **Marketers aren't fully taking advantage of the various tools and training that are valuable for implementing Agile.**

- 77% of those who have used Agile certification courses have found them to be valuable, but only 30% have used them.

WHY MARKETERS ARE (AND AREN'T) ADOPTING AGILE

As Agile increasingly becomes the norm in marketing teams around the world, we're seeing shifts in who's adopting Agile and what barriers are preventing that adoption. This year's survey found slightly fewer teams using Agile along with more teams than ever planning to implement it in the near future.

But we're focused the most on the barriers to Agile adoption. Lack of training or knowledge about Agile approaches stands out as by far the biggest barrier teams face. Later sections will go into more detail about how Agile tactics like trainings are being utilized.

NEW BARRIERS, NEW OPPORTUNITIES

▶ 43% of marketers surveyed use some form of Agile in their work.

▶ Just over half of those marketers who did not currently use Agile plan on implementing Agile, with 91% planning to do so within the next year.

▶ By far the greatest barrier to implementing Agile is a lack of training or knowledge about Agile approaches, with 58% of marketers listing it as a barrier.

▶ Comparatively few marketers felt that a lack of time or talent were preventing an Agile transformation (19% and 20% respectively).

Which of the following most accurately describes your marketing team's process?

43% Agile

We use at least some parts of an Agile marketing approach to manage our work, such as daily standups, a backlog, Sprints, kanban board, etc. We have plans, but they're flexible and change often.

42% Traditional

We plan our work in advance using a lot of detail and try to stick as closely as possible to that plan.

15% Ad hoc

We don't make long-term plans. We work on what seems right from day to day and don't have a well-defined process for managing incoming work.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Does your marketing department plan to implement Agile marketing?

51%
yes
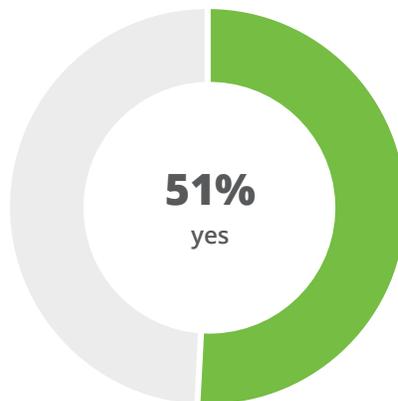
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

When does your marketing department plan to implement Agile marketing?

Within the next 6 months	48%
Within the next year	43%
2 to 4 years from now	3%
I don't know	6%
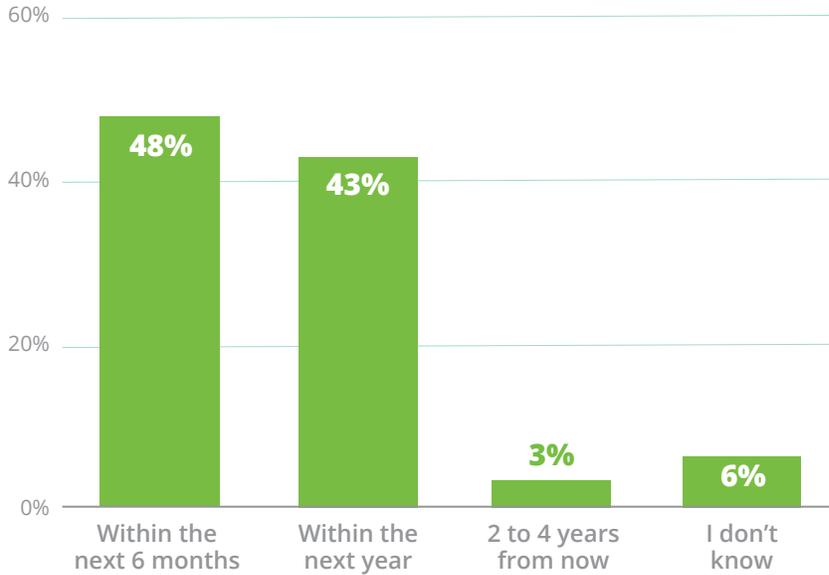
▶ Agile is in! Nearly half of marketers are planning to implement Agile marketing in the next 6 months, with another 43% planning on making the jump in the next year.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What barriers prevent your marketing department from fully implementing an Agile approach?

Legend: ■ Biggest barrier ■ Barrier ■ Not a barrier

	Biggest barrier	Barrier	Not a barrier
Lack of training or knowledge about Agile approaches	39%	19%	42%
Our current process is working well enough	22%	9%	69%
We don't have the right tools to support an Agile approach	10%	20%	70%
Lack of support from management or executives	13%	12%	75%
We lack the right talent to transform the team to Agile	5%	15%	80%
We don't have time to try something new	8%	11%	81%

▶ Agile education is a make it or break it factor for transformation. The single biggest barrier to implementing Agile that marketers cite is a lack of training or knowledge about it.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

HOW AGILE MANIFESTS IN MARKETING TEAMS

Within organizations, Agile takes many forms. We sought to understand the tactics being used and how much value marketers were getting out of them. The results were surprising, with large gaps between what marketers found effective and what they actually used in practice.

This gap points to inefficiencies, but also great opportunities for Agile marketers looking to improve their processes. From coaching to certification courses, we found Agile practitioners using a variety of tactics to reach their goals.

AGILE IN PRACTICE

▶ 56% of Agile marketing teams have been using Agile for less than 2 years, while only 14% have been doing so for over 5 years.

▶ While only 49% of Agile practitioners used an Agile project management tool, 80% of those who did found it valuable.

▶ Less than 1/3 used an Agile certification course, while 77% found these useful.

▶ While the most common change implemented alongside Agile adoption was project management tool standardization, this only reached 39%, showing how much variation exists in how Agile is being implemented.

How long has your marketing department been practicing Agile?
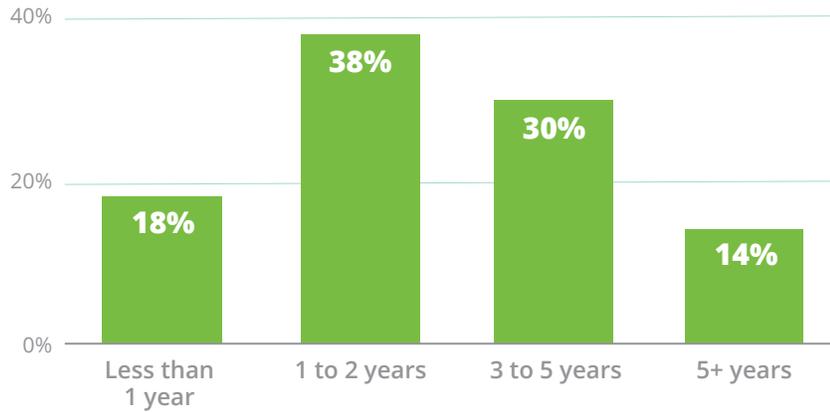
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

# How did Agile originate in your organization?

Experimented with a few Agile projects before rolling it out to everyone	31%
Someone who used Agile in a different company sponsored its rollout here	28%
Executives mandated agility across the organization	20%
Started in a different department, such as product development	15%
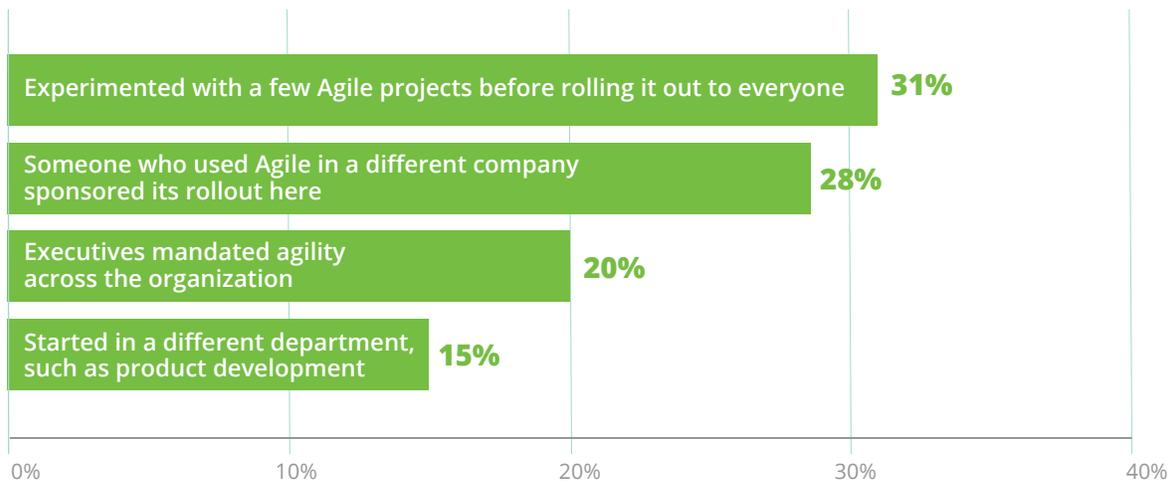
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Which of the following were used when you adopted Agile marketing? And which have been valuable?

	Percentage of users who find this tactic valuable	Percentage of Agile marketers who have used this tactic
Implementing an Agile project management tool	80%	49%
Self-paced learning	58%	39%
Agile coaches	56%	32%
Agile certification courses (e.g., certified scrum master (CSM) or product owner (CSPO), certified professional in Agile marketing	77%	30%
"Train the trainer" programs	67%	30%
Consistent practices and processes across teams	67%	29%
Articles or books about Agile marketing	47%	27%
Executive sponsorship	57%	23%
Conferences	50%	20%

▶ The two Agile implementation tactics marketers found most effective: Agile project management tools and certification courses. Yet, neither was used by a majority of the respondents, showing that even effective tactics aren't getting used enough.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What changes has your marketing organization put in place since Agile was adopted to sustain the adoption of Agile?

- Standardized project management tools **39%**
- Experimented with marketing planning cycles **35%**
- Aligned our Agile ways of working with other parts of the organization **32%**
- Onboarding for new hires **31%**
- Training and/or coaching for senior leaders **28%**
- Ongoing training for teams **27%**
- Standardized the way we measure Agile results **27%**
- Ongoing coaching for active Agile teams **23%**
- **4%** No changes have been made to sustain Agile adoption

0% 10% 20% 30% 40%
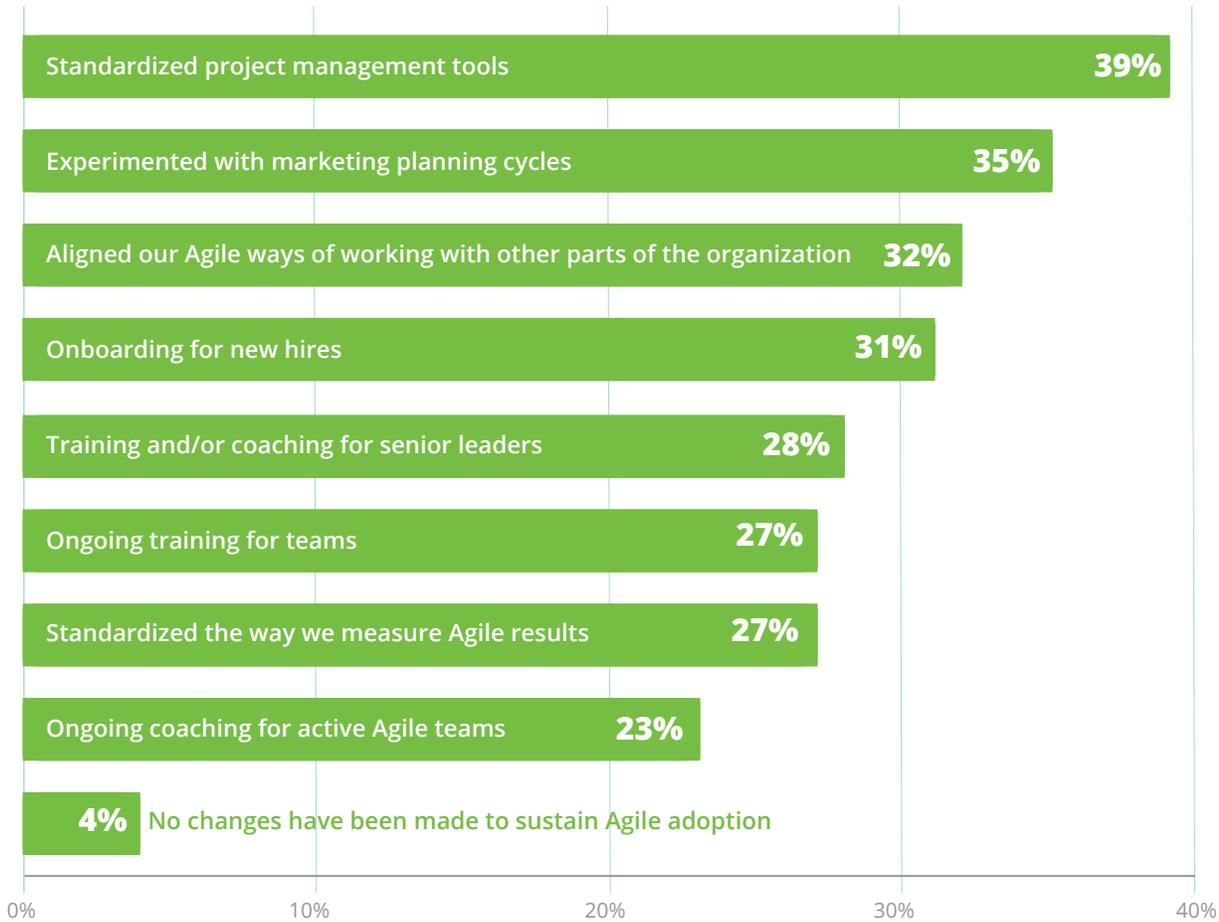
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Who on your team has used an Agile coach?

64% Agile team managers

48% Agile-specific roles

35% Executive leadership
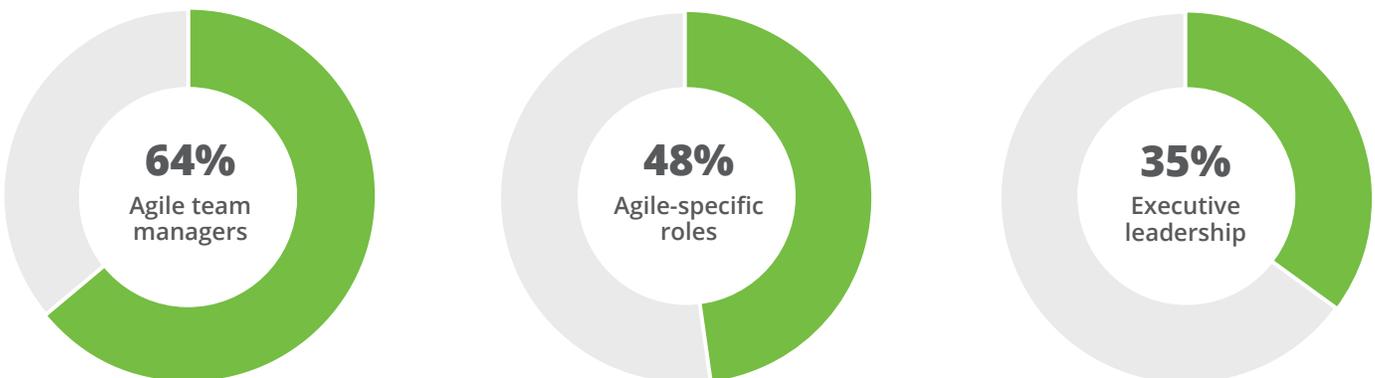
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

MARKETING AGILITY TO ORGANIZATIONAL AGILITY

This year, we're seeing a clear trend of rising organizational agility. The Agile approach that marketers apply to tackle work effectively is tempting other departments to test the waters as well. The percentage of sales teams using Agile has nearly doubled in a year, followed by product management, finance, and HR.

Although Agile marketers experience fewer challenges, the biggest struggles within organizations are people reverting to non-Agile approaches, managing unplanned work, and estimating team capacity.

It's also noteworthy that most marketing organizations are now using a hybrid framework. This preference has been clear throughout the years, as marketers remain committed to adopting Agile to fit their unique needs.

Our report also found that organizations that use Agile report better priority management, more visibility into projects, and increased team productivity and morale.

THE RISE OF ORGANIZATIONAL AGILITY

▶ 74% of Agile marketers think it would be easier to work with other departments if they followed an Agile methodology

▶ 97% of marketers have successfully implemented Agile within their organization.

▶ 31% embraced organizational agility with all Agile teams and 62% of those who are not yet fully Agile are planning to transition in the future.

▶ Agile ways of working are widely distributed across marketing functions yet disciplines such as sales, product development, finance, and HR are catching the agility fever.

Approximately how many Agile marketing teams do you have?
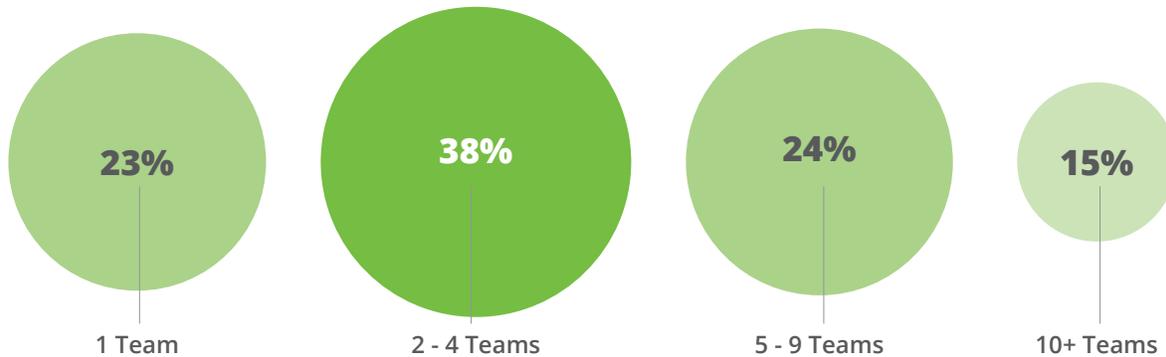
23%
1 Team

38%
2 - 4 Teams

24%
5 - 9 Teams

15%
10+ Teams

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What challenges, if any, has your team experienced as a result of using Agile?

Challenge	Percentage
People revert to old (non-Agile) approaches	42%
Difficult to manage unplanned work	33%
Difficult to estimate team capacity and velocity	28%
Lack of visibility into future plans/roadmap	27%
Plans change too often	27%
Difficult to manage the flow of work across multiple Agile teams	22%
Difficult to measure results	21%
Agile and non-Agile teams don't work together well	21%
Difficult to allocate resources across Agile teams	20%
Leadership provides too much detailed direction to Agile teams	13%
Agile teams escalate too many issues/they do not solve problems within the team	10%
None - we have no challenges	5%

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Of the benefits you wanted to see, which have you achieved because of Agile?

Benefit	%
Better manage changing priorities	63%
Better visibility into project status	63%
Improve team productivity	62%
Improve team morale	58%
Better manage remote/distributed teams	56%
Prioritize work more effectively	56%
Release marketing more quickly	55%
Change direction more quickly based on feedback	48%
Improve the quality of our marketing	47%
Identify roadblocks more quickly	46%
Better align the team around business objectives	45%
Better align with teams outside of marketing	43%
Improve predictability of project deadlines	35%

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

In which marketing activities do you use Agile?

56% Marketing operations

29% Portfolio and product marketing

29% Channel marketing

43% Customer engagement

30% Events

56% Creative services, content creation, and operations

49% Advertising

13% Demand and ABM

62% Social media

56% Website
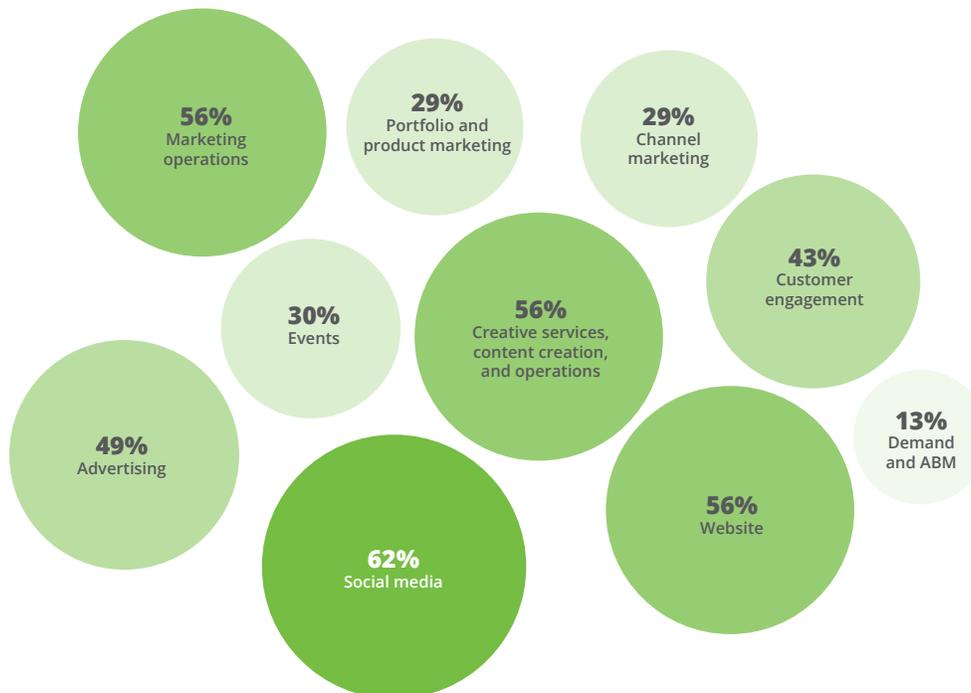
▶ Agile ways of working are widely distributed across marketing functions, proving that agility is useful in responsive roles like social media, as well as more plan-centered activities such as marketing operations and events.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How successfully has Agile been implemented in your marketing team?

74% Somewhat successfully

Very successfully **23%**
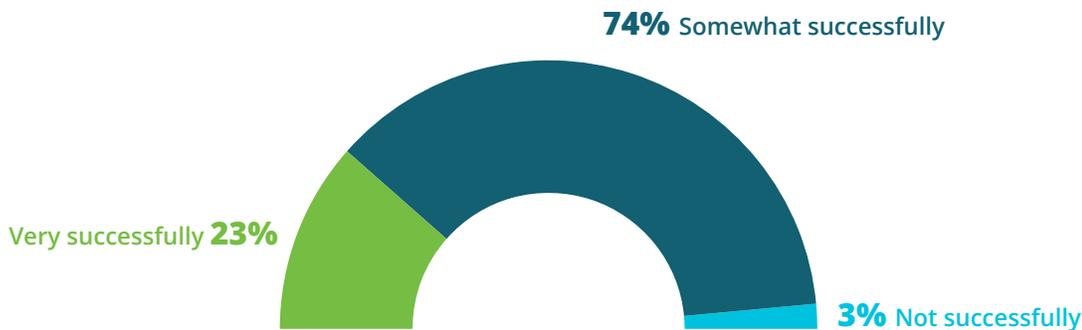
3% Not successfully

> Marketers who have successfully implemented Agile ways of working greatly outnumber their unsuccessful counterparts and, as we'll see in later sections, are reaping the full benefits of true agility.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Do 100% of your marketing teams employ an Agile framework, or have some continued using traditional ways of working?

All of our teams are Agile	**31%**
Some teams are Agile, but we plan to transition everyone to Agile eventually	**43%**
Some teams are Agile, and we plan to keep the rest traditional	**26%**

0%   10%   20%   30%   40%   50%
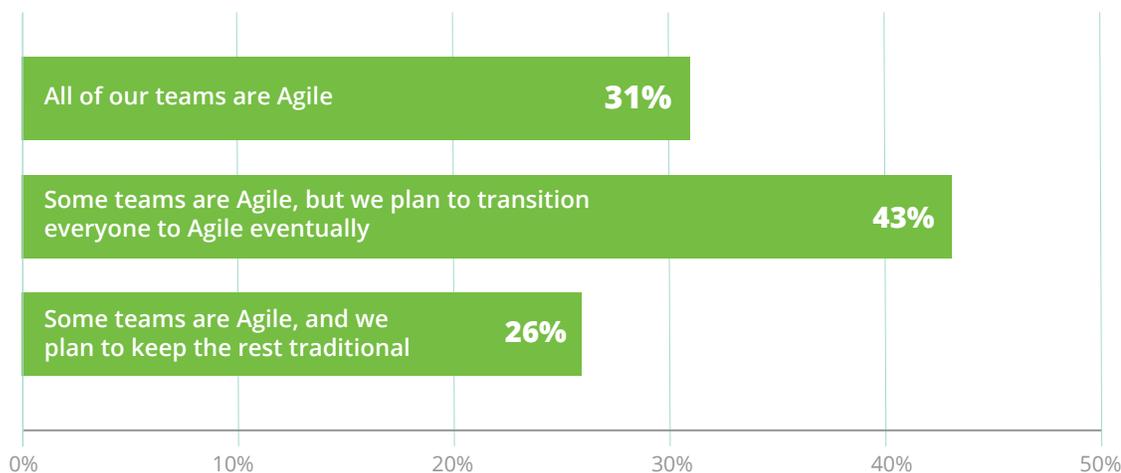
> Marketing teams that are 100% Agile reported greater success in 7 different areas of marketing compared to those which are not fully Agile.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Which other functions in your organization are using an Agile methodology?
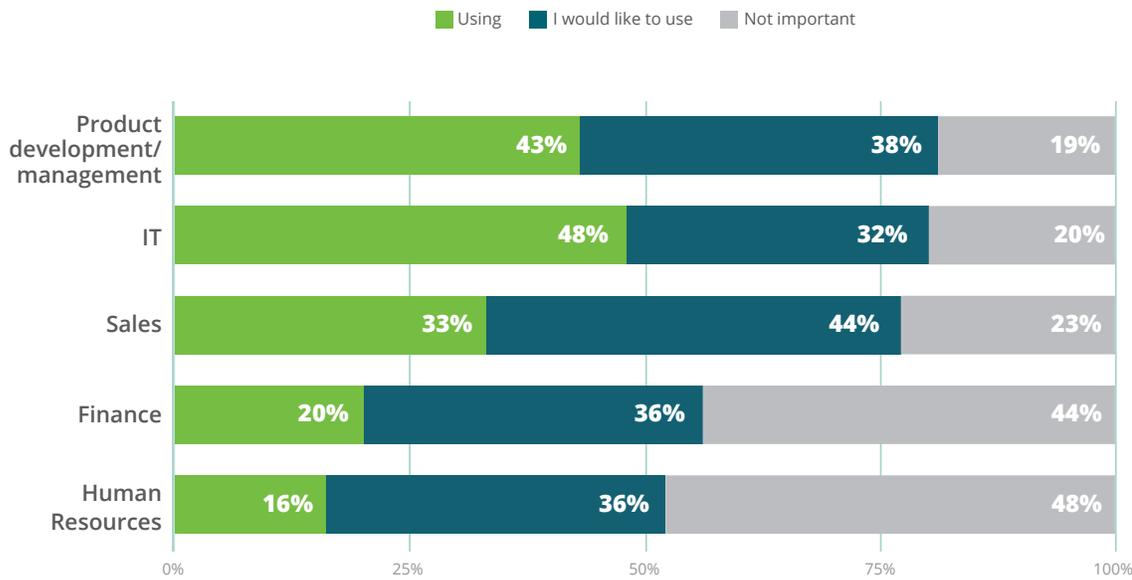
> The percentage of sales teams using Agile has nearly doubled in a year, climbing from 18% to 33%.

Legend: ■ Using ■ I would like to use ■ Not important

Function	Using	I would like to use	Not important
Product development/ management	43%	38%	19%
IT	48%	32%	20%
Sales	33%	44%	23%
Finance	20%	36%	44%
Human Resources	16%	36%	48%

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

It would be easier to work with other departments in our organization if they also followed an Agile methodology.

74%

of Agile marketers think it would be easier to work with other departments if they followed an Agile methodology, compared to only 5% who don't think so. The time has come for agility across the organization!
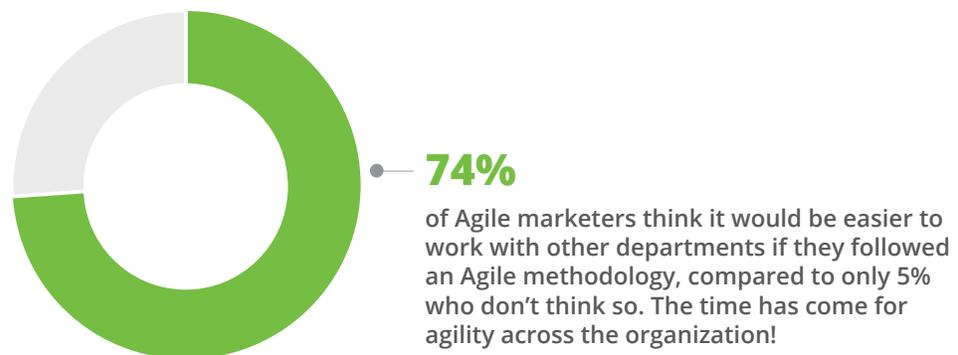
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Which Agile methodology does your marketing department follow most closely?

61%
Hybrid or scrumban

17%
Scrum

11%
Lean

10%
Kanban
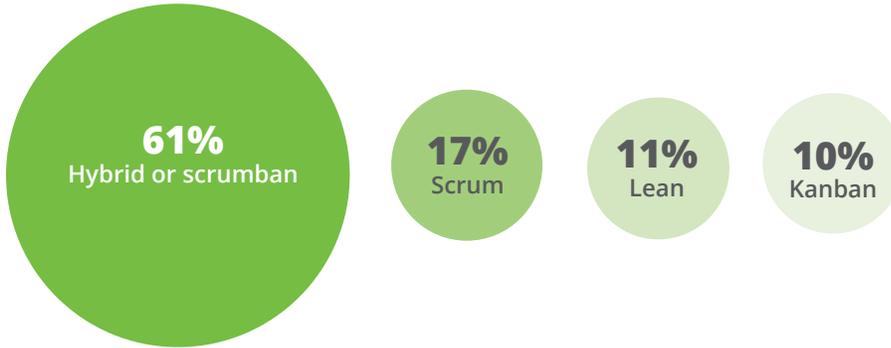
▶ Hybrid frameworks are by far their most preferred approach for marketers implementing Agile. This preference has been clear throughout the years, as marketers remain committed to adapting Agile to fit their unique needs.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What factor(s) led to you using a hybrid Agile approach?

Factor	Percentage
We tried traditional Agile approaches (e.g. Scrum) and adapted them based on what worked and didn't	45%
We have unique marketing activities that didn't fit with traditional Agile approaches	45%
We're in a highly regulated space that made traditional Agile approaches difficult to follow	23%
Our organization's culture wasn't a good fit for traditional Agile approaches	19%
We didn't have the right people with the right skills to follow a traditional Agile approach	15%
We were part of a larger organization-wide Agile transformation and adapted the Agile approaches being used by other groups in the transformation	14%

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Which Agile techniques and practices does your marketing department use?

32%
Short iterations

38%
Sprint/iteration planning

37%
User stories and/or epics

41%
Retrospectives

50%
Daily standup

35%
Digital Kanban board

32%
Work in progress (WIP) limits

12%
Physical Kanban board

29%
Sprint/iteration review

34%
Frequent releases

13%
Planning poker/estimation
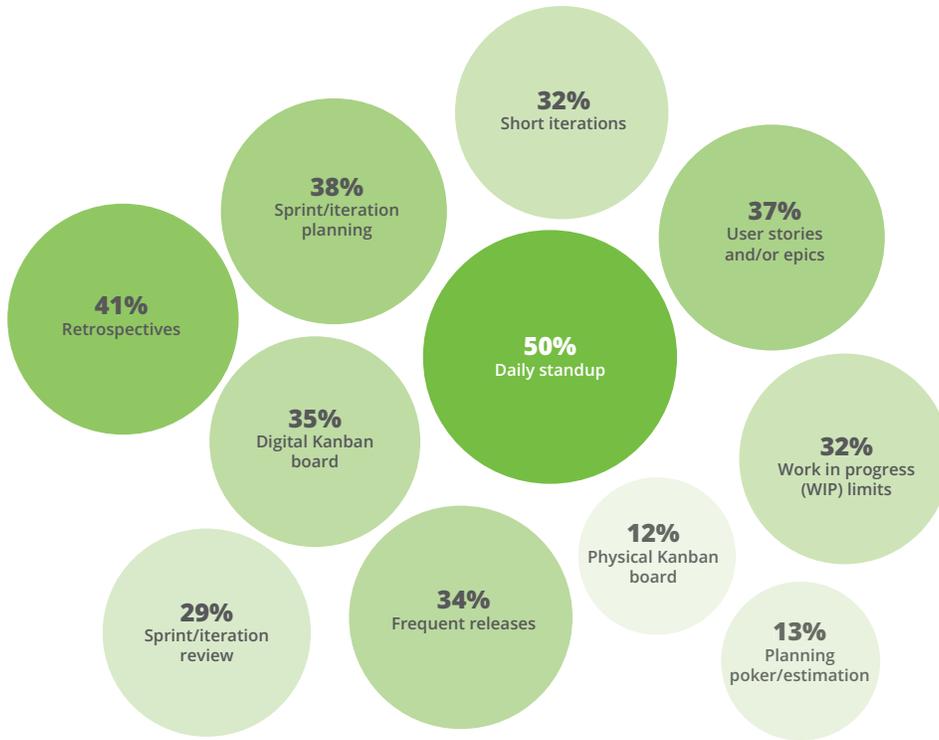
> ▶ We see slightly lower numbers for several Agile marketing practices relative to last year, including more Scrum-centric practices like sprint planning. It's possible this decline indicates a wider variety of hybrid frameworks in use.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How easy or difficult is it for your team to connect your iterations or sprint goals to the corporate strategy and objectives?
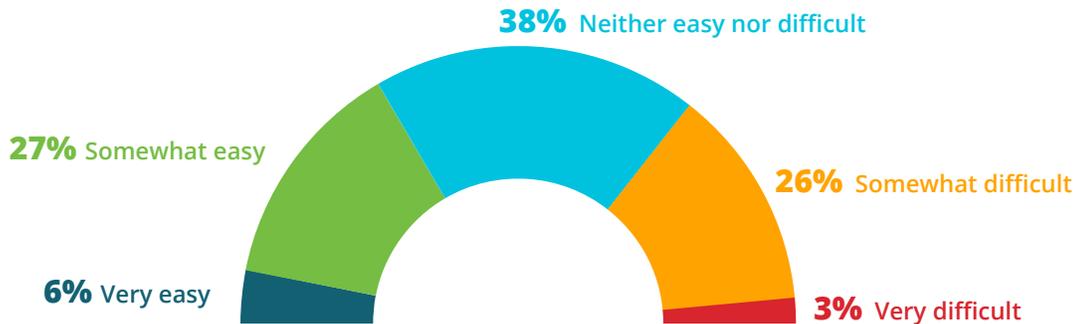
38% Neither easy nor difficult

27% Somewhat easy

26% Somewhat difficult

6% Very easy

3% Very difficult

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How has the adoption of Agile marketing changed marketing planning?
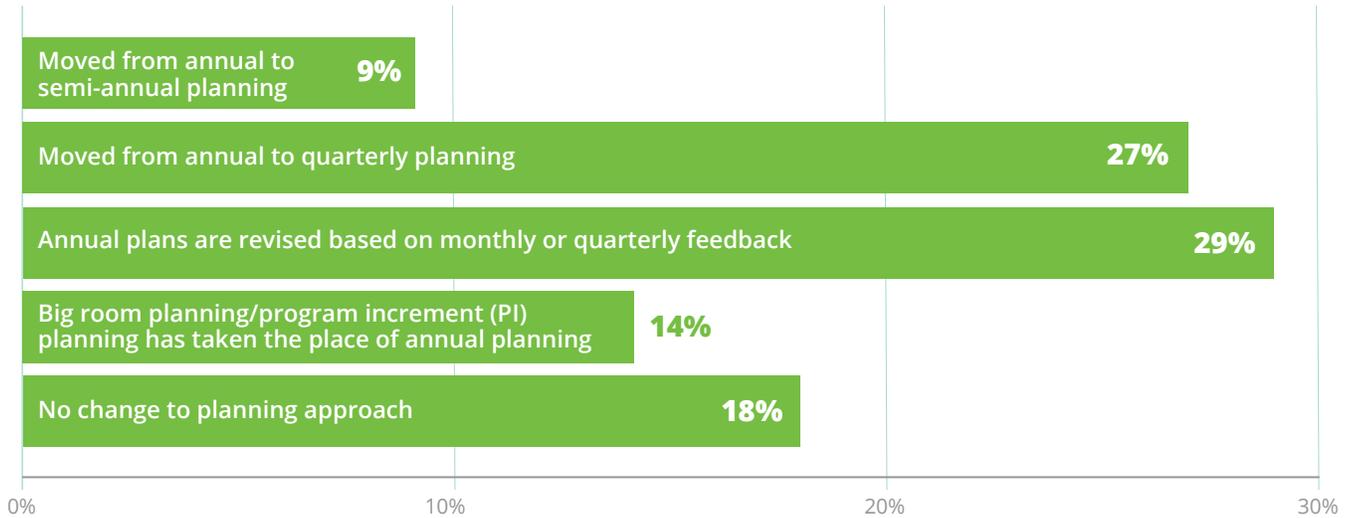
Moved from annual to semi-annual planning	**9%**
Moved from annual to quarterly planning	**27%**
Annual plans are revised based on monthly or quarterly feedback	**29%**
Big room planning/program increment (PI) planning has taken the place of annual planning	**14%**
No change to planning approach	**18%**

0%   10%   20%   30%

*Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX*

How has the adoption of agile marketing changed marketing budgeting?

6% Moved from annual to semi-annually budgeting	
Moved from annual to quarterly budgeting	**25%**
Budget is dynamically reallocated on an ongoing basis	**30%**
No change to budgeting approach	**36%**

0%   10%   20%   30%   40%
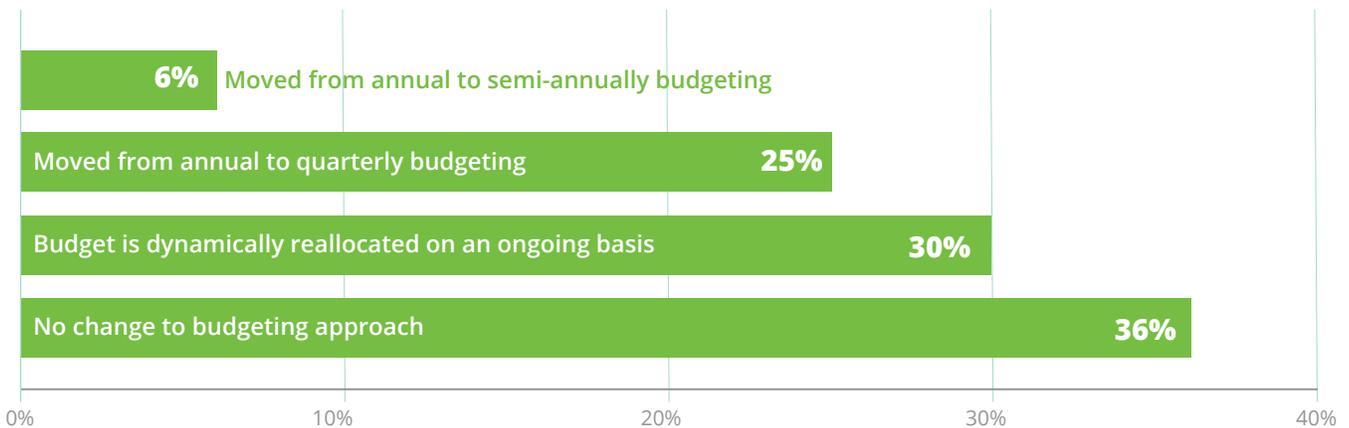
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How are you measuring the impact of Agile marketing?

Effectiveness	60%
Efficiency	46%
Employee engagement/happiness	40%
Stakeholder value	39%
9% We do not measure Agile marketing results	

0%   20%   40%   60%
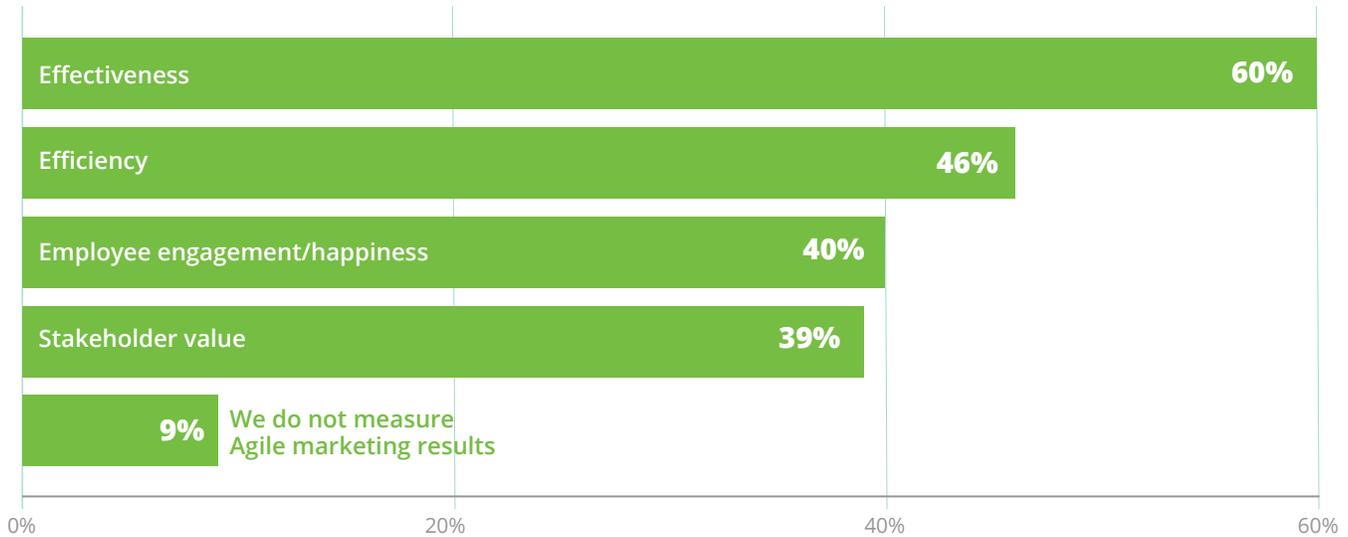
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

Agile marketers are most interested in their impact, but many are also tracking their efficiency, a powerful process metric.

By tracking the ratio between how long they spend actively working on something and how long it spends waiting for a review, Agile marketers can understand how effectively they are spending their time.

$$\text{TES (Task Efficiency Score)} = \frac{\text{Task *In-Progress (Days)}}{\text{Task In-Progress + Waiting (Days)}}$$

> Effectiveness and efficiency are the most important metrics for measuring success of an Agile team.

$$\text{TEES (Team Efficiency Score)} = \frac{\text{Sum of all TES}}{\text{No. of Tasks}}$$

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

HOW MARKETING TEAMS APPROACH WORK

We notice that, this year, marketers remain focused on value creation. The vital priorities for them in 2022 are better alignment with organizational goals, improving customer experience, and focusing on the most important work.

The bad news is that marketers struggle daily to keep focus on their priorities. The good news is that Agile teams deal with challenges such as last-minute requests, lack of consistently working on various projects, and poor effectiveness better than traditional and ad hoc.

Agile marketing teams are highly satisfied with their current working process, while traditional and ad hoc mostly fall into the gray area. Teams that run on agility encourage the entire organization to have a taste of Agile.

AGILE APPROACHES MAKES WORK EASIER

- ▶ 75% of marketing teams that are all Agile are happy with the Agile ways of working within their department

- ▶ Agile marketers are more likely to strongly agree their department can handle fast-paced work compared to ad hoc marketers.

- ▶ A whopping 92% of marketing teams that are all Agile are confident that they can tackle any unplanned work in remote or in-person conditions

Which of the following will be a high priority for your marketing department in 2022? (Top 3)
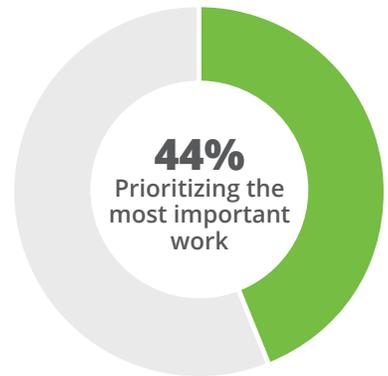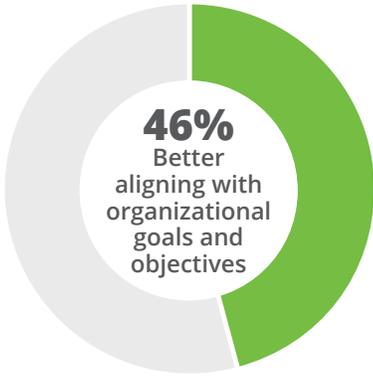
46%
Better aligning with organizational goals and objectives

45%
Improving customer experience

44%
Prioritizing the most important work

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What challenge(s) do you have with your current marketing approach?

■ Traditional ■ Agile ■ Ad hoc

We have too many last-minute requests
- Traditional: 50%
- Agile: 52%
- Ad hoc: 56%

There's no consistent way of working across all marketing projects
- Traditional: 36%
- Agile: 31%
- Ad hoc: 40%

The quality and/or effectiveness of our marketing needs to improve
- Traditional: 31%
- Agile: 28%
- Ad hoc: 43%

We lack an effective process for managing stakeholder feedback
- Traditional: 23%
- Agile: 26%
- Ad hoc: 25%

Leadership does not understand what we are working on
- Traditional: 21%
- Agile: 21%
- Ad hoc: 33%

We work too slowly
- Traditional: 18%
- Agile: 17%
- Ad hoc: 15%

The team does not have a good sense of what others are working on
- Traditional: 18%
- Agile: 21%
- Ad hoc: 23%

0%   20%   40%   60%

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How satisfied are you with the way your marketing department currently manages its work?

Legend: ■ Satisfied ■ Neutral ■ Dissatisfied

Team type	Satisfied	Neutral	Dissatisfied
All marketing teams are Agile	75%	23%	2%
Some marketing teams are Agile	53%	42%	1%
Traditional	50%	39%	11%
Ad hoc	31%	54%	15%

Axis: 0%, 25%, 50%, 75%, 100%
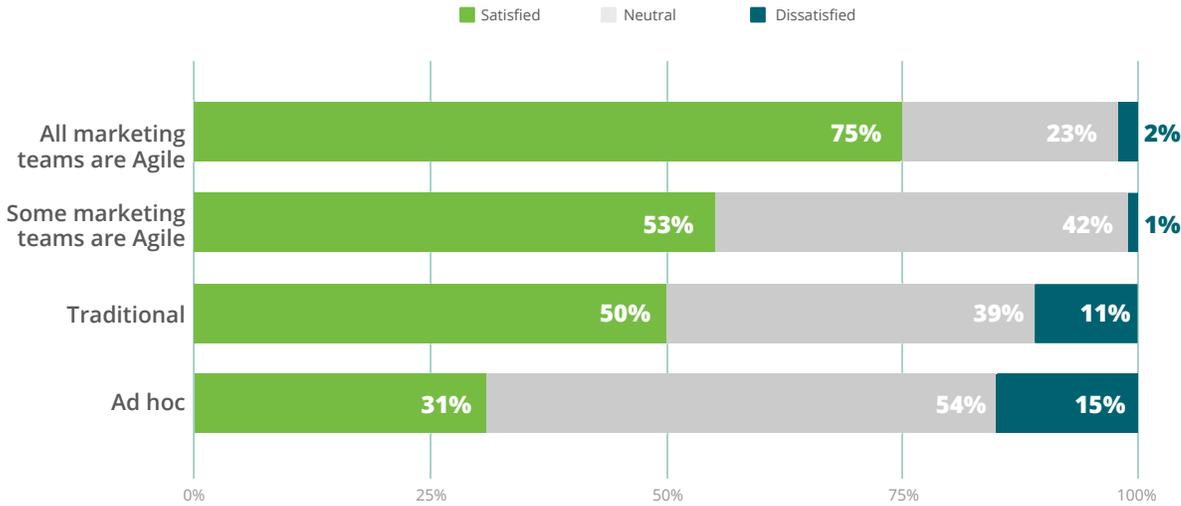
> Agility and satisfaction are strongly correlated. Teams that are wholly Agile are reaping the full benefits of higher satisfaction rates with how their work is managed. Those that are only somewhat Agile are typically equivalent to traditional teams.

*Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX*

My marketing department can handle fast-paced digital marketing work.

Legend: ■ Strongly agree ■ Somewhat agree ■ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Team type	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
All marketing teams are Agile	62%	31%	2%	5%	0%
Some marketing teams are Agile	36%	45%	12%	5%	2%
Traditional	34%	42%	13%	8%	3%
Ad hoc	25%	47%	12%	13%	3%

Axis: 0%, 25%, 50%, 75%, 100%
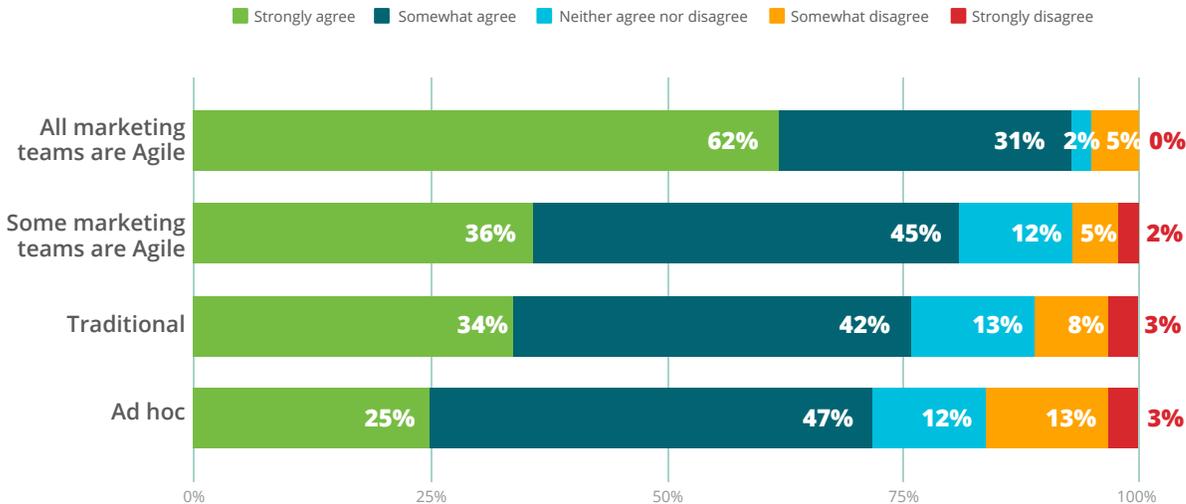
> These numbers show just what a difference Agile makes, with Agile marketers more likely to strongly agree that their department can handle fast-paced work compared to ad hoc marketers.

Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

It's clear how marketing will be able to contribute to the organization's long-term success.

■ Strongly agree   ■ Somewhat agree   ■ Neither agree nor disagree   ■ Somewhat disagree   ■ Strongly disagree

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
All marketing teams are Agile	72%	28%			
Some marketing teams are Agile	45%	43%	7%	4%	1%
Traditional	43%	43%	10%	4%	
Ad hoc	39%	46%	8%	5%	1%

0%   25%   50%   75%   100%
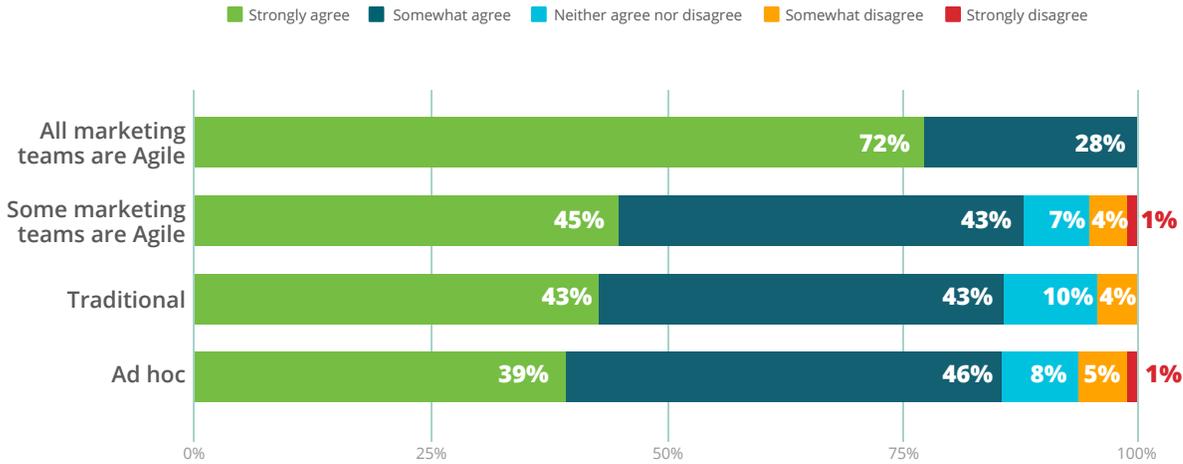
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

## I am confident our marketing department can take advantage of emerging opportunities.

> ► The ability to take advantage of emerging opportunities saw one of the biggest differences between Agile and non-Agile marketers.

■ Strongly agree   ■ Somewhat agree   ■ Neither agree nor disagree   ■ Somewhat disagree   ■ Strongly disagree

|	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
All marketing teams are Agile	61%	34%	3%	2%	
Some marketing teams are Agile	40%	43%	12%	5%	
Traditional	31%	51%	12%	5%	2%
Ad hoc	30%	41%	13%	14%	1%

0%   25%   50%   75%   100%
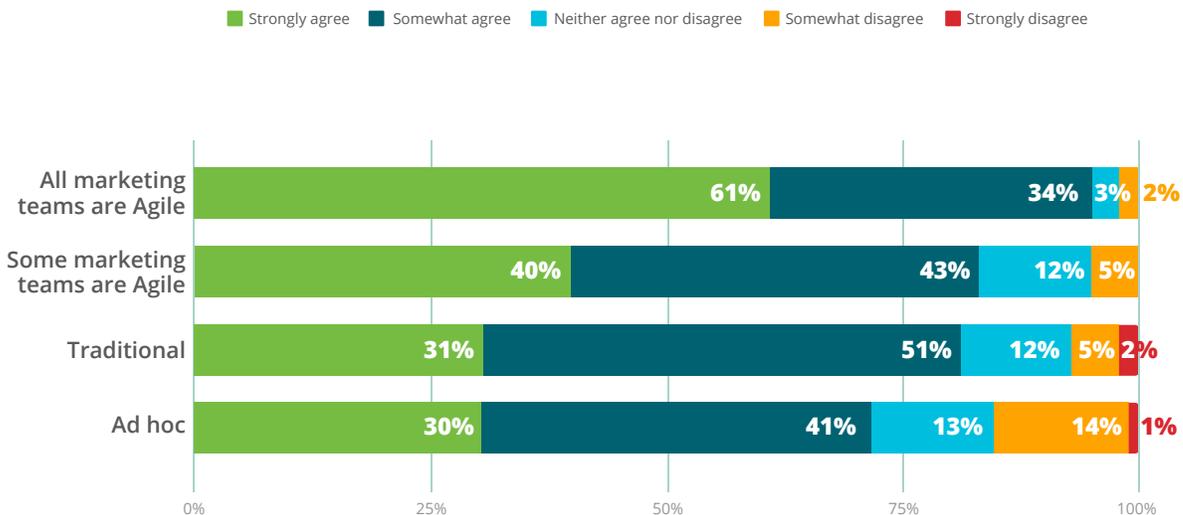
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

I feel empowered to push back on unplanned work when it doesn't align to my team's goals and/or puts high-value work at risk.

■ Strongly agree   ■ Somewhat agree   ■ Neither agree nor disagree   ■ Somewhat disagree   ■ Strongly disagree

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
All marketing teams are Agile	38%	33%	18%	10%	2%
Some marketing teams are Agile	25%	47%	16%	9%	4%
Traditional	22%	37%	25%	12%	4%
Ad hoc	22%	33%	18%	21%	5%
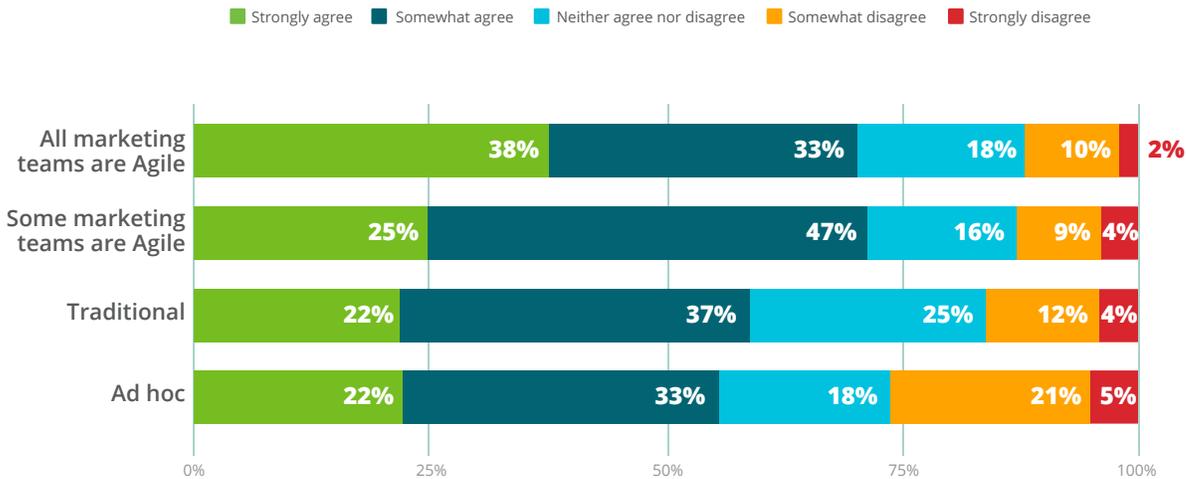
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

How confident are you that you will be able to collaborate with your marketing teams regardless if your work is remote, in-person, or a combination?

■ Very confident   ■ Somewhat confident   ■ Not confident

	Very confident	Somewhat confident	Not confident
All marketing teams are Agile	92%	8%	
Some marketing teams are Agile	78%	21%	1%
Traditional	77%	20%	3%
Ad hoc	78%	15%	7%
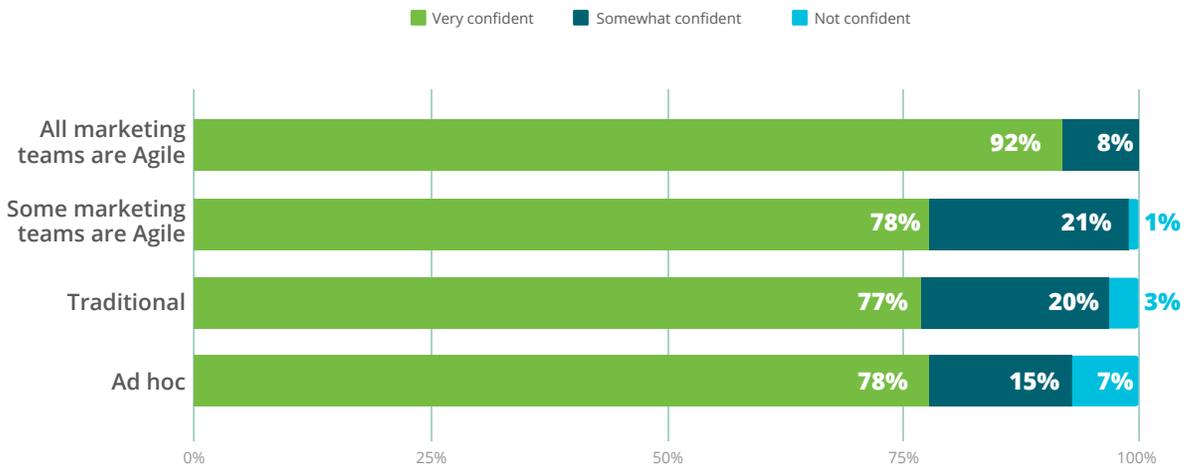
Source: State of Agile Marketing 2022 | AgileSherpas, Adobe Workfront and IBM iX

What to Do With this Data

STEP 1:
GET SUPPORT.

Agile transformations with support from executives are more successful, so if you don't have buy-in from leadership, start working to get it. If you have executives who are driving Agile transformation across the organization, so much the better.

STEP 2:
TAKE ADVANTAGE OF TOOLS AND TRAINING.

More than two-thirds of those who have used Agile project management tools, Agile certification courses, "train the trainer" programs, and consistent practices and processes across teams have found these to be valuable. However, fewer than half of Agile marketers report using these. Leverage the options around you; don't try to climb with any support.

STEP 3:
GET EVERYONE ON BOARD.

Once Agile has been implemented in one team, work to move other marketing teams to an Agile approach as well. Bonus: those who are successful at implementing Agile marketing are also more likely to say other departments are also practicing Agile.

STEP 4:
GIVE YOURSELF TIME.

Those who are more successful have been practicing Agile for 5+ years. Commit to the transformation as a long-term endeavor, not something that can be checked off in a single quarter.
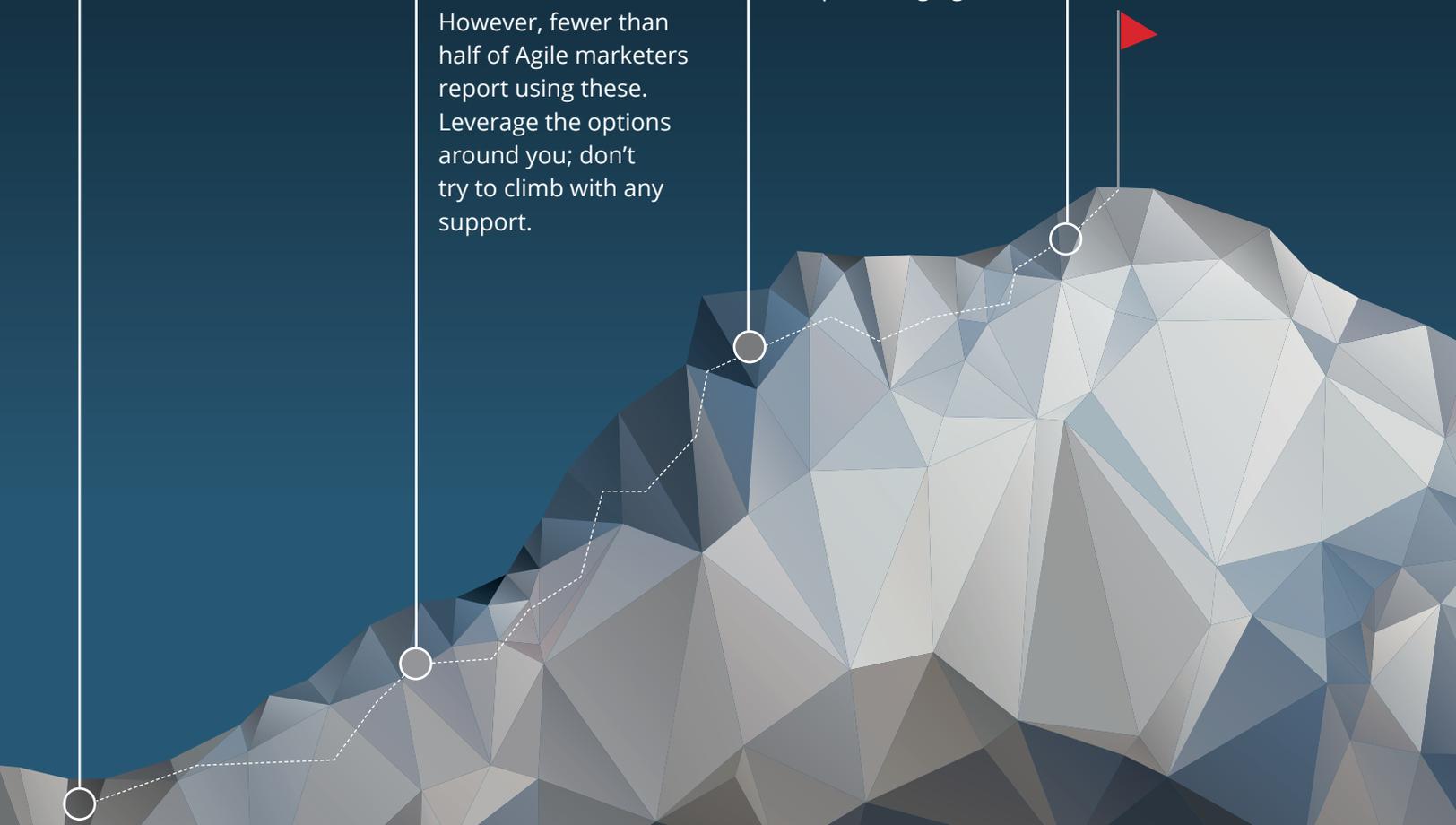
If you're considering getting started with Agile marketing:

- **Don't pigeon-hole your pilot.** Agility isn't just for website development, as you can see from the high percentages of marketers reporting that they use it in creative work, product and portfolio marketing, and channel marketing (just to name a few). There are many options for how and where to apply marketing agility, so get creative in finding one that best fits your needs.

- **Remember that Agile isn't your *why*.** While Agile marketing nerds may get excited about Kanban boards for their own sakes, we need to take a step back and focus on what's in it for our stakeholders. Review the benefits you see in this report and compare them to your own pain points. How can agility help make your work better? Identify that shortcoming first, then position Agile as the solution.

- **Budget for the right support.** Successful change requires investment in tools, training, and talent. Figure out what knowledge your teams are missing (which has been the top challenge every year we've published this report), then determine how best to get it to them. That might be certification workshops, hands-on coaching, or self-paced learning. Ensure their tools are supportive of agility and not hindering it (but don't simply rely on a tool to make you Agile!). And make sure you have the right Agile champions standing by. Somebody needs to own a transformation for it to really take hold.

Believe in Agile but need some help getting started? Our 90-Day Jumpstart program will help you identify a project and team to pilot Agile marketing, provide the necessary training and coaching, measure its impact, and make a data-driven case for larger adoption.

If you're new to Agile ways of working:

- **Embrace the 70/20/10 learning model.** This framework points out that only 10% of our knowledge retention happens during structured learning time. Twenty percent takes place when we learn from others, and the remaining 70% happens when we're learning from experience. So while you'll see in the data above that training is key, you need to support ongoing practice outside of structured trainings to make things stick.

- **Plan for the unplanned.** Marketers won't ever be able to predict everything that's coming their way, which is why we see impromptu work showing up as a big challenge. Proactively plan for how to handle the unplanned work by teaching your partners and stakeholders how to engage with your Agile model. Focus on what's in it for them, rather than insist they blindly follow your new ways of working.

- **Hold retros religiously and apply what you learn.** Put retrospectives on your calendar and do not skip them. Talk about what's not working, then create cards in your backlog to address the issues. Hybridize your framework if you haven't already (strict Scrum and marketing just don't mix, as our respondents always tell us). And, last but not least, don't fall in love with any part of your process. Be willing to experiment on anything.

Want to equip yourself or your team for the most effective climb possible? Getting certified as an **Agile Marketing Practitioner** or **Agile Marketing Leader** gives you a robust toolkit for identifying the right starting point and iterating from there.

Demographics & Methodology

The 5th annual State of Agile Marketing is published by AgileSherpas in partnership with Adobe Workfront and IBM iX.

This survey of 513 marketers worldwide was fielded in January 2022 via email and social media from AgileSherpas as well as a panel of marketers.

How many years have you worked in marketing?

5 years or fewer	36%
6 to 10 years	25%
11 to 15 years	16%
Over 15 years	23%

Which role below best describes your current (or most recent) marketing position?

Associate/individual contributor	31%
Manager	32%
Director	19%
Vice president/senior vice president	4%
CMO or other executive	2%
Business owner/general manager	8%
Other	4%

How many total staff, including freelancers, are in your company's marketing department?

1 - 10	32%
11-50	26%
51-100	13%
101+	29%

What best describes your company focus?

B2C	31%
B2B	28%
Mix of B2B and B2C	21%
B2B2C	10%
Nonprofit	8%
Government	2%

Where is your company headquartered?

North America	90%
Europe, Middle East and Africa	5%
Asia and Pacific	3%
Latin America	2%

What is the estimated annual revenue for your company? (In US dollars)

Under 1 million	22%
1 million to 9.9 million	25%
10 million to 99.9 million	21%
100 million to 499.9 million	9%
500 million to 999.9 million	5%
1 billion+	18%

Which of the following most closely describes the industry you work in?

Consumer and retail	17%
Business services	13%
Information technology	11%
Media and entertainment	11%
Manufacturing	10%
Financial services	10%
Healthcare and life sciences	10%
Other	18%

About AgileSherpas

AgileSherpas is the world's leading Agile training, consulting, and coaching organization for non-technical teams. We guide marketing departments, and those around them, toward high performance by translating successful Agile practices to work outside of software development.

Our highly-trained coaches take enterprise marketing organizations from zero to Agile in less than 18 months using the Marketing Agility Ascension©, our proprietary transformation model proven with over three thousand marketers at dozens of enterprises.

This journey blends AgileSherpas' coaching and consulting expertise with certifications from the International Consortium for Agile (ICAgile) and best-in-class asynchronous elearning solutions, so every member of the transforming organization can access the right knowledge at the right time and in the right format.

Visit AgileSherpas.com to start your own ascent toward marketing agility.

About Adobe Workfront

Adobe Workfront is the industry-leading collaborative work management solution. Workfront helps people, teams, and companies get work done by enabling the enterprise to connect, collaborate, and execute on complex work – from anywhere.

With Workfront, you can:

- **Streamline intake and strategy implementation:** manage demand, align delivery to strategy, and centralize work in a single place

- **Plan work efficiently:** optimize resources, iteratively balance portfolios, and cascade plans across the enterprise

- **Execute with agility:** collaborate across divisions, keep teams productive, and track work in progress

- **Deliver against strategy:** measure productivity, ensure quality and compliance, and optimize time to market

About IBM iX

IBM iX is the business design, customer and experience transformation arm of IBM Consulting. Our team of over 17,000 business designers across 57 studios, envision the experiences of the future and make them real. At our core, we believe that Good Design is Good Business, and have developed one of the world's largest organizations focused on transforming businesses through human-centered design. We help clients transform their experiences through the intersection of brand & digital strategy, human-centered design and exponential technologies like AI. We think bigger than an agency and more creatively than a consultancy, with the power to integrate the whole system.