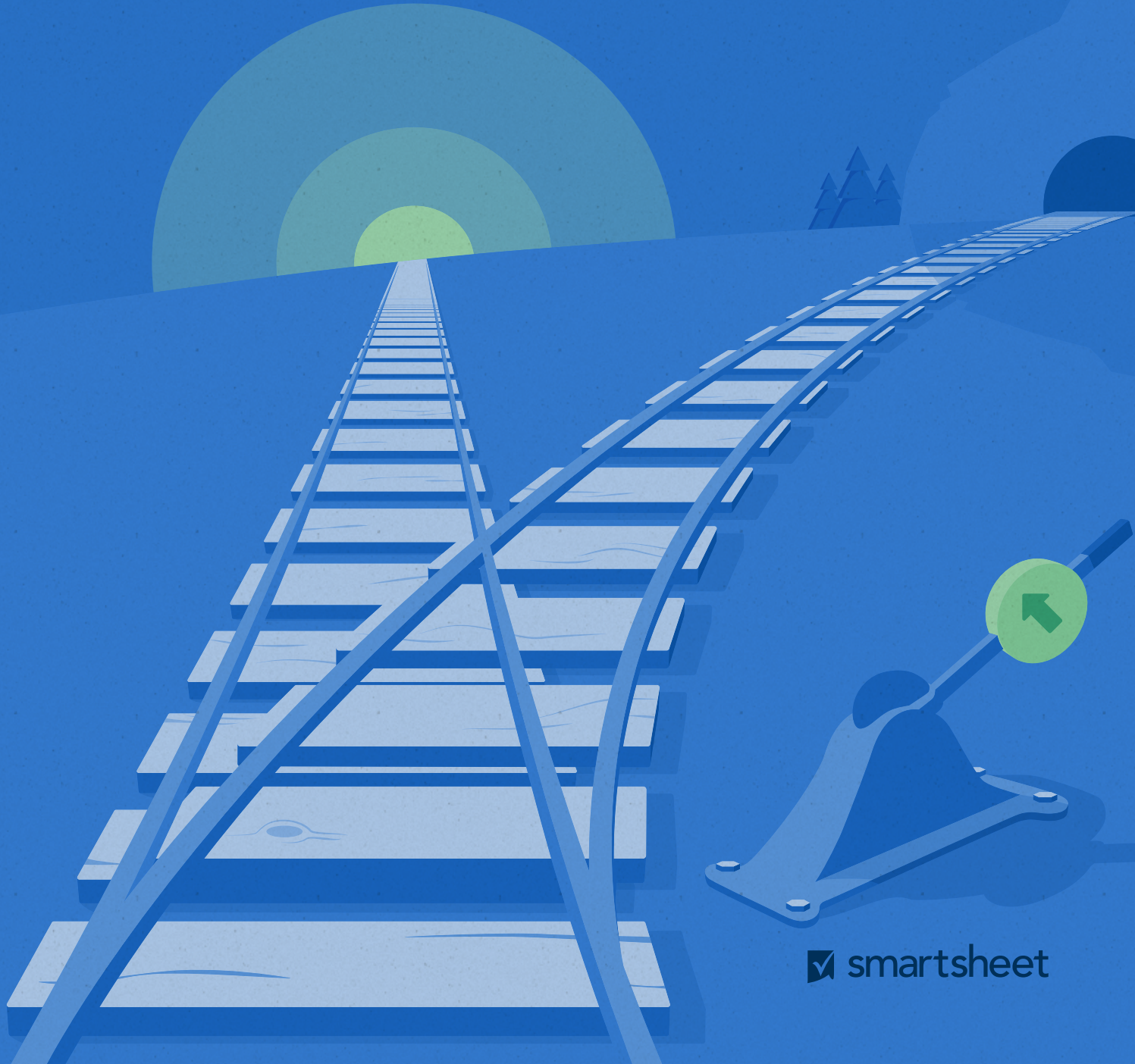


A SMARTSHEET REPORT:

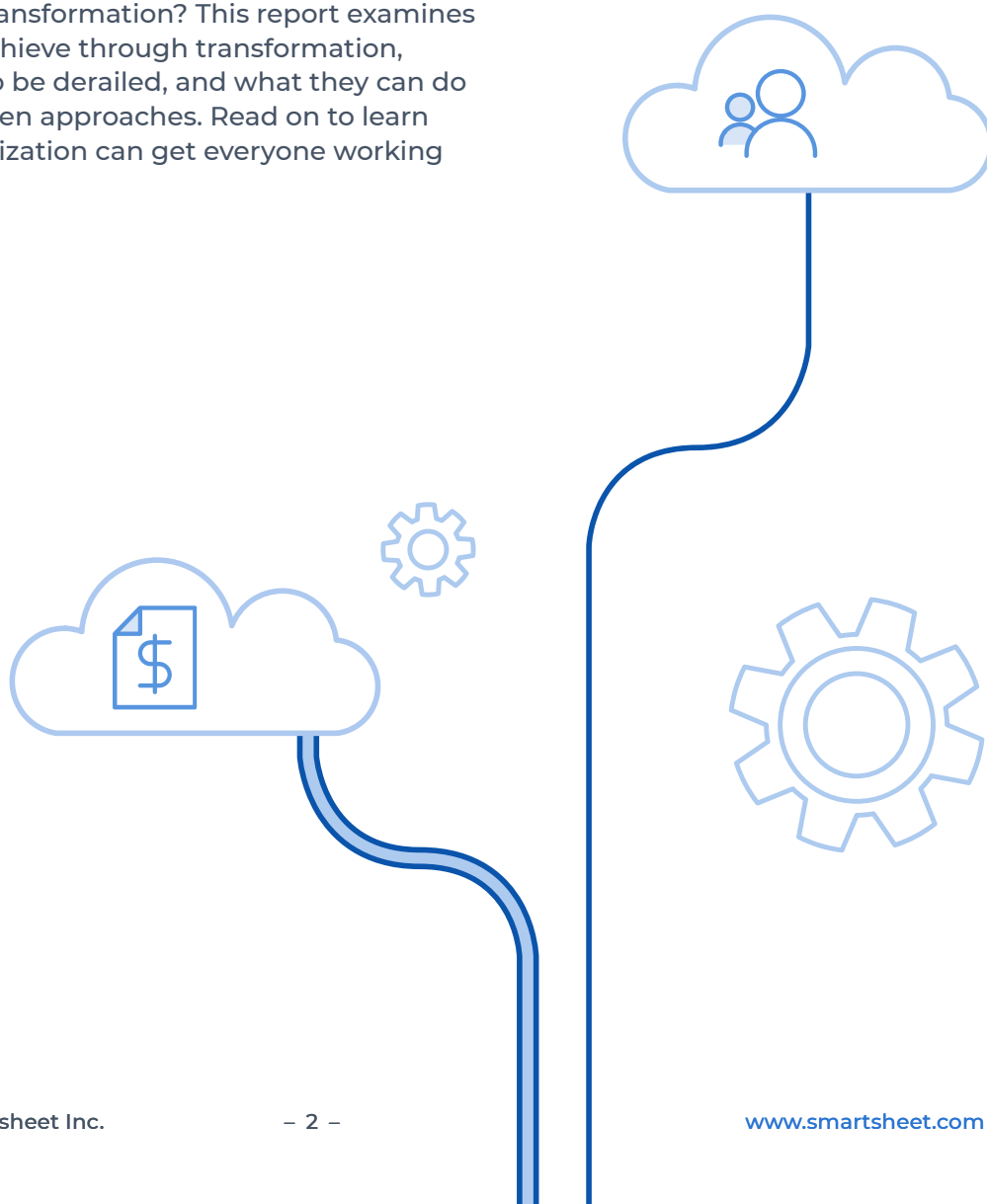
Eliminating the #1 Failure Point in Marketing Transformation



To survive, let alone thrive, in today's competitive market, marketers across the globe must radically change their operations. Marketing departments must offer personalization and enhanced customer experiences, and at the same time accelerate marketing cycles to drive revenue streams.

Yet digital transformation projects intended to drastically improve marketing endeavors often fail. Planning a digital transformation initiative may seem easy; executing on that plan is often more challenging than anticipated. According to research commissioned by Smartsheet, seven in ten marketers report that a previous negative experience with digital transformation makes them apprehensive about the success of their next undertaking. But in an era where business change is a fundamental part of getting ahead, marketers can't afford to be tentative.

So how can marketers eliminate potential points of failure to drive a successful digital transformation? This report examines what marketers hope to achieve through transformation, what causes their efforts to be derailed, and what they can do to drive success using proven approaches. Read on to learn how your marketing organization can get everyone working together to achieve more.



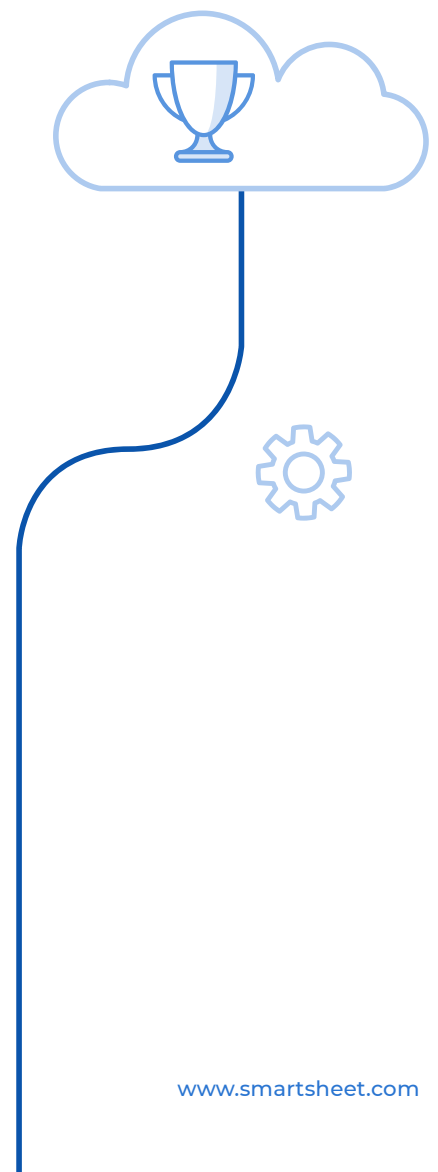
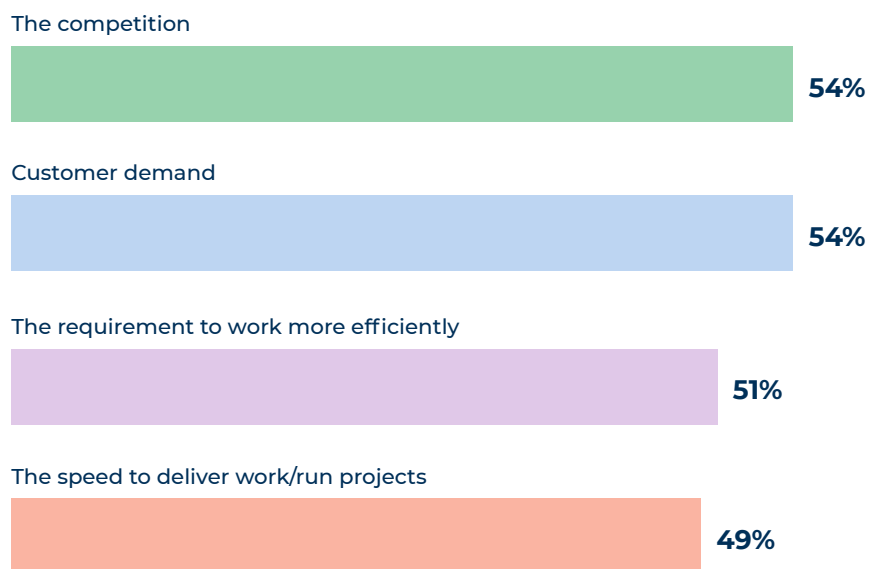
The drive to transform marketing organizations

Marketers understand the critical importance of transformation across their organizations to help them drive success and achieve more. Top reasons for change include keeping up with the competition (54%), meeting customer demand (54%), working more efficiently (51%), and gaining the speed needed to deliver on work and manage projects and programs (49%).

Smartsheet research found that some of these reasons are in keeping with the primary motivations for change across organizations. The requirement to work more efficiently and meet customer demand are critical for all departments.

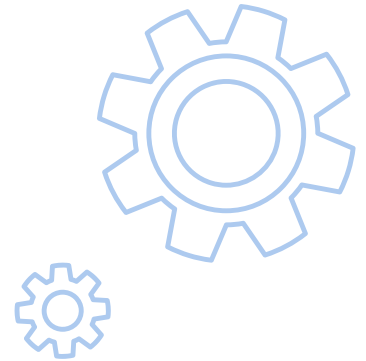
Yet some issues light a fire under marketers more than other parts of the organization. Marketers are more likely to be motivated to meet customer demand, likely due to marketing departments being more closely aligned with changing customer expectations.

The key motivations for marketers to transform

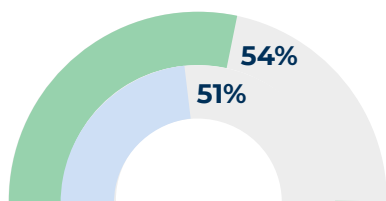


Those in the marketing department are also almost 20% more likely to be driven to change in order to increase the speed it takes them to deliver work and run projects. This could be an indicator of the intense pressure marketers face to deliver results quickly and why they are striving for fast-moving transformation projects to achieve ambitious targets.

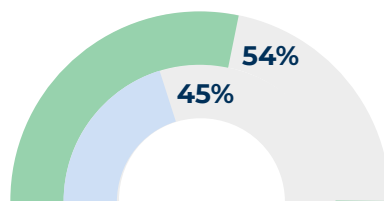
Marketers are also 20% more likely to be motivated to change by the threat of the competition than other parts of the business, which could be due to the fact that the marketing campaigns of external competitors are often far more visible than work in other parts of the organization.



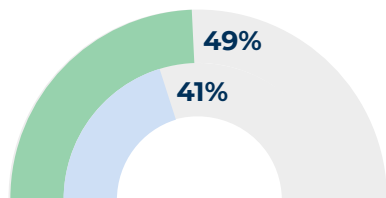
Transformation drivers: marketers vs. the rest of the business



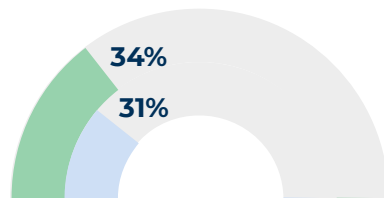
Customer demand



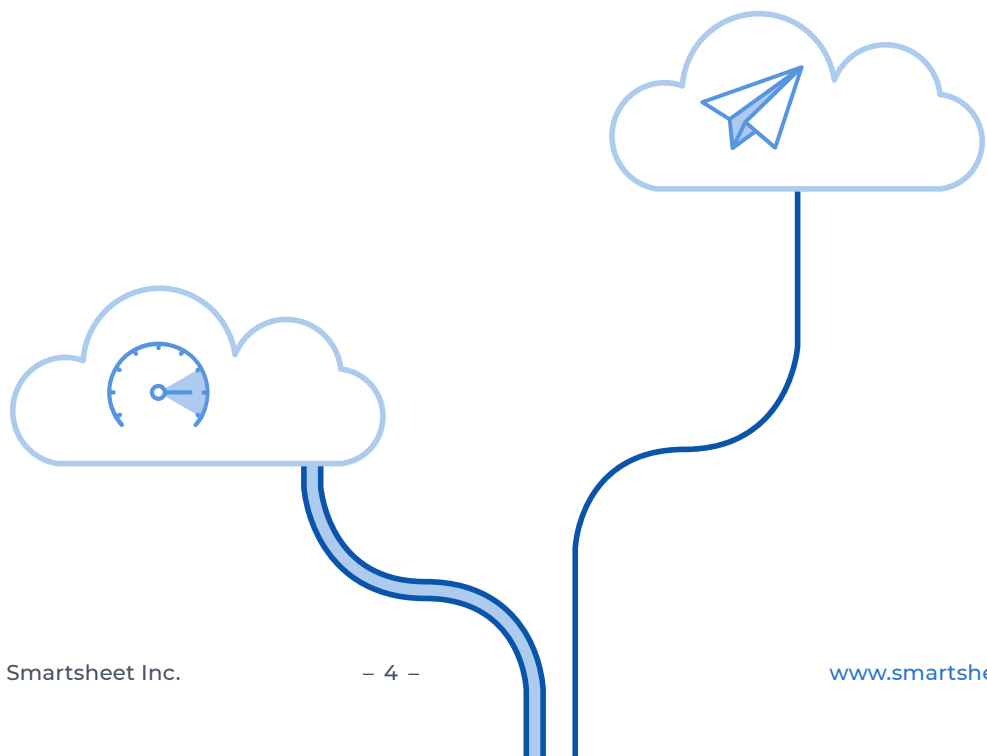
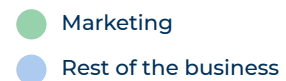
Competition



Speed to deliver



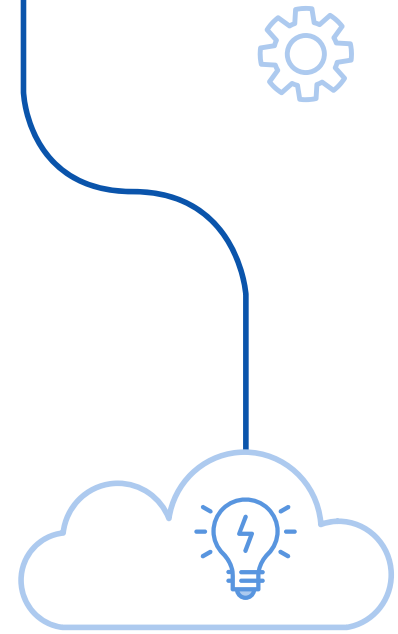
Staff turnover



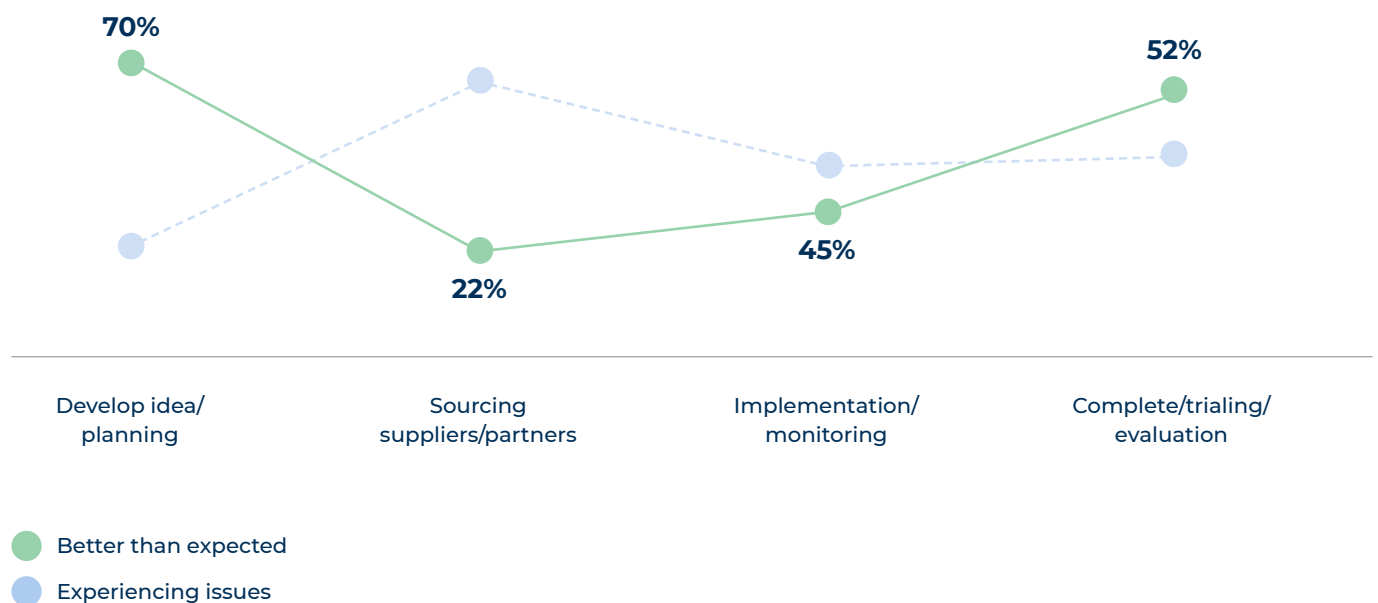
The dual challenges of work execution and alignment

While most marketers are clear on the need for change, a majority of them aren't finding the process of managing transformation so straightforward. Most report feeling optimistic at the outset, with seven in ten saying their project is running better than expected in the planning and development stage. Unfortunately, issues and delays often arise once organizations start executing on the plan.

Once marketers begin sourcing suppliers and partners as part of their digital transformation undertaking, 78% report experiencing issues with the process. This indicates that marketing teams are struggling to create internal and external alignment as they onboard outside suppliers, vendors, and partners - **which leads to this #1 failure in marketing transformation**. Marketers also report that an average of eight different teams are involved in their transformation process, so creating alignment across internal groups themselves poses a challenge as well.



Success by project stage

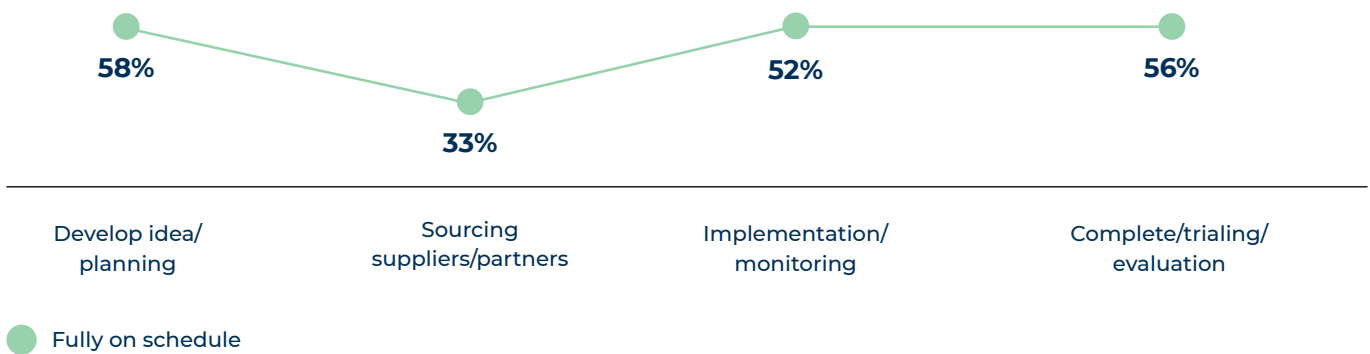


These issues experienced by project stage map closely to the data that depicts project delays at different stages. Over 50% of projects are on schedule during project planning, but once supplier sourcing begins, only 30% of marketing-led transformations are still running on schedule. Although the timeline is corrected somewhat during the implementation and trialing stages, ultimately only 56% of projects are delivered on-time.

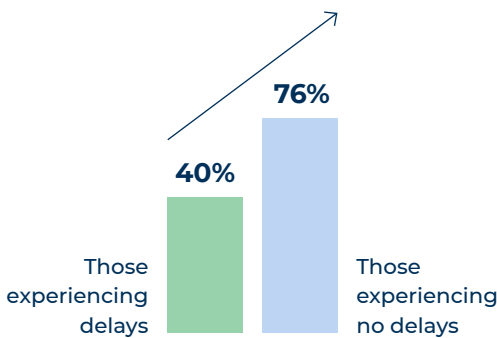
Delays don't just push out a project timeline. This research shows that delays in a digital transformation undertaking are linked to its success.

Of those who experience delays, only 40% report that their project went on to have a significant impact on the success of the wider business. But for those marketers who experienced no delays, this figure almost doubles: an impressive 76% report a significant impact, highlighting how crucial it is for transformation to run smoothly – and on schedule – in order to generate the best results.

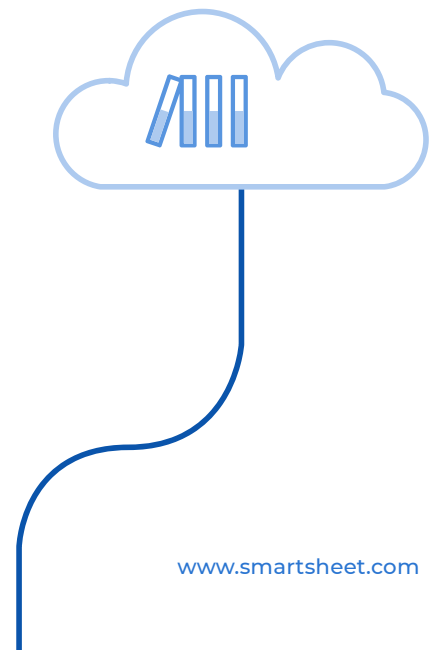
Projects running to schedule by stage



Transformations without delays 2X more successful



% of projects creating business impact considering delays experienced

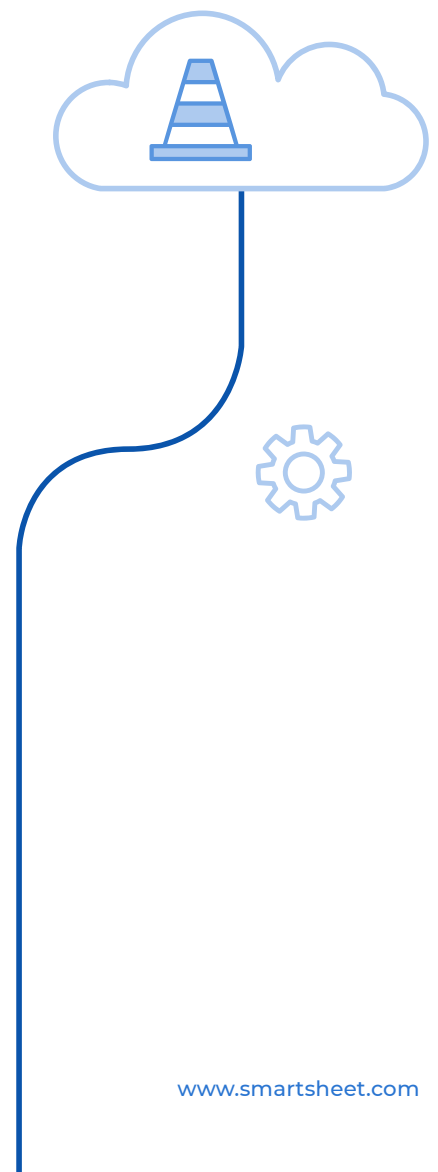
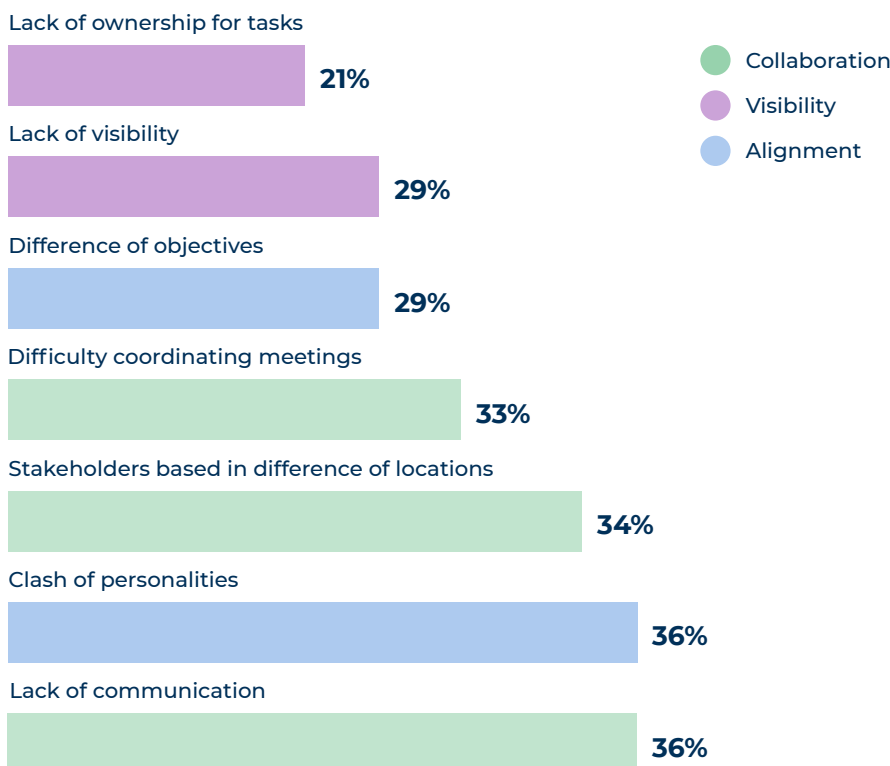


A number of issues can cause these delays and prove significant risk factors to the success of a digital transformation program. Specifically, there are three categories that create friction between stakeholders, and can impact their engagement in the transformation:

- **Collaboration challenges:** Issues due to a lack of communication, including stakeholders based in different locations, difficulty coordinating meetings, and version control problems.
- **Lack of visibility:** Stakeholders not knowing the current stage of the project, lack of awareness of who is responsible for which tasks.
- **Organizational misalignment:** Departments and teams working toward different goals or objectives; teams or individuals working at cross purposes.

The marketers surveyed admit that some of these critical issues could have been better managed during their process, including communication across stakeholders, visibility, collaboration, and flexibility. This study found that some of these challenges may have been worsened by marketers using the wrong tool for the job: the solution that marketers chose to manage their digital transformation had a significant impact on their outcomes.

Causes of tension with stakeholders

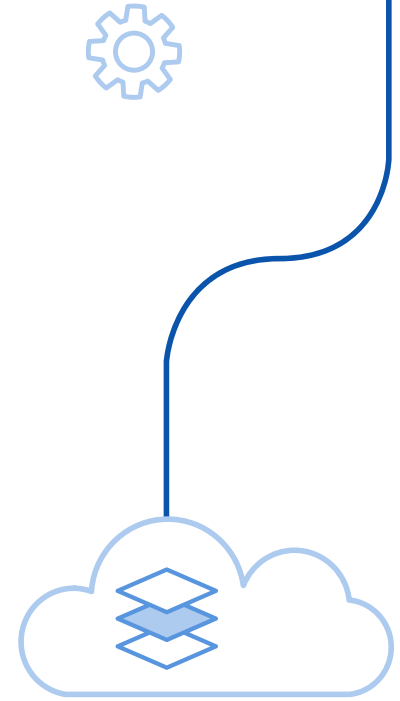


A platform for transformation

Choosing the right technology to manage digital transformation at scale one of the most powerful things organizations can do to ensure the success of their change management efforts. Yet the marketers surveyed relied on diverse solutions to execute their transformation strategies. Some used specialist but standalone solutions, others relied on a range of integrated technologies, while still others worked from a single, unified platform.

So who fared best? The research shows having a single unified work management platform is likely to be the best route forward: unified platform users are almost five times more likely to have their digital transformations run on-time than those with specialist but standalone tools.

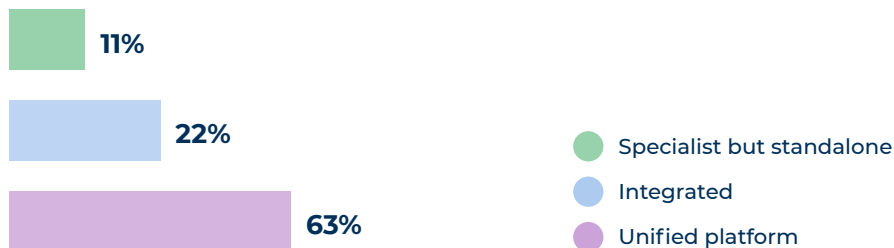
The overall success of a digital transformation project is also impacted by the work management tools in place. Businesses with a single unified approach are almost three times more likely to have better outcomes than those using disparate but integrated tools, and nearly six times more likely to succeed than the specialist but standalone users.



Project running to time and platform used



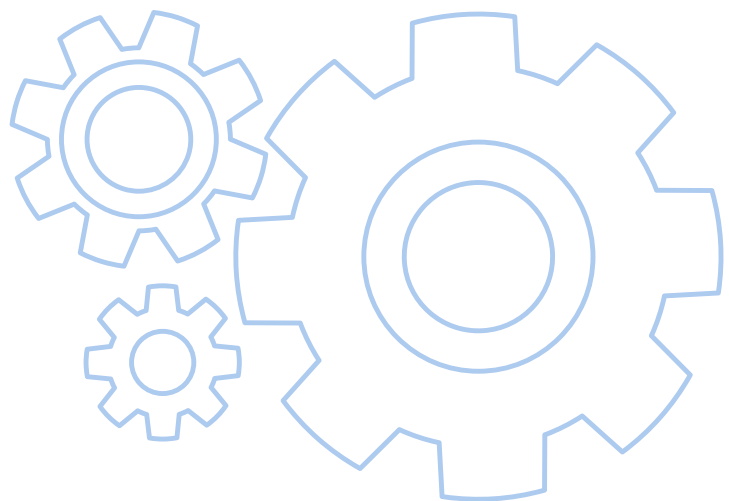
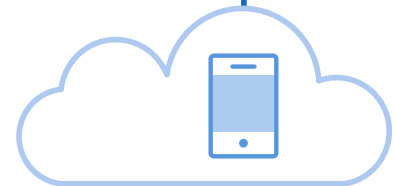
Success and platform used



Realizing the future of transformation

Transformation across a department or an organization is rarely straightforward. But this research finds that using a unified platform to manage planning an execution can keep initiatives on track and drive success. A single platform facilitates full project visibility and effective collaboration to align the various teams – internal and external – involved in this process. A successful digital transformation only works if everyone in the business works together, and a platform that serves as a single source of truth can be the critical key to that success.

Adopting the right platform for collaborative work management could help marketers avoid the leading causes of transformation failure. As transformation keeps accelerating, marketers must keep pace, or risk falling behind the competition. A collaborative work management platform can be implemented at speed to help marketers (and their colleagues in the broader business) improve collaboration, increase visibility, and drive alignment – and ultimately reach their transformation goals to achieve more.



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