

# Being Agile

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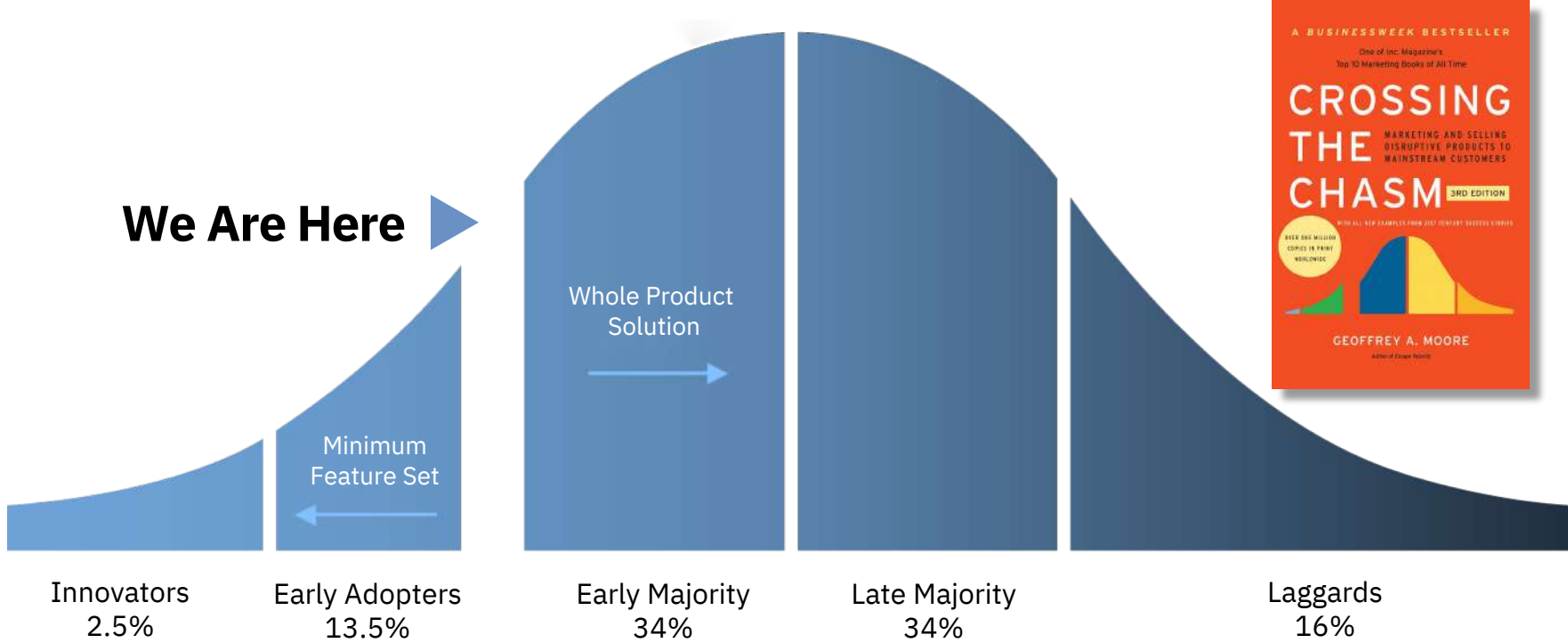
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*CEMA Summit 2018  
Rancho Palos Verdes, CA*




# Foundational Concepts

# Agile for Marketing: Crossing the Chasm



# What is 'Agile' for us?

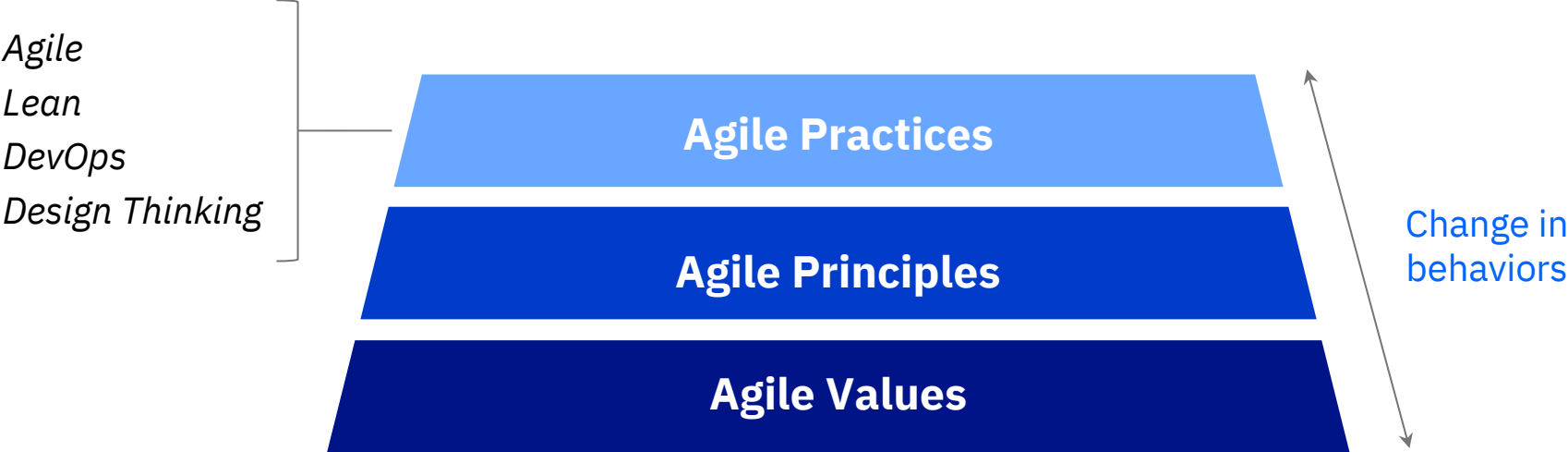


A set of **values**,  
**principles** and  
**practices** that will  
change your behaviors  
and create a great  
place to work and a  
great culture.



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# What is 'Agile' for us?



# Agile Values

Respect

Openness

**Foundational Beliefs**

Trust

Courage



# Agile Principles

1. **Begin with clarity** about the outcome, and let it guide every step of the way.

2. **Listen, iterate, learn** and course-correct rather than wait until it's perfect.

3. **Encourage self-direction** for teams to unleash innovation, instead of concentrating leadership in the hands of a select few.

- **Focused** on customer and business value
- **Iterative** and fast
- **Flexible**, adaptive, continuously improving
- **Collaborative** teamwork
- **Empowered** and self-directed teams



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# Agile Practices

*Like a buffet – laid out to allow people to pick what suits them.  
These practices ensure behavior is aligned to the values and principles.*

## Leadership Practices

- Visual walls
- Backlog prioritization (business value)
- Team structuring and management
- Managing the funnel
- Role rotations
- Strategy pattern

## Collaboration Practices

- Work assignment and distribution
- Retrospectives
- Stand-ups
- Showcases
- Poker estimation
- Design Thinking practices
- Embedding new practices

## Delivery Practices

- Automated Test-Driven Development (ATDD)
- Continuous integration
- Continuous delivery
- Build and deployment management
- Story writing
- MoSCoW prioritization
- Value stream mapping
- Velocity tracking





# Curry versus French Pastry?

守

Shu

**follow**

破

Ha

**break**

離

Ri

**transcend**



# Agile in Event Marketing

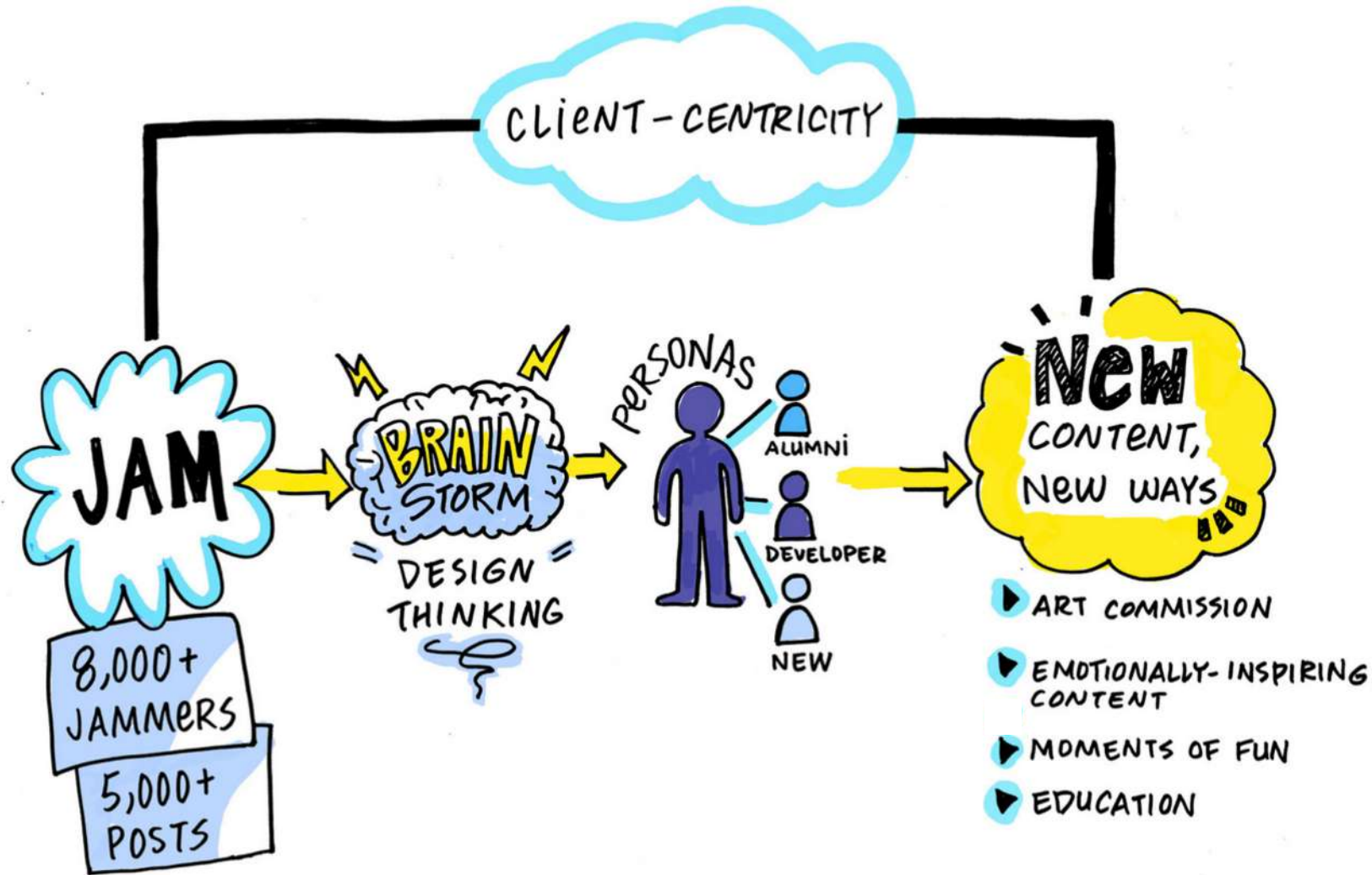
# Agile in Events

**Think about your event planning process.**

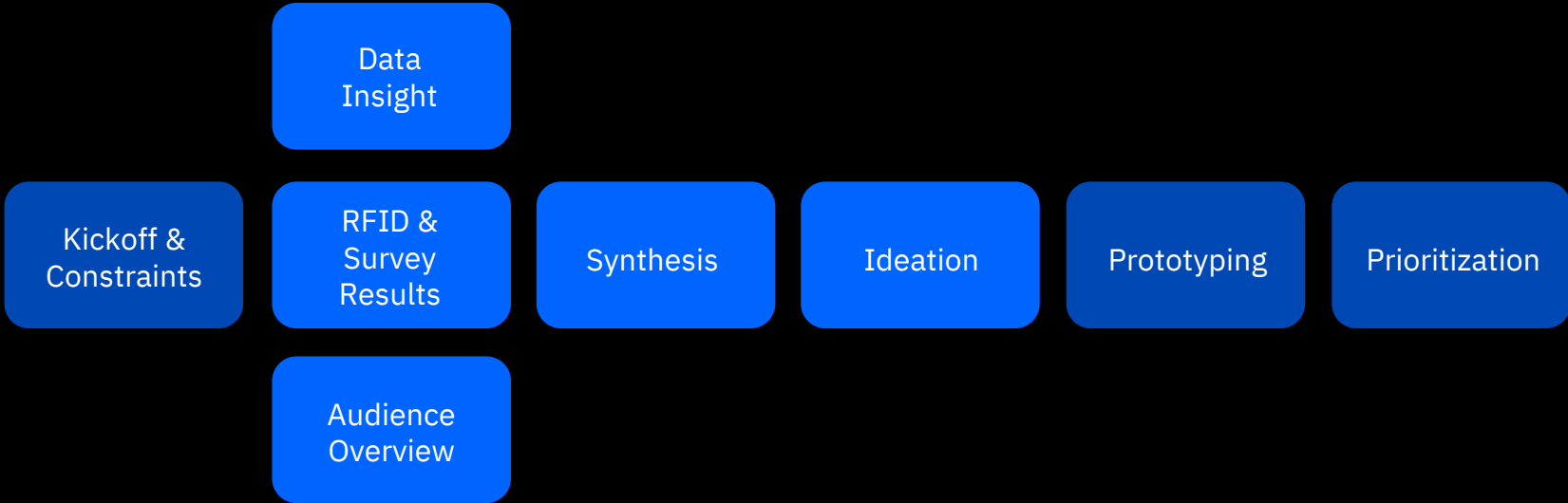
*Now, strip out the “software speak” from the Agile method and suddenly, it seems awfully familiar, doesn’t it?*

**A cost-conscious, iterative framework** that allows you to think on your feet, adjust in real time (or as close to real time as you can get), and put the needs of your clients first.





# Design thinking approach

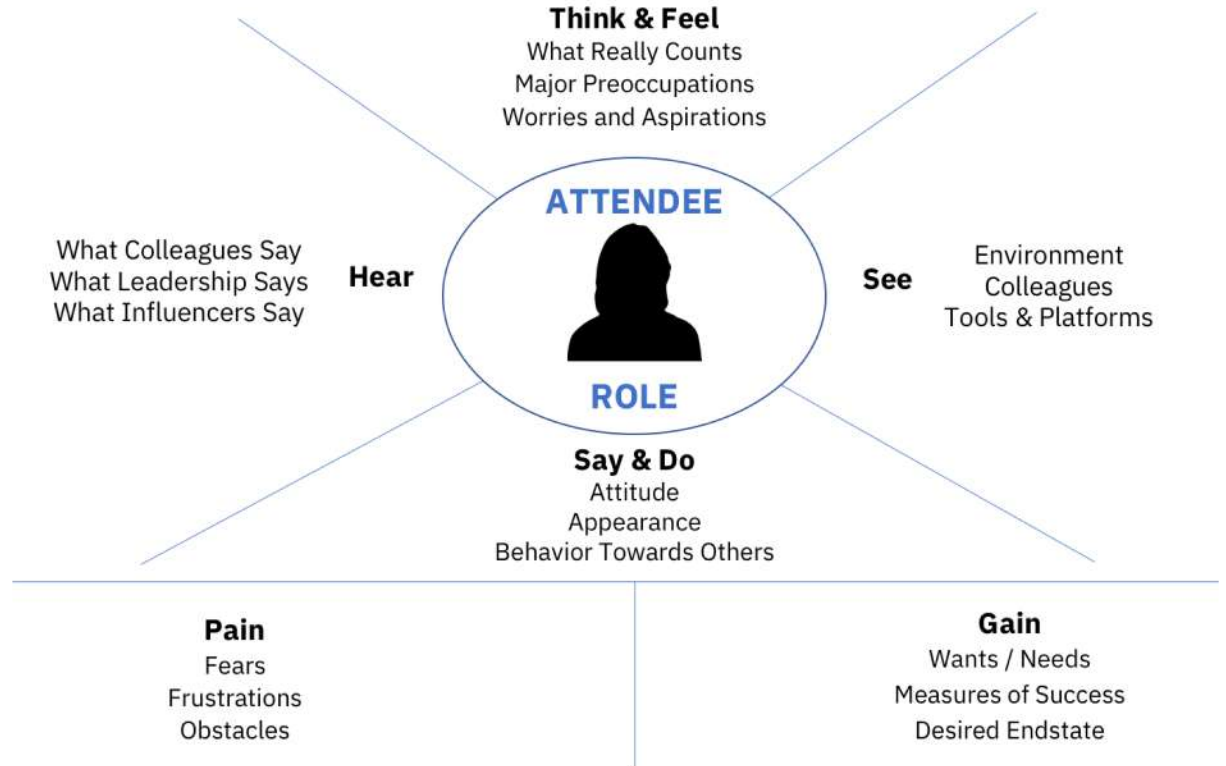


# Empathy Mapping

- Visualize the target audience mindset
- Address both rational and emotional POVs
- Establish project's goals and objectives
- Establish KPIs and measures of success

## Key Roles:

Project Manager  
Experience Strategist  
Account Manager



# Empathy Mapping



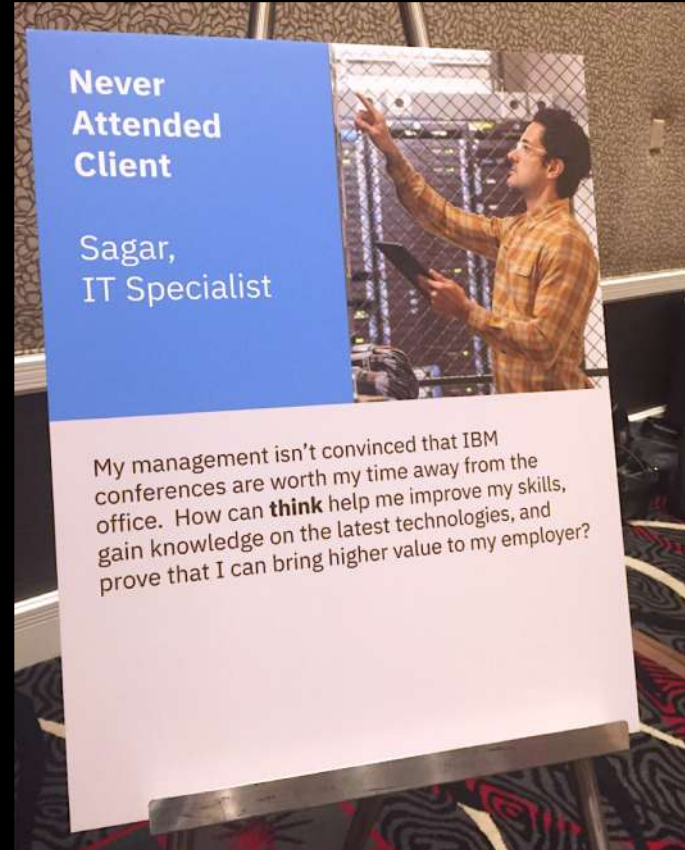
**C-Level**

Margaret,  
CIO



My time away from the office is very limited, so my two days at **think** need to count. Help me focus on my bottom line through innovative new tech solutions, Thought Leadership, executive 1:1 meetings, and networking opportunities with other executives.

This empathy map is displayed on a whiteboard. The top left corner has a purple background with the text 'C-Level' and 'Margaret, CIO'. To the right is a photograph of a woman with blonde hair, wearing a grey cardigan, looking down at papers she is holding. The bottom half of the whiteboard is white and contains a paragraph of text.



**Never Attended Client**

Sagar,  
IT Specialist



My management isn't convinced that IBM conferences are worth my time away from the office. How can **think** help me improve my skills, gain knowledge on the latest technologies, and prove that I can bring higher value to my employer?

This empathy map is displayed on a whiteboard. The top left corner has a blue background with the text 'Never Attended Client' and 'Sagar, IT Specialist'. To the right is a photograph of a man in a plaid shirt pointing at server racks in a data center. The bottom half of the whiteboard is white and contains a paragraph of text.



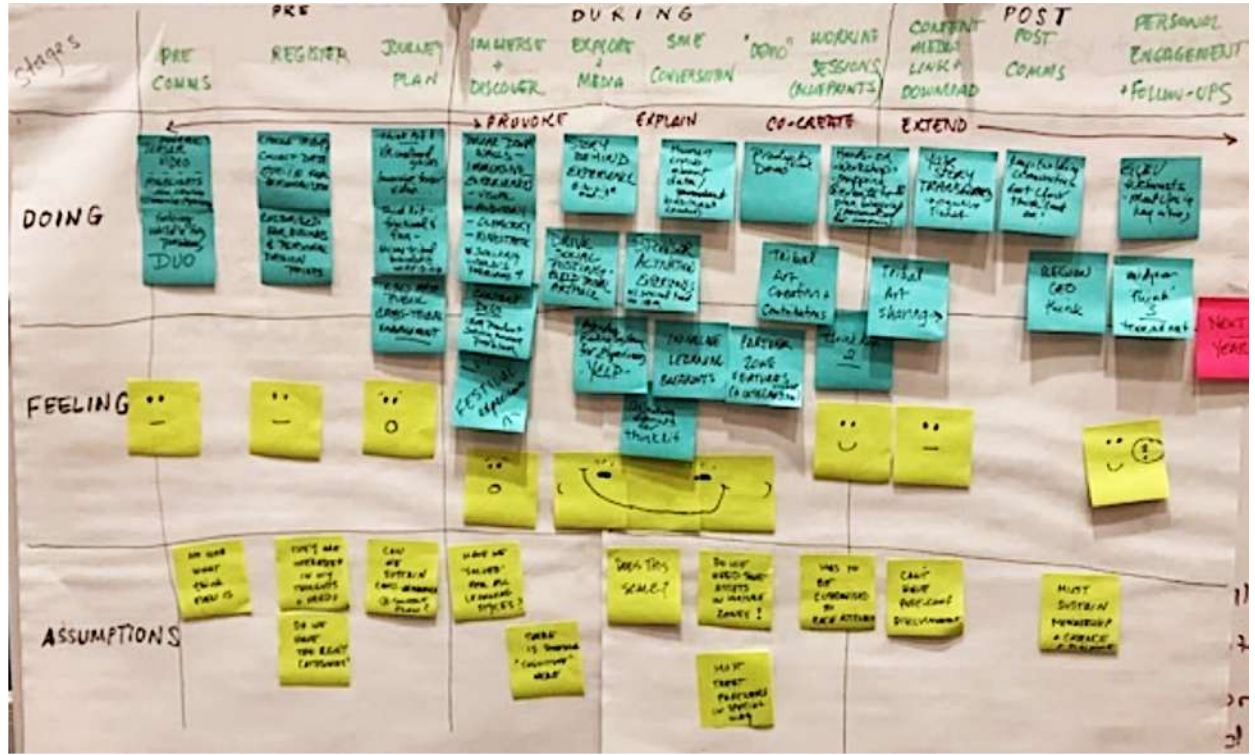


# Journey Mapping

- Visualize event stages
- Identify all major project milestones
- Plan using an attendee perspective and POV
- Set the stage for Agile project management approach

## Key Roles:

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Experience Strategist  
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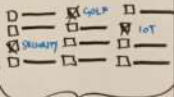
# Journey Mapping

## VILLAGE COMMONS

HOW DO WE DEFINE A TRIBE/SQUAD/VILLAGE  
"SOLVE THE WORKS PROBLEMS... JUST THINK."

CONCEPT

HUMAN + MACHINE



### ORGANIZING PRINCIPLE

HUMAN + MACHINE PERSONAL BIZ

- | ISSUES             | TREK           |
|--------------------|----------------|
| - CANNON           | - COGNITIVE    |
| - HUMAN TASK       | - BIODIVERSITY |
| - CYBERSECURITY    | - SECURITY     |
| - EMPLOYERS (SOFT) | - CLOUD        |
| - COOKING          | - IOT          |
| - SPORTS           | - QUANTUM      |
| - HEALTH           |                |
| - MUSIC            |                |
| - FATHOM           |                |

### TACTICS

- DODGES THAT IDENTIFY... TALK TO ME ABOUT
- CREATE PHYSICAL SPACES THAT ARE IDENTIFIED



- PERSONAL IDENTITY BASED ON INTEREST
- DIME DOME
- DAILY CONTENT
- OVER TIME WE CAN TALK ABOUT THE FUTURE & VIBES
- SPACES ARE SOCIAL SPACES
- SPACES ARE PROGRAMMED
- ACTIVATE VILLAGES

TOPIC DEFINES VILLAGE AT THE MOMENT GATHERING PLACE

5 VILLAGES 1 PER FLOOR



think SPOT 1/2 x 5

CHANGE OVER THE COURSE OF THE DAY 5 PER DAY

EMERGING... THE FORM OF MUSIC YOU WOULD OR FUTURE THE FUTURE OF YOU

- NAME SPOTS
- THINK SPOT: LEONARDO, DAVINCI, DANTE
  - INNOVATORS, LEADERS
  - IBM THINKING... PROPOSING IDEAS IN SPACE

## \* IDEA MATRIX

## FEATURE SESSIONS

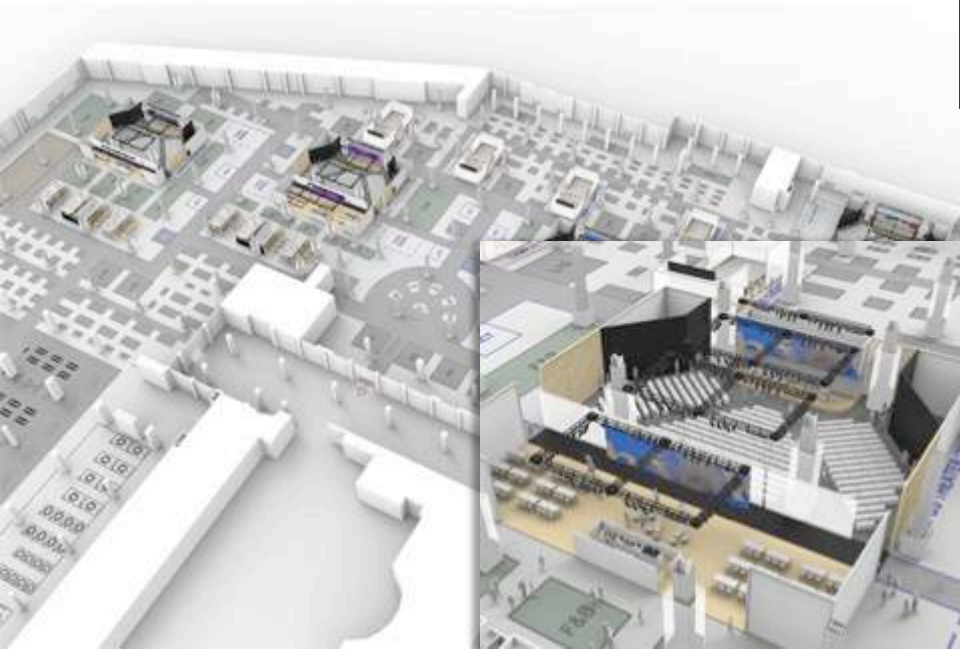
TYPES	SIZE TIME	WHO CONTEXT	PURPOSE	POSSIBLE EXPERIENCE	OTHER	OTHER "DETAILS"
COLLECTIVE	40K 90M	G INNI	INSPIRATION IBM PLATFORM	THEME IN THE ROUND MAIN STAGE	STREAM EVERYWHERE	HEAR ALL VIBES STATIONS...
KEYNOTE BUSINESS/SOLUTION STAGE	10K 60M	BU/	CUSTOMER PAINPOINTS/SOLUTIONS	"POWER SESSIONS" DISCUSS YOU "GUILD" - SIGNATURE STAGE ONE SIMILAR/LOCATION		2 STAGES 10 PER DAY OVER 2 DAYS.
INNOVATION TALKS	MIXED 20 MIN 30 30M	INFLUENCERS DISRUPTORS. JIM CRAWFORD	CONNECT TO SOLVING WORLD PROBLEMS.	COULD ALLOW IN LOCATION TO EXPERIMENTAL IDEAS.	COULD INCLUDE NETWORKING CONNECT W/STAKEHOLDERS	COULD BE ACTIVE AT FEATURE. THREAT WORKSHOP
OVERFLOW	VARIED	ANY SESSIONS	DISTRIBUTING CONTENT ON SITE / GLOBAL.	CONTENT EVERYWHERE.		
KINETIC GALLERY SESSIONS.	15-30		INSPIRATIONAL. STAGAN	- IMMERSIVE - EMOTIONAL - COMMUNITY BUILDING	LOCATION OR	IN EXPO OR KINETIC GALLERIES NOT ALLOW OR IN THE SAME SPACE
CONCOURSE SESSIONS	100 60M X4	BUSINESS PARTNERS IBMERS	DEEP DIVES MUST HAVE STORY COMPONENT.			



# Think Campuses designed for you.

**Power of Data & Cloud**  
designed for you – secure to the core

**Reimagine your business**  
in the era of AI

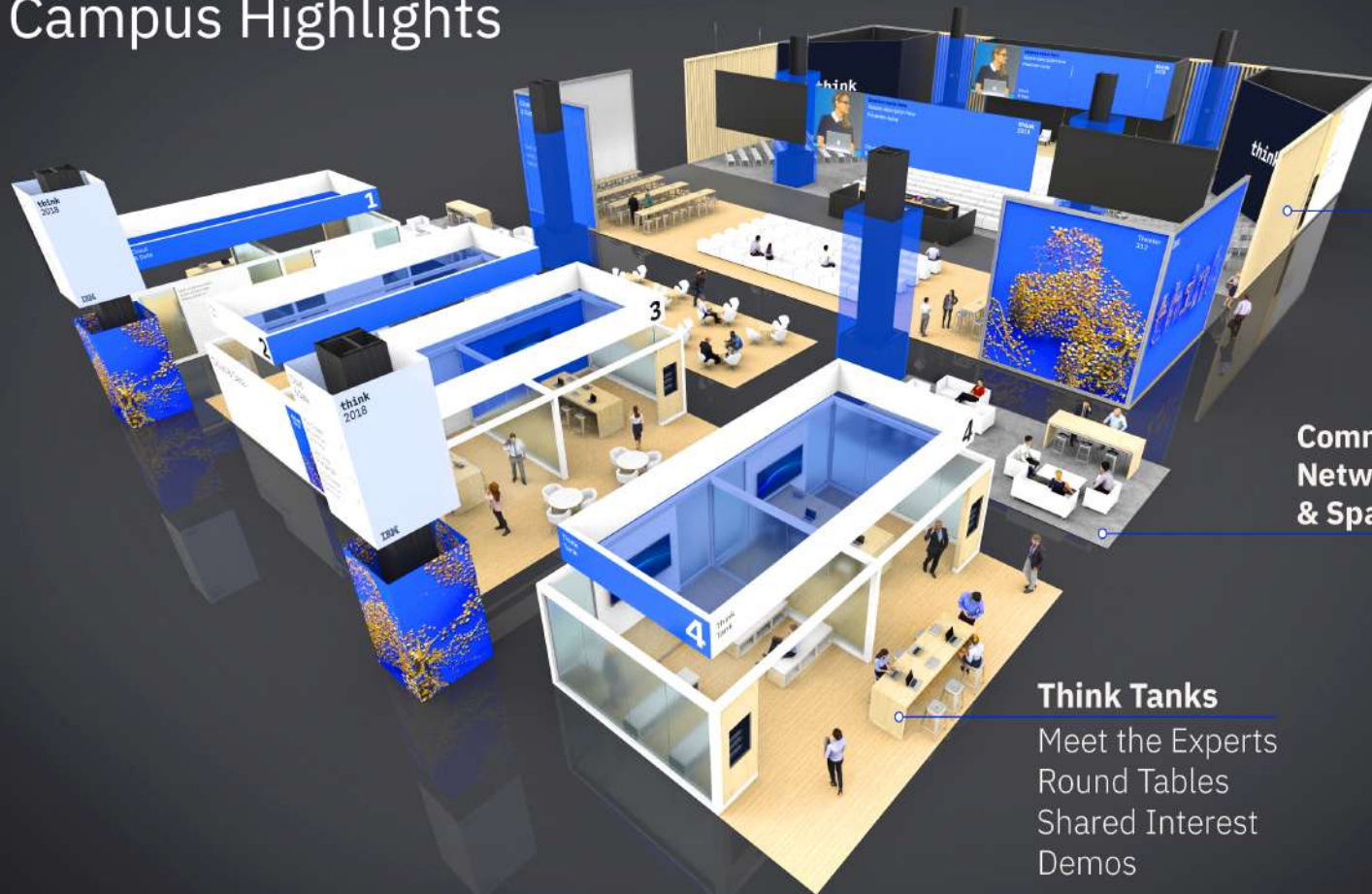


**Infrastructure**  
for changing and evolving workloads

**Security**  
intelligence, business defense and resiliency



# Think Campus Highlights



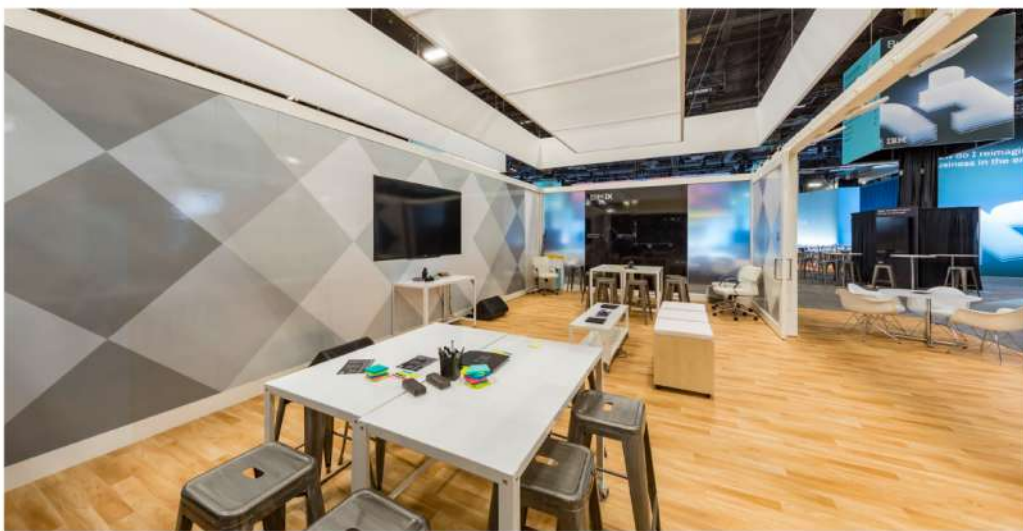
Theater

Community  
Networking  
& Space

**Think Tanks**

Meet the Experts  
Round Tables  
Shared Interest  
Demos

Video



Start Today!





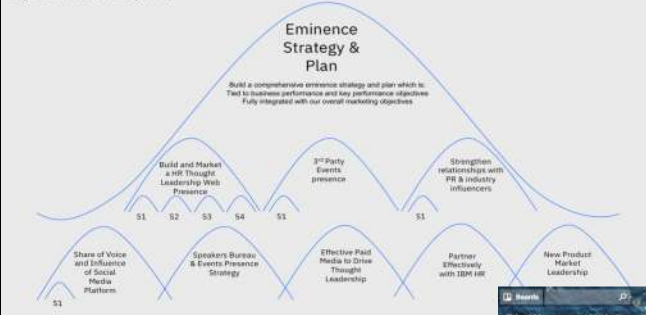
**Baby**

***Agile***

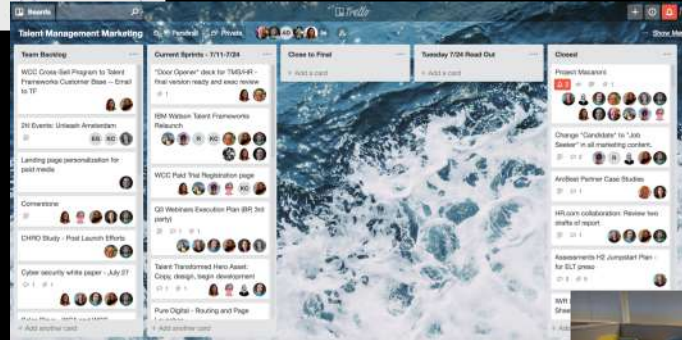


# Goals: Epics, Hills & Sprints

## Epics Hills and Sprints



**Tools:**  
Slack, Trello,  
Smartsheets



**Cadence:**  
Priority Meetings, Daily  
Standups, Sprint Readouts



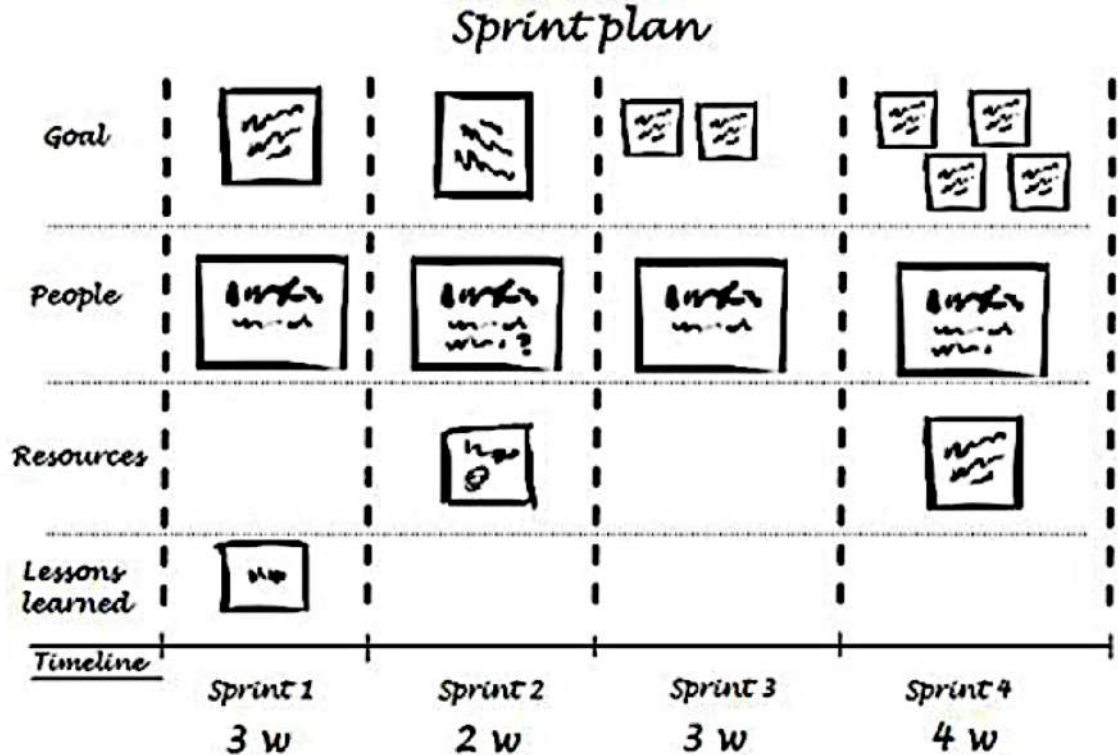
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# Project Sprints

- Short, goal-oriented sprints
- External & internal deadlines
- Sprint lengths vary from 1 week to 1 month
- Allow for re-planning, learning and reflecting

## Key Roles:

Agency Exec Producer  
Project Manager  
Account Manager

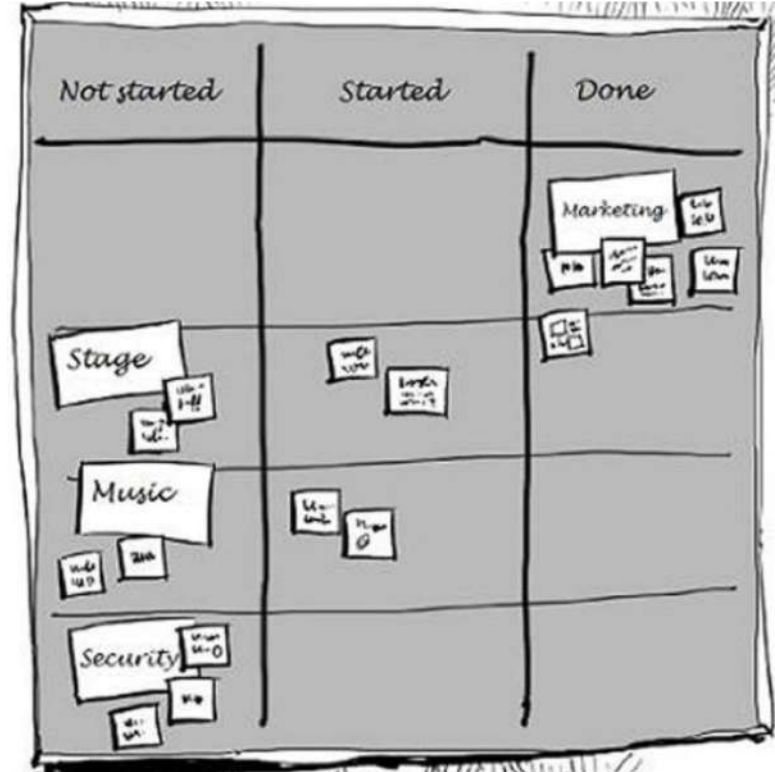


# Scrum Board

- Set up after Sprint Plan is made
- Goals in large notes; Activities in smaller notes
- A natural meeting place for team members
- Daily times for Scrum Meetings
- Regular assessment of progress and problem-solving

## Key Roles:

Agency Exec Producer  
Project Manager  
Account Manager



# Agile for Events – Summary

## Key Strengths

- Better resource allocation
- Less stress
- In control
- Better work-life balance
- Authentic transparency
- More successful events

## Take-aways

- Ability to communicate objectives
- Collaborate via boards and standups
- Gather audience feedback to guide the next event
- Never be afraid to collaborate



Thank You!

**Kurt Miller**



**kmillerman**

**Cameron O'Connor**



**cameronmoconnor**



**GEORGE P. JOHNSON**  
experience marketing



Backup

# From The Agile Manifesto

1. Our highest priority is to satisfy the customer through **early and continuous delivery**.
2. Welcome changing requirements, even late in development. **Agile processes harness change** for customer advantage.
3. **Deliver work frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must **work together daily** throughout the project.
5. Build projects around **motivated individuals**. Give them the environment & support they need; trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.
7. **Working deliverables** are the primary measure of progress.
8. Agile processes **promote sustainable development**. Sponsors/developers/users should maintain a constant pace indefinitely.
9. Continuous attention to **technical excellence and good design** enhances agility.
10. **Simplicity** – the art of maximizing the amount of work not done – is essential.
11. The best architectures, requirements, and designs emerge from **self-organizing teams**.
12. At regular intervals, the team reflects on how to become more effective, then **tunes and adjusts** its behavior accordingly.



# Success Metrics

## Process:

- **Cycle time** (Kanban) and **velocity** (Scrum) = productivity and impact
- **Scope and accuracy:** what's possible within a set timeframe; optimizing resource allocation
- **Burn down charts:** progress against sprint scope
- **Cumulative flow:** consistency of team throughput
- **Bug/fix:** quality of the work

## Delivery:

- **Validation:** right direction
- **Test-related:** discovery and optimization
- **Prioritization:** what teams should work on next by giving work items a relative score for importance and feasibility

