In this chapter, we will look at how, in a recession economy, a large software company with multiple product lines successfully delivered greater value to the business while reducing its marketing staff and budget by more than 50%. This case study will examine the application of an agile approach for organizational alignment, process transformation and optimization, and managerial leadership. We’ll look at how agile uses planning, iteration, and failures to ultimately succeed. We’ll also start with looking at how a software company took the Agile Manifesto and created the new Agile Marketing Manifesto:

- People working together for a common goal over processes and tools
- Campaigns that deliver vs. the same old marketing plans
- Customer collaboration through crowdsourcing not through guesswork
- Taking action over talking
All companies need to deliver their products and services faster, with more quality, and with fewer resources. These three components are key to ensuring success for any organization as everyone is driving to streamline for efficiency. The difference is in the ideology around how to streamline. As I pointed out in the previous chapter, agile is significantly more than just doing things in a faster fashion. It is the precept of adapting engineering concepts based on the agile method into the fabric of organization, process, and people functionality. This requires a dramatic transformation of marketing to a new state to support agile. The mission statement here demonstrates that objective—to achieve maximum return and figure 2.1 illustrates that journey.

**Mission Statement for Transformation** Creating, implementing, and sustaining changes in behavior, processes, and tools required to build long-term, sustainable relationships with customers, manage costs, stay ahead of the competition, create demand, and maintain profitable growth.

![Figure 2-1. Streamline processes © 2010 by CA, Inc.](image)

Trying to transform a product or an organization is no easy feat. Anyone who has tried to make a meaningful transformation of any sort will know the difficulty. There are many different symptoms that drive the need for change in an organization or product. Figure 2-2 lists some of the common challenges or opportunities.