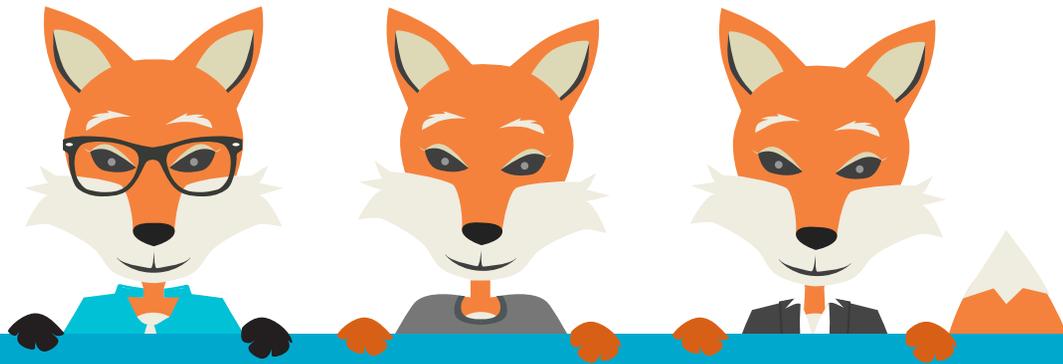


# AGILE

for Everyone





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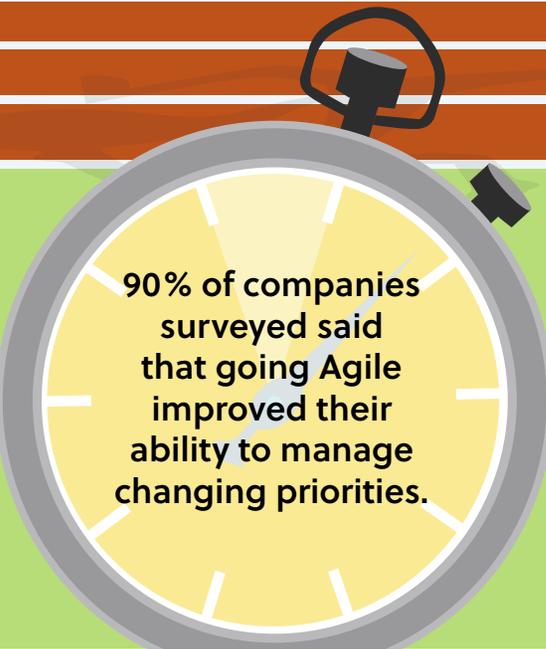
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# Who doesn't want to move fast and be flexible to gain a competitive advantage?

More and more project teams in a variety of industries are embracing an Agile process as a better way to manage workflow and respond to a fast-changing market.



**90% of companies surveyed said that going Agile improved their ability to manage changing priorities.**

This guide will give you industry-specific examples of how Agile can work for teams just like yours—Software, IT, Marketing and Professional Services teams. And who knows, you might already be using an Agile process without knowing it! Read on to find out more about how and why Agile really is for everyone.

# The birth of Agile

In 2001, a group of software developers gathered in Snowbird, Utah to ski and share ideas—and here, the **Agile Manifesto** was born.

It's comprised of **12 principles** and has 4 common beliefs:

1

Individuals and interactions over processes and tools

2

Working software over comprehensive documentation

3

Customer collaboration over contract negotiation

4

Responding to change over following a plan

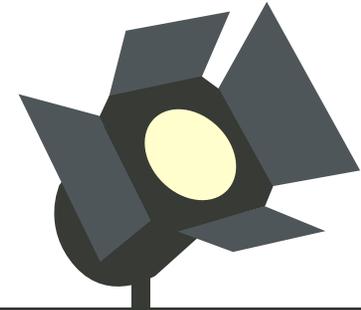
# TOP THREE AGILE BENEFITS



1 Manage shifting priorities



2 Increase productivity



3 Improve project visibility

## The Agile approach

Agile is a set of fast and flexible processes that accounts for change, helps teams adapt to marketplace opportunities and improve business performance. Agile was originally applied to software projects because it lets teams model a solution and incorporate feedback throughout the project lifecycle. However, an increasing number of teams outside the software industry are starting to embrace an Agile way of working because many of the same tenets of Agile can be applied to their project types as well.

Agile is perfect for any project that requires a series of versions or iterations that need to be reviewed and improved on until the final product is ready for prime time. Instead of waiting six months for a deliverable that is either flawed or no longer meeting the current requirements, Agile lets you produce a first draft within as little as two weeks (or less) for immediate feedback—and from here you can improve upon each version until the work product is complete.

# Who uses Agile?

## Any team with a project that evolves over time—

especially when it's only with each new version that you know how and what to improve for the next version.

## Project teams that work with service-oriented and non-physical deliverables

like code, copywriting and design projects.

## Teams that anticipate changes to take place during the course of a project,

and need to make quick course corrections based on stakeholder feedback.

## Teams that work with external agencies

and need to collaborate more seamlessly to meet deadlines.

## Teams that need a process that they can learn from

and improve on for the next time around.

## Businesses that want teams working collaboratively and creatively,

with all team members engaged in the project management process.

## Businesses with projects that require everyone working in the same place,

and need rapid feedback from each version or draft (for example, software updates and new campaigns).

## Businesses with clients who want to provide and incorporate feedback as the project evolves.



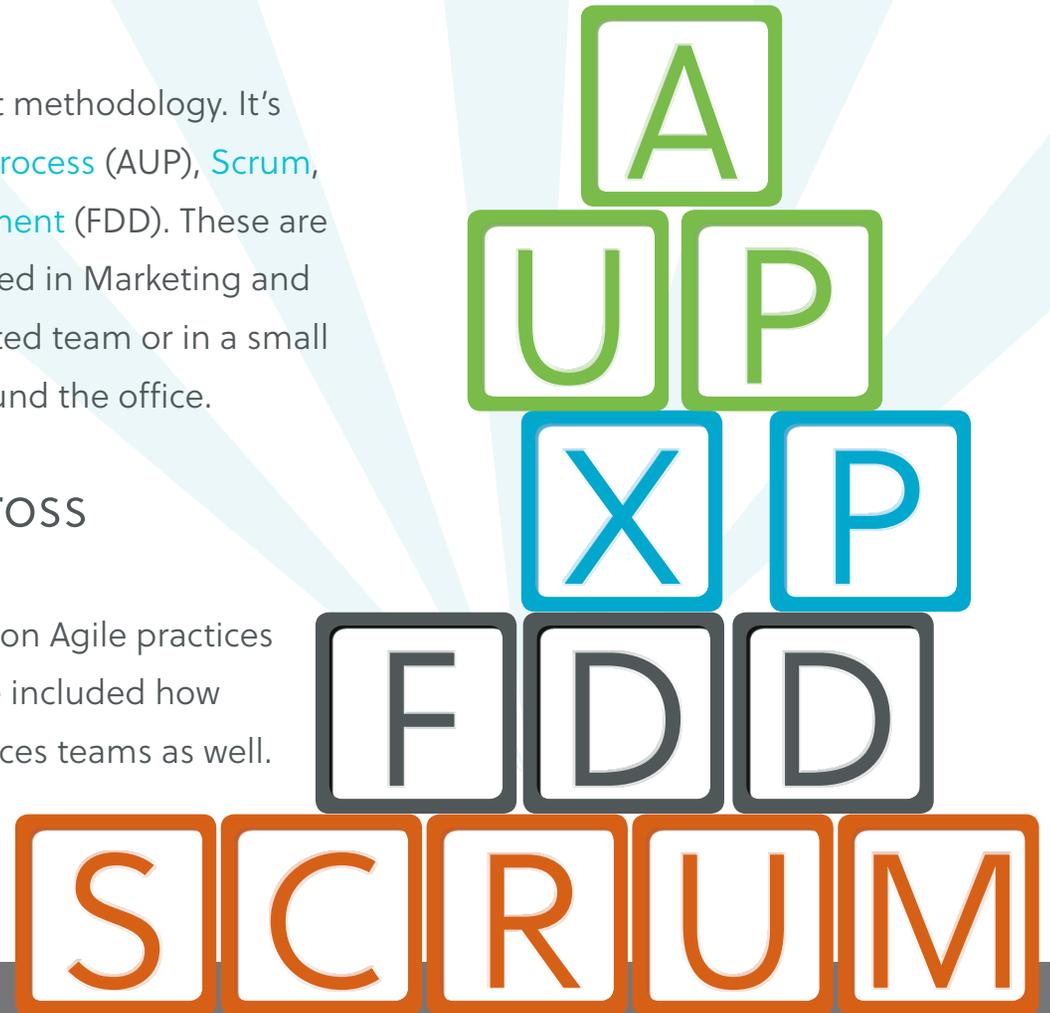
90% of companies surveyed said that implementing Agile improved their ability to manage changing priorities.

# Agile processes, practices and terms

Agile is considered part process, part philosophy and part methodology. It's comprised of various systems that include [Agile Unified Process \(AUP\)](#), [Scrum](#), [Extreme Programming \(XP\)](#) and [Feature Driven Development \(FDD\)](#). These are standard Software industry terms that aren't ordinarily used in Marketing and Professional Services fields; but if you work on an integrated team or in a small company, you might hear some of these terms flying around the office.

## Using common Agile practices across business teams

In the next two pages, we're going to look at some common Agile practices used in the Software industry and what they mean. We've included how they can be used within Marketing and Professional Services teams as well. You might find that you use some of these practices already, but use different terminology.



# How teams use Agile practices

See how the traditional software implementation of Agile practices—terms and all—can be translated for Marketing and Professional Services teams.



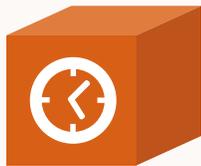
For software / IT teams



For Marketing teams



For Professional Services teams



## Time-boxed delivery

Deliver a continuous stream of value to the customer (e.g., produce an incremental package of features and fixes at short, regular intervals).

Deliver a regular email newsletter that announces new features, product changes and product updates.

Proactively deliver a regular project status update to key client stakeholders that can be customized to include the information they most care about.



## Iterative development and more frequent releases

Deliver a prototype and improve upon it with every cycle. Each cycle is bundled together in a "release."

Create an onboarding email program by launching an initial short series of emails, and then adding more emails over time—instead of waiting for the entire project to be completed before launching.

Deliver a creative brief for a seasonal campaign—and with each season there are improvements to the brief.



## User stories

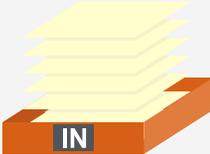
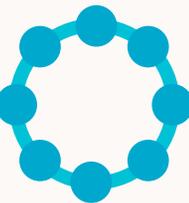
A simple way to describe what you want in business language, for example:  
*As a <role>, I want <goal/desire> so that <benefit>.*

A creative brief that lays out all the requests, features and reasons for a project or campaign.

A statement of work for the client that lays out all of a project's requests and features and then tells the story of how it will be completed.

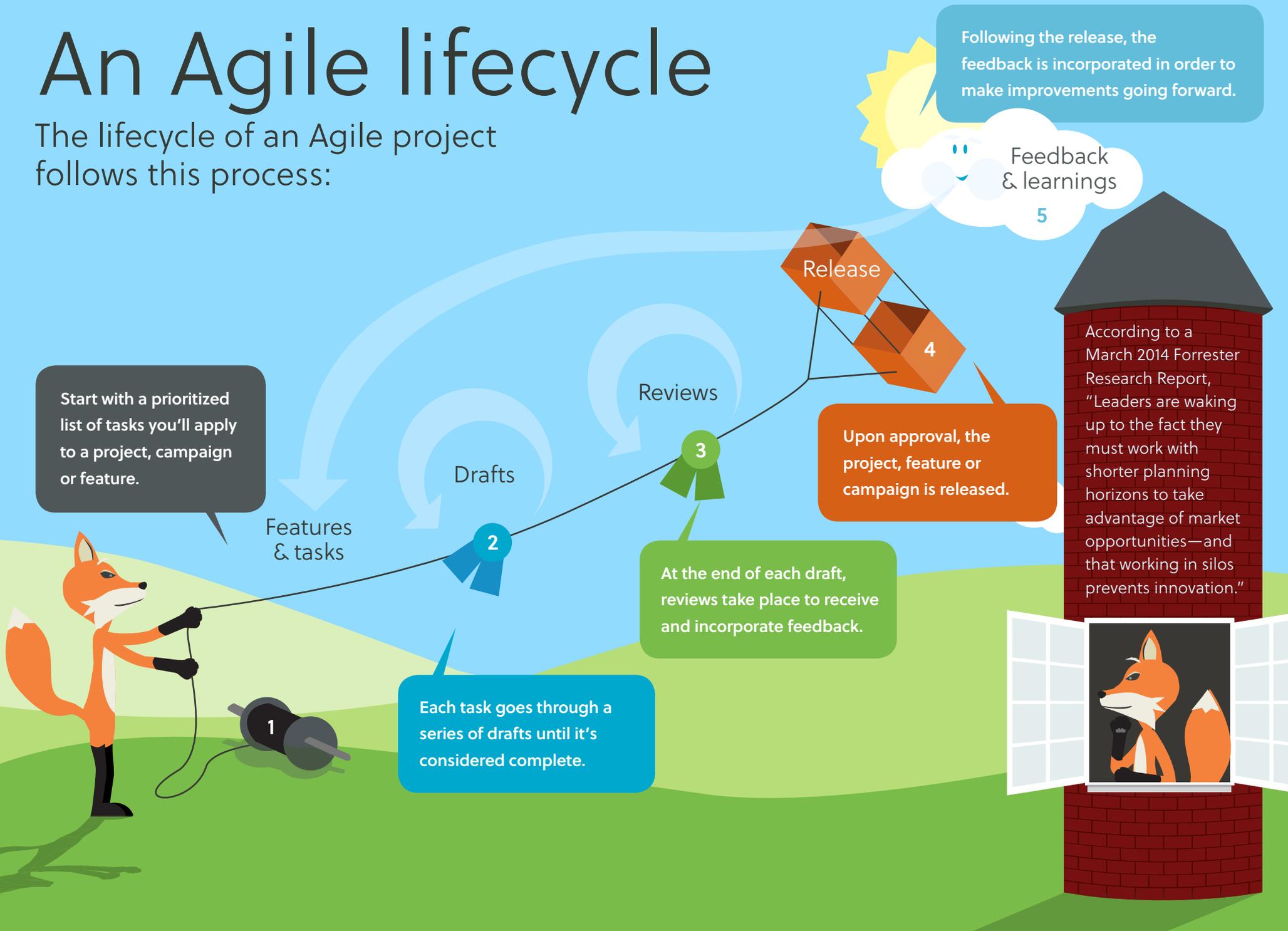
# How teams use Agile practices

(continued)

Agile practice	For software / IT teams	For Marketing teams	For Professional Services teams
 <b>Sprint / Iteration</b>	A fixed period of time, usually two to four weeks, in which software development activities occur.	A fixed period of time, approximately four weeks, where your team prepares and launches a monthly campaign or newsletter.	A regular project review to make sure that client work is staying within scope, timeframe and budget.
 <b>Product backlog</b>	A prioritized list of features (e.g., user stories around new online shopping cart functionality).	A prioritized list of new opportunities that needs to be researched, reviewed and then scheduled out.	A prioritized list of ideas for the next phase of client work, or a list of new strategies for similar projects.
 <b>Daily stand-up meetings</b>	A daily 15-minute meeting when everyone stands up and discusses what they're working on, their upcoming priorities, and any potential roadblocks that keep them from meeting their commitments.	Short daily meetings that occur around special high-impact projects like campaign launches.	Short daily meetings that might occur as a team approaches their client delivery date. Here, everyone gets a fast update on status, upcoming plans and roadblocks to help them stay on schedule.
 <b>Continuous testing to deliver a working solution</b>	In a software project, the code is automatically tested daily for a high-quality working solution. Traditional software development follows weeks of dedicated testing after the software has been built. Agile teams test daily to ensure bug-free code.	Reviewing content materials while the work is still fresh, and then making edits in real time—rather than waiting for the entire team to review.	Defining and integrating workflows and checklists into common repeatable tasks (e.g., writing a press release or drafting a creative brief).

# An Agile lifecycle

The lifecycle of an Agile project follows this process:



# Agile in action

Here's a look at how an Agile process unfolds for three different types of business teams: Software and IT, Professional Services, and Marketing.



# How Software Developers and IT teams use Agile

Let's say a development team is working on a new software feature. Here's an example of how the team would use an Agile approach.

- 1 Project requirements are identified in a product backlog and then processed through a series of prioritized iterations.
- 2 The team gathers for a daily 15-minute stand-up meeting to share status, upcoming plans and roadblocks. The three standard questions are:

What did I do yesterday?

Am I blocked?

What am I going to do today?

At the end of each iteration and release, project reviews or retrospectives are performed with the business customer to gain feedback.

- 3 Desired features (user stories) are delivered as a release. The customer determines if they're ready to be released to the public or if the release will be deferred.
- 4 Repeat as necessary.



According to the Standish group's Chaos Manifesto 2012: 29% of Waterfall projects failed compared to 9% of Agile projects.

# How Marketers use Agile

The next two pages are a look at how an Agile process unfolds for a Marketing team.

Let's say your team is working on an email marketing campaign. While project deliverables and milestones are common across the scope of a long-term campaign, Agile principles can be effectively applied to improve the cadence—and communication—of how your marketing team can deliver value to your stakeholders in the business.

Key benefits of applying an Agile process to marketing projects include:

Greater responsiveness to fast-changing market conditions and evolving business strategies

Improved product based on tests and customer responses

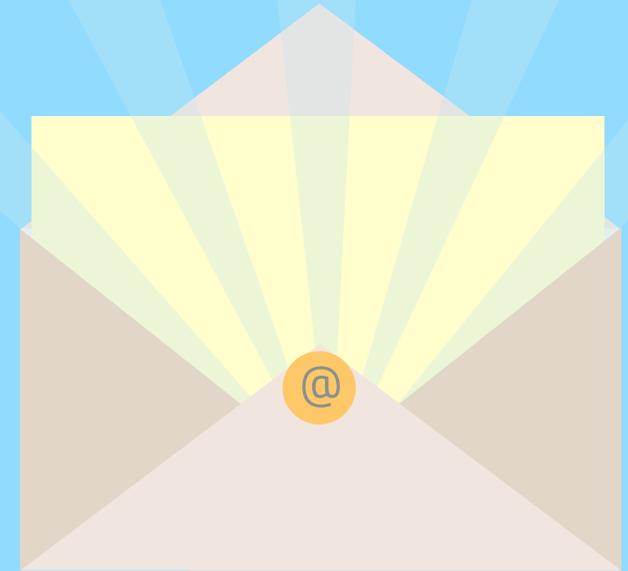
The ability to learn and improve content and campaigns while creating them

More efficient work processes that drive better business results





# Case example: email marketing campaign



## Campaign & tasks

1

Identify everything (and everyone) needed for the campaign (copy, design, audience lists, email dates).

2

Take all the required tasks, drop them in a project management system, and then assign the various tasks to individual team members.

3

Since this is a fast-moving project, the team gathers for a daily 15-minute stand-up meeting to share status, upcoming plans and roadblocks.

## Drafts

4

At the end of the week, the copy and design is reviewed, and the audience list is compiled.

## Reviews

5

Edits and recommendations are made on the first draft of the email.

## Release

6

Consecutive drafts are completed until sign off.

## Feedback

7

Keep a copy of this project plan and the email to use as a template for future email campaigns.

# How Professional Services teams use Agile

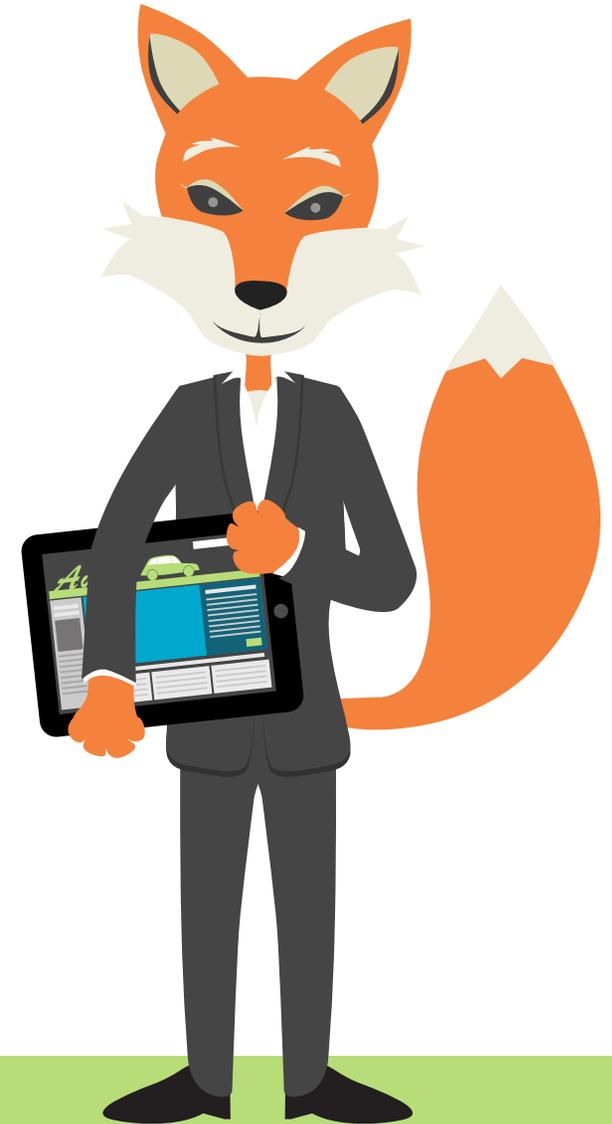
Let's say your web development team is building a new website for an auto company. Here's a comparison between a more traditional process of managing your client's project and one that embraces Agile.

Key benefits of adopting an Agile methodology for professional services include:

Being able to set expectations with clients and stakeholders

Receiving client input early on and throughout the life of the project

Minimizing the amount of work that needs to be redone, or discarding current work to take a new track



# Case example: auto website design



## Campaign & tasks

1

The team, along with the client, identifies all the needs for the website (e.g., number of web pages, conceptual design, copywriting needs, and software programming work).

2

All of these feature needs are prioritized, and then opened as tasks in a project management system and assigned to team members.

## Drafts

3

The project team agrees to deliver an interactive prototype of the website every two weeks.

4

The website design and development can be measured by the client every day. For instance, if the client wants to feature the latest model vehicle to appear on a specific page, the client can work with the development team to make that happen.

## Feedback

5

At the end of two weeks, the project team reveals the website progress for feedback.

## Reviews

6

After the client gives feedback, the team goes through a review process of the next two-week iteration.

## Release

7

The project plan gets updated with changes that are incorporated into the next version. The process begins again, from the top—until the final project gets signed off, and it goes live!



# Go Agile!

**Agile is quickly becoming the preferred way to manage projects in today's business world.**

Now, many companies—from marketing agencies to giant manufacturing organizations like General Electric—know that a fast and flexible system keeps them competitive and responsive. When teams produce cycles of work that everyone can learn from and refine along the way, businesses transform and prosper.

To become a more Agile  
and responsive team, contact us!

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Sources:

[7th Annual State of Agile Development Survey](#), from VersionOne

[How GE Applies Lean Startup Practices](#), Harvard Review

CMG Partners, "The Agile Advantage"

Forrester Brief: Venture Capital Inflow to PPM Vendors Indicates Market Growth

Standish group's 2012 Chaos Manifesto