

M·O·C·C·A

Q309 Survey - Process

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Objective and Method

- Understand the opinions, experiences, and expectations of the MOCCA community as it relates to process
- Online survey to MOCCA community in July 2009
 - 36 responded

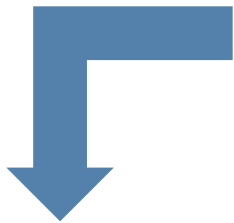
Key Take-Aways

- Everyone is experiencing inconsistent degrees of success with process
- Those who state more success than others don't use a consistent method or approach
- Establishing and maintaining accountability seems to be the top factor needed for successful process implementation
- MOCCA members may want to look at the following to help improve their process implementations:
 - More involvement of MO in design and implementation
 - Consistent top down management oversight
 - How they are governing

Perspectives on Process

- Process is important, but not rigorous or predefined.

Process Culture	Percent Selected
Apply rigorous process to only key areas	67%
Who needs process?	28%
Very process oriented culture	6%

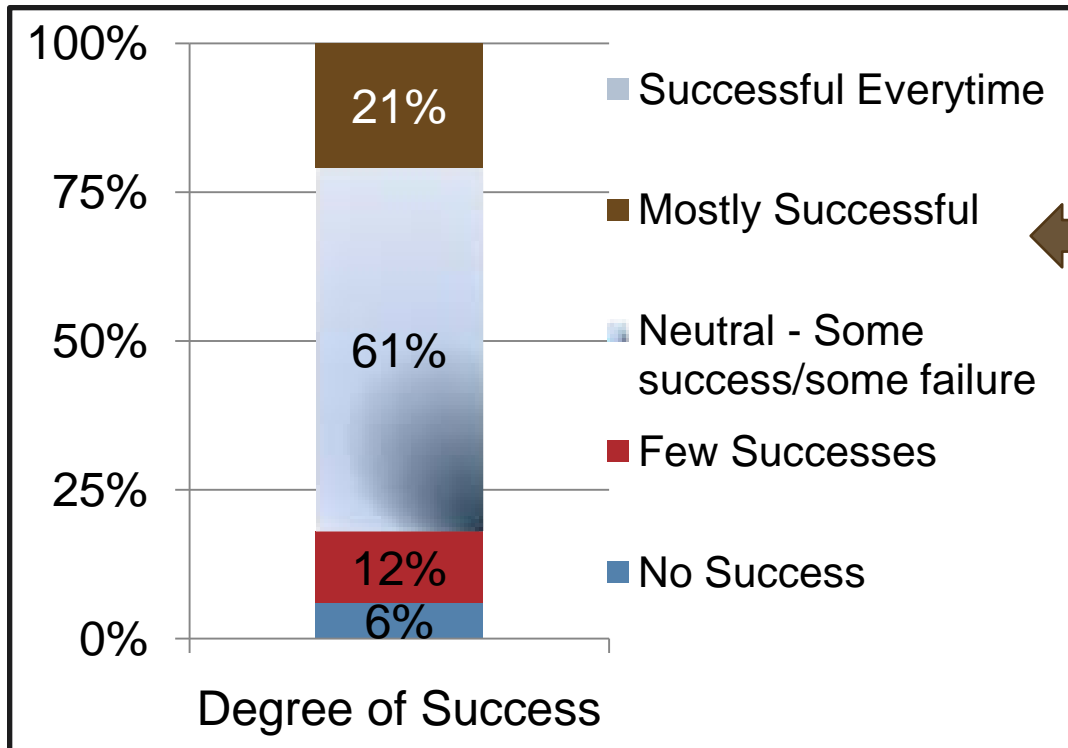


Process Methods Implemented

- 58% No formal methodology process, but we design and implement a process
- 17% Define own methodology
- 11% Six Sigma/DMAC

- 56% use phased approach
- 31% pilot, then roll out

Few experience consistent process implementation; accountability is the primary change desired



No correlation between methods or approaches used among those who state “mostly successful”

One Thing Most Want to Change to Improve Process

- 29% Integrate accountability
- 12% Include proper stakeholder input
- 12% Automate key elements of process
- 9% Use change management
- 9% Use process method

How successful do you think your organization has been in consistent process adoption? On a scale of 1 - 5, with 5 being most successful.

Lack of accountability and poor definition of success top contributing factors to inconsistency

Top Challenges to Successful Process Implementation	Percent Ranked Top
No accountability to follow process	30%
Poor definition of success	28%
Lack of management support	25%
Lack of governance	25%
No buy-in from affected individuals	19%
Lack of system support	17%
Poor communication	6%

Governance Method

- 49% Self govern
- 40% Committees
- 37% Managers
- 34% Operations
- 26% By metrics
- 17% Executives
- 11% Built-in checks
- 11% No governance

High reliance on self governance could be contributing to accountability challenges

Top down management primary key to success; likely strongly linked to creating accountability

Top Factors That Led to Successful Process Implementation	Percent Ranked Top
It was a process driven from top management down through the organization	44%
There was buy-in from all key stakeholders in the organization	30%
It was a bottom up process driven organically from individuals in the organization	19%
Success was well defined up front	19%
Great alignment between business process and the required marketing automation tools	17%
There was excellent communication to all levels in the organization	17%

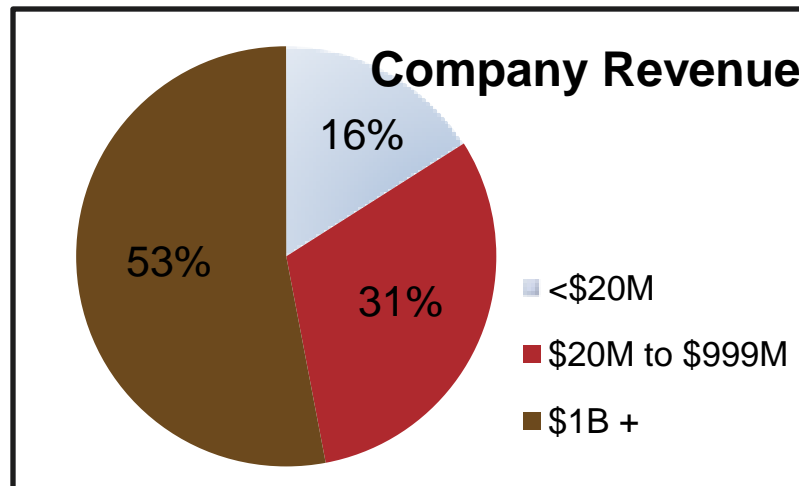
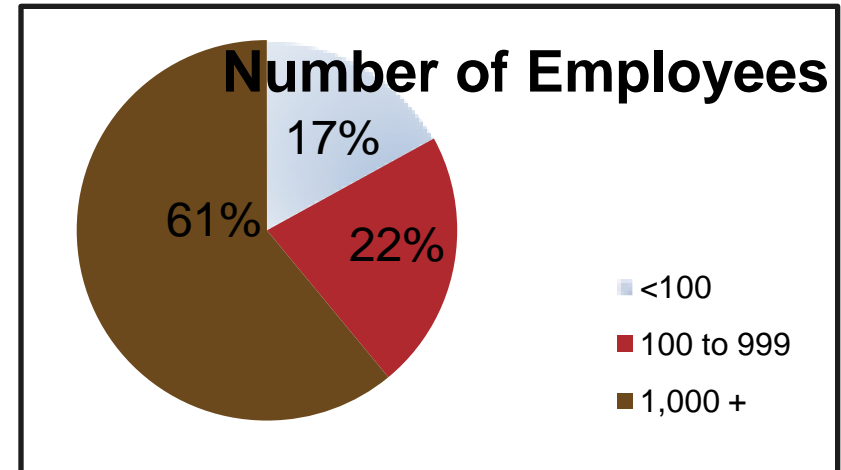
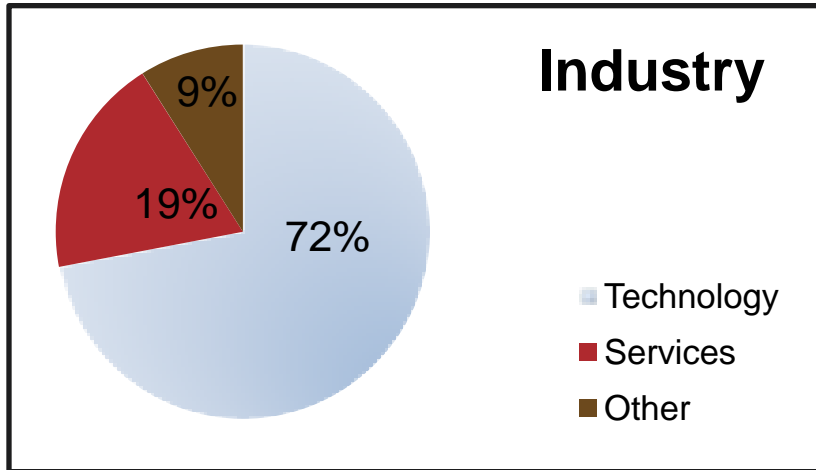
If Marketing Operations became more involved with design and implementation, it could help drive more successes

Role Marketing Operations Play in Process (select all apply)	Ideal	Actual
Drive business process design and adoption for the organization	69%	41%
Create and refine process but the marketing organization should drive process implementation	23%	21%
Create and refine processes and help drive its implementation	69%	47%
Rely on information technology or corporate operations team to help define the business process	11%	12%
Help automate the process	46%	47%
Work with IT to help automate the process	49%	26%
Drive the change management through the organization	49%	21%
Other	9%	12%

Next Steps

- Get marketing ops more involved in the process design and implementation
- Senior management needs to be more involved in oversight
- Include governance as part of the process development

Respondent Profile



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Professional Development and Development
of the Marketing Operations Professional