



Advancing Marketing Operations at Sprint

Jon Umsted



Background

Develop a Case for Change

Gaining Support

Vendor Selection

Post Launch & Measure Success



Who is Sprint?



*54 million customers**

*\$10B in consolidated net operating Revenue**

*\$1.176B in Capital investments**

*59,000+ employees**

Operate at Sprint Speed™



**Based on 3Q 2007 Financial Results*

The MRM “Adventure”



Started in March, 2006

Roadmap/Process Mapping: 4-6 Months

Vendor Selection: 6 Months

Implementation: 9 Months

Go-Live: September 28th, 2007



Marketing Ops at Sprint



- *Operations*
Process, Tools, Pipeline/Project Management
- *Strategy/Planning*
- *Analysis*
- *B2C Focus*



A Case for Change



Identify Issues

- Channel impacts (Direct, Indirect, Care, etc.)
- Internal bottlenecks (Process/Resource)
- Lack of integrated tools/applications
- Financial visibility
- Business (external) & Organizational (internal) Environment



A Case for Change



Foster Partnerships

Early identification of key stakeholders and begin cultivating relationships within:

- *Marketing/Business Units*
- *Partner organizations – Care, Channels, Finance*
- *IT*

Seek Industry/External Inputs

- *Analyst Reports (Gartner/Forrester)*
- *Industry events/whitepapers*
 - Consultants*
 - Vendors*
 - Clients*
- *Important to know source of information and their objectives*

A Case for Change



Build Your Business Case

How much change can be undertaken

- *People/Process/Technology*
- *Pilot vs. Large scale roll-out*
- *Phased*
- *Risk tolerance of company management*



What metrics/methods are used to make decisions in your company

- *ROI*
- *Resource Management*
- *Expense Management*
- *Simplification*
- *Build with a view of data collection*



Gaining Support



The Rules of the Game



Gaining Support



The Rules of the Game

Locate the landmines - Know the political landscape.

Sources can be:

- *IT/Development organization who feel ownership*
- *Internal Marketing teams who feel threatened*
- *Cross-functional teams who may feel intrusion*
- *KEY: Sprint used C.A.P. (Change Acceleration Process), developed by G.E., to identify key stakeholders and messages needed to be given to each*



Gaining Support



CAP Diagram *(based on GE methodology)*

	Executives	Initiative Owners	MO Project Managers	Support Teams	Pipeline
Single source of data – Working off latest information		X	X	X	X
Eliminate duplicate data entry in multiple systems/tools		X	X		
Strategic Alignment and visibility	X	X			
Eliminate “Administrivia”		X	X	X	X
Improved reporting capabilities	X	X	X	X	X

Tell Your Story



Conduct road shows to stakeholders and key executives

- *Make it real/relevant*
- *Articulate “What’s in it for me” to each team*



Vendor Selection



Create robust selection requirements

- *Mix qualitative and quantitative methods*
 - *RFP, Demonstrations, Client Interviews*
- *Create weightings before you receive feedback*
- *Invest up front...dividends paid on back end*



Vendor Selection



Conduct in-house demonstrations

- *Collect feedback from multiple stakeholders*

Insist on talking to current clients

- *Understand decision criteria*
- *Delineate similarities and differences in their needs v. yours*



Vendor Selection



Making the Decision

Leverage all inputs to make final decision

- *Tie back to original business issues*
- *Weight inputs based on “nearness” to tool usage*
- *Client interviews > Demonstrations > RFP scores/responses*
- *Important to know source of information and their objectives*

Vendor Selection



Create symbiotic relationship between Business and IT

- *Know who's making the call upfront; too much time wasted in fighting political battles*
- *Avoid "sunk cost" and "leverage currently owned asset" in discussion between teams*
- *Business needs to be able to clearly articulate problem(s) they are trying to solve*
- *IT must demonstrate value*
- *Clear roles and responsibilities*



Change Management



Key Planks for Communication & Training

Robust change management plan

- *Build off CAP exercise*
- *Leverage all modes of communication*
- *8 – 10 touches over 12 weeks*

Tailored training plan

- *Role and function based*
- *Balance tactical with strategic*
- *No training → No access!*



Measuring Success



Demonstrate Progress

Establish robust Post-launch support

- *Dedicated resources - 30 days*
- *Multiple modes of input - Web, email, “war room”, phone*
- *Desk-side coaching*
- *Ensure people know where their requests stand - complete, in process, roadmap, etc*
- *Ongoing customer satisfaction survey to monitor progress*



Measuring Success



Demonstrate Progress

Establish Success Metrics/Project Quality Metrics (PQMs)

- *Aligned with business case support*
- *Quality (Number of changes, defects, reworks, etc.)*
- *Pipeline efficiency (% approved, cycle time, etc.)*



PQM Diagram



PQM Type	Metric	Met	Not Met	Comments / Recommendations
User Requirements	Stakeholder satisfaction with the MI-NAV measured by input from the steering committee			
	Complete integration of the Marketing Operations planning process for 200E programs into MI-NAV (100% adoption)			
	Replicate Marketing Taxonomy in MI-NAV (measured with a drill down report to capture hierarchy alignment)			
Business Requirements	Provide a single-source/single-view of marketing initiative information and history			
	Facilitate Marketing Operations Pipeline process			
Total				Met ___ out of ___ Project PQMs = ___%
Operational Requirements	Replace Marketing Operations Database with MI-NAV (measured by stand down of MO Database after 2007 programs have been executed)			
	Tool access remains at or above standard SLA (XX.X% uptime availability beginning at launch not inclusive of planned outages)			
	Comprehensive training developed and delivered to internal impacted groups per training objectives and communication plan			
Total				Met ___ out of ___ Product PQMs = ___%

Lessons Learned



- *Clearly define business problem you're solving*
- *Know what you don't know and find a partner*
- *Trust is earned over a period of time – Install check points*
- *Don't overlook your own internal organization - Can be best advocates or worst enemies*
- *Communicate, Communicate, Communicate*
- *Walk a mile in others' shoes - Understand how all stakeholders are impacted*
- *Develop a Cool Project Name and Market it!*

Lessons Learned



- *Try to isolate change surrounding implementation; if not, set up contingencies*
- *Post-Launch communications need to be as robust as pre-launch*
 - What have you captured?*
 - Demonstrating work completed*
 - Develop and share ongoing roadmap*
- *Prepare the executives for the “Valley of Despair”!*





Advancing Marketing Operations at Sprint

Jon Umsted

