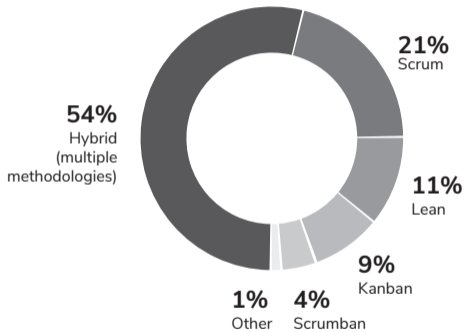


**FIGURE 1**

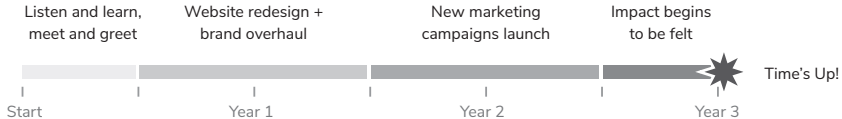
**Agile Methodologies Used by Marketing Teams**



*Source: State of Agile Marketing Report 2019, AgileSherpas and CoSchedule.*

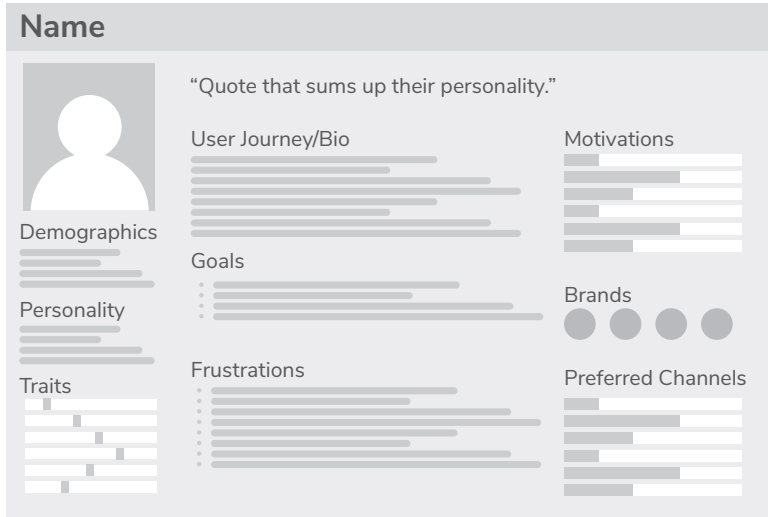
**FIGURE 2**

**Average CMO Tenure Is Only 3 Years**



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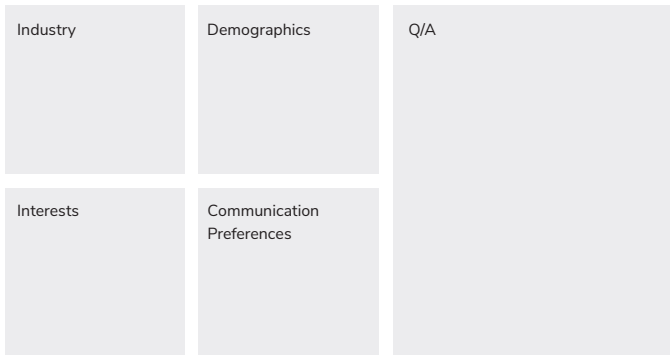
**FIGURE 3**  
**Traditional Persona Diagram**



Source: Author.

**FIGURE 4**

**Minimum Viable Persona Canvas**



Adapted from a canvas by Centerline Digital.

**FIGURE 5**

**Value Proposition Canvas**

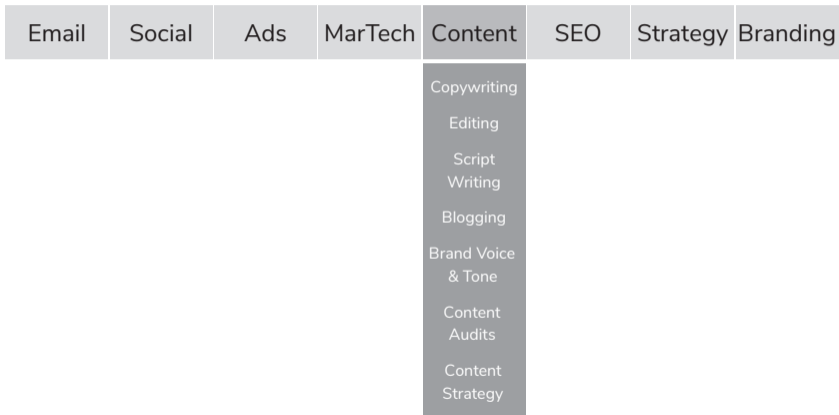
**Solution Options**

**Customer Profile/Persona**



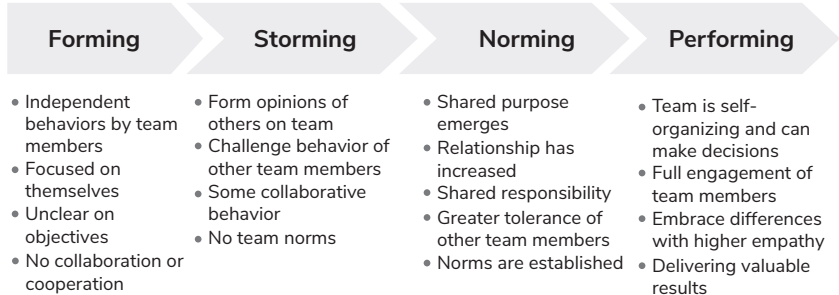
Canvas based on original by Alexander Osterwalder.

**FIGURE 6**  
**T-Shaped Marketers**



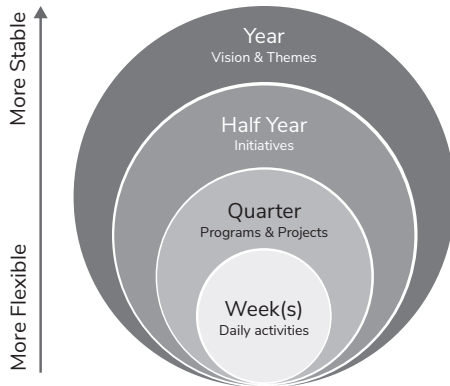
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**FIGURE 7**  
**Stages of Team Development**



Adapted from Stages of Team Development by Bruce Tuckman.

**FIGURE 8**  
**Planning Levels**



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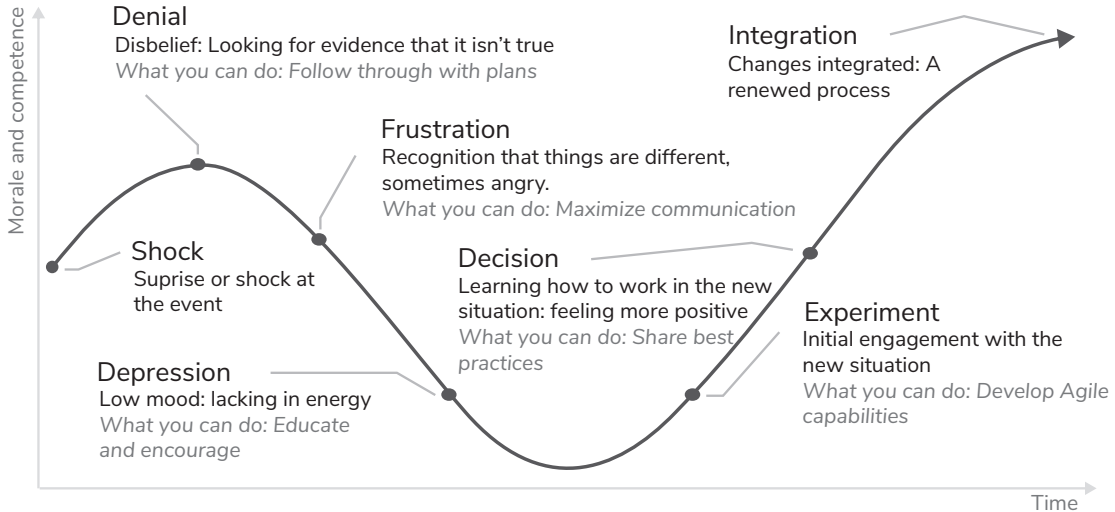
**FIGURE 9**

**Can Marketers say “No” to Projects that Don’t Fit  
Their Goals/Priorities?**



Source: MarketingProfs 2019 Marketer Happiness Report.

**FIGURE 10**  
**Kübler-Ross Change Curve**



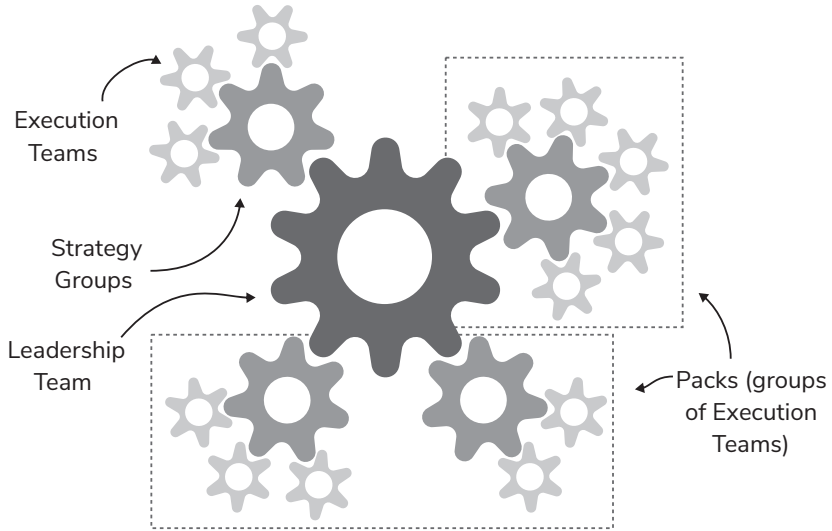
Source: Author.

**TABLE 1**  
**Groups and Their Responsibilities**

<b>Group</b>	<b>Role</b>
Execution team	Owners of the “how.” Turn strategic priorities into reality. Focused on doing amazing work as a high-performing unit.
Strategy group	Owners of the “what” for one or more execution teams. Set clear direction for execution teams to follow. Provide direction when needed but does not dictate execution.
Leadership team	Found primarily in larger organizations. Set long-term strategy at a departmental level. Interface with other departments and strategy groups.
Pack	A collection of execution teams and strategy groups that share a meaningful reason to collaborate. Only found in enterprise marketing organizations.

**FIGURE 11**

**Execution Teams in Rimarketing**

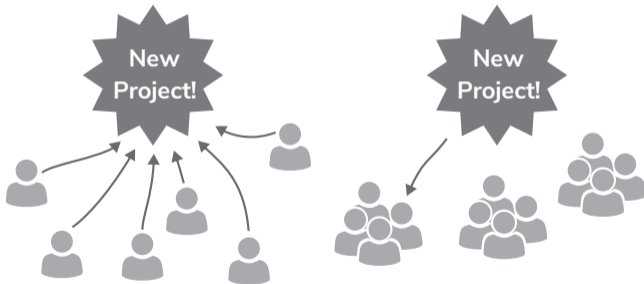


**FIGURE 12**

**Flowing Work the Right Way**

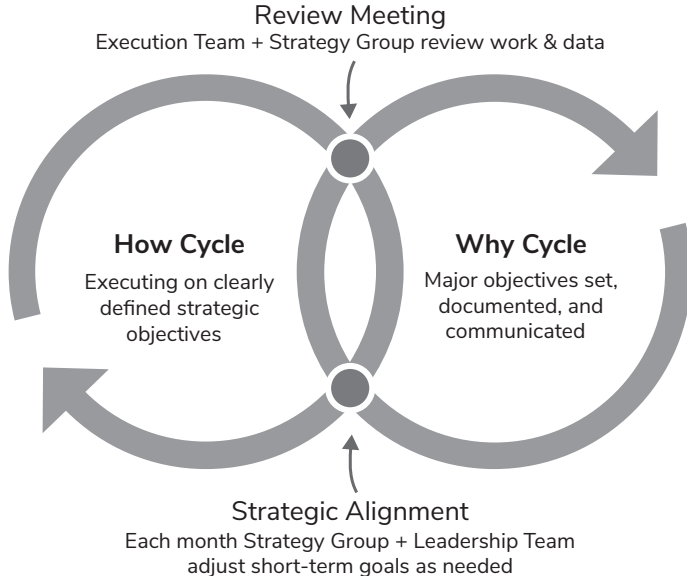
Flowing People to Work

Flowing Work to Teams



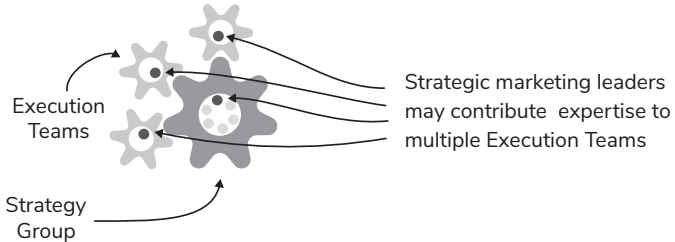
**FIGURE 13**

**How and What Cycles**



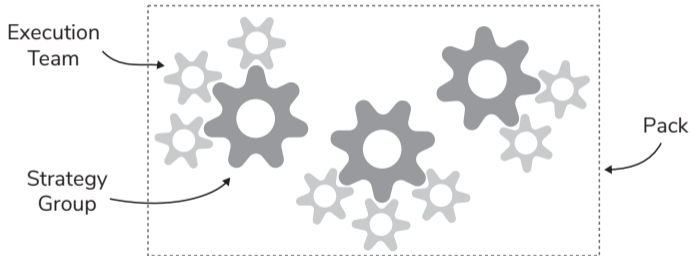
**FIGURE 14**

**Leaders Can Be on Multiple Teams**



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**FIGURE 15**  
**Rimarketing Packs**



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**TABLE 2**  
**Time-Tracking Table**

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Totals</b>
2 hours content	0 hours content	3 hours content	1 hour content	2 hours content	8 hours
.5 hours social media	2 hours social media	.5 hours social media	1.5 hours social media	.5 hours social media	5 hours

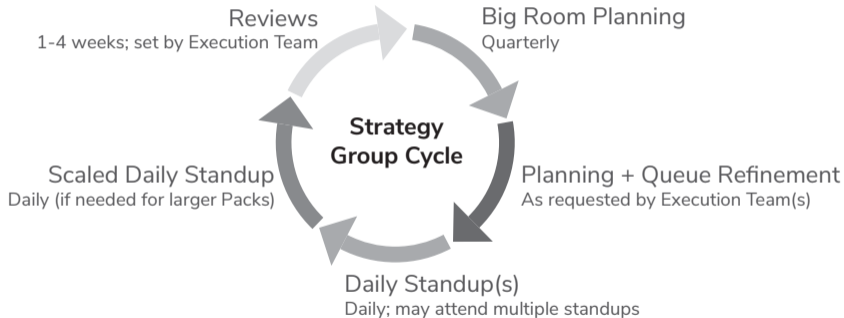
**TABLE 3**

**From Middle Manager to Team Lead**

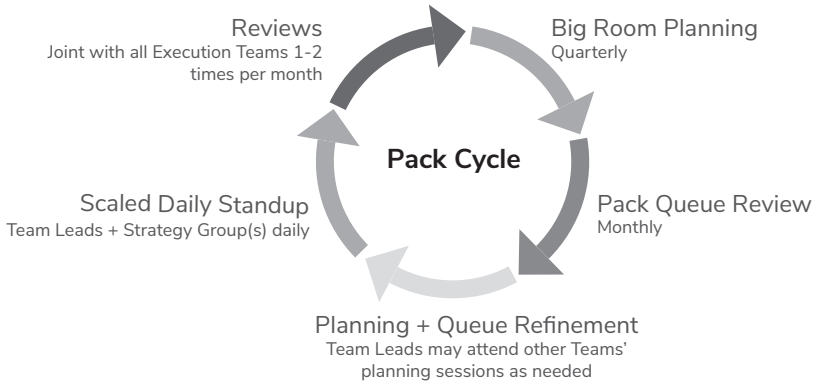
<b>Traditional Marketing Manager</b>	<b>Rimarketing Team Lead</b>
Tells direct reports what to do, when to do it, and whether they're doing it right.	Doesn't dictate daily activities. Trusts the team to get things done.
Understands marketing priorities, but may not actively communicate them to the team.	Shows the team what's important by prioritizing their to-do list (queue).
Ensures that all their employees are always productive and busy. Sees downtime as a problem to be solved with more work.	Allows the team to self-organize and get work done as they see fit. Embraces slack and downtime as positive outcomes of a high-functioning system.
Evaluated on whether they "hit their numbers" (e.g., generating leads). Focused specifically on having people do things that deliver those results.	Evaluated on the team doing the right work at the right time. Focused on team activities that deliver value to the target customer or audience.
Typically the bottleneck for things getting released because they need oversight of all work done by the team.	Actively works to push decision-making capabilities down into the team so they aren't delaying work.

**FIGURE 16**

**Strategy Group Cycle**

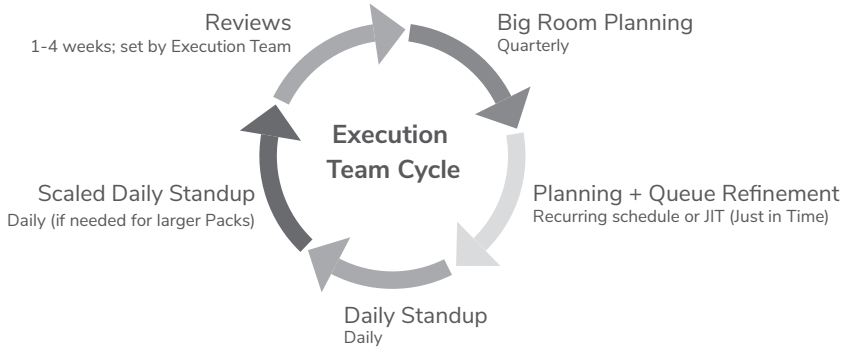


**FIGURE 17**  
**Pack Cycle**



**FIGURE 18**

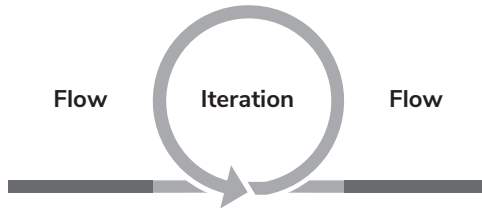
**Execution Team Cycle**



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**FIGURE 19**

**Flow + Iteration**



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**FIGURE 20**  
**Kanban Board**



Rimarketing Framework® AgileSherpas.

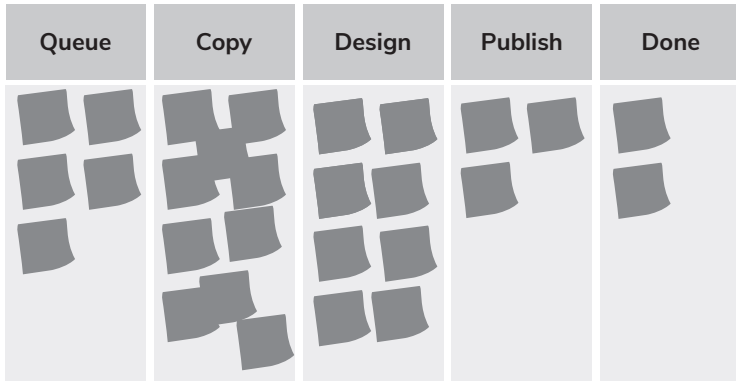
**FIGURE 21**

**Kanban Board + Swimlanes**

Queue	Copy	Design	Publish	Publish Ready	Done
	Initiative 1				
	Initiative 2				
	Initiative 3				

**FIGURE 22**

**Kanban Board without WIP Limits**

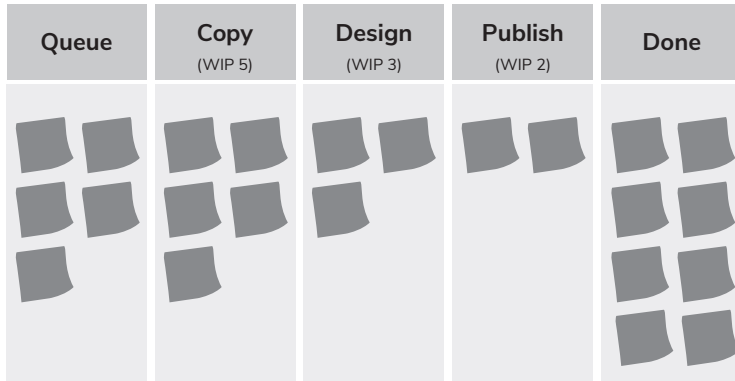


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**FIGURE 23**

**Kanban Board + WIP Limits**



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**FIGURE 24**

**Cell-Level WIP Limits**

Backlog	Creation	Editing	Done	Ready	PEN
	Initiative 1 WIP: 3	WIP: 3	WIP: 3	WIP: 3	
	Initiative 2 WIP: 2	WIP: 2	WIP: 2	WIP: 2	
	Initiative 3 WIP: 1	WIP: 1	WIP: 1	WIP: 1	

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**FIGURE 25**  
**Kanban Board + Buffer**



Rimarketing Framework® AgileSherpas.

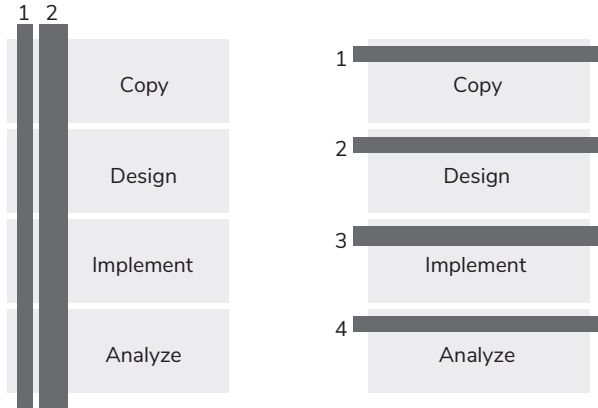
**FIGURE 26**  
**Kanban Board + PEN**

Backlog	Creation	Editing	Done	Ready	PEN
	Initiative 1				
	Initiative 2				
	Initiative 3				

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**FIGURE 27**

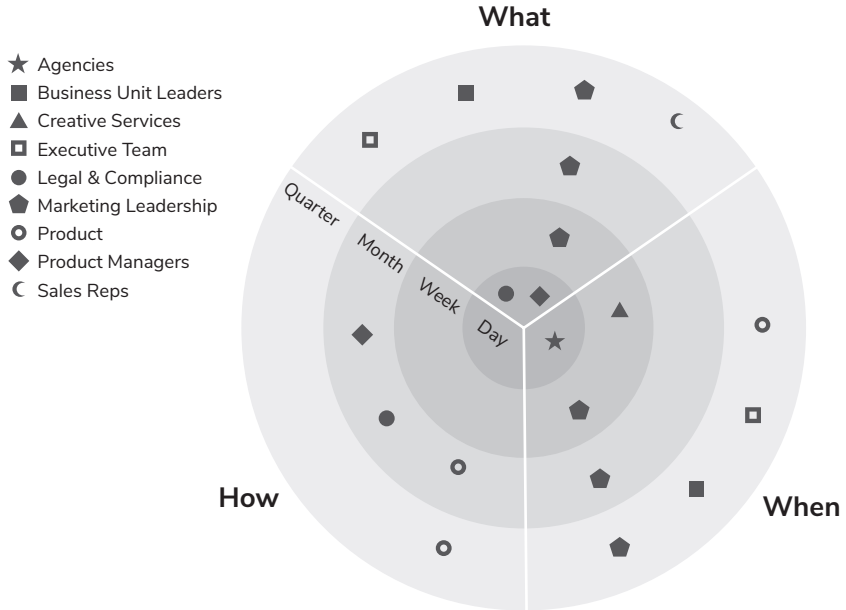
**Vertical vs. Horizontal Slices**



Rimarketing Framework® AgileSherpas.

**FIGURE 28**

**Stakeholder Interaction Canvas**



**TABLE 4**  
**Rimarketing Activities Handled in Flow**

Rimarketing Practice	How It's Handled in Flow
Queue refinement	Team lead keeps the queue up to date at all times, via either continuous (JIT) refinement or scheduled recurring sessions.
Daily standup	Execution team meets every day for fifteen minutes to discuss progress.
SME allocation	General allocation determined at big-room planning. Dynamic adjustments made throughout the quarter at scaled daily standups.
Stakeholder feedback	Execution teams request feedback as needed. Recurring sessions are mapped on the stakeholder interaction canvas. Ad hoc sessions may take place but should happen as rarely as possible.
Interaction with strategy group	Each execution team sets its own cadence for connecting with the strategy group. Team leads meet with one another and the strategy group in the scaled daily standup.
Task distribution and planning	May occur on a JIT basis or on a regular schedule, depending on the execution team's preference.

**TABLE 5**

**Rimarketing Activities Handled in Iteration**

<b>Rimarketing Practice</b>	<b>How It's Handled in Iteration</b>
Queue refinement	The execution team creates an iteration queue, which is set and no longer refined. The team lead may continue to refine the larger team queue while the iteration proceeds.
Daily standup	Same as in flow. Execution team meets every day for fifteen minutes to discuss progress.
SME allocation	General allocation timing determined at big-room planning. SMEs may join an execution team for one or more iterations, depending on the work being done. Ideally an SME fully commits to a team that's entered an iteration phase.
Stakeholder feedback	Collected at the end of each iteration through iteration review, as well as at the conclusion of the iteration phase.
Interaction with strategy group	Ideally confined to iteration review. The execution team may request ad hoc input as needed.
Task distribution and planning	Occurs during iteration planning.

**TABLE 6**

**Cycle Time Measurement**

<b>Date Started</b>	<b>Date Finished</b>	<b>Cycle Time</b>
Monday morning	Wednesday afternoon	3 days
Monday morning	Monday afternoon	1 day
Monday morning	Next Friday morning	10 days



**FIGURE 29**

**Rimarketing Pilot and Rollout Phases**

