

# THE “VALUE SPRINT:” HOW A \$1B ORGANIZATION RE-IGNITED REVENUE AND THEIR DIGITAL MARKETING TEAMS



The pressures of serving and retaining tens of millions of constituents can be overwhelming. With a century-old brand facing new buyer expectations, it can also feel insurmountable.

Our client, the VP of Digital for a large membership driven organization, was an early pioneer in digital transformation and customer experience. They reported some success as evidenced by healthy customer renewals and several successful product launches.

The leadership team designed a new team structure specifically to rapidly deliver the right value in the right channel to the right customers at the right time. They referred to this initiative as a “Value Sprint.”

The Value Sprint strategy was intended to improve team alignment, accelerate decision-making, and reduce market share decline within a key customer segment. If they did not address these challenges, they would continue to

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report an 8-figure revenue shortfall in the upcoming fiscal year.



Our client faced a limited time window to align teams around this strategy. By working with us, the Digital and Marketing teams were able to:

1. Design and craft a shared vision to measure and track success
2. Accelerate results and member impact from the newly launched organization, primarily by establishing a practical Value Sprint (VS) definition
3. Uncover hidden strengths and obstacles in the customer engagement and buying cycles
4. Launch a simple framework that any team member could understand and communicate to stakeholders.

Traditional ways of doing business and outdated priorities were holding them back from achieving these objectives. During our early assessment, we discovered several practices that had become a constant source of frustration for our client.

First, digital and marketing teams were traditionally accustomed to long decision cycles and consensus building to move things forward. They also historically depended on discounts and prizes to win customers. Finally, many were afraid to experiment with new ideas and feared failure. The VP was committed to changing these norms, and to fueling greater risk-taking and autonomy.



To help her address these challenges, we conducted confidential stakeholder interviews, surveys, planning meetings, and executive coaching sessions. We also recommended that the client find an internal champion to guide the process, which accelerated progress. The Director of Market Research successfully garnered the internal resources, feedback, and conversations we needed to address internal barriers and resistance.



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Our team added one more critical step, which surprised and delighted the client. We wanted to ensure our client would have the option to apply new ideas from organizations outside of their industry. By leveraging our sterling industry connections, we secured interviews with top CMOs, customer experience, and product management leaders. We gathered and distilled insights from respected brands such as Park Mobile, TIME, TD Ameritrade, and The Great Courses.



As a result of our collaboration with the Chief Digital Officer and her team, the client clarified five key areas to align the teams around VS. They are now fully equipped to answer some important questions, such as:

- How do we design small, rapid, high volume, and repeatable marketing experiments?
- What tests can we conduct to verify whether our content and offers are of interest to our audience?
- How do we cultivate a “test and learn” mindset up and down the chain?
- What process will help us present and negotiate priorities?
- How do we keep moving fluidly together (stop/start/continue process)?

For more details on our Value Sprint insights and recommendations, view our LinkedIn Livestream [replay](#).

Going forward, the Value Sprint Frameworks will help them create more agile ways of interacting with customers. They also will integrate VS into their customer experience and sales pipeline processes.

Looking to achieve similar results? [Contact Lisa](#) to schedule an exploratory conversation.