

**Project Sponsor:** Chandler  
**Deployment Champion:** Chase  
**Master Black Belt:** Dr. Lucas Chesla  
**Green Belt Candidate:** Chase

HR Marketing Campaign Creation & Execution

## Executive Summary

### Problem Statement

Over the last seven months, HR's marketing division has been creating and launching marketing campaigns for their Staffing and HRS divisions that have the potential to be engineered and executed with greater speed, accuracy and precision. As a result, marketing opportunity windows for key industries have been missed. Currently, the marketing campaign creation process takes roughly 2 weeks to build (all assets included) and roughly 20% of the funnels could have yielded more targeted results. This has impacted five campaigns in the last seven months. For these reasons, marketing needs to engineer and adopt an organized and logical SOP for campaign creation in order to maximize total campaign qualified leads and revenue generated, while decreasing the volume of time spent on rework and revisions.

### Project Scope

HR's CRM software, email platforms, landing page builder, and creative suite all fall within the scope of this project, whereas any and all social channels affiliated with HR as well as the company website remain outside of scope.

### Major Project Phase (DMAIC) Milestones and Key Learning

A thoroughly planned charter document was drafted and presented to an EVP team member acting as the project sponsor to initiate the define stage. Once approved, the needs for higher marketing campaign volume, a cleaner, streamlined SOP for campaign creation, and stronger, CTA-rich copy were reinforced. During SIPOOC creation we easily identified inputs, outputs, and processes, but were surprised when we came to the realization that our customers were not customers in the traditional sense, but rather a conglomeration of current email list recipients, cold traffic, and members of our own sales and executive teams. From here risks and rewards were assessed, and although the level of risk was high for some factors such as a sales team member failing to follow up with a lead, the mitigation process was easily implemented via automation rules and structures, thereby rendering these neutral.

Where the communication plan plays into the define stage, we identified three key audiences within our organization, these being the executive, sales, and marketing teams. Although the frequency and owners were relatively level across the board - as needed with tollgates, and marketing team members respectively - the media and purpose varied from seemingly remote and update-based when directed to sales, to personal and accountability-related where the executive team was concerned. Although it *does* make sense in terms of the LSS methodology to

proceed with logical findings (i.e. restraining the format of meetings at its most efficient mode of delivery) I would like to explore possibilities in the future to humanize some of these interactions while maintaining the speed and efficiency of the delivery method.

In the measure stage, there were some challenging elements surrounding preexisting marketing campaigns that we could collect data from. Prior to the current Marketing Coordinator starting, this new methodology of campaign creation utilizing funnels and CRM's to the full extent had not been used before. However, there was a current need for campaign creation, so process steps were tracked and data collected from each phase of the campaign. The data points that were realized as crucial were mostly attributed to cycle time in each asset creation period.

From here, a comprehensive as-is process map was created and value-added, non-value added, and business value added criteria were assessed and identified. It was after having assembled the entire map that it became clear that there were repetitive steps that could be consolidated (meetings and revisions) or eliminated. After this point, a second "desired process" map was drafted and analyzed.

During the analysis stage, there was a staggering amount of realization surrounding how much time was truly wasted in the marketing campaign creation process in conjunction with the root causes. By effectively utilizing the "5 Why's", we were able to ascertain that multiple progress meetings - albeit intended to simultaneously function as safeguards against human error and opportunities to contribute creative collateral - were standing in the way of maximum efficiency and campaign output. When tested post-LSS implementation, it was discovered that the single progress/ revision meeting prior to launch proved qualitatively to yield more focused and concise revision suggestions in campaign copy and creative which ultimately led to a 68% conversion to lead ration in the maiden campaign.

Compared to prior campaigns, this ratio was vastly improved by nearly 20%. By having the ability to reduce meeting times, this freed up marketing team members' schedules and eliminated the hassle of organizing and hosting multiple process checks in addition to three time consuming steps from the entire process. Although the goal of attaining a one-week cycle time for campaign creation was missed by shy of one day (due to scheduling conflicts), the omission of multiple meetings and other steps drastically reduced total cycle time from two weeks to just eight days.

To ensure the continuation of positive momentum gained from this initial LSS project, an SOP was drafted for future employees who are hired into the marketing coordinator and marketing materials manager roles that clearly defines the order of operations in the process of marketing

campaign creation. The SOP provides additional role clarity and a process timeline for each party involved, as well as a complete layout of the six identified phases in the process map.

## **Conclusions**

Ultimately, the marketing campaign creation project resulted in a clear-cut, precise, and efficient process structure for building and executing a complete marketing campaign. Overall, the end goal was simply to find a way to build a campaign faster to decrease the volume of missed marketing opportunities, however, by implementing LSS procedures, we were able to organize processes and eliminate repetitive functions to improve campaign quality as well.

## **Benefits Realized**

This project produced strictly Type 2 and Type 3 benefits, cost avoidance and quality of life respectively, as is shown below:

- Considerable reduction in revisions across marketing campaign assets - email copy and creative, landing pages, and funnel elements
- Reduced creation cycle time of each campaign element
- Efficient and constructive progress meetings

## **Lessons Learned**

1. Excessive marketing meetings slow down the entirety of the campaign execution.
2. All assets should be created and initially revised prior to a singular and final meeting where all elements can be examined thoroughly.
3. Although additional campaigns may not be necessary throughout the year, solidifying a standard campaign procedure allows the marketing team to create and run more campaigns.