



BUILT DIGITAL MARKETING TEAM AND LED TO 97% ENGAGEMENT

CHALLENGE

Previous Director of Digital and Creative left company and many people on the digital team also left the company out of loyalty and frustration over the change. I was hired to build out a digital demand center of excellence based on Sirius Decisions best practices with responsibility for NCR.com, Marketing Automation, Social Media and Intranet. My team headcount was eight people when fully staffed, but when I walked in the door it consisted of 2 contractors, 1 full time employee and 5 open positions. As a shared services function, divisions wanted and needed support for digital marketing and demand creation, but without having the right people in the right jobs the team could not properly support the needs of the business.

ACTIONS

- Assessed current talent of contractors through one-on-one meetings.
- Met with division and corporate marketing leaders to understand needs.
- Rolled up my sleeves and began running the digital and marketing automation requests immediately while current staff handled social media and intranet requests.
- Developed a vision for org structure with management approval.
- Wrote a presentation that outlined current levels of service and provided details on future capabilities and service level agreements.
- Wrote job descriptions for 3 open positions in Digital, Marketing Automation and Social Media.
- Worked with internal recruitment team to hire three leaders into the company with plans to allow these leaders to build out their teams.
- Built credibility over time as a leader and picked up responsibility for 800-CALL-NCR phone number as well as analytics with additional headcount for both functions.
- Also picked up additional head count from creative team for building and deploying emails to ultimately grow team to 13 people
- Championed a culture for the team based on transparency, collaboration, flexibility, technical expertise and customer service.
- Used Birkman training to deliver assessments for entire team to help the team operate at peak efficiency as we were being asked to do more with less

RESULTS

- Based on an employee engagement survey conducted by Towers Watson my team was measured at a 97% sustainable engagement rating. **This rating was 14 points above NCR norms and 17 points above the norm for high tech companies.**
- Over the course of my tenure several employees were recognized for outstanding service in the Corporate Marketing department.
- Two leaders left my department for promotions.
- One person was promoted into a leadership role.
- Other people continually picked up more responsibility without being monetarily compensated.