

The State of Email Teams

Thursday, March 28, 2019 | 3 pm ET

Presented by: Dwight Sholes & Miles DePaul

We hope you enjoy today's webinar. The speakers' presentations and comments represent their own viewpoints and do not necessarily represent the views of the ANA or eec.

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The State of Email Teams

March 28, 2019

3:00 to 4:00 pm ET

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Meet the Presenters



Miles DePaul
Head of Marketing, North America
Mailjet



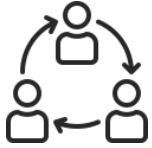
Dwight Sholes
Digital Strategist
Sholes LLC

Today's Session

- 1** The State of Email Teams
- 2** The Key Roles in Your Email Team
- 3** Email Teams Workflow
- 4** The 7 Common Challenges for Email Teams

The State of Email Teams

Email is a Team Sport



8

Employees
Work on Email
Marketing



2.4

Departments
Review Emails



34%

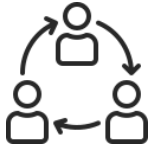
Of Brands use
Agencies

Source: [Litmus, 2018](#)



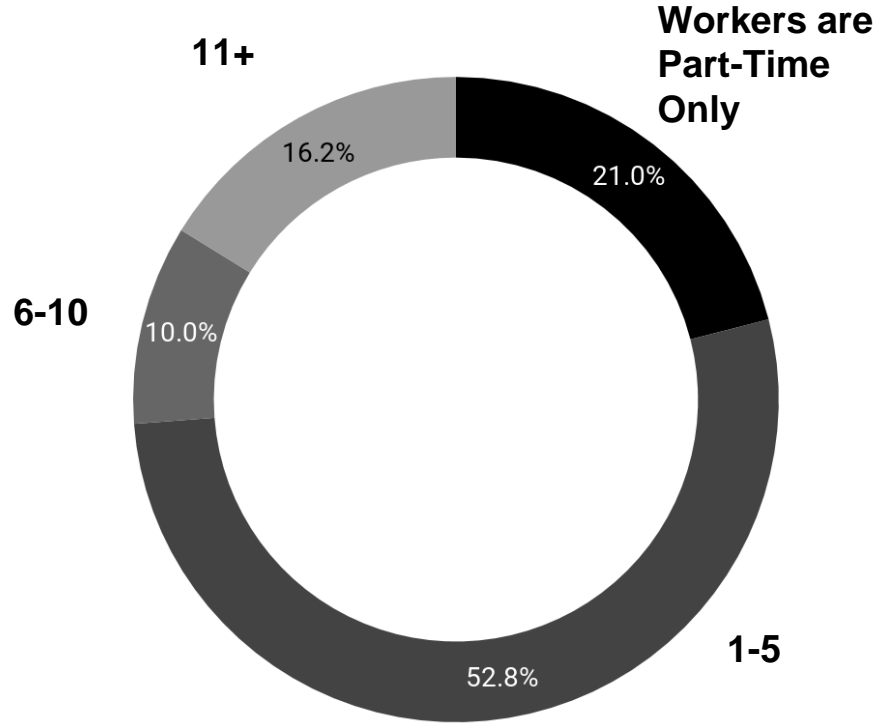
The State of Email Teams

Email is a Team Sport



8

Employees
Work on Email
Marketing



Workers are
Part-Time
Only

Source: [Litmus, 2018](#)

The State of Email Teams

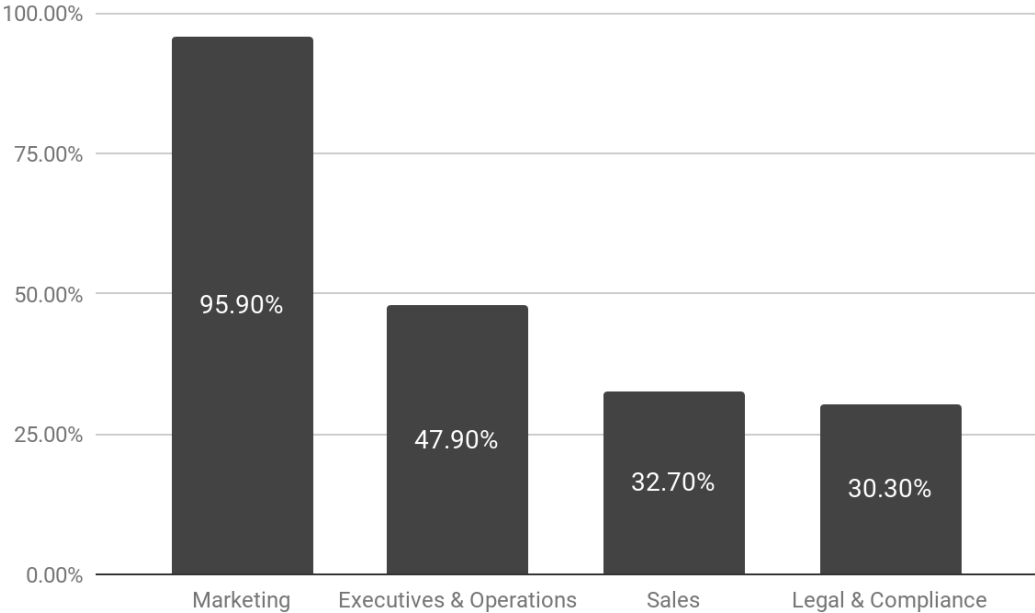
Email is a Team Sport



2.4

Departments
Review Emails

Top Departments Involved



Source: [Litmus, 2018](#)

The State of Email Teams

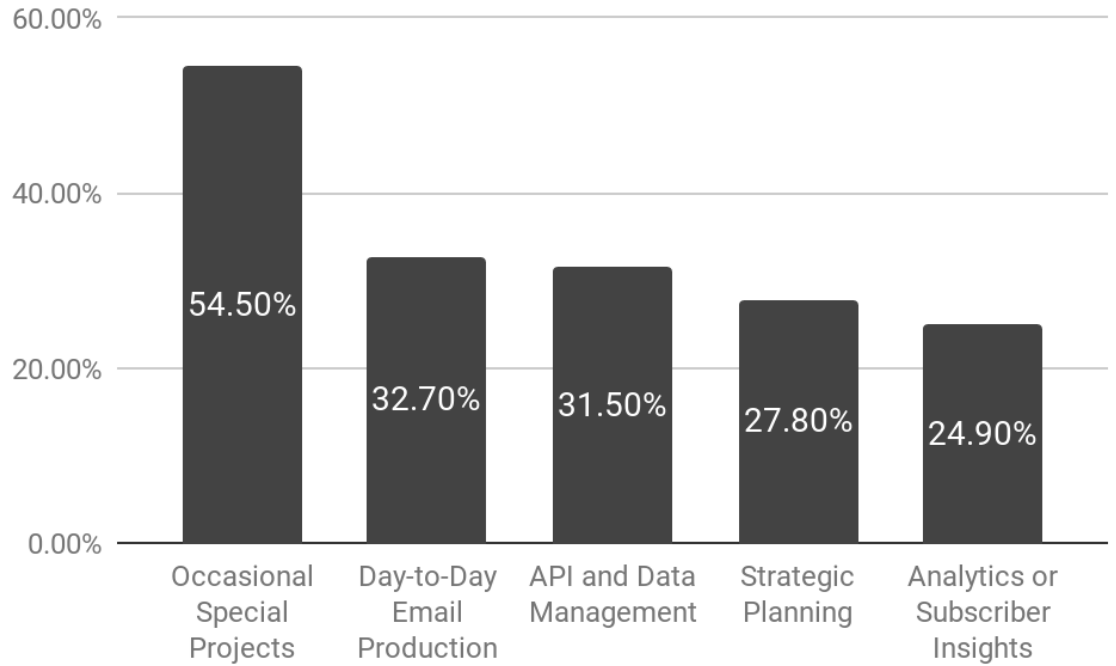
Email is a Team Sport



34%

**Of Brands use
Agencies**

Function of Agencies



Source: [Litmus, 2018](#)





The Key Roles On Your Email Team

	✓	10%	-	-
XX01	✓	10%	-	-
XX02	✓	↑5%	-	✓
XX03	✓	↑15%	ON TARGET	✓

Key Archetypes in an Email Team

One or more people can play each role



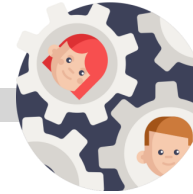
**Email
Strategist**



**Email
Designer**



**Email
Copywriter(s)**



**Email
Developer**



**Data
Engineer**

Key Roles in an Email Team

The Email Strategist

- ❑ Establish the overarching strategy for your email communications
- ❑ Manage content calendar
- ❑ Oversee list collection practices and identify segmentation and personalization opportunities
- ❑ Develop each campaign's strategy including goals, tactics, and team members necessary
- ❑ Work closely with other marketing channels to ensure consistency and share resources (e.g. social, mobile, web, paid)

Most Likely Job Titles:

Email Marketing Manager

Digital Marketing Manager

Sr. Email Strategist



Key Roles in an Email Team

The Email Designer

- ❑ Work with the email strategist to identify the core objectives of each campaign.
- ❑ Design the initial template and layout for each campaign and workflows
- ❑ Overseeing adherence to brand guidelines and consistency across all campaigns and other channels
- ❑ Work with the email developer to ensure designs render properly on all devices and inboxes

Most Likely Job Titles:

Graphic Designer

Marketing Designer



Key Roles in an Email Team

The Copywriter

- Work with the strategist to create a content strategy for the campaign and establish the core message you need to deliver
- Copy test subject lines, brand voice, and content to maximize the likelihood of engagement
- Write the email copy in collaboration with your marketing team to ensure the message drives engagement
- Maintain brand voice and consistency with other channels (e.g. website)

Most Likely Job Titles:

Digital Marketing Copywriter

Sr. Copywriter



Key Roles in an Email Team

The Email Developer

- ❑ Work closely with the strategist and designer off the top to ensure that the objective of an email campaign be accomplished with the variables we have in place
- ❑ Code and monitor your emails to ensure they are responsive to all devices and inboxes
- ❑ Identify and integrate 3rd party platforms and content sections to enhance your campaigns
- ❑ Remain informed of technical developments and innovations in device rendering, and new inbox functionalities

Most Likely Job Titles:

Email Developer

Marketing Developer



Key Roles in an Email Team

The Data Engineer

- ❑ Work closely with the strategist to define and monitor key performance indicators like opens, clicks, bounces, and unsubscribes.
- ❑ Collaborate with the strategist to define and implement new segments for targeted messaging
- ❑ Monitor data integrity and CRM integration to ensure variables used in email campaigns are accurate

Most Likely Job Titles:

CRM Specialist

Email Optimization Specialist

Email Marketing Manager



Key Skills in an Email Team

Based on Mailjet Study of Email Marketing Roles & Responsibilities

Email Strategist



Acquisition
A/B Testing
Deliverability
HTML
Google Analytics

5+ years

Email Designer



Adobe Suite
Invision
Basic HTML
Graphic Design

4+ years

The Copywriter(s)



Advertising
Adobe Suite
Google Analytics
Independent

2+ years

Email Developer



HTML
Responsive
Coding
SQL
Javascript

5+ years

Data Engineer



HTML
Data Policies
Integrations
Data Visuals

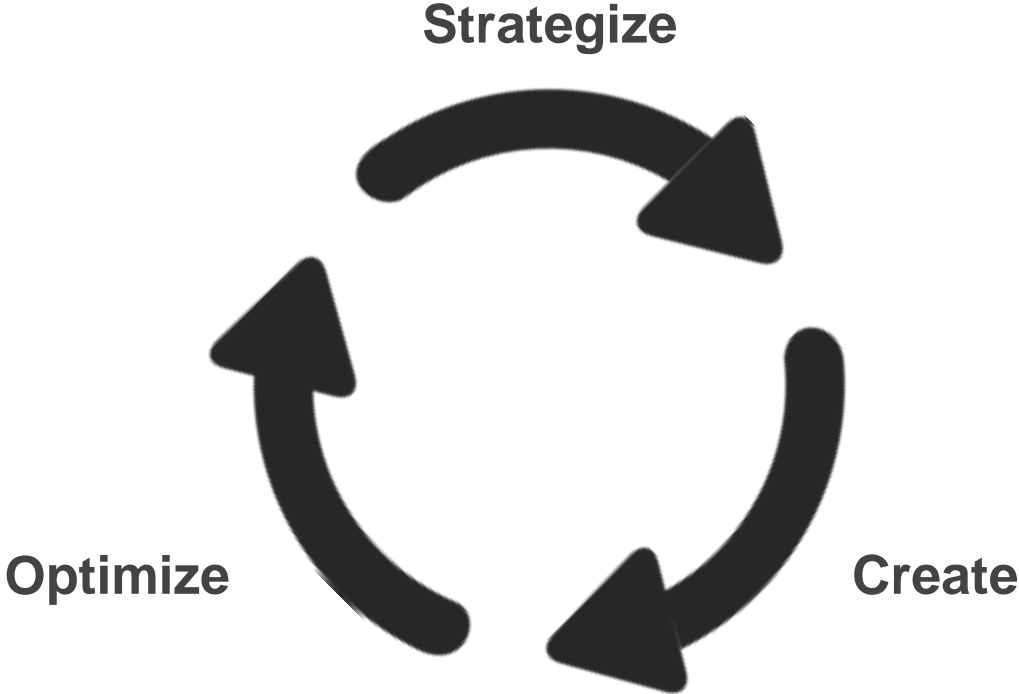
7+ years



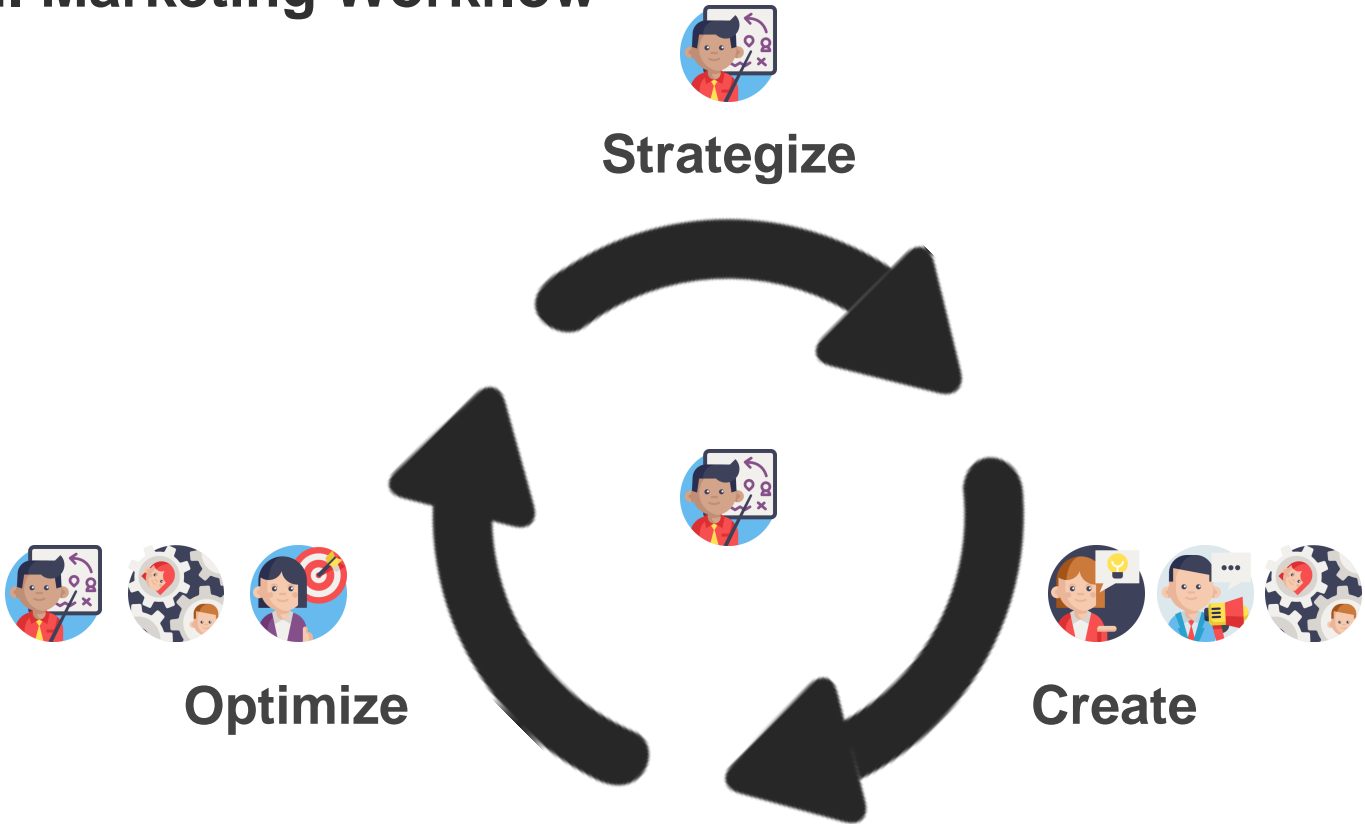
Email Marketing Workflow



Email Marketing Workflow



Email Marketing Workflow



Email Marketing Workflow



Key Role(s): Email Strategist

Purpose:

- What is the primary goal for this campaign?
- Who is the target audience?
- What internal / external team members do you need involved?
- How will you measure success?
- Which elements will be tested (e.g. A/B Tests)

Email Marketing Workflow



Develop Campaign Strategy

Establish Design

Write Copy

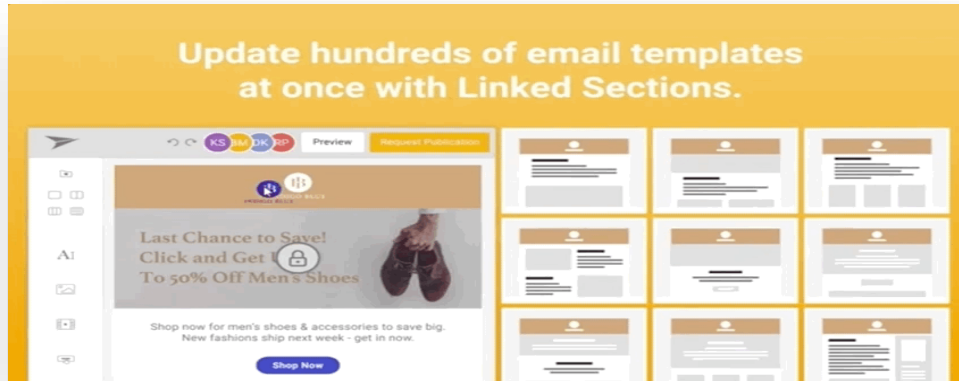
Design Images

Custom Code

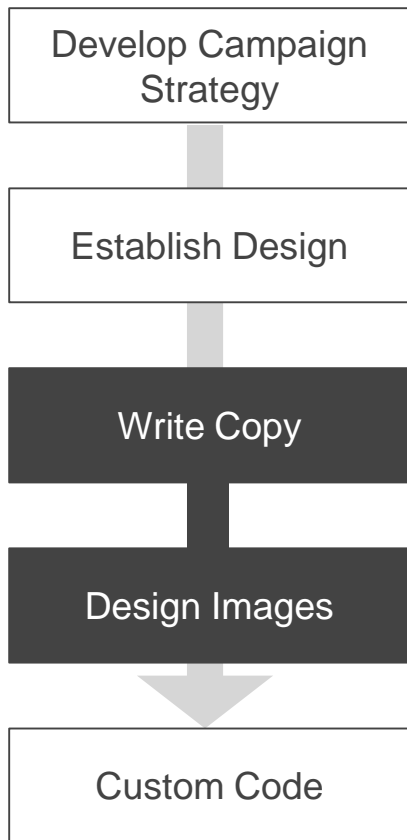
Key Role(s): Email Strategist / Designer

Purpose:

- What layout will drive conversions based on our goal?
- Will a pre-built template work?
- Will we need any custom MJML?



Email Marketing Workflow



Key Role(s): Copywriter(s) / Designers

Purpose:

- What is the core message we want to communicate in the first 3 seconds?
- Where can we include personalization and segmentation elements?
- What images will complement the message of the copy?
- What design changes need custom code?

Email Marketing Workflow



Develop Campaign Strategy

Establish Design

Write Copy

Design Images

Custom Code

Key Role(s): Email Developer

Purpose:

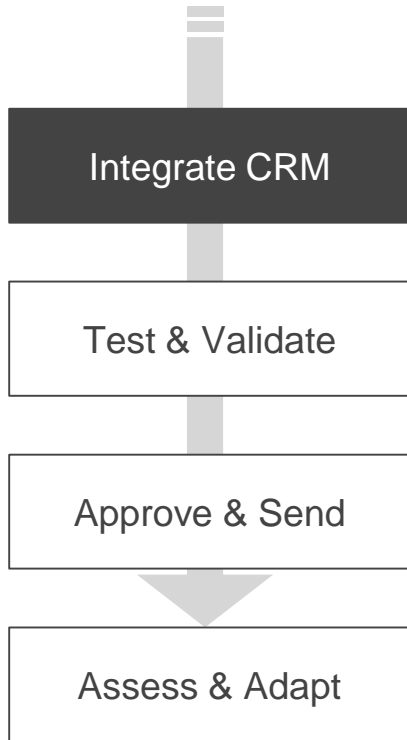
- ❑ Convert wireframe design and content into code
- ❑ What custom code is required to address the campaign goals?
- ❑ Test and optimize for all devices and inboxes

The screenshot displays the MJML editor interface. On the left, a code editor shows MJML code for an email template. On the right, a live preview shows the rendered email design. The preview includes a header with the title "Real Estate", a main content area with a house image and a "first offer" callout, and a footer with "Villa Semperin" and "Lorem Ipsum".

```
1 - <mjml>
2 - <mj-head>
3 -   <mj-title>Say hello to RealEstate</mj-title>
4 -   <mj-font name="Alice" href="https://fonts.googleapis.com/css?family=Alice" />
5 -   <mj-font name="Roboto" href="https://fonts.googleapis.com/css?family=Roboto:400,700" />
6 - <mj-attributes>
7 -   <mj-all font-family="Roboto, Helvetica, Arial, sans-serif" padding="0" />
8 -   <mj-text font-weight="400" font-size="14" color="#000000" line-height="21px" />
9 - </mj-attributes>
10 </mj-head>
11
12 <mj-body>
13 - <mj-container background-color="#EAE8E5">
14 -   <mj-section padding="20px 0 0 0">
15 -     <mj-column>
16 -       <mj-image src="http://mimus.de/share/tpl-realstate/box-head.png" alt="" align="center" border="none" padding="0"></mj-image>
17 -     </mj-column>
18 -   </mj-section>
19 -   <mj-section padding-top="40px" background-color="#FFFFFF">
20 -     <mj-column width="570px">
21 -       <mj-text align="left" padding="0 20px" color="#1D3A58" font-size="36" line-height="40px" font-family="Alice, Helvetica, Arial, sans-serif">
22 -         Real Estate
23 -       </mj-text>
24 -     </mj-column>
25 -     <mj-column width="570px">
26 -       <mj-text align="left" padding="0 20px">
27 -         <strong>span style="font-size: 40px;"</span>
28 -       </mj-text>
29 -     </mj-column>
30 -   </mj-section>
31 - </mj-body>
</mjml>
```



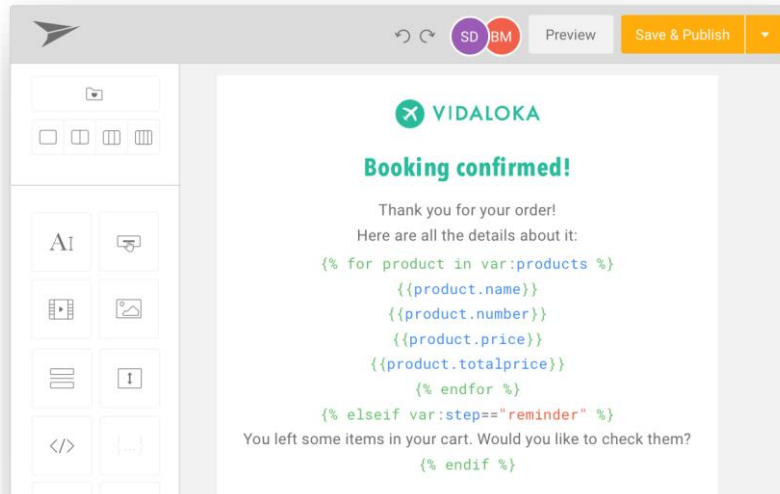
Email Marketing Workflow



Key Role(s): CRM Specialist, Email Developer

Purpose:

- Identify and implement segmentation opportunities
- Ensure CRM is integrated with email platform
- Validate data integrity and personalization



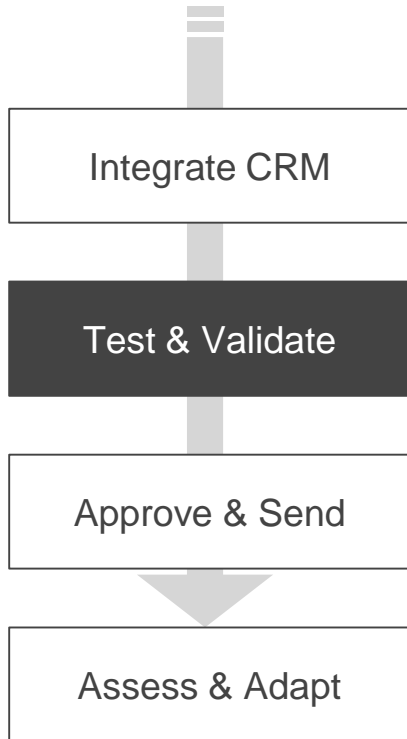
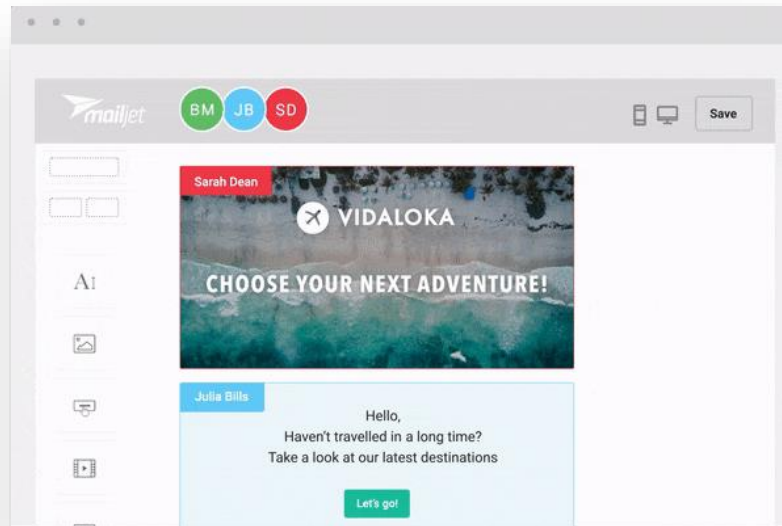
Email Marketing Workflow



Key Role(s): Copywriter(s) / Designers / Strategist

Purpose:

- Review copy and recommend changes
- Test Variables and Responsiveness



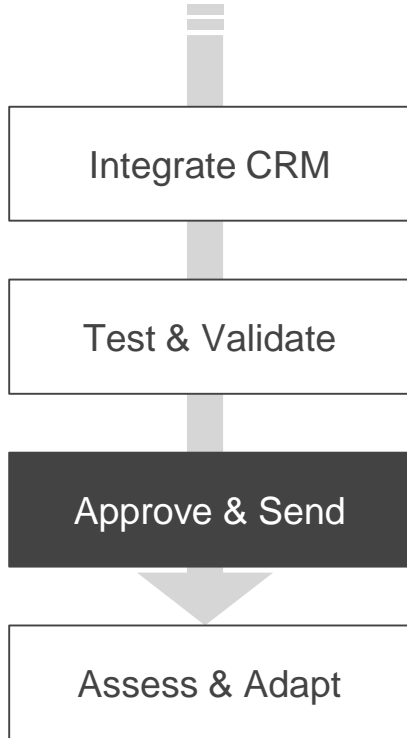
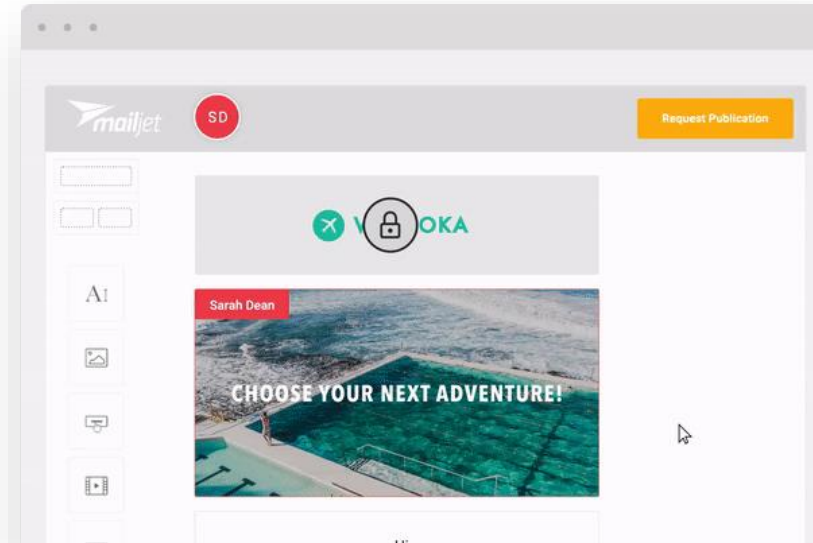
Email Marketing Workflow



Key Role(s): Email Strategist

Purpose:

- Review email template or campaign and identify any issues
- Approve for sending and/or publication



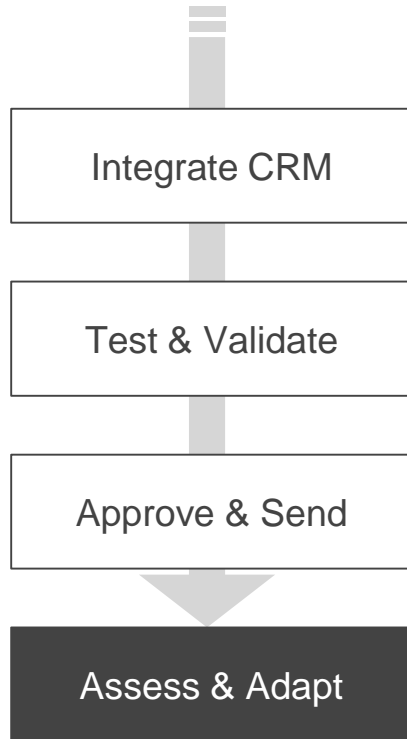
Email Marketing Workflow



Key Role(s): Everyone

Purpose:

- Did we achieve our engagement goals?
- What were the results of A/B Tests
- What segments resulted in higher engagement?
- What demographics engaged most/
- Review and clean lists based on bounces, blocks, unsubscribes, etc.





The 7 Common Challenges for Email Teams

Dwight Sholes



7 Most Common Challenges Facing Email Teams

Most common obstacles email teams face, and what you can do to overcome them

Based on real-life example from 20 years' experience, both actual and archetypal examples



© marketoonist.com

#1: Email Marketing Means Not Having to Spend (Much) Money

Symptoms	<ul style="list-style-type: none">• Email seen as a cheap, quick and easy• Investing in an ESP means we don't have to hire people or purchase other solutions• As a result email teams are constantly under-resourced
Likely Causes	<ul style="list-style-type: none">• Senior leaders unaware of levels of effort required to do email properly• Email perceived as lower risk compared to Search• Revenue attribution to email is fuzzy in reporting systems
Possible Remedies	<ul style="list-style-type: none">• Document investment and revenues for email vs. other key digital channels• Create ratios showing investment in headcount relative to each dollar of revenue for email and other digital channels (use standard labor cost)• Evangelize case studies when email shined or saved the day

#2: “Why Isn’t Our Email Better?” (aka Look at What Brand X is Doing)

Symptoms	<ul style="list-style-type: none">• Leadership envious of a competitor’s email program and wants something similar• Frequent changes to campaigns late in the approval process• Constant fire drills
Likely Causes	<ul style="list-style-type: none">• Email program not performing to expectations (real or perceived)• Email team is understaffed or doesn’t have right mix of skills, talent• Processes for creating and deploying email campaigns weak or non-existent
Possible Remedies	<ul style="list-style-type: none">• Review email processes to ensure they are robust and being followed• Ascertain headcount at bellwether companies and document skills your team is missing• Set expectations and align expectations to investment via regular briefings with key leaders

#3: “We Need to Blast This Out Right Away”

Symptoms	<ul style="list-style-type: none">• Stakeholders frequently want to get last-minute campaigns out right away• Low adherence to process and timelines• Not taking “No” for an answer
Likely Causes	<ul style="list-style-type: none">• Revenue pressures• Rapidly changing competitive landscape• Lack of understanding of what goes into deploying a campaign
Possible Remedies	<ul style="list-style-type: none">• Have templates and standard content ready to go at all times• Investigate automation opportunities• Plan for the unscheduled, and plan ahead

#4: “HTML is HTML, Right?”

Symptoms	<ul style="list-style-type: none">• Expecting web developers to code emails• Assuming that HTML via email is the same as on the web• Pushback on investing in Email Developer
Likely Causes	<ul style="list-style-type: none">• Legacy team and systems• Outdated understanding of email in the mobile era• Lack of information about resources and effort to deploy email campaigns
Possible Remedies	<ul style="list-style-type: none">• Hire right!• Document key inputs to produce email campaigns• Share screenshots of email rendering across screens and devices• List duties of web vs email coders and skills required for each

#5: “This Looked Good in Print”

Symptoms	<ul style="list-style-type: none">• Wanting to re-purpose print collateral in email• Email done last in campaign planning• Email content often reviewed on print-outs (vs as an email)
Likely Causes	<ul style="list-style-type: none">• Lack of digital experience on design team and/or no designer on email team• Email not factored into campaign plan from the outset (“email first” and “mobile first”)• Weak process and structure
Possible Remedies	<ul style="list-style-type: none">• Revisit campaign planning to make sure email has a seat at the table• Work with print team to design some standard templates for last-minute uses• Educate print team about what works and doesn’t work in email

#6: Copy Indigestion

Symptoms	<ul style="list-style-type: none">• Copy is lengthy and not written for email/the web, particularly mobile• Copy testing never executed due to pains of launching campaigns• Last-minute copy revisions are common
Likely Causes	<ul style="list-style-type: none">• Copywriter has more experience in print• No Content Management System• Copy being re-created for every campaign
Possible Remedies	<ul style="list-style-type: none">• Invest in CMS or low-tech alternative• Create snippets for campaigns (T&Cs, descriptions, etc.)• Be disciplined in copy testing....no matter what!

#7: The Marketing - IT Divide

Symptoms	<ul style="list-style-type: none">• IT and marketing don't see eye to eye• Marketing only calls IT when there is an emergency• Technical marketing projects often not launched on time and/or according to spec
Likely Causes	<ul style="list-style-type: none">• Lack of technical skills on marketing teams• Lack of people skills on IT team• No process for cross-pollination and communication in times of calm
Possible Remedies	<ul style="list-style-type: none">• Make technical skills a priority in hiring for email• Establish regular check-in process• Create robust processes, especially escalation plans

Key Takeaways

- Assume your colleagues and leaders have the best intentions
- Expect the unexpected, and plan for it
- Always document and disseminate ROI
- Respond directly to concerns but do your homework first
- Maintain a rigorous process regime, and keep it updated
- Stay abreast of developments in technology and tools, especially workflow management tools
- Keep an eye on competitors and bellwether companies
- Have a 1-3 year staffing plan and update periodically

A blurred background of a conference or meeting. In the foreground, the backs of two people are visible: a man in a grey t-shirt and a woman in a red t-shirt, both with their right arms raised. In the background, other people are also raising their hands, and a man in a dark suit and purple tie is visible, possibly presenting. The scene is lit with warm, yellowish light.

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THANK YOU

