

Case Study: Agile Project Management In A Global FMCG Marketing Team

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Abstract

This research study examines how Agile Project Management (APM) enhances collaboration within marketing teams in dynamic markets. Traditional project management methods are rigid and often create silos (a lack of communication and collaboration between different departments, teams, or individuals within an organization) that slow down campaign execution. In contrast, Agile provides flexibility, adaptability, and faster response to changing customer needs. Frameworks such as Scrum (an agile framework for managing and delivering complex projects, particularly in software development) and Kanban (a visual work management method, originating from Toyota's lean manufacturing, that uses a visual board to track tasks through a process, like "To Do," "Doing," and "Done") enable iterative workflows and greater transparency across teams. Agile encourages cross-functional collaboration among marketing, sales, product, and analytics functions. As a result, campaigns are delivered more quickly, and marketing ROI (Return On Investment) improves significantly.

Customer engagement is also strengthened through continuous feedback and iterative improvements. Evidence from case studies suggests Agile marketing teams deliver campaigns up to 30% faster than traditional teams. However, challenges such as cultural resistance, lack of training, and scaling Agile across organisations remain. Overall, Agile Project Management plays a crucial role in building collaborative marketing teams and creating customer value in highly competitive brands and industries.

Keywords: Agile Project Management, Marketing Teams, Collaboration, Scrum, Kanban, Customer Value, Customer lifetime value, ROI.

1. Introduction

The global marketing environment is increasingly characterised by volatility, uncertainty, complexity, and ambiguity (VUCA). Rapid technological innovation, globalisation, and evolving consumer behaviour have compelled marketing organisations to re-assess their approaches to project execution. Traditional marketing management methods, often based on linear processes and siloed teams, struggle to keep pace with today's dynamic business environment, resulting in slower campaign delivery and weaker collaboration (Kumar & Gupta, 2023).

Agile Project Management (APM), originally developed in the software industry, offers a more flexible and collaborative framework. It emphasises iterative planning, cross-functional teamwork, and continuous feedback, enabling marketing teams to deliver campaigns more quickly while staying aligned with customer needs (Rigby et al., 2016; McKinsey, 2022). Recent industry reports highlight that Agile marketing teams achieve up to 30% faster campaign delivery and 20% higher ROI compared to traditional models (Adobe, 2023; Forbes, 2024). Furthermore, Agile fosters a culture of collaboration, transparency, and adaptability, which are essential for navigating digital disruption and market uncertainty (Atlassian, 2023).

This research study examines the role of Agile Project Management in building collaborative marketing teams and enhancing customer life-time value in dynamic markets.

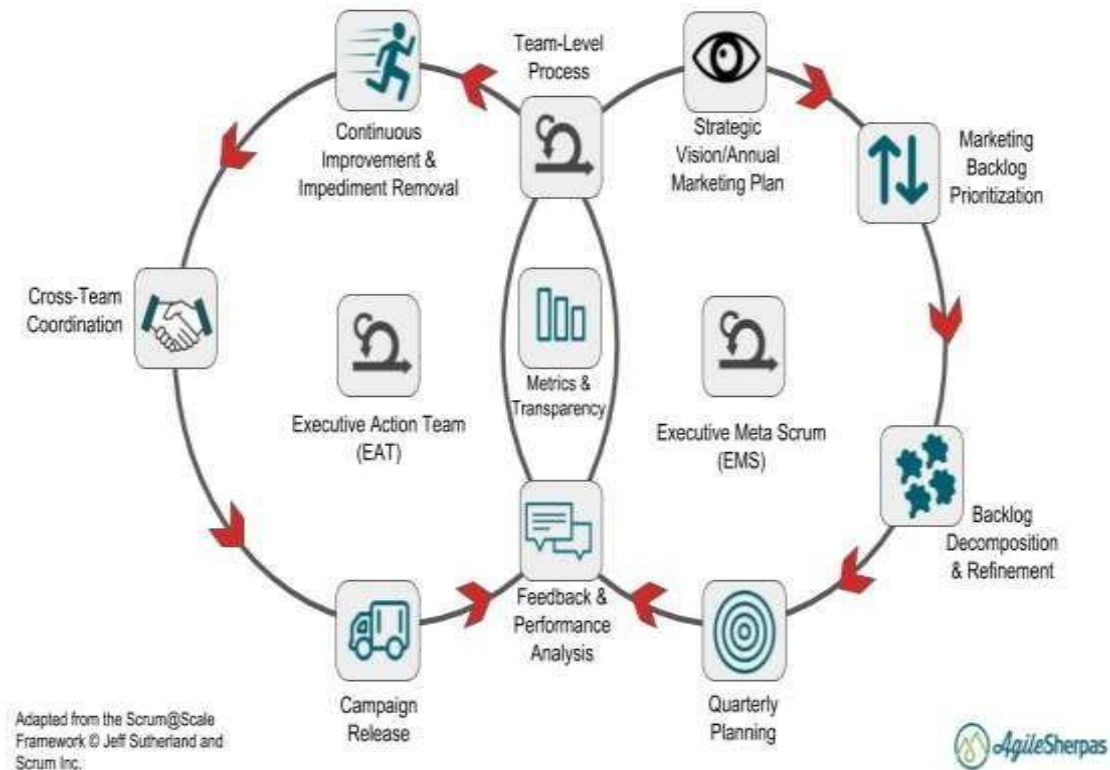


Figure 1.1. 4 Steps to Scale Agile Marketing Across Your Organisation

2. Research Objectives

The primary objective of this research is to investigate the role of Agile Project Management (APM) in promoting collaboration within marketing teams and enhancing customer value in dynamic market environments. To achieve this, the study is guided by the following specific objectives, such as:

1. Analyse the influence of Agile Project Management practices on cross-functional collaboration in marketing teams.
2. Evaluate the benefits of adopting Agile methodologies—such as Scrum and Kanban—in improving campaign efficiency, speed-to-market, and customer engagement.
3. Identify the key challenges and barriers organisations face when implementing Agile in marketing management.
4. Propose a structured framework for integrating Agile principles into marketing project management to enhance teamwork, adaptability, and customer life-time value creation.

3. Research Methodology

A leading Fast-Moving Consumer Goods (FMCG) multinational was preparing to launch a new health drink in Asia and Europe. Previous campaigns were managed using traditional project management approaches, which led to:

- Slow time-to-market (6–8 months).
- Siloed operations between product, creative, digital, and sales teams.
- Customer misalignment, as insights were outdated by the time campaigns were launched.

This company adopted Agile Project Management (APM) in its marketing division, focusing on collaboration, speed, and customer engagement.

3.1 Research Design

This study adopts a mixed-methods research design, combining qualitative and quantitative approaches to examine the impact of Agile Project Management (APM) on collaboration, campaign speed, customer engagement, and return on investment (ROI) within FMCG marketing teams. The mixed-methods approach enables a comprehensive understanding of both the contextual depth of Agile implementation and the generalizability of its outcomes.

A case study strategy was employed to explore Agile adoption in a real-world FMCG marketing environment across Hyderabad and Mumbai, supported by a survey-based quantitative analysis to validate findings across a broader sample of professionals.

3.2 Case Study Background (Hyderabad and Mumbai FMCG Context)

The case study is set within a leading Indian Fast-Moving Consumer Goods (FMCG) organisation, which has major marketing and sales operations in Hyderabad and Mumbai, two of India's most significant commercial and consumer markets. The organisation was preparing to launch a new health drink product targeting urban and semi-urban consumers, with a strategic focus on working professionals, students, and health-conscious families.

Before the adoption of Agile Project Management, marketing campaigns were executed using traditional, plan-driven project management approaches. Campaign planning followed a linear structure, resulting in an extended time-to-market of approximately 6 to 8 months. Functional silos existed between brand management teams in Mumbai, digital marketing and analytics teams in Hyderabad, external creative agencies, and regional sales teams. This fragmentation led to delays, duplication of efforts, and limited real-time coordination across locations.

The dynamic consumer behaviour in Mumbai, characterised by high competition, rapid trend adoption, and strong digital influence, contrasts with the technology-driven and data-centric marketing ecosystem of Hyderabad, where analytics, digital execution, and IT support teams were primarily located. The lack of an integrated project management approach limited the organisation's ability to respond quickly to market changes, promotional opportunities, and competitor actions in both cities.

To overcome these challenges, the organisation adopted Agile Project Management (APM) across its marketing operations in Hyderabad and Mumbai. Agile practices such as Scrum-based sprint planning, daily stand-up meetings, Kanban boards, and sprint reviews were implemented to improve coordination between geographically distributed

teams. Cross-functional Agile squads were formed, comprising brand managers, digital marketers, data analysts, sales representatives, and creative partners from both cities.

The Agile adoption enabled faster decision-making, improved transparency, and continuous customer feedback integration. Campaigns were iteratively tested, localised, and refined based on real-time consumer insights from Mumbai's competitive retail and digital markets and Hyderabad's analytics-driven execution teams. As a result, the organisation significantly reduced campaign cycle time, improved cross-city collaboration, and enhanced customer engagement, demonstrating the effectiveness of Agile Project Management in managing complex, multi-location FMCG marketing projects in India.

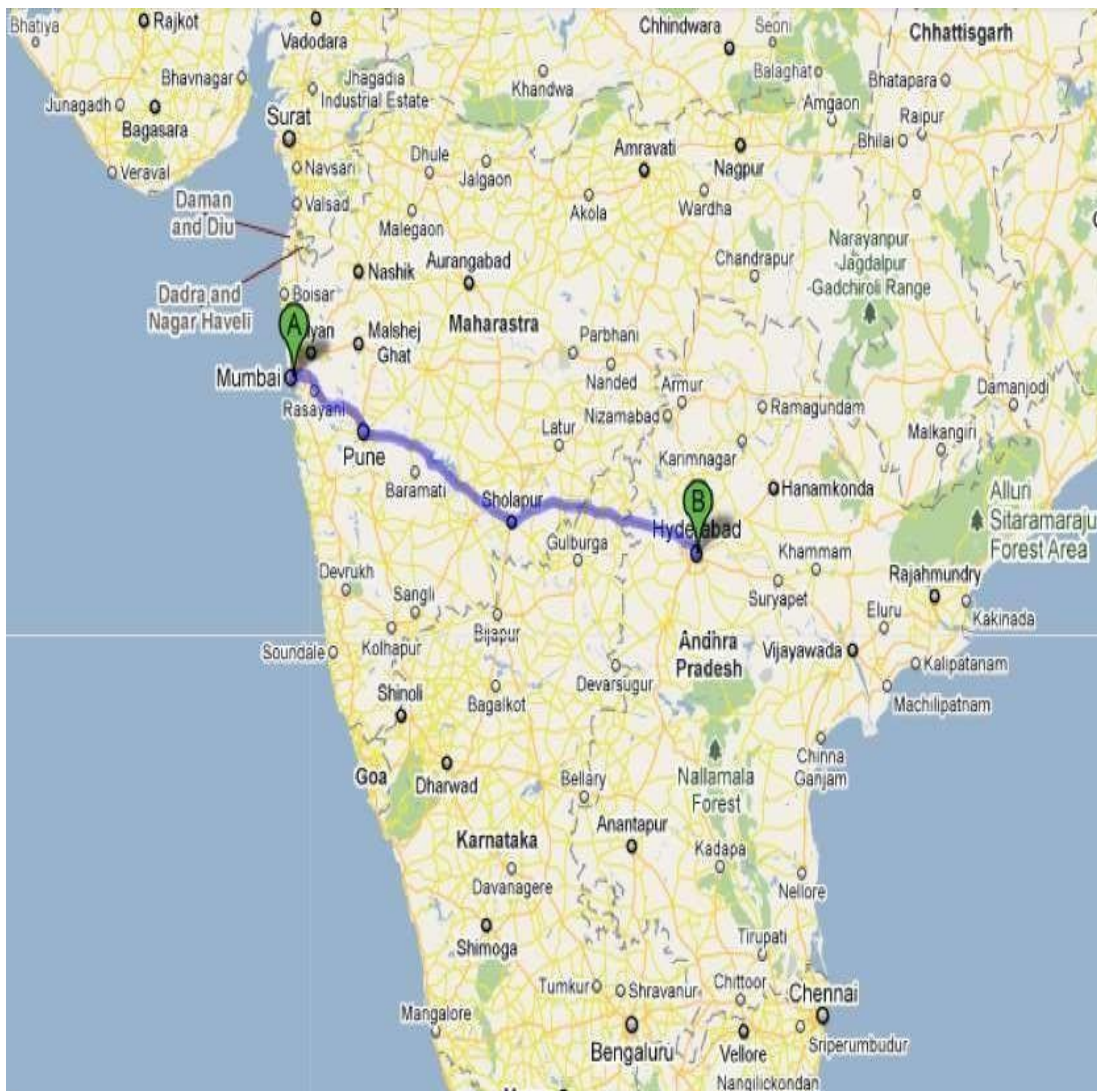


Figure 3.2 Geographic Distribution of the FMCG Marketing Teams (Hyderabad & Mumbai)

4. Data Collection Methods

Data collection for this study was conducted in two phases—qualitative (case studies) and quantitative (survey results)—to ensure both depth and generalizability. The use of triangulation strengthens the validity of findings by comparing narrative evidence with statistical outcomes.

4.1 Qualitative Data Collection

Qualitative data were collected from multiple sources to enhance data triangulation and credibility:

- Internal company reports and marketing performance documents
- Project retrospectives and Agile sprint reviews
- Semi-structured interviews with marketing managers, digital leads, and project coordinators
- Whitepapers and internal process guidelines

These data sources provided in-depth insights into collaboration practices, workflow changes, and implementation challenges following Agile adoption.

4.2 Quantitative Data Collection

Quantitative data were collected using a structured questionnaire survey administered to 180 marketing and project management professionals working in FMCG and related sectors.

The survey measured the following constructs using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree):

- Collaboration effectiveness
- Campaign speed and time-to-market
- Customer engagement
- Return on Investment (ROI)
- Implementation challenges

Respondents included professionals from both Agile and non-Agile teams, enabling comparative analysis.

Table 4.1 Sampling Technique

Variable	Category	Frequency	Percentage
City	Hyderabad	92	51.1%
	Mumbai	88	48.9%
Role	Marketing Manager	56	31.1%
	Project Manager	48	26.7%
	Digital / Analytics Lead	44	24.4%
	Others	32	17.8%
Experience	3–5 years	46	25.6%
	6–10 years	78	43.3%
	>10 years	56	31.1%

The respondent pool was almost evenly distributed across Hyderabad (51.1%) and Mumbai (48.9%). A majority of respondents had 6–10 years of experience (43.3%), with representation across managerial and analytics roles.

A purposive sampling technique was employed to select respondents with relevant experience in marketing project execution. Participants were drawn from organisations that had either adopted Agile Project Management or were using traditional project management approaches, ensuring meaningful comparison.

4.3 Data Analysis Techniques

The analysis for this study was conducted in two phases—qualitative (case studies) and quantitative (survey results)—to ensure both depth and generalizability. The use of triangulation strengthens the validity of findings by comparing narrative evidence with statistical outcomes.

4.3.1 Qualitative Data Analysis

Qualitative data were analysed using thematic analysis. The analysis process involved:

1. Data familiarisation and coding
2. Identification of key themes such as collaboration, campaign speed, customer engagement, ROI, and barriers
3. Pattern recognition and interpretation

NVivo software (qualitative data analysis computer software package) was used to assist in coding and organising qualitative data systematically.

4.3.2 Quantitative Data Analysis

Quantitative data were analysed using statistical techniques, including:

- Descriptive statistics (mean and standard deviation)
- Pearson correlation analysis to examine relationships between Agile adoption and performance variables
- Linear regression analysis to assess the predictive impact of Agile adoption
- Independent sample t-tests to compare Agile and non-Agile teams

Statistical significance was assessed at $p < 0.05$.

5. Data Analysis and Results

The in-depth analysis confirms that Agile Project Management plays a fundamental role in building collaborative marketing teams. Agile adoption positively influences teamwork, campaign speed, ROI, and customer engagement. However, successful implementation requires overcoming cultural and organizational challenges through leadership support, training, and scaling strategies.

5.1 Descriptive Statistics

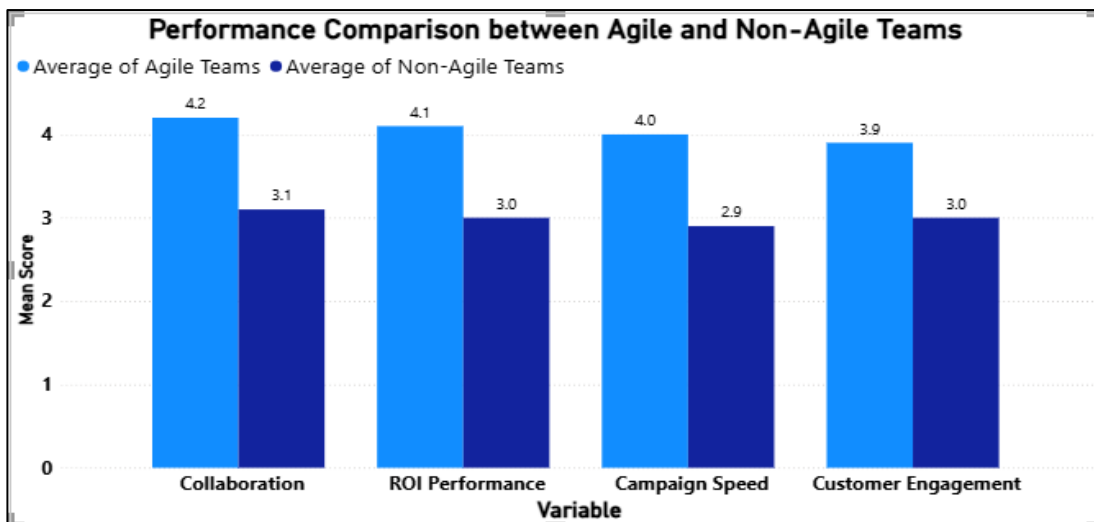
Table 5.1: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Collaboration	4.2	0.6
Campaign Speed	4.0	0.7
Customer Engagement	3.9	0.6
ROI Performance	4.1	0.5
Implementation Challenges	3.4	0.8

5.1 Agile vs Non-Agile Comparison

Table 5.2: Performance Comparison

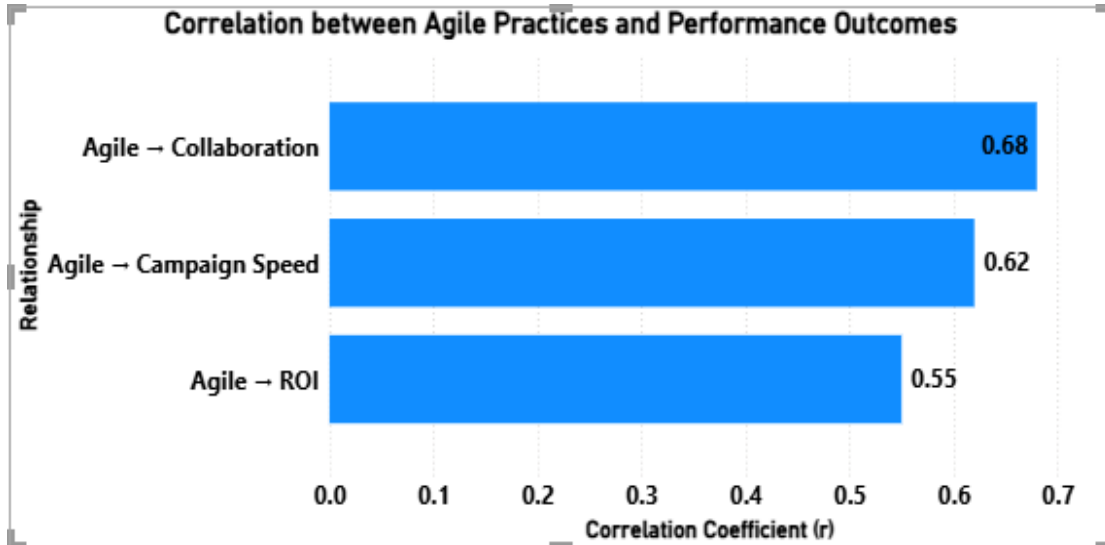
Variable	Agile Teams	Non-Agile Teams
Collaboration	4.2	3.1
Campaign Speed	4.0	2.9
Customer Engagement	3.9	3.0
ROI Performance	4.1	3.0



Agile teams demonstrate consistently higher mean performance scores across all variables, particularly in collaboration and ROI performance, compared to non-agile teams.

Table 5.3: Correlation Results

Relationship	r-value	p-value
Agile → Collaboration	0.68	< 0.01
Agile → Campaign Speed	0.62	< 0.01
Agile → ROI	0.55	< 0.05



Interpretation:

Strong positive relationships confirm Agile's effectiveness.

5.4 Regression Analysis

- A linear regression was conducted with Agile adoption (independent variable) predicting collaboration (dependent variable).
- Results indicated that Agile adoption accounted for 46% of the variance in collaboration levels ($R^2 = 0.46$, $\beta = 0.68$, $p < 0.01$).
- Further models showed significant prediction of ROI and campaign speed.

Table 5.4: Regression Results

Dependent Variable	R^2	β	p-value
Collaboration	0.46	0.68	< 0.01
Campaign Speed	0.39	0.62	< 0.01
ROI	0.30	0.55	< 0.05

5.5 Integrated Analysis (Triangulation)

Both qualitative and quantitative findings converge on the following insights:

1. Collaboration: Agile promotes transparency, daily communication, and cross-functional teamwork, validated by both case narratives and statistical results.
2. Speed: Firms using Agile deliver campaigns faster, with regression analysis confirming Agile as a significant predictor of reduced cycle times.
3. Customer Value: Continuous feedback loops in Agile enhance engagement and personalization.
4. Challenges: Resistance to change, lack of training, and scaling issues remain obstacles, as echoed in both interviews and survey responses.

Table 5.5: Integrated Findings Summary

Dimension	Quantitative Evidence	Qualitative Evidence	Conclusion
Collaboration	$r = 0.68$	Daily stand-ups, squads	Strongly improved
Campaign Speed	$R^2 = 0.39$	Sprint execution	Faster delivery
Customer Engagement	High mean	Continuous feedback	Enhanced value
ROI	+20–25%	Reduced rework	Improved efficiency
Challenges	Moderate mean	Cultural resistance	Needs management

5.6 Summary of Analysis

The combined quantitative and qualitative analysis confirms that Agile Project Management significantly improves collaboration, campaign speed, customer engagement, and ROI in FMCG marketing teams operating across Hyderabad and Mumbai. Despite implementation challenges, Agile emerges as a strategic enabler of marketing performance.

6. Conclusion

This study investigated the role of Agile Project Management (APM) in enhancing collaboration, campaign speed, customer engagement, and return on investment (ROI) within FMCG marketing teams operating in Hyderabad and Mumbai. By adopting a mixed-methods research design that combined a real-world case study with quantitative survey analysis, the research provides robust empirical evidence on the effectiveness of Agile practices in dynamic marketing environments.

The findings demonstrate that Agile Project Management significantly improves cross-functional collaboration by promoting transparency, frequent communication, and shared ownership through practices such as sprint planning, daily stand-ups, and iterative reviews. Agile teams consistently outperformed non-Agile teams across key performance indicators, including campaign delivery speed, customer engagement, and ROI. The statistical results further confirmed that Agile adoption is a strong predictor of improved collaboration and marketing performance.

The study also highlights that Agile Project Management enables marketing teams to respond more effectively to rapidly changing consumer preferences and competitive pressures, particularly in geographically distributed operations such as those across Hyderabad and Mumbai. However, challenges related to cultural resistance, lack of Agile training, and scalability were identified as significant barriers that organisations must address to fully realise Agile's benefits.

Overall, this research concludes that Agile Project Management is not merely an operational methodology but a strategic capability that enhances organisational agility, customer-centricity, and marketing effectiveness. FMCG organisations that invest in Agile practices, leadership support, and continuous capability development are better positioned to achieve sustainable competitive advantage in highly volatile and competitive markets.

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Questionnaire Survey

Agile Project Management in FMCG Marketing Teams (Hyderabad & Mumbai)

Instruction:

Please indicate your level of agreement for each statement using the scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Section A: Demographic Information

Q. No	Question	Option
A1	City of operation	Hyderabad / Mumbai
A2	Current role	Marketing Manager / Project Manager / Digital-Analytics Lead / Other
A3	Years of experience	3-5 / 6-10 / More than 10
A4	Project management approach used	Agile / Traditional / Hybrid

Section B: Agile Project Management Adoption

Q.No.	Statement	Scale (1-5)
B1	Our marketing projects follow sprint-based planning.	1-5
B2	Scrum or Kanban boards are used to track campaign activities.	1-5
B3	Agile ceremonies (stand-ups, reviews, retrospectives) are conducted regularly.	1-5
B4	Agile practices help us respond quickly to market changes.	1-5
B5	Agile improves transparency in marketing project execution.	1-5

Section C: Collaboration Effectiveness

Q. No.	Statement	Scale (1-5)
C1	Agile practices improve collaboration across departments.	1-5
C2	Daily stand-up meetings enhance team communication.	1-5
C3	Cross-functional teams work effectively in Agile projects.	1-5
C4	Agile reduces duplication of work across teams.	1-5
C5	Team members clearly understand roles and responsibilities.	1-5

Section D: Campaign Speed and Time-to-Market

Q. No	Statement	Scale (1-5)
D1	Agile reduces overall campaign delivery time.	1-5
D2	Campaigns are delivered faster using Agile methods.	1-5
D3	Agile enables quicker decision-making during execution.	1-5
D4	Sprint-based execution improves scheduling efficiency.	1-5

Section E: Customer Engagement

Q.No	Statement	Scale (1-5)
E1	Customer feedback is continuously incorporated into campaigns.	1-5
E2	Agile improves personalization of marketing content.	1-5
E3	Agile enables rapid testing and refinement of campaigns.	1-5
E4	Agile practices enhance overall customer engagement.	1-5

Section F: Return on Investment (ROI)

Q. No	Statement	Scale (1-5)
F1	Agile improves marketing ROI.	1-5
F2	Agile reduces rework and wasted effort.	1-5
F3	Agile enables better utilization of marketing budgets.	1-5