



From an Army of 1 to True Organic Agility

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NEW: DIRECTOR'S CUT!

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A. K. A.

WHAT STORMTROOPERS
CAN TEACH US ABOUT
AGILE
MARKETING



www.rei.com

THE PROBLEM:

AN ARMY OF ONE

ISN'T GOOD

ENOUGH



Why? An inability to scale.



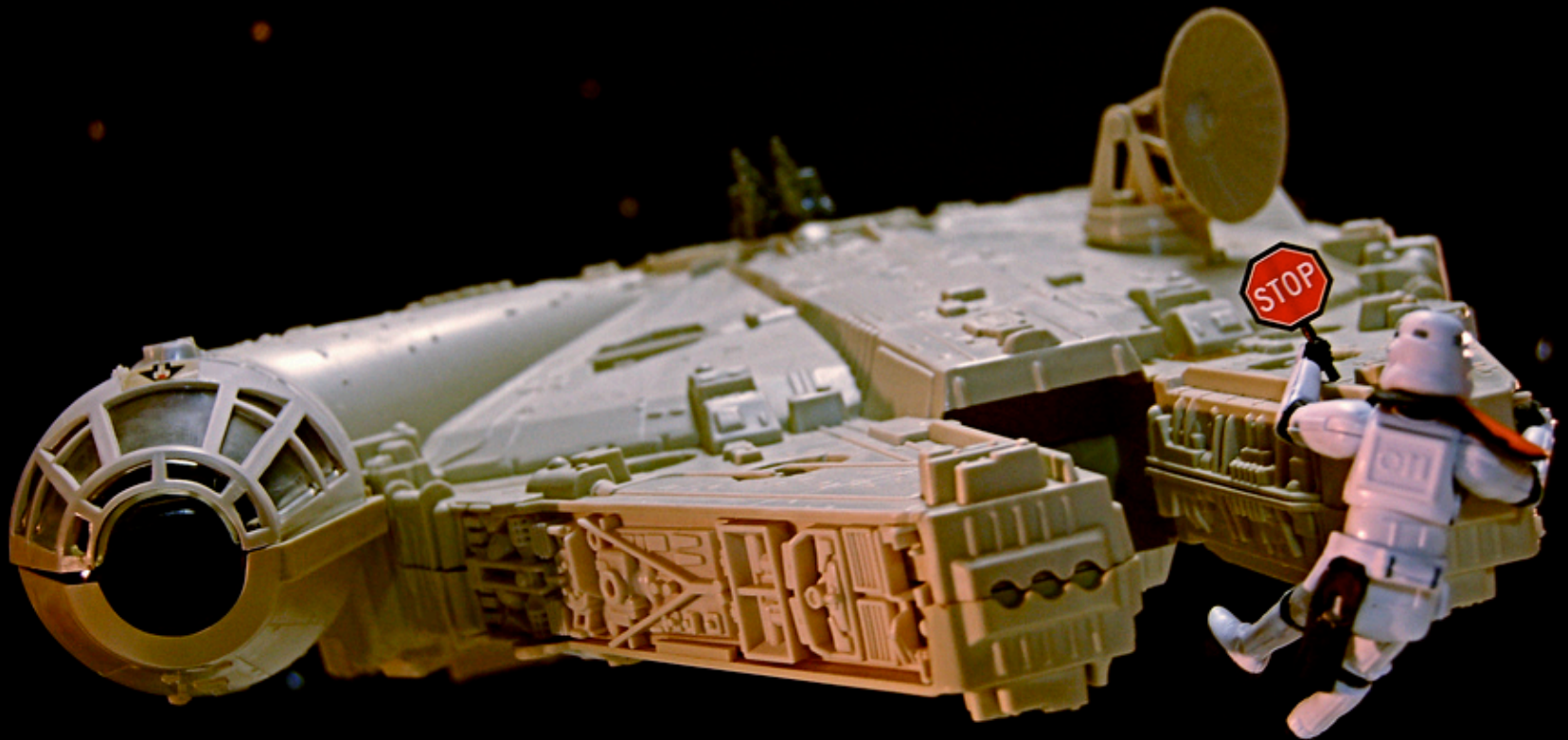
Why? Capacity issues.



Why? Micromanagement.



Why? Can't accomplish key goals.



Why? Lack of fast response.



Why? No real colleagues or partners.



Why? Burnout.



Why? You can't retain staff.



THE SOLUTION:

BUILD AGILITY INTO MARKETING



Assemble cross-functional teams



Assemble cross-functional teams



- Build teams around customer UX. Include designers, IAs, front & back-end devs, SEO
- Teams are self-managed, commit to highest priority work, iterate over releases, hold themselves accountable
- Your new job? **Removing all impediments.**

Maximize **work** – not “work”



Maximize **work** – not “work”



- Only three meetings are allowed: planning, the daily stand-up, and retrospective
- Team co-located together with an **emphasis on face-to-face interactions**
- Progress measured in experiences launched
- SEO consults, does analysis & reporting, creates work items for backlog

Maintain a bias toward action

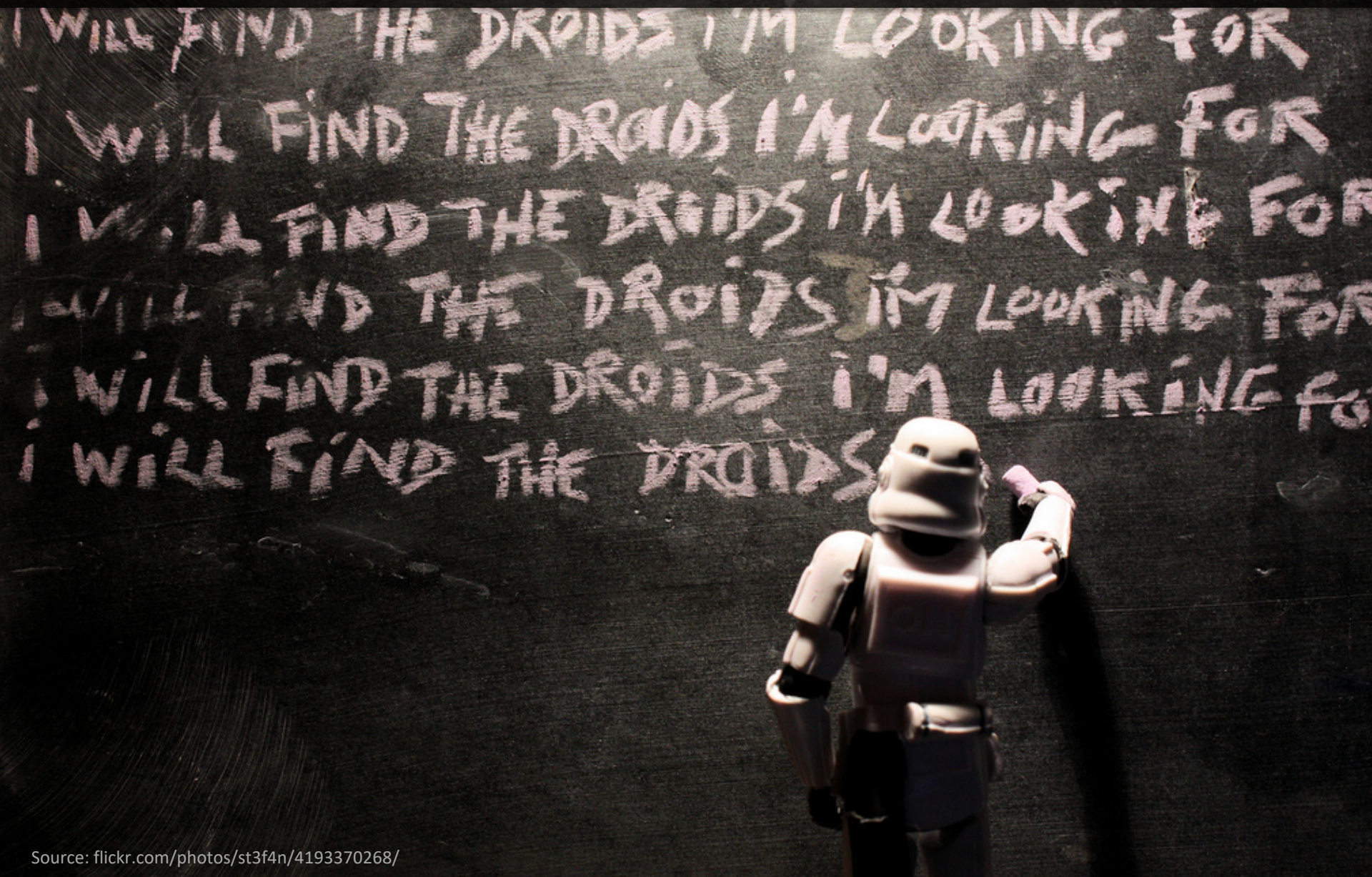


Maintain a bias toward action

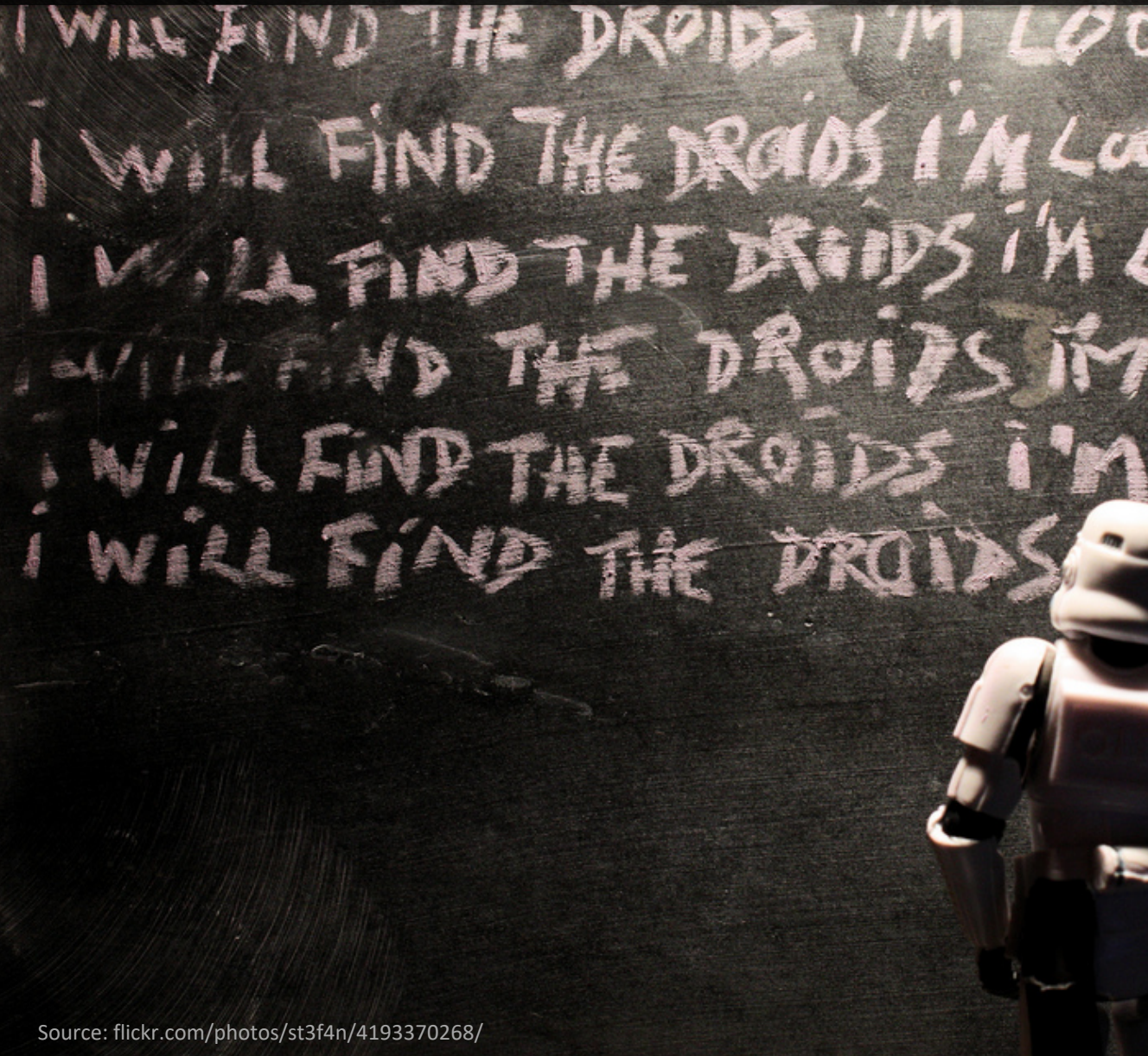


- Progress does not stop for politics, disagreements, pet projects, turf wars, special events, or other impediments
- Team does not produce extensive documentation or other peripheral artifacts
- **Always be shipping.**

“Don’t hate, iterate!”



“Don’t hate, iterate!”



- The goal of each sprint is not to deliver perfection, but instead to deliver iterative value to customers
- Get something wrong? Get negative customer feedback? **Iterate.**
- Large or complex projects may last several sprints; projects like site performance are always in play

THE RESULTS:

AGILE SEO

IMPACTS AT



Organic productivity increase

45

Peak number of organic search
technical infrastructure iterations that
REI shipped via Agile in a single year



Page load time improvement

-1.5s

Page load time that REI saved our customers in 2011 through iterative Agile performance optimizations



Aggregate web performance boost

22

Total number of **years** that REI
saved our customers in 2011



Duplicate content reduction

-98%

Overall decrease in duplicate content
due to Agile iterations on pagination
and canonicalization of site content

Non-branded organic traffic growth

+50%

REI's single-year growth rate in non-branded organic search traffic as we iteratively released optimizations



Aggregate organic traffic growth

+96%

Overall growth rate of organic search traffic during the two-year switch from waterfall development to Agile



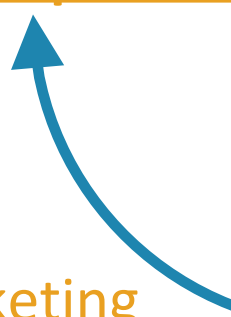
NEXT STEPS:

**BUILD KNOWLEDGE,
LEAD THE
WAY**



10 resources to get started in Agile

1. [Principles behind the Agile Manifesto](#)
2. [Agile software development – Wikipedia](#)
3. [**Agile Marketing For Conversion Optimization**](#)
4. [Sex and the Agile Marketer](#)
5. [Agile Marketing](#)
6. [Marketing Experts on Agile Marketing](#)
7. [Agile Marketing, the New Black](#)
8. [What the F**k is Agile Marketing?](#)
9. [Agile for Marketing](#)
10. [Rise of the Marketing Technologist](#)



FWIW, this is one of the best articles I've ever read on *Search Engine Land*.

Many thanks!



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BONUS!

STORMTROOPER
BLOOPER
REEL



ad:tech



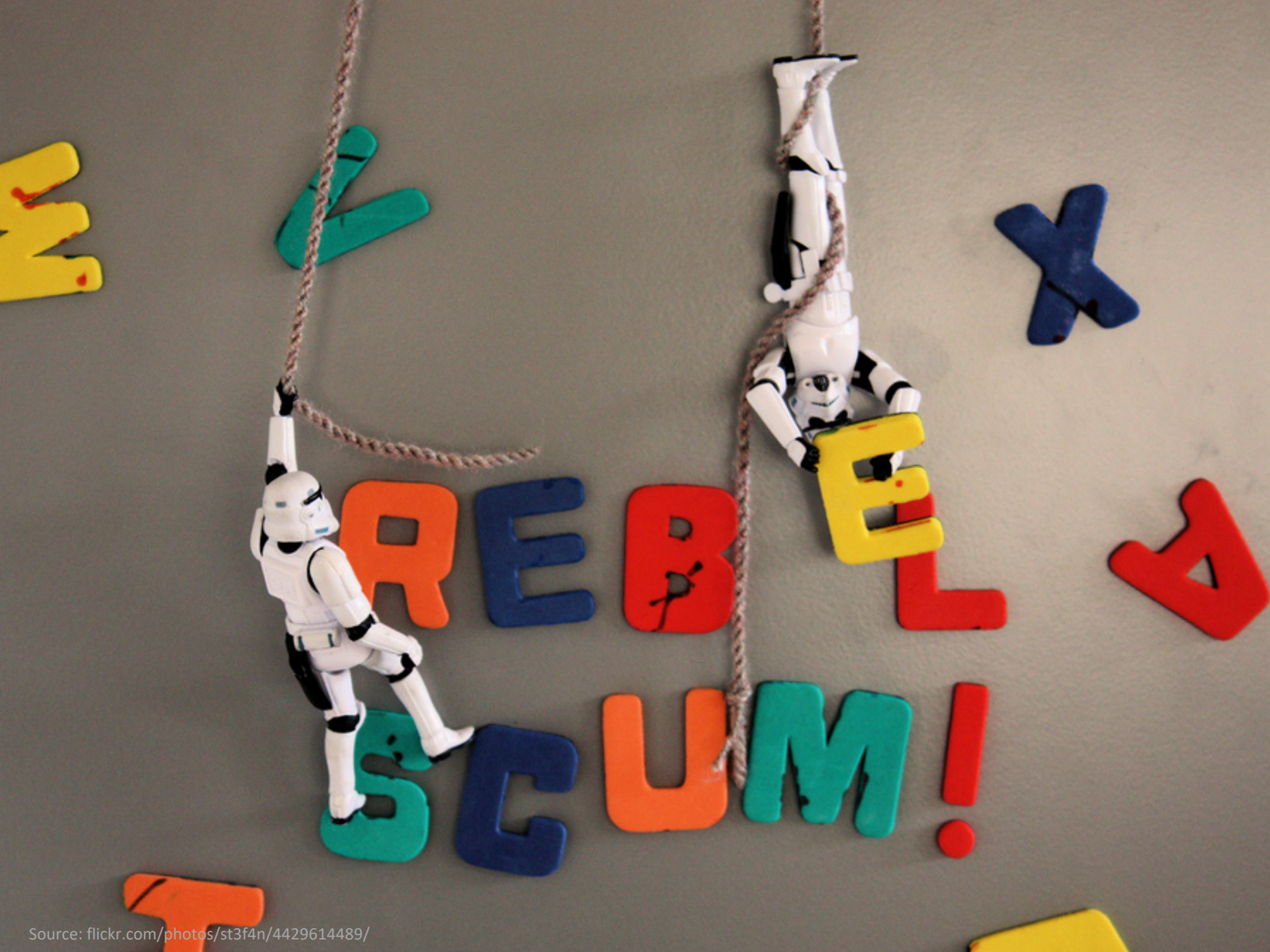
















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Many thanks (*again!*)



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