



CASE STUDY

Leapfrog Boosts Project Management Capabilities and Operations with Workfront

Digital performance marketing agency standardizes and automates workflows, reducing the time spent creating new projects by 94%.

When an agency grows and client teams are working on hundreds of projects at any given time, best-practice processes become more important. High growth and low project visibility across client teams led Leapfrog to deploy Workfront to improve its project management. Now executives have better project visibility and more uniform operations while employees enjoy greater data connectivity.

For 20 years, Leapfrog has helped digital marketers maximize their return on data, gaining real-time intelligence for predictive insights and raw volume of customers. The Chicago-based performance marketing agency simplifies the connection of all data points to help clients achieve more customer conversions.

The Challenge

The Leapfrog LFX Conversion platform delivers clear views of client marketing performance. Yet internally, the agency found that the solutions it was using to manage platform development for cross-functional client work offered little transparency.

Lack of Standardized Workflows and Systems

Agency project managers housed project details in disparate work systems while tracking time separately. When requests were submitted, project managers created tickets which included subtasks. There was no big-picture visibility into project workflows because there was no concept of a predecessor task so whenever a new subtask was added, the project expanded. Although staff time was captured, it wasn't mapped to specific projects.

Leapfrog

- Leapfrog
- Digital Marketing Services
- www.leapfrogonline.com
- Chicago, IL

At a Glance

Challenges

- Lack of standardized workflows across client teams
- Disparate systems that resulted in different processes
- Inability to consistently monitor performance

Benefits

- Improved project management
- 94% reduction in time to create new projects
- 50% reduction in project-related emails
- Enhanced visibility

“With Workfront, we’ve upped our project management skill sets and best practices. It’s an ideal data-driven solution for managers to quickly see and address where team members are facing challenges.”

*–Mike Moskowitz,
Vice President of Marketing
Operations, Leapfrog*

“Our approach was open rather than hierarchical and consistent, and our systems needed to communicate at a higher level,” remembers Eric Cuevas, senior program manager at Leapfrog. “Instead of many tools and individual processes, we wanted standardization across client teams and a solution that would enable large-scale project planning.”

Need to Consistently Monitor Performance

Every Leapfrog account team consists of dedicated and shared resources, (e.g., creative team members, front-end developers, and back-end engineers). However, certain account teams were perceived to be making too many requests, risking bogging down shared resources.

Lack of data coupled with less than ideal scoping of project definitions kept employees from understanding the full nature of perceived issues so employees began to work after hours to keep client satisfaction high. Leapfrog management was also frustrated. Executives wanted a way to accurately assess efficiencies in terms of schedules, cost, and quality so they could have a consistent view of performance and efficiency across client teams.

According to Mike Moskowitz, Vice President of Marketing Operations at Leapfrog, “In order to raise our performance to the next level, we needed a unified source that provided transparency into key performance indicators (KPIs) across client teams.”

The Workfront Solution

Leapfrog evaluated a number of project management solutions before deploying Workfront companywide in March of 2015. Within a month, the agency successfully eliminated separate time tracking and project management systems, gaining efficiencies while saving approximately \$35,000 annually.

Engineers, about 20 percent of agency staff, use Workfront to support Leapfrog LFX Platform development. They follow both Kanban and Scrum software development methods and Workfront helps them manage their knowledge work with an emphasis on just-in-time delivery. The majority, 80 percent, of agency staff rely on the work management solution to enhance client-related workflows which has led to practical, best-practice improvements in project management and operations.

Standardized Project Request Process

Project requestors now complete a standardized form in Workfront that contains a series of questions about a new project and its goals. While helping team members more clearly define what they need, the process reduces back-and-forth email communication and speeds project throughput.

Once projects begin, all communications are housed in the work management system. This makes accurate information easily accessible to everyone on the team. The enhanced visibility that Workfront provides frees some of the busiest staff—developers and analysts—from attending update meetings. Real-time, informative details also make the time that employees spend in meetings more productive.

“Since deploying Workfront, we have fewer unexpected project issues and I personally have experienced huge time savings; 90 percent reductions sometimes in the amount of time I’m spending now compared to the time I previously spent on the same task,” explains Cuevas.

The agency is finding that the data stored in cloud-based Workfront is also helping to streamline the client proposal process. According to team members, the workflow used to take between two and five days and include collaboration across many teams—from sales to finance to executive management.

Moskowitz says, “The process we now have for proposals including planning for shared resources is faster and more reliable because of the qualitative data coming from Workfront.”

Online Creative Reviews

Internal staff rely on the Workfront online proofing tool for faster project delivery. Instead of marking up paper copies, team members collaborate on creative design proofs electronically. Project managers use automated workflows that trigger reviews and approvals, keeping the more than 150 active projects they manage at any given time on track.

Google Integration

To reduce overall work chaos, Leapfrog takes advantage of the integration of Workfront and Google Drive. Agency staff gain up-to-date access through the Workfront interface to the digital project implementation documents hosted in the cloud that they need to complete projects.

Simplified Reporting

Leapfrog now leverages Workfront for internal reporting with at least one manager providing a bi-monthly KPI report that includes schedule and cost efficiency data across client teams. The Workfront-generated report also highlights outstanding software bugs and project issues, including projects that have time recorded against them but are running late.

“It’s so simple that anyone can create a report out of the box,” says Moskowitz. “Reporting was one of the features that set Workfront apart

“Workfront improves the way we work. It makes overall visibility and consistency that much easier. I think we made a great decision to go with Workfront.”

*–Eric Cuevas,
Senior Program Manager, Leapfrog*

during our evaluation process.”

Benefits

In addition to improving project visibility and operational efficiency, Leapfrog is achieving the following benefits with Workfront:

- **Improved project management** – The Workfront solution is enforcing project management best practices and helping to improve staff project management skills. Employees are more accountable because of the solution’s transparency.
- **94% reduction in time to create new projects** – Workfront templates have reduced the Leapfrog project creation process from four hours to just 15 minutes. Because of Workfront automation, project managers no longer have to manually create workflows from subtasks by nesting actions and creating dependencies.
- **50% reduction in project-related emails** – Standardized workflows in Workfront ensure that each project has the details required for agency team members to complete their work. This has reduced email traffic while driving projects forward faster.
- **Enhanced visibility** – Not only are team members working more effectively with project data across clients, they are also scoping projects in the Workfront beyond the typical two-to-four week queue. This improves management visibility into projects that are both immediately actionable and coming soon.

“The next step for us is resource allocation. Workfront will make it easier to see what has been done in the past and what is being done now, across functions,” concludes Moskowitz.

Devour Your Team's Work Chaos With Workfront

Meet the King of Work Management. With real-time work planning, tracking, collaboration, and reporting, Workfront enables enterprise teams to:

- Drive greater productivity by automating repetitive manual tasks
- Increase communication and transparency through social-style updates and dashboards
- Reduce project failure with real-time views into project progress and resource workloads
- Provide data-driven insights for constant improvement

