the SoDA ReportOn

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Digital First
Digital Fast.

Welcome to this edition of *The SoDA Report* on Digital First, Digital Fast, developed in partnership with Contentful.

Now, more than ever before, agency and business leaders are adapting to disruption by operating in a digital-first mindset; creating innovative experiences that raise the bar for customer's expectations. But staying competitive also requires speed without sacrificing quality.

A case in point – in SoDA's 2020 Global Digital Outlook Study with Forrester, 62% of agency leaders said that "speed of delivery" was becoming a bigger factor in whether or not they won new projects. So, while "Digital First" becomes the mantra of organizations seeking to reinvent and transform themselves, "Digital Fast" is an ever-present expectation placing increased pressure on teams responsible for delivery.

We are thrilled to feature this report in a series of white papers released under *The SoDA Report On*… moniker designed to conduct deep dives on a targeted issue which impacts the companies and people who are creating the future of marketing and digital experiences. In this edition, agency founders and business leaders will share how they're bridging the gap between reality and customer expectations in the digital-first era.

I'd like to thank Contentful for partnering with us on this valuable initiative. We hope you enjoy this report and, as always, welcome your feedback, ideas, and contributions for future editions.

Enjoy,
Lakai Newman
SoDA Communications Manager
Managing Editor & Head of Production, *The SoDA Report*

Jonathan Whiteside, Dept

How Headless Systems Can Help Brands Move with Speed and Agility

Monolithic architecture is a thing of the past; we're now in a headless future. Headless technology is quickly becoming the first choice for many organizations seeking to architect an agile and flexible technology stack.

And, given the events of 2020, brands are realizing they have to move quickly. The ability to respond to changing conditions, act rapidly on customer feedback, and swiftly bring digital solutions to market, will be critical for all brands in 2021 and beyond.

As new channels and platforms are developed, digital experiences continue to evolve, making it more difficult for some companies to stay afloat given the continuous stream of development. In order to keep up, brands need flexibility in their underlying technology platforms and business systems.

A headless approach to system architecture is quickly becoming the first choice for many organizations seeking to architect an agile and flexible technology stack. From commerce to content management, headless tech is enabling IT and marketing teams to deliver the digital experiences their business needs and their customers want, across multiple channels, quickly and easily.

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Essentially, headless systems view the front-end and back-end as separate systems and focus on the back-end only. This means you can change one aspect without affecting the other; developers can create new websites or applications without being tied to any specific framework or language. A headless architecture can enable flexibility, reusability, and connect various data sources to support your business in the creation of new digital experiences.

Headless systems have numerous advantages, from lower operating costs to an easy setup:

- **Flexibility:** multiple teams can interact with the system at the same time. Meaning your digital teams can each work on their tasks which are then connected via APIs. This gives each team full flexibility and can rapidly increase time-to-market.

- **Faster time-to-market:** headless systems promote an agile way of working. Each team can work simultaneously on its tasks using one system without getting in each other's way. Also, businesses can more easily and efficiently replace or upgrade various aspects of their existing infrastructure.This means the production process can be sped up and your website can undergo maintenance while still being online.

- **Stability:** an established headless system will generally be well-tested, stable, and bug-free. It will save you the stress of writing a custom user interface for data input.

Of course, like all systems, headless approaches also have a few downsides that organizations should be aware of. For one, businesses need to make sure they understand how their teams work and what functionalities they need in order to make them as effective as possible.

Otherwise, they run the risk of choosing tools and systems that their teams won't actually use, for whatever reason. Additionally, it can be tempting to slide into "system silos" where teams are not working together and data is not being shared. It's important to pay attention and ensure that new business software can be easily integrated with others.

Flexibility and rapid time to market are critical for today's challenges – long development cycles, upgrades and deployment times typical of monolithic platforms can no longer be tolerated. Moving to a headless approach for technology platforms is increasingly the answer to accelerate and enable IT and marketing teams to deliver the digital experiences their businesses need and their customers want, across multiple channels, quickly and easily.

About the Author: *With over twenty years' experience in digital, Jonathan Whiteside is an expert in helping global organisations become more efficient and effective by using digital technologies. In 2007, he co-founded technical build agency Building Blocks, which was acquired by Dept in 2016. Dept is an international agency with over 1300 employees across thirteen markets in Europe and North America.*

Brian Flanagan, Perficient

Delivering at the Speed of the Customer

As long as I've been creating web experiences, I've heard people use the "building a house" analogy. To build a house, first you need a blueprint (strategy), and then you pour the foundation (platform), build the walls (wireframes), install the plumbing and electrical (APIs), put in the fixtures and flooring (content) and finally decorate (visual design) and move-in (launch).

Ok, so I've never built an actual house before, so I might have missed a step or two, but you get the point. It is a very sequential, "waterfall" type process. And if you're building a home it makes a lot of sense. You can't re-pour the foundation once it's been set or add another bathroom once the plumbing has been installed.

But what if you were building a virtual house? What if you had the power to make changes on the fly. You could have the Architect, the Builder and the Designer, all working together AS the house was being built. You could design, build, evaluate and revise in real-time. Don't have enough room to fit the farmhouse table that the customer wants? Just bump out the kitchen wall by a few feet and you're all set. Need more natural light, to make the hardwood flooring shine? Try adding some more windows. If that doesn't work, you can try changing the paint color. In this way,

you could iterate collaboratively to reach the best solution. That's not possible in the physical world, but it IS in the digital world.

In the digital world, we're not building houses, we're developing technology-based experiences. We are not limited to the constraints of the physical world, so why would we follow the same methodology? The dynamic nature of digital technology gives us the power to adapt. And with constantly changing customer expectations, we NEED to adapt. As Jason Jennings and Lauren Haughton put it in their best-selling book: "It's not the big that eat the small, it's the fast that eat the slow." In order to succeed in this highly competitive digital landscape, designers and developers need to work closely together to deliver on what their customers expect. It's time for Design Thinking and Agile to blend together.

Think Big. Start Small. Move Fast

Design Thinking is not a methodology. It is an approach to problem solving that helps designers think like business people and business people think like designers. It consists of 5 different modes: Empathize, Define, Ideate, Prototype and Test. Each mode serves a clear purpose and can be invoked at any point in the process. At the heart of Design Thinking is a clear focus on the needs of users/customers and challenging current assumptions. It encourages divergence, exploration and iteration. Agile, on the other hand, is a methodology. It's a collaborative development process in which teams work together to define, prioritize and deliver incremental functionality. This process results in greater transparency and opportunities for feedback, the ability to pivot and make changes to the solution, and more manageable deployments. When you combine Design Thinking with Agile, you get big picture thinking along with the speed and agility required to keep up with customer expectations. In other words, think big, start small and move fast.

Design Thinking Meets Agile
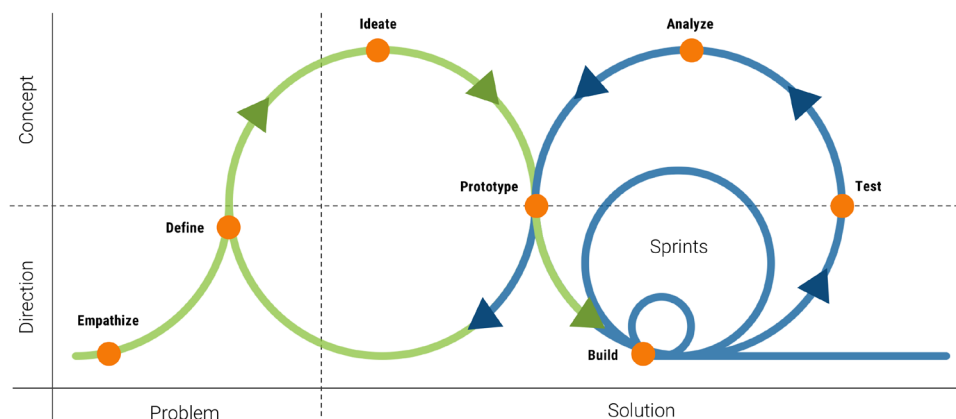
Create a Shared Vision

In order to move more quickly, designers and developers need to be on the same page from the start. This means developers are included in the design process. They need to understand the needs of users, identify the challenges and be part of the

solution. The best way to accomplish this is through Design Studio sessions. Design Studios are collaborative workshops where you apply the Design Thinking principles in order to explore multiple solutions from different perspectives. This typically involves sketching, or whiteboarding in order to visualize a concept and then discuss amongst the group. The has traditionally been an in-person activity but can easily be conducted remotely by utilizing tools such as Mural, Adobe XD or even Google Docs. The key to success is establishing a shared vision amongst the team so that everyone understands what is to be created and their part in making it a reality.

Less PowerPoints, More Prototypes

Once you have established a shared vision, your team is less dependent on incremental deliverables. Deliverables are great for communicating information between teams, but when the team is working together on the solution that communication already exists. Within the course of a project, deliverables eat up time. There is time required to create the deliverable, time to develop a presentation around the deliverable, time to present the deliverable and time to review and revise the deliverable. That is time that could be spent developing the actual solution. With an agile approach, a small, focused team can work closely together and utilize informal communication methods in order to quickly reach consensus. The team may still produce artifacts, but they are simply a means of demonstrating an idea, not a document that requires a series of approvals. This enables the team to focus on creating prototypes of the solution and not static PowerPoint presentations. That distinction is huge in terms of velocity, but also in creating a shared understanding based on reality and ultimately may be the difference between meeting expectations and leaving your customers dissatisfied.

Include the User

Every experience should be designed to meet the needs of customers. Customers are first considered within the Empathy mode of the design thinking process, but they should never be forgotten. When you focus on developing the solution instead of deliverables, you will soon have a product that you can test with users. Not just wireframes or static comps, but a working model. This allows you to capture feedback on the entire solution, because every part of the experience is important. Not just the layout, the creative or the content, but also the functionality, responsiveness and rendering across devices. Sure, it's not always going to be perfect in the middle of development, but it enables you to learn what works and what doesn't work so that you can analyze, adapt and modify the solution to better meet the needs of customers. Besides, the solution is going to be usability testing anyway, once you release it to the public. So, it's best to include the users in the process in order to catch as many issues as possible before the launch.

Conclusion

As digital design and development evolves, we can move away from traditional working models that are rooted in the physical world. The digital world enables us to create and recreate at an accelerated pace. In fact, many times it is easier to update the code than it is the visual comps. So, working faster doesn't mean working harder. It's about working together and bringing the concepts of Design Thinking and Agile together in order to keep pace with your customers.

__About the Author:__ For more than 20 years Brian Flanagan has worked with clients to design and execute cutting-edge user experiences. As a digital experience strategist, he is responsible for driving digital strategy for enterprise clients and oversight in delivering best practices. In this role, Brian keeps Perficient Digital and its clients on the cutting edge of new design strategies for next-generation technologies to consistently exceed client and peer expectations.

Dan Ganancial & Stephanie Perozo Bello, Contentful

Delivering a Unique Agency Service: Digital-fast Strategies for the New Normal

We live in a new normal. People interact with brands via digital channels more than ever before. Those digital channels act as gateways between customers and businesses — and the businesses that master the art of digital engagement will attract and retain the most customers. Because of this, businesses are looking for partners and platforms that support every dimension of a digital-first strategy.

Doubling down on digital-first strategies

Organizations are expanding their investments into digital production in order to establish, grow and maintain their market position. Marketing leaders predict that businesses will spend even more in 2021 than 2020 on digital marketing. Consumers expect a variety of digital experiences, and they expect them to be connected. The siloed systems that businesses often operate stifle development. Breaking down these silos requires a platform that adapts to business needs.

Digital agencies need to focus on this shift in order to succeed. However, the digital strategies that used to help businesses succeed won't help them in the next era.

Digital-fast services are the new imperative

Besides adopting a digital-first strategy, businesses need to move more quickly to remain competitive. That means they need to enable cross functional teams to build, execute and iterate digital products at a faster rate. This is the digital-fast approach.

Businesses can't just talk about being digital-fast. They also need to think about how they'll get teams together and collaborate effectively, how they'll rapidly develop and test products, and bring their products to market with engaging digital experiences on every channel. Businesses need a plan and the right tools to achieve their goals.

From operational excellence to scaling experiences

Digital transformation and expansion offer businesses new opportunities to widen their reach. But navigating this development can be overwhelming. In order to develop into a "digital-first" organization, businesses require the expertise and experience of digital agencies to help them get the most out of their digital efforts.

Agencies partner with Contentful for key benefits that include:

- **Creating your own Intellectual property (IP):** By building apps that support your customers — whether it's a specific vertical or a specific integration or capability you offer — you can easily build your own IP with Contentful's App Framework.

- **Building repeatable, reusable components for your customers:** Your specialty service can easily become an application for your customers that can be replicated and reconfigured for different purposes — whether it's industry-specific or aligned to an integrated stack. You won the IP and you can repeat it across any customer or instance.

- **Supporting your customers with a unique approach to content management:** With its extensive adaptability, agencies and customization, Contentful helps your customers get started, realise value and performance at the beginning. Rapid prototyping and proof of concepts help to show value and get project approvals.

- **Sustainable, rapid software development:** Start developing applications and experiences for customers instead of maintaining old applications and solutions that don't scale. Your development resources can focus on adding value and potentially new revenue streams, rather than simply keep the lights on.

The right technology for any digital-first strategy

The new digital playbook is about adopting the right technology and carefully planning how you'll get your digital products to customers as quickly as possible. Contentful and our partners can guide businesses on this ongoing process. Contentful caters to agile teams, empowers technical and non-technical users, and adapts as businesses develop. We like to think of Contentful as future-proof.

In this digital-first era the focus will be on how agencies can help brands deliver cutting-edge digital experiences with Contentful.

About the Authors: Dan Ganancial is the Sr. Manager of Global Partner Marketing at Contentful. Stephanie Perozo Bello is the Sr. Product Marketing Manager at Contentful.

Eric Konzelman & Kyle Truscott, Free Association

Rapid Delivery with a Focus on Customer Value

Rapid delivery is required to thrive as a digital product team these days. But as expectations for speed mount, the pressure to ship can increase the risk of building the wrong feature or the wrong product altogether. In the end, it doesn't matter how fast a product goes to market unless it is valuable to its customers.

Fortunately, it is possible to increase speed without sacrificing the product's effectiveness. It starts with redefining what "rapid delivery" really means. Release cycles, velocity, and other measures of productivity are important operationally, but they overlook the key dimension of customer value. For our teams at Free Association, rapid delivery means determining a product's most valuable features and delivering their optimal user experience as quickly as possible. To balance expediency and value maximization, we have a few tools in the toolbelt.

Let's start with job story development and opportunity analysis. The Jobs to be Done (JTBD) framework is based on a theory by Professor Clayton M. Christensen. It asks innovators to think about their product or service in these terms:

"What job does a user hire your product to do?"

Within this, it's key to understand that "customers don't buy products and services; they hire various solutions at various times to get a wide array of jobs done." The basic format for writing a job story is:

When _____[situation]_____, I want to _____[motivation]_____ so that _____ [outcome]_____ .

To surface the unmet user needs, we give each job story an opportunity score, using a simplified version of [Anthony Ulwick's](#) methodology for opportunity analysis:

- Rate each job 1-10 based on the importance to the user of the desired outcome

- Rate each job 1-10 based on the degree to which it is currently satisfied

- Opportunity Score = Importance + (Importance - Satisfaction)

Compiling job stories and conducting opportunity analysis should be informed by customer and design research. Focusing on the job stories with the highest opportunity scores maximizes the chances of creating high-value features. It safeguards against waste and feature bloat, both of which greatly diminish a team's ability to truly deliver rapid value.

With understanding of the highest scoring opportunities, our team can quickly synthesize an initial product strategy and high-level roadmap. Prioritizing accordingly, we plot design sprints against the highest-value job stories.

As our sprint plans take shape, it's key to consider how to de-risk big design decisions, and quickly land on an effective UX that will satisfy a given story. One method employed by our teams at Free Association is called "divergent/convergent design." To "diverge," the team goes for breadth and determines as many viable UX design solutions as possible. To "converge," we try to pull from the best ideas, refine, and test concepts or prototypes with potential users.

But, does exploring many different ideas, only to choose one, actually save time? It does for a few reasons. Done right, the process of exploring and arriving at a winning concept helps orient the product team and key stakeholders towards a singular experience vision. Alignment on a vision upfront builds excitement and momentum. It prevents confusion, conflict, and rework down the road. But the main reason divergent/convergent design contributes to speed, is that it (almost always) yields a better design solution faster. By quickly trying many materially different solutions in a low risk environment, the team lands on a superior solution sooner vs. building out and serially enhancing an initial design solution that seemed obvious at first. Throughout the diverge/converge process, we rely on a mix of user research and prototyping to help prove we are indeed honing in on the optimal feature, flow, or product concept.

After converging and de-risking key UX decisions, we can confidently run design and engineering sprints. We now execute against our roadmap and make our winning prototypes real. Though our focus becomes executional, each sprint is still rooted in

maximizing customer value, especially on the UX/UI level. Executional sprints can be more effective and efficient by following a few best practices and getting the most out of a modern design stack.

First, don't reinvent the wheel. Leverage the API economy of existing services and platforms to power routine parts of a product. Use it to de-risk implementation and move faster. There are many modern development platforms that help here:

- **Headless Content Managers** - Rigid platforms and frameworks so often block creative UX solutions. Tools like Contentful decouple an application's data layer and frees the UX from constraining a templating system.

- **Authentication & Identity Providers** - Customers expect top-notch security and multiple ways to register for an application. Platforms like Auth0, Okta, and OneLogin can quickly remove this traditionally complex and time consuming aspect of product development.

- **Edge Hosting** - Platforms like Netlify and Vercel dramatically speed up infrastructure configuration. At Free Association, we frequently leverage Netlify to build and serve single-page-apps, static sites, and prototypes.

Second, create and adhere to a design system early in the process. A system of atomic elements will empower UX innovation and unlock efficiency across the full team. Designers can focus on composing divergent UX concepts instead of routine UI elements. Similarly, developers are able to quickly assemble and wire complex experiences.

Third, set up a design ops process that yields transparency and fosters flow across different business functions. True rapid delivery comes from cross-functional collaboration. Collaboration between design and engineering is increasingly made easier with cloud-based design software. We use Figma to keep our teams in lockstep when it comes to design componentry, versioning, and collaborating across discipline. This removes the "let me work on this problem in a vacuum and share the file when I'm done" workflow of the past. Instead, Figma allows iteration through design challenges together, in real-time. Figma also includes design system management features so that an update to a component can be made in one place, then deployed and used system-wide.

Throughout execution, rapid delivery still means proving value and user experience fit as quickly as possible. By definition, technology will always grant an ability to move faster. The latest tools are rapidly lowering barriers to design and development. No code/low code platforms are dramatically reducing the time and effort needed to create complex applications. Despite the toolset and the speed it affords, the critical question remains: with each release, feature, or new product, how can we ensure we're delivering the most value for customers?

About the Authors: Eric Konzelman is a Partner at Free Association. Kyle Truscot is an Engineering Director and leads the UX Engineering discipline at Free Association.

Thomas Feldhaus & Aye Cofalka, JvM/TECH

A Change
is Inevitable

2020 had a tremendous impact on agency-land. The nature of (the) business is changing faster and faster. Clients are even more demanding these days, as the whole marketing landscape grows more complex and economic uncertainty rises.

Going through a rather painful process, agencies all over the planet, traditional and digital alike, had to rethink not only parts of their business - they had to rethink everything. If they weren't out of their comfort zone already, now they were.

What happened?
Corona hit like a hammer and we all learned a lot in a very short amount of time: how to pitch new business via zoom, maintaining our culture when working remote, adjusting team structures to meet our clients new needs and how to change lots

of other stuff we thought was good. Old habits and beliefs were discarded, working from the home office became the norm and our collaboration models became more open as all of us adjusted to a new normal. But, at least we had a change and we all achieved great strides here.

But, while tackling all of this, another tale of change in our business which started pre-corona, evolved faster, fueled by the accelerated digitalization triggered by the pandemic. Increasing requirements in terms of technology, process quality and even stronger focus on user centricity can be found in almost every project. Also, in creative standards.

For Jung von Matt/TECH as an agency, a lot of things happened in the last year. Let's have a look at our experiences as an agency leadership team, adapting to a new reality in 2020.

Changing Teams and Culture

In parallel to more complex client requirements, we change the business models in collaboration with our clients and suppliers on a daily basis. We work as consultants on site at a customer's location, in integrated teams with multiple suppliers and the client, set up agile project teams across the globe and even provide intensive support in hiring suitable people for the client's team. Always iterating: Try, learn and optimize.

When the markets changed, we also had to change our ways of working. This was only possible with an experienced, dedicated and flexible team, composed of employees who were ready to step out of their comfort zone.

We radically took every process and meeting online and enabled the individual team members to work at home or in the agency, connected through messenger services, ticket systems and a common culture of short meetings and agile methodologies.

We also worked on optimizing other parts of our toolkit to fit to our new reality. Picking new ideation methodologies and lean agile processes with the right level of ticket details and a solid "definition of done."

This approach turned out to be successful and will prevail, as employees and clients alike welcomed the new flexibility.

Adapting to a changing technology landscape

With all this in mind – to survive as an agency – we needed to optimize production processes and establish ready-to-use building blocks to increase our velocity. What is the nature of these building blocks? Traditionally, digital agencies like catering 100% custom build - but costly - solutions tackling exactly their clients' problems. But sometimes, you could find solutions out there on the web solving the same problem, but as cheap SaaS solutions.

For us, the sweet spot was to be found directly in the middle of those two poles. We picked mature components and frameworks we can use to build precise solutions, without trying to reinvent the wheel every single time.

These building blocks can be technical Infrastructure like AMP, a cloud native content platform like Contentful combined with Static Site Generator pipelines, headless e-commerce but also included are many smaller things like consent solutions or oven-ready newsletter templates.

Contentful, for example, is a content platform designed from the ground up as an agnostic content repository that exposes content via an API for display on any device and touchpoint. It allows us to mix and match with the front-end technologies we need for a specific outcome or to integrate with our clients IT infrastructures.

Armed with these shiny building blocks we can serve clients faster, with a better value for their budgets. And the best thing about this is: We can be creative and invent new things where we want to, and not waste our energy on things providing little value.

Navigating a changing world

At this moment, we can observe big changes in all spheres of society, politics and also the economy. In our industry, we can observe trends like consolidation of well established brands like the recent merger of AKQA and Grey. Different breeds of agencies with their own history and specific mindset with different portfolios, are being merged with the goal to create something new. Both in terms of offering and culture.

But also new, pure digital players emerge like S4Capital, challenging giants like Accenture. These players are a totally new breed of agency or marketing services company, whether it's in terms of culture or offerings. They bring a new mindset, focused on data and results.

Clients are readjusting their budgets to accelerate digitalisation in their organization, but also in marketing budgets adjusting to the new reality. According to the [Gartner 2020 CMO Spend Survey](#), respondents believed that budgets for marketing technology and digital channels will see growth in the next year.

So, what does it all mean for companies like us?

Well, we think of this a little bit differently after all of 2020.

- With standardization, we have an opportunity to create new room for creativity, ultimately for a better digital product.

- With leaner online-first processes, we can help our employees enjoy new flexibilities and a better work-life-balance.

- With new players emerging, the market creates new opportunities, as budgets are shifted, and marketing turns digital first.

In the end, it all boils down to delivering great products and handling an ever-increasing acceleration of change. But backed with a reborn culture and ways of working, shiny new tools and a lot of new ideas, we're looking forward to exploring new territories in 2021.

About the Authors:

Thomas Feldhaus has been developing digital products and platforms for blue chip clients like BMW, Mercedes and Google for 20 years. He has been working for JvM since 2009, where he is responsible for the interface between technology and modern data-driven marketing.

Aye Cofalka is a technologist and digital strategist with a long track record of working in the marketing and advertising industry. He has built award winning digital projects with clients like Montblanc, Mercedes-Benz, MINI, Samsung and many more.

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Team & Partners

SoDA

SoDA serves as a network and voice for entrepreneurs and innovators around the globe who are creating the future of marketing and digital experiences.

Lakai Newman, Communications Manager

A graduate of Emory University, Lakai Newman came to SoDA from a NY-based digital agency where he focused on creating compelling content for a number of blue-chip brands. He serves as SoDA's primary steward and contact for communications, social media, and marketing efforts. Lakai also serves as Associate Editor and Head of Production for *The SoDA Report*, SoDA's biannual trend publication that features primary research, thought leadership, and case studies from top digital agencies, production companies, and client-side digital marketing executives from around the world. He considers himself a natural "creative" that is passionate about global travel, cooking, pop-culture, and all things digital.

Jessica Ongko, Designer

Since joining SoDA's Operations team in 2014, Jessica Ongko has been deeply involved with strengthening SoDA's brand and visual identity while collaborating with agencies around the world to design and create publications, event signage, and both digital and physical assets related to the work of SoDA. A graduate of the Graphic Design program from advertising portfolio school, The Creative Circus, you'll often find Jessica trotting the globe and working out of airports during long layovers.

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Contentful, the global leader in omnichannel content platforms, powers digital experiences for 28% of the Fortune 500 and thousands of leading global brands. It enables enterprises to deliver omnichannel digital experiences with greater speed and scale than with a traditional CMS. Contentful unifies content in a single hub, structures it for use in any digital channel, and integrates seamlessly with hundreds of other tools through open APIs. Companies such as Telus, Atlassian, Alpro, Clover, Intercom, Chanel and many others rely on Contentful's content platform. For more information, visit www.contentful.com.

Kevin Zellmer, Vice President of Partnerships at Contentful

Kevin brings 20+ years of experience in high-growth SaaS companies leading Business Development, Corporate Development, and Partner teams. His passion for developing long-lasting, successful partnerships has enabled him to expand the reach and revenue with organizations continually. Before joining Contentful, Kevin held senior leadership positions with Hootsuite, Hearsay Systems and Cisco. Kevin began his technology career at Beyond.com, driving the first wave of digital downloading with Symantec, Claris, Lotus, and Microsoft. Kevin holds a B.A. from University of California at Davis.

Jason Saroyan, Director of Partnerships NA

Jason Saroyan heads up the solutions partnerships team for the Americas and Oceania, which supports agencies, consultancies and systems integrators that help businesses shift from traditional, monolithic systems to a microservice-based architecture with Contentful. A market development expert, Jason has spent the last 20 years focused on the adoption of leading technologies for agencies, online business, brands, and enterprises.

Kristin Montag Brown, Director of Partnerships EMEA

Kristin Montag Brown is leading Partnerships in EMEA and Asia at Contentful. With her team, she is responsible for developing and managing a partner network that consists of digital agencies, consultancies and system integrators. With over 13 years of experience in the tech, digitization and SaaS industry in various roles ranging from Sales to Product Management and Marketing to Partnerships, she is passionate about seeing how customers and partners solve business problems using innovative technology.