Case Study: Organizational Future-State Planning

PROJECT BACKGROUND

Like many in-house creative teams, the Beta Company* Creative Services department was continually being challenged to reduce internal costs and to pass those cost savings along to their clients via a reduced chargeback rate. In addition, client request volumes were declining as a result of their own budget constraints. Thus, the department was facing reduced income based on projected volume and rate decreases, but with substantial fixed costs (specifically in regards to FTEs) that made identifying cost savings opportunities challenging.

PROJECT SCOPE

Beta Company engaged Cella to define a future-state vision for Creative Services through the identification and prioritization of high-value opportunities that would lead to cost savings, either through decreased spending or efficiencies.

PROJECT OUTCOME

Following a review of more than 300 pages of documentation and reports and interviews with senior staff members in the department and other stakeholders, Cella provided the Beta Company Creative Services leadership team with more than 60 recommendations in the areas of financial modeling, organizational design, and process and technology. Each recommendation was accompanied by high-level action steps, consideration points, predicted benefits, and potential risks. In addition, each recommendation was prioritized based on risk/benefit ease-of-implementation analysis to segregate high-value and low-value projects and to identify "low-hanging fruit" versus higher-effort endeavors. Those 60 recommendations were organized into 6 major projects and 8 standalone projects, which provided the framework for a 3–5-year strategic plan for Creative Services. This project was completed in less than 30 business days.

* Pseudonym.

Βετα
department at-a-glance

company profile
Fortune 500 company
Aerospace/Defense industry

department size
> 400

department locations
> 10 (all domestic)

funding model
chargeback with full-cost recovery requirements

department capabilities
- technical writing
- editing
- proposal design
- web design
- graphic design
- production design
- multimedia design
- photography
- video production
- project management

project & time tracking system
homegrown

Optimizing the Business Side Of Creative