

# Case Study: Creative Operations Assessment

## PROJECT BACKGROUND

The Creative Services team at Gamma University\* was faced with a perception that the team was inferior to external creative agencies. Like many in-house teams, the creative department was stretched thin and many team members were wearing multiple hats, leading to overlapping roles and responsibilities. The lack of strong metrics made it difficult for the team to justify the need for additional resources, and even funding for temporary resources were scarce. These items combined were contributing to isolated morale challenges across the team and inconsistent client experiences.

## PROJECT SCOPE

The VP of Marketing and Communications engaged Cella to review the creative department's current state and identify opportunities for the team to improve its customer experience, department perception and team culture. In addition, he was seeking to embed best practices within the group and identify metrics through which to evaluate effectiveness and efficiency.

## PROJECT OUTCOME

Following interviews with the full creative team, select clients (including deans of some of the colleges), and other stakeholders, Cella provided the Gamma University Creative Services Director and her manager, the VP, with approximately 25 prioritized recommendations in the areas of financial modeling, organizational design, account and project management, and process and technology.

Cella identified that the root of the perception challenge were isolated incidents that occurred several years prior. In addition, the need for at least one dedicated team member to support account, project, and traffic management was necessary. It was also advised that the homegrown project management system be retired in favor of an off-the-shelf product that could better support the team's metrics gathering needs and workflow automation. The additional headcount was approved in the form of a contractor within 30 days following the engagement conclusion, and a new project management system was procured within 3 months.

**G**amma  
Company

### department at-a-glance

#### company profile

Private research university  
with ~15,000 total students

#### department size

10-15

#### funding model

allocation

#### department capabilities

- brand management
- writing & editing
- web & print design

#### project & time tracking system

homegrown

"I wanted to take a moment to thank you for what I feel was both a fair and frank review of my group...The long and short of it is that I feel very invigorated by all of it. I hope that a longer trail of higher education clients will flow to Cella based on our satisfaction with the work you have done for us. Many thanks."

-Director, Creative Services  
Gamma University

*Optimizing the Business Side of Creative*