

# Case Study: CreativeOps Assessment—Organizational Design

## PROJECT BACKGROUND

Theta Company's\* in-house group evolved during the past few years to include the digital and public relations groups which led to a significant increase in volume of work and staff size. Subsequently the type of work had shifted into high-profile strategic campaigns. The PR and Web areas had previously undergone a restructuring and streamlining exercise to appropriately align roles to staff to best meet business needs, but similar efforts had not be undertaken to evaluate the rest of the team.

## PROJECT SCOPE

Acknowledging the need to perform the same exercise for the (print) Creative Services area, the Chief Marketing Officer engaged Cella to evaluate their talent management strategy, internal operations, and creative development and review process.

## PROJECT OUTCOME

Following interviews with members of the in-house group and a demonstration of their internally created project management tool, Cella provided the client with a findings and analysis report that included an overview of the current state and more than 30 recommendations, including:

- Six different organizational structure options and the benefits of each
- A need to establish clear authority in creative direction
- A recommended career path map including recommended new and refined roles
- A roles differentiation grid identifying skills and proficiency requirements for department roles
- Abandoning outsourcing as a potential cost savings opportunity

In addiiton, Cella provided supplemental material of templates and tools to enable putting many of the recommendations into practice quickly.



## department at-a-glance

### company profile

nationally known hospital

### department size

20–30

### funding model

cost center

### department capabilities

- writing & editing
- print design
- interactive design
- web editing & maintenance
- account management

### project & time tracking system

homegrown

*Optimizing the Business Side of Creative*