Case Study: CreativeOps Assessment

PROJECT BACKGROUND

The Creative Services team at Zeta Company* was formed out of three separate teams several years prior to engaging Cella. While the new team was centralized from a budget point of view, team processes, work product, and management remained extremely siloed, and the efficiencies typically gained through centralizing were not being realized.

PROJECT SCOPE

Cella was initially engaged to review the creative department's current state and build the foundation for a strategic plan based on industry best practices and the organization's needs. Following an announcement that the company would be selling off several business lines, the project shifted to focus on identifying the right team structure based on a reduced demand for services and a shift in the work product.

PROJECT OUTCOME

Following interviews with members of the creative team, select clients and other stakeholders, Cella provided the VP of Marketing & Communications and the AVP of Branding with more than 40 prioritized recommendations in the areas of organizational design, customer experience, process, technology, and metrics.

During the discovery process Cella identified that the root of the team's challenges was the lack of an empowered leader. This led to low accountability and too much delegated authority, which furthered the isolated nature of the teams. The highest priority recommendations included separating out the Creative Director role from the Head of Creative Services role, and implementing a singular workflow tool across the department, both of which were enacted.

In addition to the CreativeOps Assessment Report, Cella collaborated with the Head of Creative Services to create more than 15 new job descriptions and a functional requirements matrix to support the right-sizing goals of the organization.

Z

department at-a-glance

company profile
Fortune 500
Financial Services institution

department size
20–30

funding model
Usage Allocation

department capabilities
- writing & editing
- print design

project & time tracking system
homegrown

Optimizing the Business Side of Creative