

Process Improvement Compels IHAs and Clients to Implement Change

In-house agency (IHA) process challenges typically fall into three main areas: client and team adherence to processes, intake procedures, and project management practices. Change management communication, which should both precede and follow process improvement activities, must include “WIIFM” (what’s in it for me) statements for all parties affected by the process change in order to drive adoption and a more effective and efficient workflow.

When adopting or refining process, establish processes and procedures *as a framework* and provide an escalation protocol so that team members can make appropriate judgement calls when the unique needs of a project require working outside of defined processes and procedures to avoid process paralysis.

Discussion Takeaways

At our recent series, “Balancing Process and Efficiency,” we met with more than 75 creative executives across six cities to discuss common process challenges experienced by in-house creative teams and methods to address those challenges.

Here are the key takeaways from our discussions:



Quantify (or at minimum, qualify) the impact of process gaps and challenges: level of effort, project timeliness, project quality, resource management, attrition, morale, etc.



Utilize dynamic intake forms that expand and contract based on tier and project type—and don’t allow intake forms to take the place of conversations



For substantial projects, provide clients SOWs to confirm project requirements and scope



Publishing SLAs (service level agreements) that identify standard project durations helps guide client expectations of turnaround time and provides a basis for defining “rush” jobs



Create estimates and change orders to help clients evaluate whether the level of effort associated with their request is appropriate for the need



Agile is still not actively employed across in-house agencies, though many creative leaders are exploring its applicability—when it is used, it is most often adapted to specific work type needs



When submitting creative deliverables for client review, inform the client what should (and should not) be reviewed at each stage in the process

37%

of projects fail due to a lack of clearly defined and/or achievable milestones and objectives to measure progress.¹

46%

of marketers say a lack of standard processes is one of the biggest inefficiencies in getting work done.²

44%

is the amount of time office workers spend on primary job duties due in large part, to wasteful meetings (8%), interruptions (8%), and emails (15%).³

CreativeExecs[®]
roundtable

CreativeExecs Roundtables are hosted by The BOSS Group and Cella and bring together creative executives for moderated peer discussions on topics tailored to the unique challenges facing leaders of in-house creative departments. Each year, we host a spring and fall series in six cities across the U.S.

Sources: 1) PMI’s Pulse of the Profession 2017
2) Workfront 3) U.S. State of Enterprise Work Report

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