

Build an embedded creative project management team.

Creative experts

A global technology company gains global brand consistency and scale with an Embedded Team.

Executive summary

When a global brand leader of enterprise and consumer computing hardware and software was looking to create brand consistency globally and scale to meet the creative needs for one of their lines of business, they looked to Crawford Group to help them scale with an embedded team of project managers.

Customer situation

Decentralized management of branded assets left this global brand leader questioning their ability to maintain brand consistency, manage content development at scale, and operate more efficiently with the resources they had. Their distributed organizational structure for content development found them duplicating efforts and discovering inconsistencies in the content itself, leading to message confusion. Additionally, senior leaders battled competing priorities in the management of the dispersed resources and projects along with mission-critical marketing initiatives.

Approach

This customer turned to Crawford Group to solve multiple challenges. These included the need to:

- Operate at global scale
- Integrate and unify brand content development
- Establish a creative management process
- Build and implement a localization process
- Provide business continuity

Crawford Group met with the business stakeholders to co-create a scalable global Creative Program Management Office and identified the roles, skills, and tasks that would be necessary to deliver on the customer's expectations. Once that model was agreed upon, we began sourcing for a cohesive team of program management experts.

Solution

Crawford Group worked closely with the client to design a Program Management Office structure that would make it easy for the customer to manage and maintain while assuring quality of work.

Solution, continued

Creating a complementary workflow process together that took the customer's tools, processes, and workflows into consideration was essential to successfully delivering their desired outcomes. The solution included:

- Installing a single point of contact, in this case a Senior Traffic Manager, for the customer to manage the team, oversee incoming requests, and balance the workload across the team
- Assigning a project manager for work development in each of the four regions
- Establishing a meeting cadence to gain line-of-site cross-regionally and balance workloads
- Cross-training for business continuity
- Creating a creative management process to identify repetitive requests
- Developing and implementing a localization assessment and delivery process

Expert skills required

- Independently develop a project plan and carry out the execution
- Project management and issue identification/resolution
- Control the scope, timeline, and deliverables
- Engage with the stakeholders on regular project updates, outlining any risks
- Conduct work effectively in Workfront
- Train stakeholders to use the Workfront system
- Work effectively in a team environment
- Complete work against brand guidelines

Customer key talent requirements

- Effectively coordinate, manage, and prioritize multiple creative projects and campaigns involving multiple stakeholders
- Be the connector of all parties across multiple projects, design resources, stakeholders and campaigns
- Create complex timelines using Workfront, actively tracking projects through all stages of creative development—from briefing to production and final delivery—maintaining and/or adjusting workflow as needed

Measures of success

This customer has chosen to maintain the Crawford Group embedded team creative project management solution year after year and finds it an effective and efficient way to manage their creative demand and operations around the world.

“Crawford Group is so dialed in on our needs, budget, and response time that they eliminate my concern when staffing needs arise,” says the Senior Manager of Content Operations.



Measures of success, continued

- Operate at global scale
 - The Crawford Group embedded team has allowed the creative team to scale with a sustainable, efficient business model. They have been able to add or subtract resources effectively for seasonal or bursty initiatives and projects. This approach has also provided them an opportunity to better leverage their budgets.
 - Crawford Group's embedded team single point of contact approach alleviated day-to-day responsibilities for people management, workload balancing, and on-boarding of new team members, allowing their client's marketing leaders to stay focused on strategy for the overall organization.
- Integrate and unify brand content development and establish a creative management process
 - A system of oversight and reporting have improved content quality and insured brand integrity to 100%, executing more than 1000 pieces of content per year.
- Build and implement a localization process
 - Creating a simple-to-follow centralized localization assessment and process has helped scale content to all regions and saved time for previously dispersed and siloed content creation efforts.
- Provide business continuity
 - Utilizing an embedded team meant that resources could be shifted where there were gaps to complete necessary projects.



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