

SUCCESS STORY | *Process Standardization in a Decentralized Environment*

OPPORTUNITY

One of the largest cable advertising firms sought to move over 20 geographically disperse markets to a common sales order process and implement and train over 1000 users on the new custom application.

The overall goal was to standardize the critical components of the sales process to enable future integration and centralization.

ENGAGEMENT SCOPE

Innovar was engaged to assess, design, implement, and support a large effort that effectively changed the way the company performed all sales order processes that drove the majority of revenue through the company. Major Innovar responsibilities included:

- Provide project leadership and management
- Provide strategic recommendations and implementation of enhanced business processes
- Develop and implement process and technology change management in over 20 markets
- Ensuring local market dynamics were considered when developing and deploying solutions

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RESULT

At the time, this was the largest, most successful standardized process and technology deployment in the history of the company. The project was not only an overall success meeting all project goals, but did not experience any slippage on the initial timeline over a 10 month period. At times when a project experiences no timeline slippage it is easy to assume that the plan was not aggressive enough. Not in this case. The technology vendor believed this to be the fastest deployment ever for a large, nationwide change effort for their customized product.

INNOVAR DIFFERENTIATOR

PLANNING: Along with our client, we spent time on the front-end of the project laying out the entire project plan, receiving executive buy-in, and allocating Innovar and client resources to the delivery team.

PROJECT COMMUNICATION: Within this company, standardization was a very delicate subject as the markets maintained significant autonomy from the corporate office. The project team worked diligently to ensure every aspect and benefit to the market of the new tools and processes was communicated to the local GMs and then to all employees. The communication plan involved multiple emails, presentations, and individual phone conversations prior to our team arriving in the field. This proactive communication laid the groundwork for successful change management trainings and implementations.

EXECUTION DISCIPLINE: A good implementation and communication plan is only successful when the team in the field can execute at a high-level. The project team managed by Innovar and comprised of both our resources and client resources met every deadline, achieved all goals, and received high marks from the field GMs who ultimately had to live with the new processes and technology. This is largely attributable to our experience in these types of projects. Our most junior team-member had over 10 years of experience. We bring professionals to deliver, not learn on your dime.