

## CASE STUDY



## The Vision's The Thing

Everything had to change for this company, whose business model was being challenged by the advent of the internet. Existing software infrastructure for pricing, billing, authentication, service provision, and sales promotion had neither the design nor the capacity for handling internet business. And core business processes would have to change, too.

We entered the scene when the magnitude of the change became apparent. We helped senior technology management develop a systems vision that would support the new business model, and we helped line management appreciate its impact on business processes. We helped develop key presentations, including a mocked-up gag photo, that resulted in funding approval for what would be the company's biggest ever capital project. We helped elaborate the initial vision into one capable of guiding planning for systems architecture, staff reassignment and retraining, and business process engineering. We helped management translate the vision into an actionable program plan, and we served as a guiding rudder for the program itself, insuring that it was always aimed at the underlying business objectives.

### Client Benefits

- Met threat of internet-based competition by developing and implementing expansive infrastructure vision
- Successfully managed transformational business model and culture changes

The resulting systems and culture change was a key factor in a very profitable sale of the company, and insured the company's long-term viability by successfully adding the internet to its other business channels.

**Cultivating Creativity, LLC** uses the techniques of creative leadership to help companies increase their increase their ability to perform and adapt. We consult with executives and entrepreneurs, blending strategy, collaboration, and creativity to restructure project portfolios, improve team and leader performance, articulate vision and values, and resolve interpersonal conflicts. We focus on effectiveness and adaptability by stimulating innovative thinking and removing systemic obstacles to innovative practice. Our success is based on an approach that integrates forty years' experience in project management, conflict resolution, product development, and the performing arts.