Publishing Company
Irvine, CA

Background

The Company was the largest privately owned Pet Publisher in the country with $90MM in sales a year who is in their 4th decade of operation. The Adoption of systems happened about 15 years ago when the owner hired a programmer who had written a publishing, sales and production system. This programmer eventually became the Chief Technology Officer who controlled all aspects of IT. In 2005, the management group of this company had reached a level of frustration with the performance and controlling aspect this CTO had on the company.

Situation

The incumbent CTO had finally admitted he was not interested in managing the IT department. In his own words, "I just want to program", but when management attempted to bring in an IT Director or consultant they were pushed out the door, leaving management and the company captive to a poorly run IT organization with no way out.

The CTO wrote a new Publishing Enterprise System for the company utilizing Microsoft's .NET technology. The project started in January 2004 but by fall 2005, the system sat in an incomplete state, support was non-existent and users became frustrated. When a network system failed, the network and development managers pointed fingers at one another, leaving management frustrated and unable to know whom to hold accountable. The CTO allowed this behavior by letting things fall where they may.

Solution

Management found and hired Crossturn Consulting Group, Inc to evaluate, reorganize and re-staff the IT organization to refocus on customer service, exceeding business expectations and working together to resolve issues for the benefit of supporting growth. They also requested assistance in locating, selecting and implementing a new enterprise system.

Results

Crossturn Consulting Group completed the project in 6 months. A new IT Director was hired at the end of the 6-month period and only two people were removed during the process. The remaining IT staff members were retrained on new policies and procedures, users experienced a significant change in attitude and service within 45 days, budgets established, infighting disappeared, systems were stabilized and new technologies were introduced. The new ERP system project became the responsibility of the newly hired IT Director.