



Traffic Implementation Managing Director's Bible



Developer of the Year (2004)



5 out of 5 mice



5 out of 5 stars



THE QUEEN'S AWARDS
FOR ENTERPRISE:
INNOVATION
2008

Foreword

Implementing Traffic in your business will represent a change to the way many people go about their day to day tasks.

This guide sets out suggested processes to make sure this change is delivered in the most effective a way as possible. Change well managed will ensure that your people are on board and understand why you want to run the business more effectively. The faster they adopt Traffic the faster you can realise the many business benefits it provides.

You may be an expert on managing change. If so, you may find this guide over simplistic, for that we apologise. If you are actually damn good at running a design business, but not so hot at implementing IT systems, please read on and follow our simple steps to success. It will be worth it.

Why manage change?

Traffic is a great product. If it wasn't you would not have decided to buy it. As part of our service we provide the software, training and support. Is this not enough? The simple answer is no.

Unless people can understand the need for change, have some say in the planning and implementation and understand what it will mean for them, it is unlikely your business will yield the full benefits that Traffic can offer.

Why change?

Each business is different, but for one reason or another you have decided to purchase Traffic as you feel it will improve the way your business is managed and hence earn you more money.



Some common reasons people buy Traffic are :

- Need for management information
- Are my customers profitable?
- We keep repeating things
- I just know jobs are not always billed
- The endless round of spreadsheets used to manage the business must end
- Recording time spent on paper is taking hours
- We don't record time spent at all
- We can't justify our bills to customers
- Everyone quotes different amounts for the same job
- We don't apply all expenses to customers (couriers for example)
- We are growing, I can't track what is going on any more
- We miss deadlines and it comes as a surprise
- The list is endless. What are your reasons for buying Traffic?

Nirvana

So now you understand why you have bought Traffic - and more importantly you can explain it to others ...

Effectively you have defined the problem that you think Traffic can solve.

What is your vision as to how the studio will be like to work in after Traffic has been



installed and everyone is using it? What benefits will it bring to you?

What benefits will it bring to your team?

You need to be able to describe to your team your vision. With Traffic the world will be a better place ...

Benefits for all

Your benefits will be unique to you. Some we regularly hear are :

Benefits for the Managing Director:

- Complete transparency on each piece of work.
- Increased cash flow management.
- Assess the 'real costs' of production.
- Ability to gauge staff effectiveness.
- Comprehensive audit trails.
- View profitability targets across the year.
- Getting each staff member to shoulder the responsibility of effectiveness.
- Massively improved resource management.

Once you have understood what you want to get out of it, how will you explain it to the staff as a benefit to them?

Take deadlines for example. The staff member could interpret it as "oh great, more pressure to get the job done". You could present it as "I will know when jobs are getting late so I can put more people on it to ensure the deadline is met!"

Benefits for the Team

As before, you will have your own perceived benefits. Some common ones are:

Intelligent timesheets that inform the studio rather than just sit in accounts. All your contacts and clients at your fingertips. Easy access to client briefs, current job status and



who was the last person to work on a job.

Designers relish responsibility, Traffic gives them the project management tools to operate effectively in the business world, rather than just sit in the ivory tower of creativity.

What benefits do you see for your team? Try and relate them to things the staff member will value. Getting home earlier. Billing more and hence getting a bigger bonus etc.

Benefits for your customers

And your customers. Don't forget them. Happy customers keep coming back for more.

Again, you know your customers, but some common themes are:

Accountable project management standards applied throughout the operation. Audit trails of everything done for a customer. No smoke and mirrors or "finger in the air" billing.

What do you think your customers will find important?

A word of caution. People can only change so much so quickly.

If you currently don't record time spent, estimate on gut feel and bill when you feel like it, you need to make sure that your short term aspirations are reasonable. Traffic will help you manage change, but if the change you are seeking to put in place is significant, you try to do it too quickly and oh ... by the way, please learn a new software package ... you will get a backlash.



So be reasonable in your expectations as to how much change people can cope with at any point in time. You can always go back for more.

What and why?

So you now have a clear idea of why YOUR business bought Traffic, and what is in it for you, your team and your customers. You are ready to spread the word.

We recommend that you hold a team meeting to let people know what is going on and start to involve them in the change

The Team Meeting

Your team meeting need not last longer than 30 minutes. You need to cover :

- What Traffic is
- Why you have decided to buy it
- Your vision of how you see the business after it is up and running
- The benefits for you, the team and your customers

You could talk for hours, but this will often be the first people will hear of the change. So don't make it too complicated or oppressive. Stress that this gives more responsibility to the designers.

Engaging your people

You now need to engage your team. How do we work now? How will we work using Traffic? What needs to be done to get us from one place to another? Is there anything that won't fit into Traffic - if so, how do we work around it?

You know the best way to engage your people and to an extent this is a continuing process - they don't yet know how to use the system - but the brief is simple - work together to understand how we best work in the new world. Change works best when



people are involved not imposed upon.

Training

You are now ready to ask us in to train your team.

We ask:

- That you appoint one or two System Champions who drive process and decision making in your business will act as first line support
- One or two System Champions to drive the implementation in your business and train new team members as they join, this maybe your Super User, even you!
- That you personally open the training course and reiterate the benefits to the business - and preferably join in.
- That you agree a time and structure with us that will ensure as much uninterrupted time as possible. We understand you have a business to run, but learning does take time.

Post training

The journey is just beginning. Your people now understand the system and will start to see both opportunities and problems.

Again, engage them. How do they make the most of the system. What benefits have they discovered that you had not identified. What are the problems? How can they be overcome?

Can you create some short term wins so everyone feels a benefit? Have a drink down



the pub to celebrate the ending of paper time recording for example.

A word of caution ...again

Managing change effectively is hard. Even with the best preparation you are unlikely to get it 100% right.

In change management there is the loss curve. People who were 100% competent at their job have suddenly had to change the way they do things and learn new skills. This WILL result in some short term moans, and quite probably a loss of productivity for a short while until they get used to the new world and learn the skills required.

This is where the MD really counts. You have invested in this system and need to make it work. Relate back to the old world - finding transformed processes will not be difficult. Find some short term wins. Reassure them it will be OK. Remember the worst of all worlds is to have half the office on one system and the balance doing it the old way.

And finally

You as the leader have an ongoing role to play.

- If you don't use the system ... you are giving them permission not to as well.
- If you don't understand the reports the system is using they will think you don't trust the data.
- If you criticise it, they will too.
- If you are not happy with what the system is giving you, tell us, not them.
- We will do our level best to sort out the problem. There is usually a way, but it just might mean doing something differently.

Encourage your team to solve their own problems amongst themselves - we don't mind you asking us, but if done properly it helps to transfer knowledge.



Consider the need to arrange additional training, particularly if you have a turnover of staff. People who know how to use systems properly are far more efficient.

