



CMMA Professional Development Conference
Washington, D.C.



Jack Stillwell (Marriott International, Inc) and Jerry Harris (Asurion , LLC) accept awards for co-chairing the conference from Chris Barry (Best Buy), CMMA President

Centers of Excellence: Three Little Words, So Much Meaning

Keynote Address

Rachel Alt-Simmons, Business Process Transformation Lead
SAS American Customer Intelligence

I work in technology and financial services; excited to be here among communicators.

What we're talking about.

- The NS, COP, CC, COI continuum
- Drivers for collaboration
- Defining scope identifying your audience
- A community lifecycle
- Culture, culture, culture
- Community participation and engagement
- Meet the social network!
- Finding your way forward

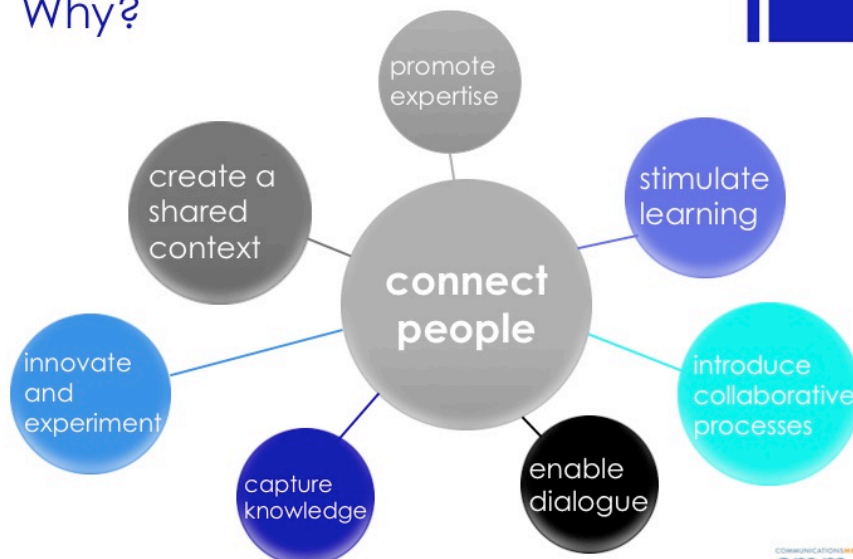


Center of Excellence (CoE): What does it mean to you?

- Loaded term—some companies have them but call them something different
- You set the bar; top of the heap
- Professionalism
- Practices and standards
- Governance
- Training and communications

Why you would want a Center of Excellence

Why?



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- Distribute best practices throughout the org
- Capture knowledge from your community and share it
- A dialogue, not a monologue
- A platform for looking at new technologies not only for yourself but also your business partners

A continuum



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CMMA spans the entire spectrum in this continuum.

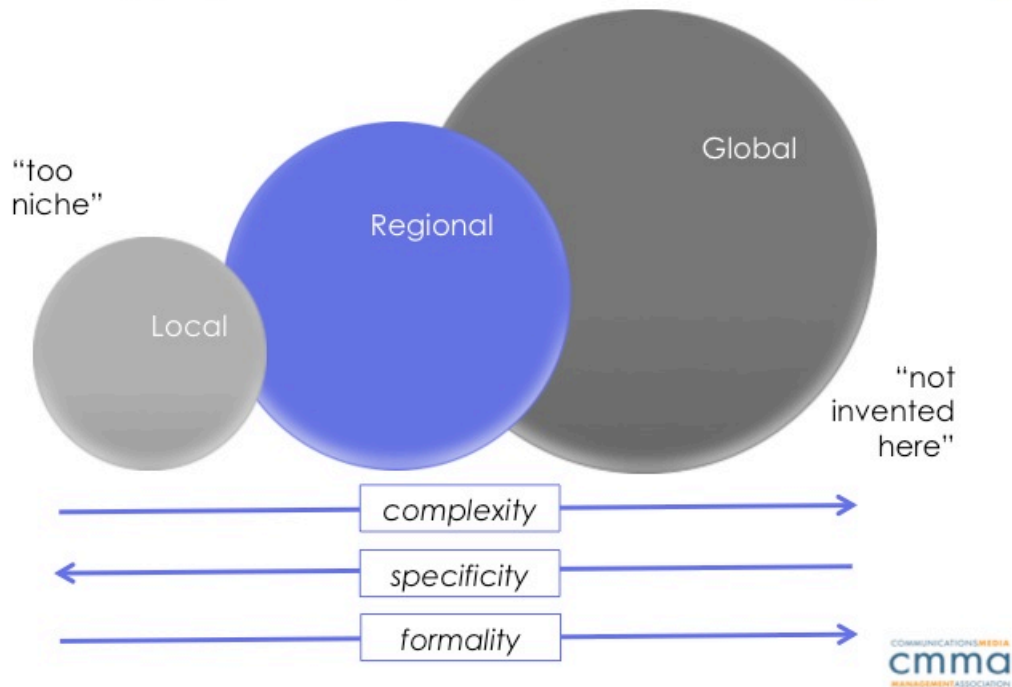
Defining your Center of Excellence

What exactly are we doing?

- Need to decide the scope of what you want to do
- What needs improvement and why
 - Improve skills and competencies?
 - Improve the consistency of our deliver and execution capabilities?
 - Standardize processes and products
 - Increase our market presence?
 - Share knowledge and expertise?
 - Encourage innovation?
 - Bring people together?

What's our scope?

balancing purpose and perception



- Balance purpose and perception
- Can't be everything for everyone
- The larger the scope the more complex
- Global scope has to be more formal, structured
- Need leadership buy-in for enforcement of standards

High-governance example: Global customer enablement CoE

Objectives

- Consistent metrics/KPI's
- Global data model
- Process standardization
- Single toolkit

Option 1

- Each country implements individual CoE
- Pros
 - Provides a best solution for each country; optimal consideration of local requirements
 - Limited/no central coordination
 - Less local resistance to implementation

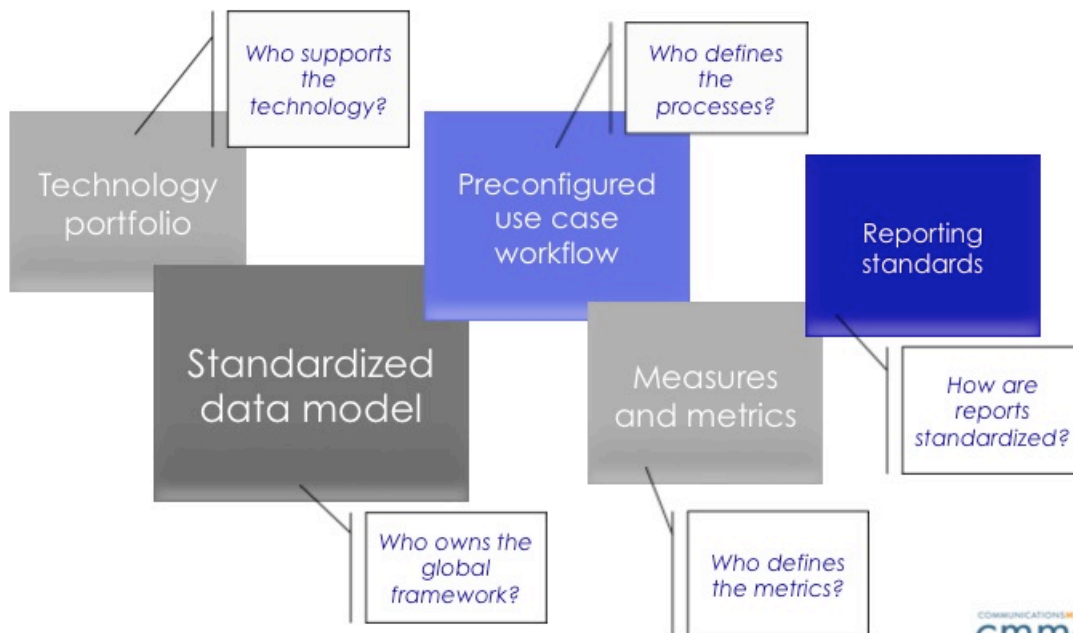
- Cons
 - Global business process integration and reporting will be more difficult
 - Risk of different technology platform and software versions

Option 2

- Global template development with local rollouts
- Pros
 - Consistent analytic practices and metrics
 - Centralized development and implementation costs
 - Lower maintenance cost
 - Ability to leverage global integration
- Cons
 - Consideration of all requirements is more difficult
 - Challenging to support specific country requests
 - Organizational resistance
 - Individual localization must be compatible

Rollout strategy

global implementation framework



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- Heavy investment in people to make the CoE work
- A lot of work involved

Community as Brand Strategy Example

Adobe EdEx

- Free classes
- Resources and tutorials
- Discussion forums
- Promote and share work

Purpose: Market Adobe through a CoE

Internal Examples from SAS

Business Analytic Centers of Excellence

1,000 Communities

Top groups

- Android users
- SAS kids day camp
- Competitive news
- Cycling club
- Dog lovers
- Gardening
- Tech training
- High performance computing
- HTML5
- iPad users (1000+ members)
- iPhone users (1276 members)

Many are not business related

Are communities sustainable?

- Communities are driven by a few key people who have passion for a topic
- When they're gone, the community often falters
- Community has to be nurtured; can't be dependent on one person
- Have to plan for sustainability

Low-governance Examples

Enterprise Analytic CoE

- Influence without authority
- I set one up for the large insurance company where I was working
- Wanted to connect people within the company

Who is our audience? (aka... what's in it for me?)



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And what's in it for me?

User Community Building Blocks

Internal technology user group example

- Company was standardizing on a single technology for all analytic work
- Set of new tools rolled out within a single business unit
- New users couldn't leave work for multi-day training classes
- Held weekly "lunch and learn" sessions to introduce users to the tool
- Quickly learned there was more demand across the organization
- Reached out to other business units with a focus on understanding user needs and delivering relevant content across multiple channels
- Result: monthly group with more than 500 members
 - Hands-on examples
 - Information they could use immediately

Lessons learned

- It's a lot of work
- Most people don't mind participating if you don't ask them to do anything
- Need shared accountability
- But there needs to be a reward and incentivization mechanism if you want members to contribute

- Collective knowledge is what's important—not just the leader's

What would success look like?

Goals:

- Increase the analytic technology competencies of the organization
- Promote more effective utilization of the toolsets to meet business goals
- Quantify the significant investments the organization made in these technologies

Activities

- Established as a grass roots effort
- Started involving more people
- Created user steering committee
- Defined objectives
- 15 to 500 members in six months
 - Just as much work to do this for 15 as 500
- Community portal launched
- Conducted user surveys
- Spin-off user group launch planned
- Be prepared to do a lot of the work on your own

Culture, Culture, Culture

Portrait of an over-enabler

- Everything was recorded down to who attended
- Not a secret society
- Hierarchical, top-down organization
- Did not realize this would not be appreciated the way I thought it would be
- Executives didn't mind a group of 15 people, but concerned when it got to 500
- Basically told me they didn't trust people to use the information I was providing them effectively
- Have to understand what the organization will tolerate
- Other people would not contribute content because they were afraid of doing it wrong
- Leadership didn't create it; so they wouldn't tolerate it

Who are these crazy people?

Staffing your CoP/CoE

Informal

- People who like working with people
- Facilitators
- Communicators

- Passionate
- Enthusiastic
- Good coordinators and organizers
- Learners and teachers

Formal

- Great organizers, coordinators, communicators and collaborators
- Process-focused

Q: How do you use a group like this for conflict resolution?

This is where more governance comes in. Support has to come from leadership, or the community has no authority to do anything.

But I'm a community of one...I'm the only one in my organization who does what I do.

You're not alone

- Define your objectives: What do you want to know or share?
- Find external communities and resources: Is there anything out there that fits with your objectives?
- Create your own community: Whatever you're passionate about
 - Define your audience
 - Identify the right forum
 - Encourage and support collaboration and sharing across all knowledge levels
 - If you're online, carefully police your community
 - Promote and market
 - Be patient
- Communities are multi-directional: You absolutely have something to contribute—even if it's just your enthusiasm or time.

The Social Network

A personal story: Rachel's FB community

- I collect pottery
- Created a Facebook community
- Now have 65 members
- I had to do most of the upfront work
- Even informal Communities of Interest (COIs) require a lot of work

People participate in social networks in different ways

- Lurkers
- Informers
- Deniers
- Peacocks
- Ghosts
- Approval-seekers
- Dippers
- Quizzers
- Virgins
- Ultras
- Ranters

Recognize any of these?

A Path Forward

- Find your burning platform: How would a CoP/CoE help you achieve (individual, group, organizational) goals?
- Be clear about your objectives
- Areas of focus can emerge: start small and build capabilities
- There's no one right way to do this
- Engage and participate: communities with a single point of view are not communities
- Don't forget to keep the pulse of your company's culture
- You're not alone: Start your own community!

Q: If you had to build you CoP all over again, would you?

I'm naturally drawn to it. I like to collaborate. I find myself trying to create communities whether it's my job or not.



CMMA Member Panel Discussion: Centers of Excellence

Dave Leonard, World Bank, Moderator

Jim Fox, Merck

Kristin Johnson, Best Buy



What is a CoE?

- *Team of people established to best practices*
- *Group or department that serves as a CoE in a specific skill area to help the organization achieve its goals.*

Kristin

Yellow Tag Video Center of Excellence

- Our burning platform was to create a project management system that everyone could use
- Developed the CoE on-line
- Different pages for different groups
- Different levels of security for various user groups

Client sees a different site than our team

- Can request a new project
- Can request to view an existing project

Crew page completely different from what clients see

- Resource center for crews
- Photo library
- In-store shoot calendar
- Equipment calendar to manage check-in, check-out

Staff page

- Jobs database
- Project calendar
- Use for weekly staff meetings to manage projects
- Crew resources

Looked to existing Project Management Systems, but couldn't find any robust enough and customizable enough for us.

Learning curve to get people to enter data on SharePoint site

Jim:

Merck Webcasting CoE

- Webcasting was a new capability for our company
- Each division had their own production group
- I was in research
- We had the most experience with webcasting; we do over 500 webcasts a year, so we were the logical group to develop the CoE
- We were the most professional
- We wanted to make sure clients would get a certain level of professionalism no matter where they were in the world
- CoE sets the standards for how to do webcasting
- Cost-efficient
- We provide guidelines, equipment specs, processes for other groups to use
- Webcasting is a service, not a tool. Requires a lot of customization.

A CoE ensures standardization and quality across a service area. Was your CoE mandated? Or did you just decide to become one?

Jim:

Not mandated. Our choice.

To create a CoE:

- Decide you want to be one
- Put a stake in the ground
- Act like you are
- Tell other people you are
- Eventually you become one!

It's really about collaboration

We're embracing others who do what we do and helping them do it better

Hold bi-weekly meetings with the other groups

Kristin:

We did the same thing—declared we were the CoE

Did copy another group who had started a CoE to create out SharePoint site

Q: You declared yourself a CoE. What was the reaction of others around the organization?

Jim:

We weren't the first CoE, so that helped. Our clients were thrilled. It made their lives easier, and they knew they would get the quality they needed.

Merck Broadcasting Services website

- Book a webcast
- Launch webcast request form
- Live test
- Check global viewing availability
- Contact us
- On demand links for Mobile on Demand
- "Did you know?" page
 - Information includes such things as did you know you can watch your webcast full-screen
 - You can rate a webcast
 - Etc.

What were some of the challenges to setting these sites up?

Kristin:

- It does take a lot of work and time—several months
- A lot of input and pre-planning first
- Then have to launch and train and make it standard practice to use the site
- We do reminders at weekly staff meetings

Jim:

- English not always the language of the company
- Japan, for example, 80% of audience does not know language
- We do multi-language broadcasts
- We have an inconsistent billing model
 - We have to charge back costs
 - Montreal and Tokyo groups are funded
 - Hybrid approach
 - Everyone has to complete a request form and pay us \$100 for our time

What challenges do you have maintaining the site?

Kristin

- Don't have luxury of having a dedicated full-time person
- Assign sections to different people on our team
- Helps keep the team engaged also

Q: Did you plan to build this CoE or did you accept the assignment? Was this a conscious place you were headed, or just a way or working?

Kristin:

- It's a way of being what we are
- We always have had what we call the Yellow Tag secret sauce
- Execs come to us and we had their trust
- So before we declared ourselves a CoE we thought we were already in that sweet spot
- Later had to re-earn this trust with new leadership
- Formal website helped new leadership see us as CoE

Jim:

- Was a conscious decision; a personal objective
- I'm a green belt Six Sigma; this opened my eyes to the benefits of standardization of processes
- Wanted to extend our expertise to Canada and Japan; never viewed them as competitors
- We were able to lift up the quality of webcasting across the organization

Q: I can declare myself handsome, tall and brilliant. Doesn't mean I will be believed.

Jim:

When we talked about this topic, I posed this question, too. It's not a definitive thing; it's more organic than that. We can build it, and they will come.

Other people—not professionals—were starting to create videos at lower quality. Wanted to establish ourselves as the experts.

CoE's were already a thing at Merck. But I did a lot of marketing about what a CoE is and how webcasting fits into this. What does it mean to you? Standard delivery. Best quality, best price.

Q: Makes sense intellectually, emotionally. But it has to have a business impact. How do you quantify the value?

Kristin:

- Database includes lot of data
- Can sort through columns of data and create reports for leadership
- Used to take a long time to gather data; now it's quick to get the information we need

Jim:

- We market ourselves as contributing to the core values and goals of the organization

- Example: get content from webcast they would miss if they had to travel
- Reinforce importance of collaboration. Includes work from home people connected through technology.
- Watch on demand option
- Aligned with core business strategy

A comment from a recent Regional Meeting from George Welles. Well, if CoE's are important, CMMA might be able to add value by developing a program to award member companies with CoE certification from CMMA.

You've implemented processes around specific services. How are you engaging your internal community to participate in your CoE?

Jim:

- Company home page everyone goes to
 - Featured article section
 - I try to get webcasting featured at least once a year
- Other communities in the organization; we join those groups and lurk until something comes up appropriate for us to get involved in
- I don't always suggest webcasting as the right tool; get credibility by recommending the best solution.
- Do sample live webcasts in front of cafeteria for visibility

Q: We've had conversations in previous conferences about rise of other groups producing their own content. Are you trying to differentiate yourselves as the experts, or to collaborate with these new groups?

- Had issues with standards, quality.
- At first, we tried to get those groups into our teams; did not work for the most part.
- They started to realize what they didn't know.
- Now one of those people has moved to another department and he's producing his own work again. But we're fine with this, because he knows what's he doing. And he asks for help when he needs it.
- We don't have capacity to do everything we're asked to do.

What would you differently if you were starting over?

Stick that flag in the ground sooner.



New Member Presentations



New members Kathleen O'Toole, Kate Norton and Holly Stein are officially welcomed into CMMMA

Holly Stein **Jax Studios, Johnson & Johnson**

- JAX Studios is the J&J production studio located in Jacksonville FL
- Johnson & Johnson Vision Care Companies (formerly referred to as Vistakon)
- JAX Studios began providing in-house digital media production services in 2013
- Video, animation, photography, graphic design, and mobile apps

Content Breakdowns 2014

- 267 videos
- 128 graphics projects
- 24 animations
- 60 creative direction projects
- 634 photography projects
- 10 apps

Cost Recovery Model

- 100% cost neutrality, including coverage of J&J Managers
- Cost savings tracking conducted via benchmarking on each project
- Studio is based within IT
 - Not ideal
 - People have trouble finding us
- Primarily support internal communications
- Serve the entire J&J enterprise: Vision Care, Life Scan, Ethicon and Baby Center
- Contract staff: 8 total
 - 2 producers, 1 motion graphics artist, 2 editor/shooters, 1 associate producer, 1 production coordinator/finance coordinator, 1 IT coordinator

Technology:

- Edit in Adobe Premiere
- Graphics Lightwave/Maya, After Effects, Photoshop, off-site digital storage

Toolbox: Ecel, SmartSheet, Basecamp, Maslow Media Payroll, electronic time keeping and reporting

Legal/Insurance

- Legal rep immediately available
- J&J self insured

Professional background

- Johnson & Johnson, Manager, Multi-Media Production
- Sirens Media, Executive-in-Charge
- Howard Hughes Medical, Production Operations Consultant
- Discovery Communications, Discovery Studios, Unit Manager to Vice President of Production Operations
- Team Sound & Vision, Director of Field Operations
- Inova Health System, Medical Producer, Production Manager, Marketing Account Manager
- Media General Cable, Cablecaster to Producer

Kathleen (Kathy) O'Toole

Director of Production Services, Fidelity Communications & Advertising

My background

- 5 years commercial; Production Company; Television Producer
- 5 Years Interactive Digital Producer
- 10 Years High End Production Company Manager & Broadcast Design Company
- 4 Years at Fidelity Communications & Advertising

Presently

- Head Fidelity Studios
- 25000 SF facility
- 2 soundstages; 7 edit suites
- Animation Suite; Control Room
- Makeup; Prop; Equipment; Green Rooms
- 500 Productions a Year

About Fidelity

- Financial & retirement services
- 50K employees
- 180 investment centers
- Worldwide campuses

- 50 Business Units

Structure

- Video division of internal advertising agency
- Marketing & communications videos
- 400 in Marketing
- 200 in agency
- 12 staff; 100 contractors as regulars
- 50% internal; 50% external viewers
- Outsource Commercials & Specialty

Personal

- Own a house in Boston built in 1857
- Play French horn in a military band
- Play trumpet in an all-girls swing band

Kate Norton

Video Manager, Nemours Children's Health System

Nemours is one of the nation's largest integrated pediatric health systems

- Hospital, Specialty & Primary Care
- Prevention and Health Information
- Pediatric Research
- Advocacy for Children's Health

Kate's Role

- Joined Nemours in 2010
- Became Video Manager in 2012
- 2015 Video productions focused on:
 - Physician Profiles
 - Program Overviews
 - Answers to Grow On
 - Internal Messages
 - Healthcare Innovation
- Future: Continue to build video team and resources

The CoE Journey to Realization

Zora Daniels, Management Consultant

A journey not without challenges!

Topics for Today's Discussion

- CoE basics
- Implementing a CoE
 - Case study: regional cellular carrier
- Lessons from the trenches: my time in a CoE
- Success factors...your path to realization



Definition

- A CoE consists of a team of people who promote collaboration and use best practices around a specific focus area to drive business or customer-related results.

Begin with the end in mind

- To succeed a CoE must significantly enhance the ability of an organization to meet or exceed its goals

CoEs service needs within an organization

- Support
 - SMEs
 - Project work
 - Service
- Shared learning
 - Training
 - Certifications
 - Assessments
 - Formalized roles
- Guidance
 - Standards
 - Methodologies
 - Templates
 - Knowledge repositories
- Measurement
 - Valued results
 - Continuous improvement
- Governance
 - Allocation of limited resources
 - Economies of scale

Building a CoE

- Exploration
 - Identify goals, stakeholders, vision
- Design
 - Define your processes, structure & roles
 - Build standards
- Plan & Build
 - Build team
 - Implement process changes & standards
 - Focus on knowledge sharing
 - Establish metrics
 - Establish Governance
- Pilot
 - Apply the skills on projects that are important to the enterprise
 - Mentor others to expand capabilities
 - Measure successes
 - Validate processes & responsibilities
- Launch
 - Engage the Organization
 - Monitor compliance & success
- Grow & Improve
 - Set up continuous improvement mechanism
 - Continue to monitor compliance & success
 - Stay Relevant

Case Study: Regional Cellular Company

Problem:

- The business requirements lifecycle had been challenging Company C for a number of years.
- Different models had been used, yet the time from requirement to production development continues to increase.

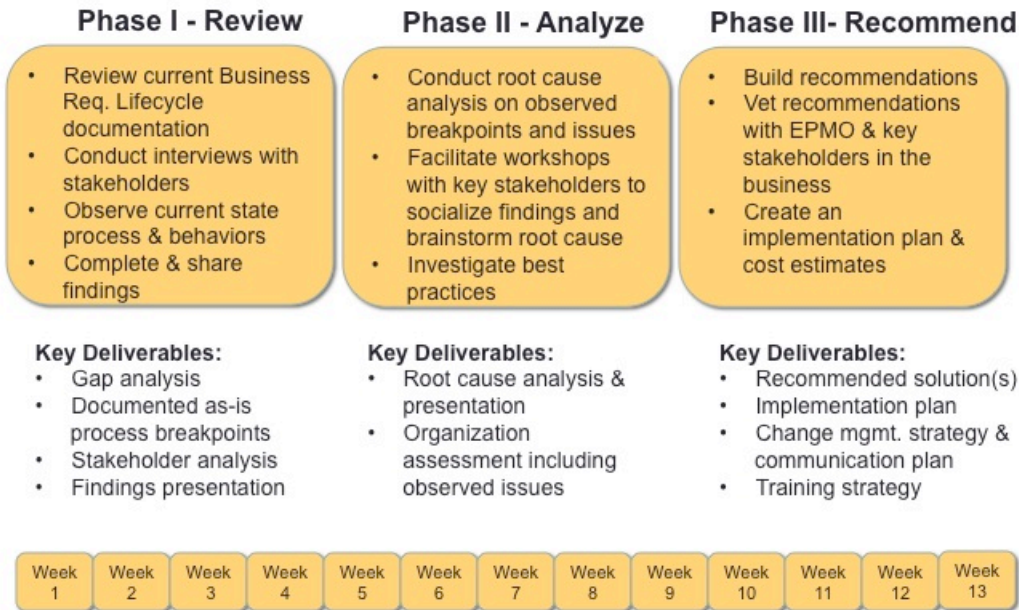
Assignment:

- Conduct an assessment of the business requirements lifecycle at Company C and recommend solutions to improve the process and satisfaction with the lifecycle.

Process:

- Perform a process and organizational assessment of the Business Requirements Framework Lifecycle
- Identifying key issues and related symptoms
- Identifying and prioritizing specific areas for improvement
- Developing plans for implementation of recommendations

Assessment Methodology



10 Horizon Line Group

Assessment took about 13 weeks

Key Findings – Themes

- Lack of communication around Strategic Plan
- Decision making not pushed down in the organization (lack of empowerment)
- Lack of accountability to project results
- Minimal enterprise process management
- Collaboration across organizational functions not inherent in processes
- Roles lacked clarity across functions
- Competencies are inconsistent for same or similar roles
- Business requirements lifecycle process not fully defined
- Weak communication around projects



Recommendations: Create a Business Requirements CoE

- Establish a foundation of capability
- Define which initiatives are strategic
- Exploit market opportunities

Why a CoE?

- Re-establish process management within the company
- Not organically growth; this was a “you must” CoE
- Provide process management training and communication
- Reduce confusion on point of contact for queries on process, standards, tools
- Facilitate standardization of roles
- Enforce uniformity of skills
- Establish clear ownership of process
- Facilitate frequent information sharing
- Mitigate tension among the Company C organizations
- Centralize management of Business requirement tools, templates and artifacts
- Remove obstacles and improve accountability

What functions are in the CoE?

Business Analyst Management

- Manage lead business analysts. Coordinate functional business analysts across projects to ensure appropriate and timely resourcing
- Centralize lead business analysts into the CoE to enable process standardization and knowledge sharing

Knowledge Management

- Identify and maintain CoE toolkits, deliverables, templates and process
- Maintain a repository of business requirement artifacts
- Manage ongoing and new employee process training to prevent process gaps

Process Excellence

- Develop and improve business requirements process for consistency and standardization
- Research best practices for industry relevance and to remain competitive
- Implement standards and metrics for measurement and reporting
- Manage tool to facilitate process adoption and adherence

What does the CoE look like?

- When CoE's grow organically, they evolve
- Roles change and evolves
- We created a proposed organizational structure for the CoE
 - Director

- Team of business analysts
- Knowledge management manager
- Process excellence manager (compliance)
- Business readiness team
- Should do this kind of planning with a grass roots CoE also

Center of Excellence RACI

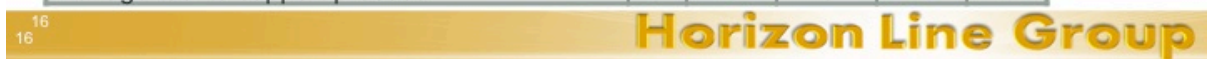
(Responsible, Accountable, Consult, Inform chart)

Good activity to go through for any project.

Center of Excellence RACI

Preliminary RACI (Responsible, Accountable, Consult, Inform) chart for the members of the Center of Excellence. This will be refined as we move into implementation and the roles are fully defined.

	EPMO VP	CoE Director	Knowledge Mgmt. Manager	Process Excellence Manager	Tools Manager
Introduce the CoE within Company C	A,R	C	I	I	I
Create CoE governance structure	R	A	I	I	I
Define CoE roles and responsibilities	A	R	I	C	I
Update and manage Business Requirements Process	I	A	C	R	C
Research industry best practice	A	R	I	C	I
Implement standards and metrics	I	A	C	R	C
Manage business analyst coordination	I	A	C	R	C
Maintain and manage artifacts	I	A	R	C	C
Develop process training	C	A	R	C	C
Manage tool to support process	I	C	C	A	R



Q: What are the differences between establishing a CoE as you did, and a grass roots effort?

- If grass roots, I would first ask why?
- Will it add value to the organization?
- Organically grown CoE usually begun by a group of frustrated employees
 - Lack control...
 - Have an idea or tool that they think can really add value beyond department
- A lot of traction, but can be much harder to do than you think
 - Get executive sponsorship
 - Get needed funding

Q: Is there any research to indicate the success rate of these two different approaches (top-down; organic) Maybe if you are thinking about an organically grown CoE you should see if you can change it to top down?

I don't know of any such research. I would consider company culture before deciding. Sustainability of CoE depends on whether it gains traction in the organization and does achieve value. At some point top leadership has to be supportive. And people have to care and buy-in.

How to establish the CoE?

Step 1 – Build Phase

- Found people to fill roles
- Used consulting resources while actively recruiting employees to key roles
- Begin a pilot project to show quick results

Step 2 – Run Phase

- Onboard employees into key roles
- Manage the operations of the CoE with consulting resources as primary points of outreach
- Expand outreach

Step 3 – Transfer Phase

- Internal employees take on primary responsibility
- Consulting resources begin knowledge transfer
- CoE has all BRL projects under governance
- Fully launched

Results:

- Established goals for what we wanted CoE to accomplish
- Communicated value by achieving results
- Shortened business cycle by as much as six months (in less than two years)
- Brought more and more projects into the CoE as excitement built as company saw results

What roles make up the CoE?

- Emphasis on process
- Competencies required
- May have to go outside the organization

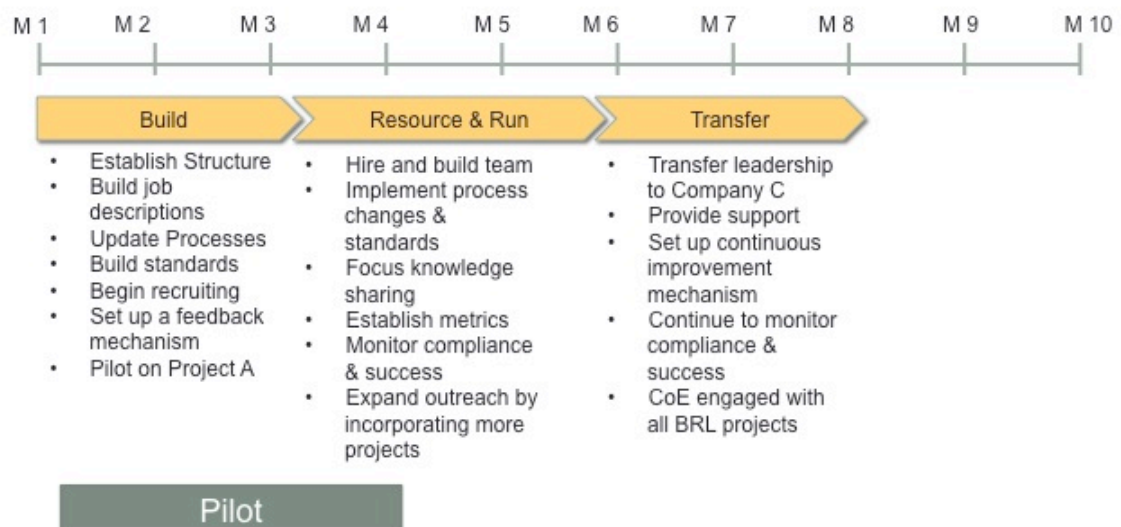
Benefits of Establishing a CoE

- Potential cost savings through early error detection and correction MORE

Staffing Model

- Not always a necessary step depending on the CoE
- But useful particularly for determining the costs to achieve the benefits you expect
- Costs vs Value
- In this example, staffing was a mixture of internal and consultants

Implementation Timeline



2/21

Horizon Line Group

4 ½ months to pilot
8 months total

Measuring success & continuing to improve

- Time: from introduction of requirement to Product Development
- Adherence: to the desired process and tools
 - Hard to measure
 - Not completely objective
 - If they filled out forms; assumed they were compliant with process
 - Used SharePoint

- Embedded in the culture enough now that they don't pay as much attention to this
- Project back log: how many waiting to through the BRL
- Satisfaction: all groups involved in the Business Requirements Lifecycle including the CoE

Lessons from the Trenches

- Not always as successful as the above example
- Creating an SAP CoE at a consulting firm example
- Needed methodology for implementing SAP at smaller & midsize companies
- Charged with building a CoE
 - Thought everyone would love this
 - We developed a methodology...in a bubble...for a really long time...a year...volumes of methodology...training materials
 - Did not measure our adoption or client success
 - We trained up everyone—without piloting or testing
- Everybody went back to what they knew how to do
 - No buy-in
 - Not tested; no user input
 - We could not point to success measures
 - Methodology obsolete after two years because of changes to SAP
- Person who wanted this CoE missed too many steps in the process

Why we ultimately failed to gain traction

- Value proposition: thinking you are important is not enough
- A plan: Who needs a plan?
- Sponsorship: yes, but at the wrong level
- Right people: we actually had these
- Credibility in the organization: nope; we didn't take the time to build it
- Plot: too busy perfecting our methodology
- Metrics: We'll get to that later...but when?

Q: Sounds like we shouldn't try to do this ourselves?

This is not advertising for hiring me as a consultant! Of course you can do this, but you need to follow the process. And pick the right time. Make sure you have executive support. It does cost money unless you are doing this out of the goodness of your heart.

You don't want to fall into the trap of running a CoE and having a full-time job. You will have a lot of involvement at the beginning, but must be able to leverage the work.



Keys to Success

- Plan for success: begin with the end in mind
- Gain support at the right level
- Evangelize, mentor, collaborate
- Pilot and make needed changes
- Measure for adoption, compliance and success

From Monomedia to Omnimedia

Paul Sparrow, SVP for Broadcasting and New Media
Newseum

My first job: sound recordist

- Nagra recorder
- 16mm film
- flatbed editor

Technology constantly changes.

My background:

- Started in TV as a video editor in 1982
- KPIX local TV station
- Worked as TV producer and executive for 20 years
- Worked on *America's Most Wanted*
- 1999 moved to the Newseum
 - Involved in all the media development for the new building
 - Construction took longer than planned
 - 2008 opened; some of the equipment was outdated and out of warranty before we took it out of the box



The Neuseum

- World's most interactive museum
- If this generation can't participate, they don't become engaged

Content is king. Have to tell a great story.

Omnimedia: The use of all possible media channels and platforms

- Give up old concepts of print, broadcast, internet
- Have to use all the channels



You may ask yourself, well, how did I get here?

- We are social creatures; we want to express ourselves
- We want to communicate, to leave a mark
- Instinctual drive to express ourselves
- A need to know and a need to tell: a core human trait
- Your job is to help people share information

Monomedia: Ink on paper

- One copy
- Second copy have write it again
- Hand-written
- Only a few people could afford it, or understand it
- Persistent information: stays that way forever

Mass Media

Printing Press

- Made sharing easier
- As disruptive as what we are going through today
- Information is now a commodity
- Created a much great need to learn to read
- A moment in time where all of the fundamental ways information was created and distributed changed

News wants to travel fast

- Sometime get it wrong
- First story out accepted as right whether it's accurate or not
- Printing press created powerful media empires (Hearst Corporation...Time...Washington Post...Gannet...etc)

Radio

- The birth of mass media from one to many
- Cost the same to broadcast to a million as to one
- Pressure to create content to sell radios

Television

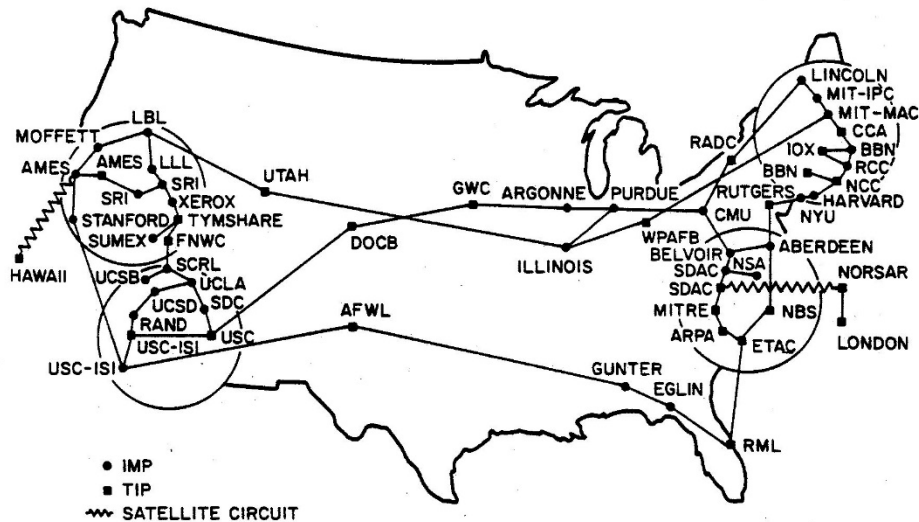
- Added visuals
- But still one to many
- Passive consumers
- A few people controlling content
- No way for the audience to interact with the producers
- Revenue drove technology because it connected sellers to buyers
- Control distorted our core nature
 - TV satisfied need to know
 - But receivers only; no mechanism to share
- Enormous amount of power in the hands of a few

Multi-Media

Internet

- Created a distributed network

- Total Internet connections in 1975:



- No longer one to many: many to many
- Internet Multi-Media/ Multi-Modal

The World Wide Web

- Tim Berners-Lee developed a new way to create, find and share information
- Number of websites proliferated
- Wikipedia: collaborative content creation
 - Millions of people involved
 - No compensation
 - Would have cost billions to create
 - Goes to the heart of need to know; need to tell
- First generation of social networks
 - America online
 - Photobucket
 - MySpace
 - Geocities
- These companies did not compete in 2000
 - Google - search
 - Comcast – Cable TV
 - CNN – Cable news
 - Netflix – DVD by mail
 - Apple - Computers
 - Amazon – Online books
- Today they are all in the same business: digital media
- Second generation of social media: your personal information = their product

- Skype
- Linked in
- Instagram
- Facebook
- YouTube
- Pinterest
- Very sophisticated about analyzing what you post to target advertising to you
- We are willing to post personal information because it meets our need to share

Mobile Media

The iPhone

- Mobile, fast, easy to use, cool
- All our hot buttons in one device
- Do things on the go that we could not do before
- Jobs understood people wanted to connect wherever they were
 - Everyone thought he was crazy
 - iPad started first; Steve Jobs stopped development
 - We need to make it a phone
- Smart phones created mobile media
- 60% of people primarily connect to the internet by phone, especially in developing countries



Omnimedia: All of the Above

How do you become a CoE in Omnimedia?

- Must establish your authenticity as the go-to person when someone has a communication problem
- You have to be able to help them with all media distribution channels
- Starts with one-to-one conversations
- A toolset you can share with others
- You need to be the expert in creating content for every possible distribution option from the internet to tablets to phones

BYOD: Bring Your Own Device

- Have their own computing power in their pockets all the time
- Want to interact with their devices at the same time they are watching your video
- How do you capitalize on this?
- Have to stop thinking of the audience as passive; start thinking about them as active

- Have to satisfy their need to know—and their need to share
- Adds a whole new layer to what you do: has to be a loop
- Empower them to seek, reveal, gather, share, organize, analyze, understand, and inform others—all at once.
- # of Tweets become one of the success factors for a conference.
- This is the future for the people you're going to be developing content for.
- Corporate communication is a real time global network that empowers employees to share the information they want to share.
 - High fidelity
 - Two-way

The New Reality: You need to give them the information they want any time, anywhere and on any device.

The four horsemen of the Techpocalypse:

- Location tracking
 - We know where you are
 - Already here
- The internet of things
 - Road sensors
 - Wind meters
 - Temperature analysis
 - Tells you the Beltway is going to be gridlocked
- Semantic web
 - Computers talk to each other
 - They know where you are, what you are doing
 - Gesture tracking
 - Advanced machine learning algorithms
 - Speech recognition
 - Driverless cars
- Wearable computers

A key function of media managers will be delivering critical information for a specific user at a specific location based on their digital profile.

Micromedia

- 5 years out
- IoT + wearables + location + semantic web = Micromedia
 - Provide the right piece of information
 - To the right person
 - At the exact moment they realize they need the information
 - And it has to be secure

Corporate Communications: Disruption is Good

Kathleen Matthews, EVP, Chief Global Communications and Public Affairs Office, Marriott International

Broadcast background; this is a walk down memory lane for me. I used to work with two people in this room back in the 1980's.



We have to keep reinventing ourselves. My journey:

- Writer/researcher
- To producing
- To reporting live
- Street reporter
- News anchor
- Corporate communications

Media revolution enables us to tell our own story.

When I came to Marriott, did not realize the incredible ability I had to shape our own story.

- My brand was transparency, based on my news background
- Did not realize it would change to disruptive

Need to constantly think about what's the next thing and how to use it. If you don't have a story, you are nowhere.

How do we tell our story better?

1st step: Mapped our vision, values, how we win, scorecard

- Vision: World's Favorite Travel Company
- Purpose: open doors to opportunity
- Values:
 - Put people first
 - Pursue excellence
 - Embrace change
 - Act with integrity
 - Serve our world
- How we win
 - Marriott hotels
 - Marriott rewards
 - Mobile-Digital
 - Millennial Mindset (not an age)
- Scorecard
 - Associate engagement
 - Customer loyalty
 - Owner preference

2nd Step: Each department determined their own vision

Creative Services

- Purpose: partner across Marriott to communicate and tell stories through digital media and live events
- Vision: To be our clients' favorite producer

The Voice/Brand of Creative Services: Authentic

- Visual
- Concise
- Entertaining
- Nimble
- Self-disruptive



Seize the opportunity to tell our own story

- Launch Bill Marriott's blog
- Marriott on the Move
- Tell your own story your own way
- He's been blogging for eight years
- About 80 years old when he started
- Got all kinds of positive attention
- Can handle difficult situations in the way we want

Launched Arne Sorenson, our new CEO

- Needed to create his brand; he was an unknown
- We could get stories written about him
- But his blog on Linked-In is far more effective

What about our associates? They have great stories to tell

- Of the house
- Instagram-like site
- Lots of pictures; minimal text

Overheard@ Marriott

Dispatches from the World of Travel

- Linked-in site for executives

Annual Report

- Entirely online
- Only conforms to legal guidelines for financial information
- Includes video
- A living document that we can update throughout the year
- Go-to place for all information about Marriott

Q: Your CEO is fantastic on camera. How do you deal with executives who are not so good as presenters?

It's very important to be a good communicator as an executive. Have to win hearts and minds. We do a lot of executive communications coaching. The more they do it the better they get. Force them out of their comfort zone. I think we're going to see some self-selection in the future, because presentation skills are so important.

Q: What kinds of tactics and programs have you found to be successful communicating your brand and vision to your associates so they can share it?

It's very difficult. We did a roadshow initially—the first strategy in a cascade. Get executives to say it and live it every day. Embedded in every meeting. On digital signage. Has to be top down. Every time we think we're done, we find people who don't know it.



Staying Relevant: Member Roundtable

Carol Berman, Comcast, Moderator

Dave Leonard, World Bank

William Jarrett, Trinity at Wall Street

Peter Estrada, HUD

Kate Norton, Nemours Children's Health System



How can we be effective in the early stages of a project? Get a seat at the table?

William:

It's our department's biggest challenge. Try to position our department to have a strategic role in the concept stage, rather than being asked to provide a service that may not be the most effective communication tool.

When you're trying to convince a project leader what route to take, how receptive are they?

William:

For me, I need a personal relevance with my clients first, a level of trust. So when I do present an idea they are open and receptive. Rather than people bringing us solutions, they're coming to us with problems.

Kate:

You also have to establish that you have the expertise.

We always face competitive pressure. Kate, tell us your story about Taylor Swift's song.

Kate:

Taylor Swift visited one of our hospitals and allowed them to make a video with her song. Other groups wanted to do the same thing, but we didn't have permission. Proposed a different solution that was well received: a song writing contest.

Pete:

The government wants to keep information in our building. But we have large external audiences that need information as well. We have a dual role: working with our clients to give them what they need, but also using technology to get information distributed to as wide an audience as possible. The web is the game now. Social media infringing on traditional media production. Other people in my building are creating content and pushing it out, even if they are not sanctioned to do so.

Dave:

We always try to align with the mission of the World Bank. It's hard to do on a daily basis especially in the high tech, high bandwidth world. Many of our clients live on less than a dollar a day. Have to have analytics behind our work to know how many people are getting the information and by what delivery channel.

How are technology changes impacting your business?

Dave:

If we could experiment with some oculus drift and see a before and after of a third world country project—that would be powerful.

William:

Our primary delivery platform is the web. In Ghana a few years ago, one thing I noticed that all the chiefs had a cell phone hanging from his neck. They leapfrog the technology. We knew if we were to reach our clientele in Africa we had to produce for mobile. Have to open our eyes and ears to what are clients are telling us about how they use technology.

Kate:

I love story, but a story without technology is a soliloquy. I surround myself with technology experts to help me tell the story. IT is crucial. We should all caption our videos for Internet search purposes.

Let's talk about money. What budget issues do you face?

Pete:

I work with contractors. Last year during the sequester, people were laid off, but we still had to keep producing programs. Had to use basic tools to tell strong stories.

William:

I am very fortunate. I'm not expected to bring in any revenue. I still have to measure the benefit of our department in order to get the funding we need. I have the flexibility to say yes to almost any request that comes down.

Dave:

We have a cartographer on staff. Used to have many when they were hand drawn, but they are all computer generated now. World Bank reps don't necessarily agree on the borders of countries. We have to define the borders for them with the official world bank map. You can't rely on Google; you have to use ours.

In a perfect world, I would have at my disposal...

Kate:

Brand journalists on my team.

Pete:

Unlimited creative staff. More say on final versions of content.

Dave:

I'm going to stick with a political theme: cooperation across the various groups within the World Bank. People want to say "It's mine." More collaboration.

William:

Time. An animator. The collective wisdom of CMMA members and partners.

Topic Go-Round

Kelly (Bell) Kotwas, Moderator

Where do our members report? (Informal survey)

Most to marketing & communications. Some to IT; one to HR; a few outliers.

Digital Signage from a management perspective. How do you manage content? Is there ROI on digital signage? What kind of resources are needed to build a digital signage business?



- We have 150 screens. Content a mix of graphics, billboards, video. We manage the content, but it comes down through corporate. But we have to keep folks engaged, and include local content as well. We manage that ratio between corporate and local. One staff person; one contractor.
- I've learned to partner better with IT. We do a lot of eye candy to get attention; no ROI on that.
- Company put a lot of screens in our redesigned lobby with no thought for content. We're muddling our way through it. Internet developers managing the content. It's a work in progress. Audio is a real problem in using video. How loud is too loud is very subjective.
- When we started we didn't know what we would be putting out there. We are internal communications. We're cost recovery, so we charge for the graphics used. Other people are buying digital signs and creating their own content. We now upload all corporate messaging and make it available to anyone to download on their screens. Takes a lot of coordination.
- From a business perspective, it was a driver for us after 9/11 to get messaging out quickly. We have both public and private channels, depending on location. We administer both. It's been a really hard sell. People will pay us for posters, but not to put a digital poster on digital signage. Takes about a person and a half; we are not recovering our costs. But we have to do it.

Let's talk about your relationship with IT. What are you doing in terms of app development? What are your customers asking for?

- We have a very active app development department. Originally set up to help us do our jobs, but now do it for others.



- Developing the app is not the problem; it's the care and maintenance. We're trying to get rid of this service and outsource it.
- We use apps as an add-on to larger projects.
- We will develop apps with a short shelf life, as part as an event, for example.
- Our bank has a team that develops app for phones and tablets for customers. But we develop apps that are connectors between systems to help us do our work.
- We have two apps for two different audience. One is a virtual tour; fairly easy to maintain. Another to access our online video; has to be updated daily. A temporary solution because our website is not very responsive.

Drones. Is anyone using/considering drones? Is this the new user-generated content?

- We purchased a drone two years ago. No sooner than we got it in the air we the FAA brought it down—too close to a military. Gave our \$10,000 purchase to another department that uses it on the property.
- NAB featured a lot of drones—basically every booth. They are being used quite a lot in remote areas that aren't concerned with FCC. Oil platforms...farmland...oil platforms. People taking advantage of them, but not necessarily legally.
- We've been using drones for years now. Very difficult to videotape a moving train. Drones a lot safer than helicopters and planes. Also use to inspect bridges and trestles, which can be very dangerous. Last year we bought three drones, and we destroyed three drones. One in a river, one to the side of a locomotive, the third we never found—it went rogue. Two were replaced by manufacturer. Our lawyers working hard to get a waiver to use them more legally. A great tool.



Are any teams using forms of big data and how are you using it? Data that your organization has access to. We provide analytics and metrics for every video we do. But we get asked questions such as how does my video compare with other videos, etc. It's a very manual, labor-intensive process. Anyone doing trending, comparison reporting?

- We do some work on real-time analytics in health care; how systems can be taught to interpret a variety of measures to predict a probably event or outcome.
- World bank collects all kinds of data; that can be projected on top of maps.
- Crews Control tracks data for every shoot to determine what camera models to use...what cameras for our clients to buy to match the remote footage we shoot.

We have certain perennial topics; copyright is one of them. Copyright music is getting complicated now that we are global. Some countries have no copyright control at all. I'll get a video with Bonanza music bed right before the broadcast. What's your experience?



- I can only control my area. I will refuse to put a copyrighted video on a broadcast, but I can't keep them from showing it in the auditorium.
- We had similar experiences at my former job. Legal took a "so what" attitude, so I finally stopped trying to be the enforcer.
- Could use a disclaimer that says you have the legal right to use this content.
- We work with our music vendors to find something close and give them choices. They were fine with that.

It's hard to keep up with technology changes. I'm considering hiring an R&D person. Do any of you have one of these on staff and how are you using them?

- I have a sort of IT specialist/application developer. He heads up a small skunk works team that scans the environment for future technology we might be able to use. I cannot tell you how valuable he is. Need somebody in technology, not video.
- I think there's an alternative solution. Send some of your superstars where they can get ideas and share with the whole group.
- You need a young IT guy who loves to play with the new toys. Paid interns work well too.
- There are folks on staff who would love to do this, but don't have the time. I try to bring in contractors to cover for my really creative staffers to free up some time.

2015 National Conference

Albuquerque, New Mexico

October 25-27, 2015

Theme:

Exercise Your Mind; Execute Your Strategy
Managing Nimble in a Changing World

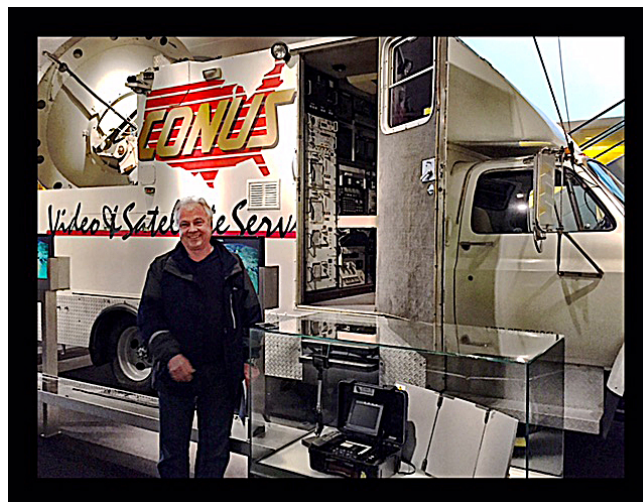
Co-Chairs:

Marcella, Sandia National Laboratories
Benjamin Hamblin, Kate Spade & Company

Location:

Hotel Albuquerque in Historic Old Town

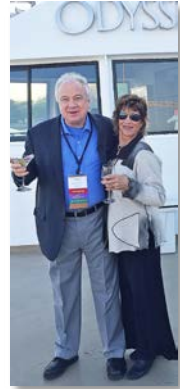
Photo Album



Marv Mitchell (Mayo Clinic) at the Neuseum in front of the satellite truck he helped design and build.









The Conference Team who supported Co-chairs Jack Stillwell (Marriott International, Inc) and Jerry Harris (Asurion, LLC): Jim Foxx (Merck); Linda Maslow (Maslow Media Group); Dave Leonard (World Bank); Kelly Kotwas (World Bank); Gregg Moss (Bank of America)



**Outstanding Service award winners
Jim Foxx (Merck) and Gregg Moss
(Bank of America)**



**President's award winner
Jerry Harris (Asurion LLC)**



**Spirit of Partnership Award:
Andrea Keating (Crews Control)**



**Outstanding service as CMMA's
President: Chris Barry (Best Buy)
Presented by our new President,
Gregg Moss (Bank of America)**



See you in Albuquerque!