# Conference Proceedings – Members Only Section

## Co-Chairs
**Jessica Ferguson, City of St. Charles, Missouri**
**Steve Tingley, American Family Insurance**

# Leadership Panel: Navigating the Political Environment



**Marcellea Davis-Sneddon, Sandia National Laboratories**
**Ramiro Banderis, Rollins**
**Chris Ferguson, Bayer**

**Marcellea:**

40 employees in my department
Labs are under new management.

Positioning your department: any time, any place
- Be prepared
- Have your metrics memorized
- Know your top three accomplishments

We recently found ourselves with more video requests than we could produce. Video is now "free" under our cost recovery system and greatly increased demand. I work to get us projects that have high value to the organization, not just say yes to every request. It's a political challenge!

Know your audience
- What is important to them?
- What are your leadership team passionate about?
- What are the priorities of the organization?

**Chris:**

After many years with Monsanto, we were bought by Bayer. Bayer's culture is quite different from Monsanto. I had to collect and collect and collect information about Bayer to be prepared to meet their communication needs.

Making your closing argument
- State what we are doing well as a result of a corporate initiative
- Let him/her know what help they can provide
- Thank them for something they've done

**Ramiro:**
- I've been with the company for 35 years. I've had lots of opportunities to build trust in my organization.
- Politics happen everywhere and all the time. Trust can be lost very quickly.
- I've had more bosses than I can count. Every time that happens there is a change and I have to manage up.
- I decided to empower my team to be the trust keepers, if you will.
- What I do: Create Alignment
  - Empower people with knowledge
  - Everyone within the department has the knowledge about what is going on in the department
  - Example
    - Our VP of Sales loves to talk and loves to talk on camera.
    - One of my employees can't say no to him.
    - I didn't want to discourage him, but this led to overtime and weekend work.
    - I tell my team to slow down to go fast. I started including them on all the meetings about strategy and finance.
    - My employee has learned to stay no appropriately. He understands he has the power to make decisions.

Our Compass



- ▪ The area in our compass that changes is how we succeed.
- ▪ I don't want politics to influence dictate what we do; I want to strengthen alignment with the business.
- ▪ Notice you don't see the word "video" anywhere. I don't want to be seen as the video guy. I want to be a partner to create solutions.

**Chris:**

How to state your value to new executives
- • Leverage long-time clients as champions
- • Do your homework!
  - o A large merger takes a long time.
  - o Once we were able to start working with new colleagues from Bayer, we had a lot of conversations and meetings.
  - o Bayer had a media team also, and we had to learn about each other.
  - o I assumed Bayer would have a larger, more established media team than we did, but we're actually bigger. I want to bring them up to my level, not go down to theirs!
- • What does the new company Bayer want from the video department?
  - o Not easy!
  - o A lot of outsourcing.
  - o A lot of questions without answers.

I've been with the company a long time, so I knew a lot of people. The champions I've worked with over the years, even if they moved on to a different position or a different country, are still available to me.

But I also have to start over with a new company and educate them about how we can work with them.

Build relationships both external and internal.
- Make face-to-face introductions
- Reassure the team that you've got this! Over-communicate all of your plans for the department.
- Found out the other team does want us to build them up to their level.
- Then my team got moved to IT
  - They operate very differently: fill out a requisition; don't bother me
  - I want my clients to come back!

Plan, Plan, Plan…
- For what? We don't know.
- Need strategies, proposals, what ifs, propose collaborations
- Didn't know what metrics will be important to Bayer
- Had to go back and try to recreate metrics I had never tracked before
- Need lots of data at my fingertips

Be flexible
Become comfortable with ambiguity

Communicate to your new management how you operate
- None of the new managers I have had over the years understood media departments coming in.
- Serving two masters: you have to meet your new team's expectations and at the same time, meet expectations of clients and other departments.
- Sometimes these do not match, and you have to work at establishing new relationships.

Keep your team as informed as possible.
- Information is slow to come.
- A large transformation takes time.
- Get comfortable with now knowing.
- Don't leave—we need you!

Don't waste time.
- Use time to begin developing your options and models.
- Use the resources and metrics you have.

**Marcellea:**

Long-range Planning
- If you build it, they will come.
- Another part of your elevator speech may be about the funding you need.
    - I'm known at Sandia for being able to get money
    - But I'm also known was the person who's always asking for money!

**Ramiro:**

Strategic Direction
- Scheduled a Senior Leadership Summit 2020
- Engages senior leaders in a discussion about what their plans are for 2020
- How we can best serve them, avoiding the pitfalls of letting internal politics get in the way.
- We've grown so fast there are a lot of silos in the organization that don't communicate
- When we proposed this, it was so popular other executives tried to take it over.
- We are hoping for a true strategic direction without politics

**Chris:**
- Lots of requests for videos as part of the transition
- Every request was for 4K video
- I had to rent a camera for every shoot, since we didn't have the capabilities.
- I was able to get 4K cameras funded, so now we are ready.

**Q&A**

*Q: Are you using a tool to gather your metrics? And How do you quantify production quality? I really struggle with this.*

**Ramiro:**
We have a database of stuff—we measure everything. The hard part is making sense of it all. We use different ways to collect data; we don't have an overall tool.

**Chris:**
We have billing sheets and everything goes into the system. I can pull reports from that. I kept organizing metrics in an Excel spreadsheet as they came in every month. How many projects is a common metric. But what kind of projects were they? Quality over quantity. How do you measure quality?

**Marcellea:**
We have an online work request form that we developed ourselves. We can pull metrics from the website. The problem is everyone wants something different. My current manager is very metric driven, but I don't want everything driven my numbers. The team and their experience count, too.

**Ramiro:**
We've been working with a company called [Watershed](#) for getting data.

*Q: I notice that your focus is on what you do internally. I'm seeing outside agencies adjusting their business model to enable them to partner with you. I have a team of 35 people, but we still can't do it all without an agency to help us. What's your experience with this?*

**Marcellea:**
We changed our business model in the last two years. We were using lots and lots of outside contractors. Now we are a corporate resource; we want people to do the work in-house. I tell my team we have to be really good to keep the work!

**Ramiro:**
I want my team to be consultants, working with outside agencies. My team is in charge.

*Comment: We do have to all realize our limitations. Sometimes an advertising agency can do it better. But we can still manage the projects.*

*Comment: We should always have a shovel-ready project ready to go. More years than not those shovel-ready projects happen.*

*Q: I haven't heard anything about the metric of cost avoidance? Do any of you track what the company saves by using in-house resources?*

**Chris:**
We've done this. The difficulty is determining what the mark-up is for comparison.

*Q: How do you make the case when you need a new tool to improve your quality?*

**Chris:**
There has to be trust within the team. My employee first needs to convince me before I'm going to go after the funding. I need to understand the need.

**Ramiro:**
I usually approach it from a strategic approach. Tell me what you want; let's decide if that's the best solution. If an i-phone will do it, that's fine.

# Member Panel: Culture of Innovation



**Greg Sneed, Mayo Clinic, Moderator**
**Doug Salmela, 3M**
**Joan Kinsley, Toro**

**Joan:**

Innovation at the Toro Company
- It's our official mission: "To deliver superior innovation and superior customer care."



*If I'd have asked my customers what they wanted, they would have told me 'A faster horse.'*

*- Henry Ford*

- Find solutions to customers' proglems that they aren't able to even articulate yet.
- Example: greens mower
   - Handle that easily changed for different grass heights
- Innovation at Toro (C-TRI)
   - Innovation is the generation, development, and implementation of something new and useful that creates value.
   - We do this through nurturing strong customer relationships, deep listening and active hands-on participation and time spent in their businesses. We like to hear how they think about their problems.

Leaf blower innovation examples
- Variable speed
- Cord lock
- Brushless DC mortor
- Ergonomic handle
- Quick release latch
- Cruise control turbo boost
- Shred ring
- New battery systems
- Higher DFM
- Higher MPH
- Gutter cleaner
- Bottom zip bag
- Oscillating nozzle

Translating this to MPR department
- Kick-off meetings to hear the story
    - Why did they create this product?
    - Who did they create it for?
    - How did it evolve?
- Pur ourselves in the audience POV
- Creative brainstorms & proposals
- Constantly challenge ourselves to do more
    - How can we do this differently?
    - What channels do we use?
    - How will we get attention?
    - What do we want the viewer to do?
    - Do we need new technology?
    - Systems
        - Anything we can do to get time back
        - Small team of 4
        - Asset management
            - Self-service tool for our clients
        - Not going to get more headcount; have to keep improving efficiency

**Doug:**

Me being on this panel to talk about innovation is like going to Mayo Clinic for heart surgery and getting Mitch! But I've been there for awhile, so I have picked up some things.

3M at a glance
- Started in 1902
- Sales in ~200 countries
- $32.8 billion in sales
- Four business groups
- 93,000 3M-ers globally
- 115,000 patents
- 100+ straight years of dividends
- One of 30 companies on the
  Dow Jones Industrial Index

3M's first customer-inspired innovation
- Two-toned cars were in demand
- But a clean paint line was very hard to achieve
- 3Mer Dick Drew observed this dilemma in action while visiting customers to sell sandpaper …
- … and he remembered
    some stuff he'd seen
    in the laboratory…
- … and went on to invent 3M Scotch Masking Tape

The McKnight Principles
- Hire good people nad leave them alone
- Delegate responsibility
- Encourage people to exercise their initiative
- Management that is destrucitvely critical when mistakes are made kills initiative. And it's essential that we have many people with initiative if we are to continue to grow.

3M's 15% culture supports individual initiative
- If offers permission to work on new ideas that an individual thinks could be a successful product/solution
- It grants the individual permission but also the support you need to drive the project (by having other people work on the project with you).

Examples of Product Innovations
- Masking tape
- Scotch tape

- 3-way sheeting
- First copy machine
- Audio tape
- Videotape
- Wood-grain films for cars
- Polymers for boots on the moon
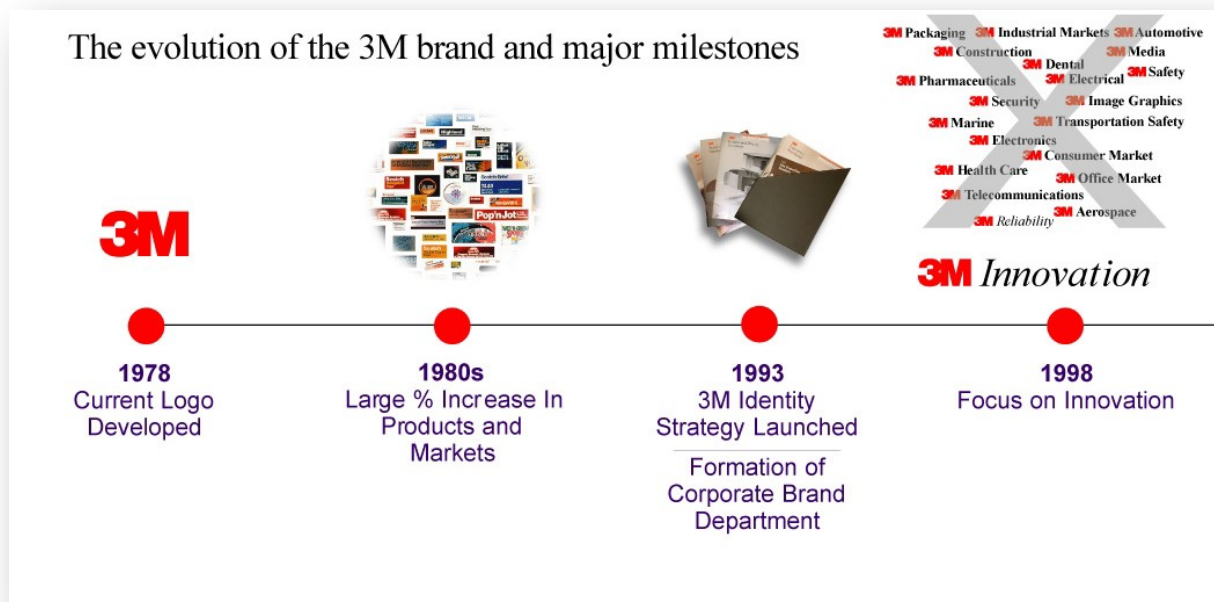


1,2,3M Innovation
- Focus is still on customer needs
- 60,000 products
  - Most of them you will never hear of
  - Solved problems for specific customers

**Innovation in Media Solutions**

Willingness to take a change
- Business Televisioncnetwork
- Turned downed 3 times
- Took 15% time to plan a business television channel
- Produced a broadcast for our top leadership to demonstrate the power of the network
  - They thought it was great & approved the network

Satellite to Streaming in 2003
- Satellite transmission very expensive

- Poor quality at the time, but we did it anyway with blessing of managemnt
- Almost 900 events a year now
- Freedom to take a chance!

Freedom to establish our own business models
- All production venues are considered shared infrastructure from a cost perspective
- Anybody can use our resources without recharge
- Appropriate level of 3M staff and TeamPeople
- No internal recharges; clients do pay for the use of any external production resources
  - Keeps costs low
  - Encourages more business

Use of Technology
- New studio with great greenscreen capabilities
- Able to have moving video in "window" in virtual sets
- Technical staff has to be expert
- Producers have to be creative

Our Vision
> 3M technology advancing every company
> 3M products enhancing every home
> 3M Innovation Improving Every Life

*Q: I'm always trying to innovate. How often do you innovate? Have you ever hit a plateau?*

Doug:
30% of our sales each year need to come from products developed within the past 5 years.

Joan:
Toro is the same; required to have new products every year.

*Q: Have you ever had outsiders come in and bring you ideas?*

Greg:
I have. It's been very successful. More on staff development than technology.

Joan:
If we get stuck on a script, we're willing to outside to get fresh ideas.

*Q: Equipment sharing idea sounds wild. To people have to prove they know how to use the stuff? Do you review any of it to make sure it's on brand?*

Doug:
Yes, especially for higher end equipment.

*Q: 15% rule. Do you have any goals associated with that? Do you track it?*

Doug:
Not on the administrative side. I think it's more codified in the R&D area.

# CMMA Technical Forum

**Pete Pallagi, Mayo Clinic, Moderator**

**Audio/Visual Workflow Partner Panel**
Karly Neveu, Vimeo
Kevin Groves, Alpha Video & Audio
David Frederick, Primestream
Todd Arnold & Chris Genereaux,
Lloyd Bunting, SpectraLogic
Jill Wielinski, VideoLink



*Many conversations are starting with the platform first. Is that the right approach?*

We can't determine where the A/V starts and UC begins
How do we standardized our platform?
User-friendly
How do we build spaces with customers in mind?
The right systems do exist!

*Do we just put in a PC and have apps, or is there a better way to do this?*

PCs in the room are a security risk.
IT can manage risks on desktops, but not PCs.
We need to integrate with your technology. How do we do this?
Originally we all wanted PCs because they are cheaper. With cloud services available now price of codecs going down.

What are users looking for?
2 holy grails
1. I walk into a meeting room and it knows what I want and adapts to it. Zero touch start. With AI, we are close to this.
2. I don't care what platform you're on; it automatically adapts across multiple platforms when I use the room.

Lots of time gets spent teaching and re-teaching how to use the equipment.

We do a meeting continuium:
- Very limited functions needed; automated
- Complex meeting the needs personnel support

Co-authoring concept
- • Authoring occuring at multiple locations on various platforms

With all the sensors in the room, what data should we be collecting?
- • Whiteboard
- • Camera
- • Facial recognition that tracks emotions
- • Awake or asleep?
- • Use analytics to do something about this
- • Whose booking the room and are they using it appropriately
- • Use information to better deliver content

Progression
1. Gathering data
2. Analytics
3. Prescription: what can I do with this?

As you spec out your room, it's really important to consider your customers and how the room will be used.

Technology is changing very rapidly. Stay in contact early and often with your integrator to stay on top of it.

ROI is best measured based on use. Define a workflow that is natural to the viewer. If it's easy, they will use it.

Track how long it takes for users to actually go live. Calculate lost time and frustration level. Use the information to improve your workflow and possible needed technology upgrades.

*Q: This conversation is focused on conference rooms. What about the other workflows involved in media communications?*

When you've produced a media product, how will it be used and distributed.

41% of employees in this country have never met the person the report to. Workflow and collaboration is so important. Enabling all team members to use their skill sets appropriately.

Very similar to audio video production load. You don't go to your integrator and say I want this. You talk about the problem and possible solutions.

*Q: Our employees sit in front of a workstation in clean rooms. Audio is very difficult because of the high air flow.*

We've tried to take that piece of glass and have it display many kinds of information. Create spaces where people can interact that don't involve the entire screen.

## Artificial Intelligence (AI) Partner Panel



Katura Klaus, IBM
Christian Rockwell, Vbrick
David Frederick, Primestream
Lily Bond, 3PlayMedia
Daniel Kilroy, ITAC
Brad Sousa, AVI Systems

*What AI functions do you see coming into communications media?*

- Looking back into archives and finding content to repurpose.
- Using data mining that is impossible for humans to make decisions
- Translate faster with machine learning.
    - We focus on helping the machine learn so you don't have a lot of rework
    - Go back to that data and add to it
    - About 35% error rate is common
        - Too high to provide accurate content
    - Most of you will be called upon to provide captioning if you are not already
    - Using humans for translation is still safer according to some panelists
- Audio transcription. Identifies gaps, which are sent to a human to fix
- Metataging that finds "a black woman sitting in front of a computer".
- Use AI to find the best media assets to use for a specific topic. Initial editing done through AI.

*Q: Can you stack? Give me all my examples of black women sitting in front of a computer?*

For the Grammys in 2018, trained AI to look for the best pose (eyes open, pleasant expression, etc.). Went straight to the website. Who wore it best style. All women wearing red dress, for example.

For the enterprise you can search by executive's name, for example, and find all images where the person is smiling.

*Q: Is it easier to analyze raw footage or fully edited programs?*

Machine learning understands your style. Use it for raw footage then throughout the process to build understanding of your style.

*Q: What does it take to get started in AI?*

Sometimes it's as simple as uploading the footage and letting the system start adding the metadata.

*Q: What about keeping our data secure?*

Company has to purchase their own account. Not cross-shared across organizations.

*Q: Please qualfy your speech recognition stats. I've heard from 35% to 90% accuracy.*

- English language now gets the priority. With training, the machine can be as 90+ accuracy. Can't take the human entirely out of it.
- Accents, music, background sounds, high quality all impact accuracy.
- We learn developing applicatiaons for entertainment; then you benefit from what we've learned.
- We're seeing about 60%. There are so many variables that go into this.

Q: AI solutions historically require a lot of horsepower and are typcally go through the cloud. Do you see a time where it can happen at the enterprise for security purposes?

Yes, using facial recognition and speech control, all handled on premise.
Next step is private cloud.

## Video Storage Partner Panel

Sean Busby, Digital Glue
Hossein Zia Shakeri, Spectra Logic
Brad Sousa, AVI Systems



*How do you see businesses changing their video storage models?*

### Changing to a 2-tier storage
Perpetual storage for cold media on cheapest media storage
Tier 1 accessible storage

With smart interface that knows where the media is at all time

*Q: I have trouble atriculating to IT what I need for storage.*

Their language is around spec. You want a conversation around outcomes. That changes the conversation. Eventually you will bring in a specialist. They will talk about why you need this kind of storage. Use/outcome/spec

*Production is usually linear. Is that changing?*

Yes, it's becoming more ititerative with many people working on the same project.

Media creation is changing. Used to create a specific program for a specific use. Now assets are constantly being repurposed. Lots of different teams searching and accessing media. If storage is not centralized you end up with many versions of the same product all using different storage.

## Photo & Video Equipment Partner Panel

Bryan Nelson, Alpha Video & Audio
Shawn Moffatt, Assignment Desk
Valerie Nolan, Crews Control



*How do you right-size a camera for a specific project?*

Not a one size market anymore
- Budget
- End use
- Know your audience
- Used to be more standardized; now it's a conversation for every project

Cameras have come down in price dramatically. Lots of options.

Considerations:
Is there any creativity/effects needed?
Do we need detachable lenses?

Ronin, Roninesque
Everybody wants motion
A couple of years ago, everyone was asking for drone shots. There needs to be a use for it that requires planning.

- Challenge the request
- What's the use case?
- How many eyeballs?
- In-house or external?
- There should be a reason for every tool you use
- What's the story?
- Start with the end of mind

*What about 5G?*

Be able to stream uncompressed with less than a milisecond of delay
Internet of Things will will be able to transmit

*Q: I have a client who has been pushing 360 video. Is anyone using it and thought it was a good application?*

- Tours of maternity wards was very successful.
- Just a gimmick if you don't have a good use for it.
- Real estate is a good application.
- Surgeons have been asking for it for training purposes, to show everyone in the room.
- Very limited, but the creative needs to come before the technology.
- Same issue that you run into with 3D: people don't want to put something on their face.
- Useful for town hall meetings for people who can't attend. Cameras all over the room. Makes them feel part of the meeting.
- World Bank used it as a story-telling tool to show environments, such as a young girl in Africa, showing her environment to support what she's saying.

Q: Is there a tool that can combine digital files (photos) with a list of names (Excel) and create a renamed jpeg file? We get photos of people for our employee recognition that don't come with names.

Good luck.

*Q: Connect digital media release to the actual media?*

GDP Global Privacy Release
Shoot a video of the person and the release and store it with the project media.