



2021 NATIONAL CONFERENCE | LIVE IN MILWAUKEE, WI + VIRTUAL | OCTOBER 3-5, 2021

Conference Proceedings

President's Welcome

Dr. Susan Kehoe, George Mason University, CMMA President

I am so happy to see your beautiful faces. Welcome to CMMA 2021! CMMA is celebrating its 75th anniversary.

Since 2020...

- A series of overlapping crises—COVID-19, racial injustice, climate change, economic disruption to name but a few
- Exposed the fragility and deficiencies in our current system
- A deeply challenging year and a half
- Grappling with implications for our organizations and stakeholders
- Opportunity to reimagine, rebuild more equitable, inclusive, high functioning nation & planet.



I've called Virginia home for over 30 years. Richmond. Home of the confederacy. Wholesale change came to Richmond only after last summer's social justice demonstrations.

- Last month statue of General Robert E Lee removed from his pedestal.
- Represented state-approved white supremacy
- A signal to humble and threaten city's black residents

Lee would have objected to the monument. Wanted to let go and move on. Statue painted Lee as an honorable man and brilliant general. Lee was a traitor. Took up arms against the nation he swore to defend. Held slaves; petitioned state to keep his slaves longer than the five years his father's will allowed. Ruthless about separating families.

Letter from Lee in 1856:

- called slavery "a moral and political evil"
- but "a greater evil to the white man than the black race"
- the "painful discipline" enslaved Black people were suffering was "necessary for their instruction as a race."

Military genius? He lost the war.

What does any of this have to do with communication leadership?

Quote from Howard Fishman:

A unique feature of the destabilizing, horrifying Great Interruption of the past year and a half (and counting) is that it has nudged so many of us into a period of protracted introspection and reassessment. Superficially, we've discovered the wonders of sourdough starter and urban gardening, but beneath the surface something more significant has been going on. Especially during those long, pre-vaccine months of sheltering in place, it became somewhere between interesting and necessary to recalibrate, to inventory what we value, to look at who and what we surround ourselves with and why.

Real-life issues we deal with every day. Demands compassionate leadership. People are complex and their lives are complicated. Good to contemplate what has happened inside of us and what has been our own legacy in the past years. Aligned with what values? Be present for what's needed now.



And in Richmond, new emancipation freedom monument. Symbols of a Virginia reckoning with ugliness and inequality. What we need to do to get better and how to get there. We are always free to make new choices.

What are you going to do with your one wild and precious life? Mary Oliver

Member Case Study: Live Event Transformations

Diana Nordstrom, Moderator

Todd Johnson, SAS

Joan Kinsley, Toro

Patti Perkins, Kollektive

New Day. New Answers.

Inspired by Curiosity.

Todd Johnson



- Wish I could be there in person
- Pandemic really changed the way we produce our events
- Many changes here to stay

SAS Global Forum

- 40+ years of in-person events
- Users, executives
- 5000+ Attendees per year
- Las Vegas, Orlando, Dallas, Washington, DC

2020 COVID

- Hybrid approach explored first
- Decided to go all virtual
- Multiple release dates
 - User presentations in April & May
 - “Look of Live” event in June
 - Additional presentations in November





- This is the interface viewers saw. Behind each “door” are videos we produced for the event.
- We started them in the auditorium first
- Intended for demo hall for in-person event; adapted it for all virtual

2021

- Time to plan for all virtual from the start
- Three regions over 2 weeks
 - Americas
 - Asia Pacific
 - EMEA
- New presenters added to each to make them as fresh as possible
- High level presentation by executives
- Technical and industry related presentations
- Entertainment
- Prerecorded breakout sessions
- Conversation with a customer
- Big names for keynotes and entertainment
- Engaging activities for audience
- All content for day 3 on YouTube. Watch live or on demand.
- Q&A through chat



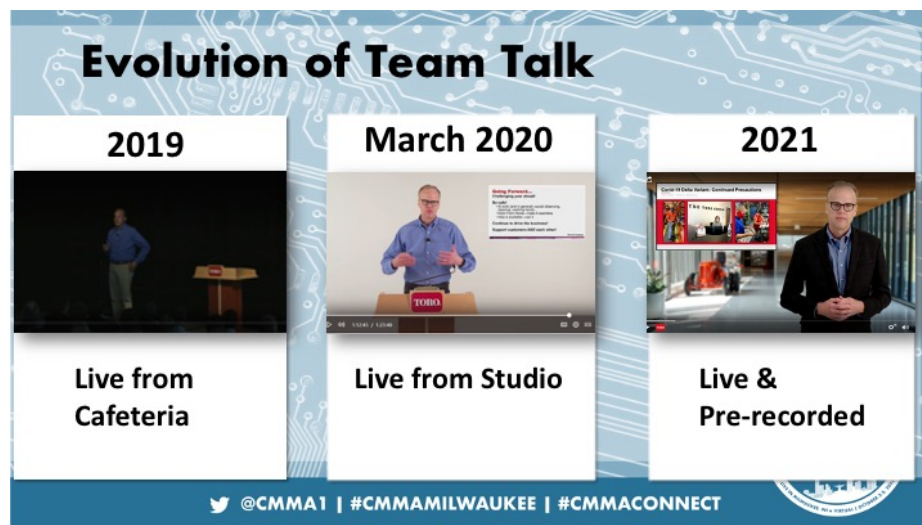
- 3 producers running sessions on 3 live streaming systems.

What's going to happen in 2022 remains to be seen. Up for debate by folks at a much higher level than I am!

Joan Kinsley, Toro
The Toro Company's Team Talk

Quarterly all company meeting prior to Covid

- Fill in employees
- What's been going on
- Financials
- Business news
- Recognitions
- Guest speakers occasionally
- Presenters all at cafeteria
- Felt HQ-centric
- Video roll-ins an afterthought
- Prior to 2018, only audio recording posted to intranet
- Webcasting started in 2018



- Yes, that's what it looked like in 2019!
- 2020 Live from studio
- Social distanced around the studio
- Pulled it off
- Started getting more creative with next quarter
- Building empty so shot presenters in different locations around the building

2021

- Live and pre-recorded
- Looks very different
 - Graphic packages
 - Animated opens
 - Green screen
 - Photographers shooting in different locations
- Uwe V mix to bring in speakers from around the country/world
- Single segments 10 minutes or less
- Channel partners from our distribution channels
- Guest speakers shine a light on all of our brands

An opportunity to ask what content we should really be presenting to the whole company.
Eliminated some content and found other channels for it.
Exploring new ways for recognition.

New Content

Moved away from presentation-only formats:

- Interviews
- Pre-packaged video inserts
- Dynamic conversations, discussions

What do people want to hear about?

- Focus on Finance: get behind the numbers and talk about what they mean and how employees can impact them
- Toro and Company giving
- Business features

New Technology

- Black Magic Switcher
- vMix system
- Studio Camera
- 5 Computers
 - Output webcast—Team Live
 - PowerPoint Graphics
 - Video Playback
 - BlackMagic switcher

CEO—Live is always fun!

- Kept CEO live
- Used to talk for 30 minutes at the beginning
- Now he talks for a couple of minutes and then we go to a prerecorded segment. We can talk about what he will say next during the video, and so on.

- Costs about 10G each quarter. Budget has stayed neutral.
- Replaced Live Event A/V Company with Internal Resources
- Re-allocated funds to produce pre-recorded segments

So grateful to CMMA community. I'm not technical. You all helped me so much! I don't know what I would do without you.



Patti Perkins
Senior Director Enterprise Video Strategy

So good to see everybody. I get my energy from people! Most of you know me from 20 years at Wells Fargo. I'm now with Kollektive as part of their Customer Experience Team.

- We support globally
- Have a lot to offer our customers
- Support our sales team
- Tight integration with Microsoft
 - Not easy to decide to change platforms
 - Need to know what you can do within the platform
 - We help with the strategy
 - Provide consulting for how to use their system
- We go deeper than they do with webinars
- Pay attention to our customers markets
- From television model to video live streaming
- My intentions are love and help
- Assist with analytics—especially important with so many people working from home

Live event workshop

- Free with a Kollektive EVS consultant
- A copy of our Kollektive Teams Live Event Playbook
- Run of Show planning guide
- Workshop on Kollektive Live Event Best Practices in planning
- Links to Microsoft Teams Help

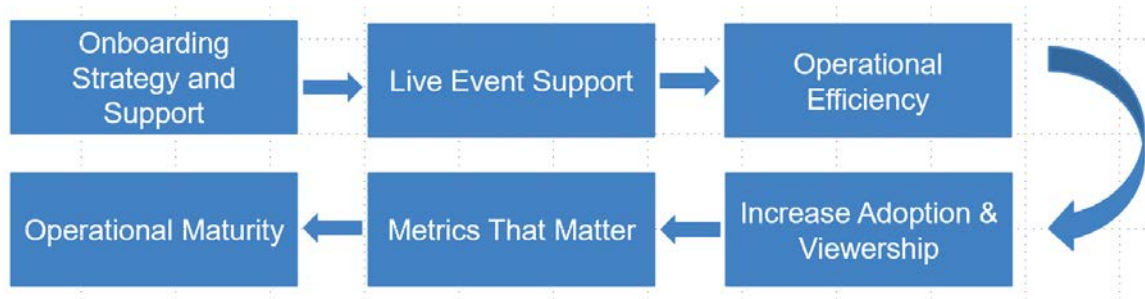
48 of these so far

4 more in planning

Use Our Strengths

- Trusted Partner

- Bounce off ideas with somebody who's been there
- Engage to help with a strategy project
- Microsoft Savvy
 - Adoption workshop
 - Mid-course correction workshop
- Unique - Partner for the whole journey
 - Help establish a maturity model to strive for



Use our experience

- Content management and curation in Stream
 - Content migration
 - SEO best practices
- Business storytelling workshop
- Metrics that Matter – Message House workshop
- What does “GOOD” look like in the ‘20’s?
 - Refreshed QBR template

Q&A

For Todd: Looks incredibly expensive

Budget for live meeting 10 times more. Don’t know exact numbers. Higher return on investment, so well worth it.

How much guidance do you provide for self-recording?

Specs for preferred microphones and types of cameras. Lot happened in studio and we would help them. Gave them guidance on set up. It made their recordings that much better.

Who strategizes content?

Very collaborative with representation throughout the organization

For Patti: How do you find engagement metrics?

We have data scientists. We have algorithm to figure that out, but basically it's viewership and unique viewership.

For Joan: Do you any way to follow up with employees to find out if they like the new model?

My next step. Unfortunately, no tools in place yet. But our employees are not shy. They reach out and give their opinions!

How did you gain the trust of your leadership to try a new creative approach?

I've been working with CEO on presentations throughout the years. He used to be very scripted. I've been chipping away at that and trying to get people to speak from the heart, do more interview presentations. They appreciate how they were being presented when they see the result. I feel lucky that I can propose new things and they will let me try.

Do you run into security issues?

Thank goodness, we have IT people to help. So far, we haven't had any serious issues.

CMMA Member Case Study

Transforming Traditional Tools into Digitally Optimized Material

Pete Saffron, Lincoln Financial

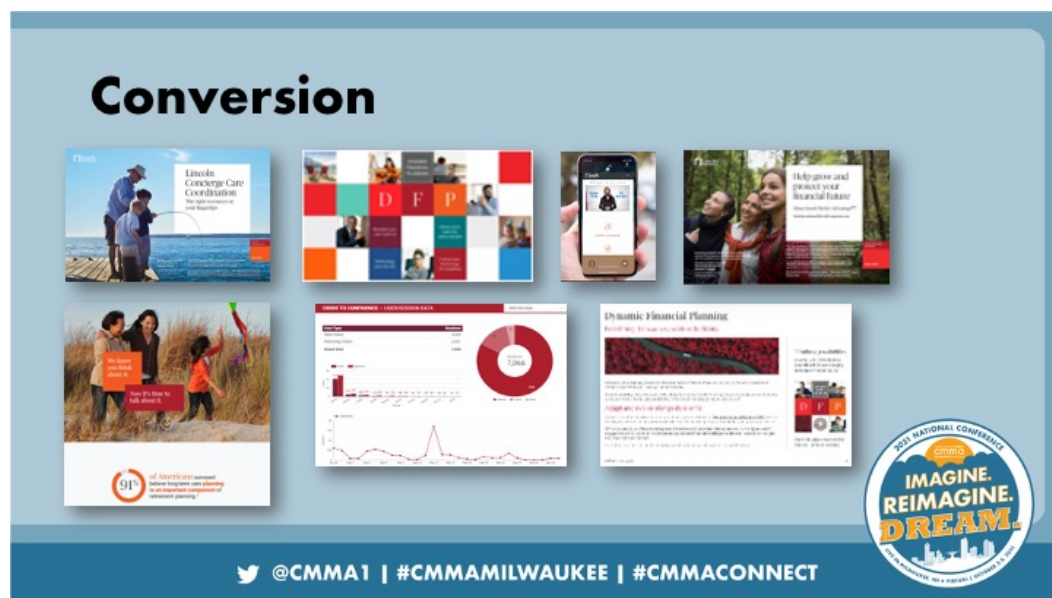


So glad to get out of my basement!
Necessity is the mother of invention.

It all hit in 2020. Insurance business is a lot of salespeople. They are relationship people, and they were sent home. *What are we going to do? Not only can't we go see our customers, they don't even want to talk to us!* A lot of panic going on. They needed something different—stat.

Act fast with 2 approaches

1. Convert static printable, vertical brochures to digital
2. New ways to connect with customers



Everything you see here was originally printable
With digital we can do some much more:

- For example, map of US:
 - Click on state and talk about cost of care in Wisconsin
- Bells and whistles you can't get with static materials
- And we get analytics
 - With print, we don't know what they look at.
 - Now we can see exactly what they click on and come back with things that seem to be of interest

Salesperson sends a link to customer: *Take a look; then we'll talk about it.*

- Can see what they look at and for how long

While that conversion was going on: Value Add

What can we give these folks beyond insurance?

- One of our head sales guys wanted us to record a motivational speaker. We recorded him right before studio closed.
- Eventually sent 10 different videos out. Each one dealt with motivation. Hang in there; use your grit; move on; keep chopping wood. Advisor community found this helpful because they had messages to give to their clients. Market always comes back. Don't take all your money out. Work out. Keep your routine.

Changed our mindset

What do we want people to hear about our company?

What do our customers want to hear from us?

Q&A

How hard was it to get content to interactive tools?

Still had our writers...compliance...etc. Just the delivery mechanism changed. We used Adobe I Design and in5.

Partner Sharing Session/Interviews

Warren Harmon, Retired, Moderator

President's Circle Partners

AVI Systems

Craig Frankenstein



- In business 45 years
- A/V integrator
- 700 employees in many locations
- One-to-many technology has grown exponentially
- Partner with GPA to give us alliances across the globe
- Our customers are our technology partners; we're in this together

Let's talk about virtual meetings. We're hoping to leave them behind! But that may not be possible. What is AVI as a company doing about your internal meetings?

- It's a hybrid
- Some get together in person
- Some work from home
- Can't create product alone
- Technology required for collaboration
- Serious technology shift to enable remote work locations

We are all reinventing our businesses. What might the next year or two look like?

We know the workplace is different. Working with our customers to bring equally to meetings. It's a challenge. We're working on technology solutions. Cloud solutions is where we are headed.

Employee owned culture. How does that impact employees?

Allows employees to have stake in the company. Do what's right because we're all in this together. See the benefits at the end of the year. Creates a very healthy culture.

Aldis

Heidi Schuster, Phil Siebel

You are in an exciting, unique space. This is about customer satisfaction and finding things.

We specialize in asset management. These are living libraries. Accessing media, checking it out and in. It's all about the structure. What data do you need? Is it just the data you have? Or the data you planned and need.



You do a lot of training of customer's internal people.

Yes, we help our customers determine what they need, what compliance the company requires, how media will be used, and so on.

How do you help customers find pockets of media throughout the company and integrating those assets?

Have to find the touch point for everyone who is developing media. Somebody knows where things are, and we have to find them and figure out how their product can be used more widely.

Talk about the pandemic and its impact.

Our clients who have asset management systems in place were in a good place to reuse media they already have. If systems are implemented in the right way, it's easy to find the pieces you want.

What about the remote work force? How do they access the media?

The systems are designed with a web interface so everyone can share assets. Everyone who needs to use the assets needs access.

We are technology agnostic. Work with clients wherever they are at. Starting from scratch or optimize the system you already have. We can have our librarians do all the tagging for you if you don't have a librarian.



Alpha Video **Bryan Nelson**

What is Alpha up to as an organization?

Had our 50th anniversary last year. We are a systems integrator. We do a lot of digital signage, but more.

What's coming?

We didn't know what would happen and whether we would still be in business. Saw a dip in corporate, but sports held up because of our cloud solutions. Helped with draft. Did projects for Fox News, ABC, CBS. Not just bringing in all the feeds in, but also bringing all the technology to the cloud as well.

We have a group of systems integrators around the globe. We can partner together to complete projects.

What technology is at the forefront today?

Hybrid workflows. Back to headquarter production, but lots of remote contributors. We don't see a lot of travel coming back.

Gold Partners



Kindle Communications **Tom Bowman**

I help Kindle with business development. We help our clients with communications. Strategy first, then develop solutions. A lot of our work right now is helping our clients create events similar to what we are doing here. We want to help with concept, not just execution.

Obviously, CMMA members have their own production capabilities. We can help with overflow work. Some of our clients have no capabilities of their own.

Our digital team developed out own platform for remote work. Very flexible, customizable.

Warren: Biggest challenges/opportunities next couple of years?

Hybrid meetings. Live plus virtual.

Kollee

Patty Perkins

Tell us about your transition from media manager to Kollee and what you bring to your new job.

I can talk to customers because I know their language. We can train them on how to create virtual events. Companies buy a platform and media teams are required to use them. We'll help you learn how to use your system whether or not it's ours. We especially help with analytics.



I have a feeling analytics are going to become more critical.

Definitely. How many unique viewers? Can I categorize messages in a certain way? Who watched? How long? From where? How was their experience.

Talk about the culture at Kollee.

We're friends. We're a global company. Every one of the four people on my team are former customers. We have deep experience on producing events.

teampeople

Rachel Peters

How people work changed dramatically during the pandemic. That has upped our recruiting efforts greatly. People are reevaluating their values and changing careers. Have had success moving people to remote work. Flexibility to work with anyone on the road. This will be a lasting model. The hybrid model is a challenge and here to stay. Technology is there. We can produce from our headquarters. Can keep a lot of freelancers busy.



Go To Team/Assignment Desk

Shawn Moffat and Robin Morton

Go To Team staffs camera crews throughout the US. We have 20 staffers. We run into the fire. Pandemic is a disaster just like a hurricane.

Assignment desk has freelance crews.



We have nine production coordinators, and they consult and solve problems. They ask the right questions and determine what you need.

Events can be done safely. We never shut down. Distanced, long lens. 4000 shoots in 2020. Followed CDC guidelines. You can do this!



Caption Max

Tyler Purdy and Brigid Ling

We are live captioning this entire event and happy to do it! We help our clients transition to virtual. Right-sized solutions.

Back in March we acquired national captioning Canada.

Do you use common practices?

Integration still underway.

One of the solutions we've implemented is live English captioning with machine translation. Scalable and affordable. We also have hosted events for clients to talk about accessibility with communication events.

Who do you benchmark to make sure you're doing the right things?

DEI gives us a lot of benchmarks.

Launching a new web-based caption player. Can use dedicated URL or on any online meeting platform.

Silver Partners

Spectra

Steve Dwyer

Spectra founded on the premise that everyone needs to store data. We store data for our customers. Over 20,000 customers worldwide. We don't host. It's kind of a hybrid, using the cloud. Anyone can call us to talk about their storage needs.

Next 18 months?

Turning from hardware to software company. Introducing new technology at the end of this month. We're excited about this, but that's all I can say about it.



Canalchat

Elie Cohen

I am a New Yorker from Paris. We are a proud partner of CMMA. Dialogue is at the heart of human process. Canalchat works every day to make that happen. We produce live interactive events. Stream across any provide network, national or worldwide. Integrate all digital components. Use a unique URL with a frame on our client's network, with intranet or website. We add human translation over that, voice-over human translation. An elegant solution for our customers. Interactive that can digest hundreds or thousands of comments or questions.



Stream Station

Chip Petit

We do transmission for the contribution and distribution side Private IP, public IP, fiber and satellite. Connect headquarters to a remote site at a high quality contribution level.

I was a production guy. Freelance post college.

How has the pandemic impacted your business?

Hired 3 more operators. 1,000 events to over 6,000 events. A lot of our corporate customers went home. We ramped up to help them produce from home. We acquired the hardware and added software licenses.

Digital Glue
Kurt Schini

I am so glad to be out of my office and here in person!

Digital Glue is a broadcast systems integrator at the core, and a software developer. Not a great solution for collaborative workflow, so we decided to create one. We call it Creative Space. Requires a lot of collaboration among IT, production and our team. This is a service based solution with monthly fees. No capital investment. Comes with hardware, software, future releases. Different service levels available.



Monday Keynote Address

John Ridley, Academy Award-winning Screenwriter

Hollywood, Comics and Crucial Conversations

Hosted by Chris Barry, Senior Director, Yellow Tag Productions, Best Buy

Chris's introduction:

John Ridley is an Academy Award-winning screenwriter, director, novelist, playwright and showrunner whose credits include *12 Years A Slave*, *Let It Fall: Los Angeles 1982-1992*, "American Crime," and *Jimi: All Is By My Side*.

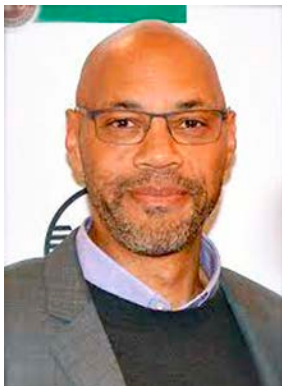
His latest film, *Needle In a Timestack*, which he wrote and directed and stars Leslie Odom Jr., Cynthia Erivo, Freida Pinto, and Orlando Bloom, will be released by Lionsgate on October 15. He is currently in production on *Five Days at Memorial*, a limited series for Apple TV+ based on the book by Pulitzer Prize-winning journalist Sheri Fink. Ridley and Carlton Cuse both serve as showrunners, writers, executive producers, and directors on the series, which chronicles the first five days in a New Orleans hospital after Hurricane Katrina made landfall.



The Other History of the DC Universe, a graphic miniseries he wrote for DC Comics, launched in November 2020 to critical acclaim. Ridley is also currently writing a new Batman series for DC Comics and a Black Panther series for Marvel.

In the fall of 2018 Ridley opened NO Studios, a space for the arts and community, in his hometown of Milwaukee.

What are you most proud of?



People got into this business because of something I'm done. Something about my work made them want to be in this field.

Is there a thread throughout your work most important to you?

For me, entertainment lifts me higher, when I'm down it connects me. When I was growing up, people who entertain there is an implicit invitation to join in. not many people in color, though. Not many women. Most important to me is to try to represent the world. We want everyone to participate.

Why did you establish yourself in Milwaukee?

It's where I grew up. My values came from Milwaukee. My family is still here. The people here are the best I know.

I think it's a fantastic city, but it's one of the most segregated cities in America. We want to be involved, to make a difference. Our motto is to bring people together and to work toward the common good.

Do you think things are changing for the better?

Short answer: yes. I wouldn't be sitting here otherwise. But it's not changing fast enough; we are decades behind where we should be. If we don't see ourselves, we feel like we don't have a voice. And we're likely to use that voice in negative ways. We are not the largest minority, Hispanics are. And Asians not well represented either. We've got a lot of work to do.

We are media managers. We hire people; we hire teams, producers and technicians. Frankly, most of us are white. How can we create a pipeline for diverse employees?

Deeper question is why do we need to do this? Everyone is a consumer. Our culture is not just white men of a certain age and orientation. Hyper narrow perspective. It no longer sells. As somebody who runs basically a start-up business every couple of months—that's what I do. It's my responsibility to make sure that we are reaching our audience where they feel their voice is being heard. We've got to do better with diversity. Stop using this word. Ask are we doing things that reflect the world we live in? Not are you a diverse company. Are you reflective of society, of your customer base.

Or people don't feel empowered to ask why are we doing this this way? How will it be perceived by our diverse audience. Doing the right things will help your business grow. It's smart business. There are demographics that are growing and demographics that shrink. You want your business to represent those demographics.

You have seen corporations say we are going to be more transparent. We are going to talk about these things and taking a stand. I hope these things are coming from the heart, but we can't move forward without acknowledging the issue. When capitalism is used correctly, it's a wonderful thing. Lip service alone won't do it. Be proud if your organization is saying these things. I applaud you. We encourage you to continue, because that's the only way we're going to move forward.

We have a "say-do ratio". It's one thing to say it, another to do it. It takes action and learning skills.

You do it by doing. I will never hire anyone merely because of race, orientation, faith. It's the interview process and making sure the net is distributed widely. There are good people out there of every stripe. I still have things to learn. And we are better for it. I work for major corporations, Disney, Amazon, Apple. This isn't just me sitting in a corner making Indie firms. The one thing I never want to hear is "we can't find those kinds of people." Collectively we will get there. Are we doing the best we can? The people we do bring in are excelling.

It's not a zero sum game. The old white guys learn from the young nonbinary employees. What are you most excited about moving forward?

Every moment is precious. What has value and what doesn't? What's worth doing? I'm excited to stories that I think are important. I felt that big reset last year, like so many people. If we don't love it; if we don't feel we are making a difference; if it feels like a job—go out and figure out your thing.

There is commonality in all of us. It's less about the saying and more about the doing. I've had my run. It's been amazing, but knowing I'm creating a space for the future is important.

Will you ever be able to sleep? I don't know how you do it!

You kind of read my mind. I would like a good night's sleep! My parents didn't know anything but work. If you want something, you have to work for it. Be happy, but not satisfied. I don't know how to do this any differently, but I've loved every minute.

Featured speaker: Julius Rhodes, mpr group

Building Trusting Relationships through Allyship



We are going to build on our discussion of diversity, equity and inclusion from last year's National Conference. I am humbled anyone wants to listen to what I have to say. Whenever I give a presentation, I stand on the shoulders of all people who came before me. I'm happy to be here in person, helping you celebrate 75 years as an organization.

Repeat after me: *Neighbor, I don't know why you came here today. But came here expecting a word. I came here expecting a change. I came expecting a breakthrough. I won't leave until I get that word! I'm fired up! I'm ready to go!*

The words we heard from John Ridley provide an excellent backdrop for what I'm going to talk about. Imagine, reimagine, and dream. I want to start at the end of what he said. This has been a year of disruption, we need to make a difference, because every moment is precious. How can we overcome our unconscious bias, but also our conscious bias?

mpr stands for Most Important Part. For me, that's mom and dad. My dad passed in 2019 at the age of 91. If I can be half the man he was, it will be a very good life. The photos show my wife, Linda, and my children Jerome and Lauren. Both children are college graduates. And our newest members, our two fur babies.



My personal philosophy: Expand your horizons. Excellence, not excuses. Good isn't good enough. The most important things in life don't happen at work. Have to have something to balance against work.

Community Agreements

- Challenge assumptions
- Push the limits
- Listen
- Be open to growth
- No hidden agenda
- Open dialogue

- Be present, kind, respectful
- Safe space

My purpose here isn't to change your mind. I can't. That's up to you in your own time and space. I can provide information to add to your databank, so when you are ready you can make changes. If we're not getting better, we're getting worse.

America will never be destroyed from the outside. If we lose our freedoms, it will be because we have destroyed ourselves from within. Anonymous

Action is the function of one. We have to be the one that takes action, that creates a cascade .

No one is exempt from the call to find common ground. Barack Obama

2020 CMMA Conference Summary

- We briefly reviewed the history of race, race relations and racial injustice and opportunities for improvement
- Bob Thomas (Former CMMA President) spoke about his experiences as a Black man dealing with issues of racism in America
- Professor Kevin Gannon discussed the issue of allyship as in Bring Your 'A' Game

Allyship is building trust and relationship. Coming together. Collaborating. Standing side-by-side. It's leveraging your earned or unearned privilege and offering your influence to help advocate on behalf of underrepresented or marginalized individuals and communities.

Trust: a personal and a leadership component.

Personal: Honesty, Openness, Respect and Consistency

Leadership: Involvement and Autonomy

2021 CMMA Survey

Given the issues that have transpired in our nation over the last 12-18 months (the murder of George Floyd, Black Lives Matter and other issues involving people of color, the pandemic) how has your awareness of issues of allyship changed?

• **More Aware – 76% About the Same – 24%**

• How has your personal friendship group changed over the past 12-18 months?

• **More Diverse – 5% About the Same – 90% Other (please specify) – 5%**

(We've been virtual since the last conference. Not able to get out and establish new relationships.)

Over the past 12-18 months, how would you rate your activity level when it comes to seeking out opportunities to support causes in marginalized communities and other places that could benefit from your support?

More Active – 48% Less Active – 9.5% About the Same – 33%
Other (please specify) – 9.5%

How would you rate your willingness and ability to serve as an ally?

Excellent – 14% Good – 62% Neutral -14% Below Average – 10%

Regarding issues of recruitment and retention of diverse candidates how effective do you feel you have been in promoting this area?

Extremely Effective – 5% Very Effective – 35% Somewhat Effective – 55%
Not So Effective – 5%

(Again, related to being separate from each other.)

How would you rate your organization's preparedness to adapt to the changing recruiting landscape and need for diverse talent?

Excellent – 29% Good – 48% Neutral -9.5% Below Average – 9.5%
Other (please specify) – 5%

There's a reciprocal relationship between what we need to do as individuals and what organizations need to do.

What do you believe CMMA needs to do to support causes of allyship and building trust across communities?

- Mentorship opportunities.
- More collaboration with ethnically diverse organizations.
- Be a good ally without appearing condescending or lacking in authenticity.
- Highlight initiatives supporting local communities.
- Keep the conversation going and continue to raise awareness; by talking
- about it last year and this year.
- Figure out how to recruit/include a more diverse membership.
- Recruit more BIPOC CMMA members and employees on our teams.
- Listen more to people who are impacted.
- Recognize as an ally that you don't have all the answers/solutions.
- Work on projects that continue the conversation.
- Continue to be welcoming and respectful to everyone.
- Allyship should be formally added to our mission so that it is inherent in all we do.

- Treat everyone equally and allow for equal opportunity.

We need to identify as many opportunities as we can. We want to be exclusively inclusive.

Please add any comments or questions you believe are important to this issue

- Team member backlash occurred when one group questioned why government funds were being used for diversity training.
- Helping managers train their teams to recognize unconscious bias in hiring is essential; many teams have an ingrained sense of who is a "fit."
- Recruiting has seen a lot of change recently; where companies recruit from, and what are candidates bringing to the table.

Additional comments from the audience:

- *Recruit more BIPOC CMMA members and employees on our teams.*
- *Listen more to people who are impacted.*
- *Recognize as an ally that you don't have all the answers/solutions.*
- *Work on projects that continue the conversation.*
- *Continue to be welcoming and respectful to everyone.*
- *Allyship should be formally added to our mission so that it is inherent in all we do.*
- *Treat everyone equally and allow for equal opportunity.*
- *I think the recent racial division issues in America is a creation of both opportunists and the press.*
- *As leaders, we need to better understand what allyship means and how we can begin to become allies.*
- *We can move the needle on these important matters if we develop our own understanding and take action.*

Okay. We are going to church. I want every eye closed and every head bowed. I want you to think back to a time when you were judged. Stereotyped. Made to feel less than the person you want to be. A time when you could have benefitted from an ally. Your trust was broken. How did it feel. Give me a word summarizing you feeling at that time.

Defeated
Unfair
Scared
Hurt
Sad
Alone

The reality is that we have all had that experience. We are not in this alone. The beauty is developing relationships, because relationships determine how far we go in this life.

Providing Positive Intent

- Understand our unconscious biases
- Challenge our assumptions
- Relate to others as psychological equals
- Be open to new options and alternatives
- Realize the role you play in any situation
- Do not exercise unilateral power
- Learn from the past

Best Practices for Building Allyship and Trusting Relationships

We are all one strand in a web; what we do impacts the entire web.

- The unspoken is untrustworthy. We have conversations and you ask what is appropriate, what we're doing wrong. If we share and it's buried, that destroys trust.
- We recently had a practicum student who is nonbinary. It's hard to refer to someone as they. You catch yourself, and we would correct each other when that person wasn't there to get into the habit.
- We talked about vulnerability. How are you doing? On a scale of 1-10. I had a leader that put himself out there first, and we learned to trust him.
- Two quick ones. The first is take time for the personal. It's easy to jump to the point of the conversation, just business. The second one is to include all of the people who were involved. Avoid "I" did it.
- Being intentional. Can't assume trust is there. Have to find common ground.

Quotes to Remember About Trust

The best way to find out if you can trust somebody is to trust them.

- Ernest Hemingway

The best way to establish trust is to be trustworthy. Trust must be the basis for any, and all relationships.

- Julius E. Rhodes, SPHR

Without trust, you don't have a relationship. How does this apply to you?

- Make allyship and building trust a value

- Support all team members culturally and professionally
- Make DE&I and Talent Acquisition an integral part of corporate culture
- Uphold a psychologically safe and inclusive work environment

DE&I and Talent Acquisition Keys

- Engagement is a requirement
- Development is essential
- Be Present (observant, attuned to others and self-aware)
- Be Earnest (sincere and honest)
- Enthusiasm sells (but it must be authentic and genuine)

Without self-awareness there is not self—development. If you can't develop yourself, you can't develop others. If you can't sell it on the inside, you can't sell it on the outside.

4 Pillars of Success

1. Grace
2. Empathy
3. Courage
4. Vulnerability

We need to speak truth to power. That's leadership.

Vulnerability is about being human. Acknowledging our weaknesses, allowing everyone to see the commonality we all share.

Preparing for the Future

- **Know your organization's strengths and weaknesses**
 - Identify skills and competencies needed to fulfill your future mission.
 - Conduct a current state critical occupations, skills and leadership assessment.
- **Examine your culture**
 - It should align with your future mission, vision and values.
 - It should reflect the attraction and retention priorities
 - of the future workforce.

If you don't brand yourself, someone else will, and it will never be as beneficial as what you would brand yourself. Your brand should always be under construction.

What We Must Always Do

- Trust and service to others is essential
- Commit to success – yours and others
- Support others through visible, active and consistent effort
- Words matter - it's important what you say, how you say it and to whom you say it
- You are 100% accountable and responsible for you – own it
- No approach covers all situations – there is a time and place for everything
- Don't have an impoverished mindset
- Don't be content with being good pursue excellence

Don't go to your default position. Be open to new ways to do it.

Q&A

One of the things we talked about in our group is being 100% responsible for our actions and reactions, especially when something triggers us. How do you manage that?

We have to keep in mind not just what is immediate and visible to us. Where there is no vision, people perish. Look for the bigger picture, not the trigger you are reacting to. Hard to do in the moment. Build up the habit over time.



Management Forum

Gregg Sneed, Mayo Clinic

Clif Brewer, Mayo Clinic

Greg Sneed:

Change Management in Brief

- We create a lot of great projects about change. But what if nobody adopts the change? You do everything you think you're supposed to do.
- Need to integrate project management and change management. If the project management is a bust, the change may be as well.
- Change ultimately requires individuals to move from their current to a future state



Consequences of failed change management initiative:

- Lower ROI
- History of failed changes
 - Unachieved improvement
- Not what we expected/hoped for

5 elements of successful change (ADKAR)

- **Awareness**
 - Articulating the nature of the change
 - Why change is needed
 - Risk of not changing
 - What you hear...*"I understand why...."*
 - Triggers for building
 - *"Why?"*
 - *"Why now?"*
 - *"What if we don't?"*
- **Desire**
 - **WIIFM** (what's in it for me?)
 - A personal **choice**.
 - A **decision** to engage & participate.
 - What you hear...*"I have decided to...."*
 - Triggers for building
 - *WIIFM*
 - *Personal motivators (intrinsic)*
 - *Organizational motivators (extrinsic)*
 - In some ways, you're asking people to make a personal choice, to buy in

- If you've done a good job, they will understand what's in it for them.
- **Knowledge**
 - Understand how to change
 - Training for new processes, tools
 - Learning new skills
 - What you hear.... *"I know how to...."*
 - Triggers for building
 - *Within context (after **Awareness** and **Desire**)*
 - *Need to know during*
 - *Need to know after*
- **Ability**
 - The demonstrated capability to implement the change.
 - Achievement of the desired change in performance or behavior.
 - What you hear... *"I am able to...."*
 - Triggers for building
 - *Size of the K – A gaps*
 - *Barriers/capacity*
 - *Practice/coaching*
 - Can't read a book about golf and know how to play
 - People change at their own pace
- **Reinforcement**
 - Actions that increase the likelihood that
 - a change will be continued.
 - Recognition and rewards that sustain
 - the change.
 - What you hear... *"I will continue to...."*
 - Triggers for building
 - *Mechanisms*
 - *Measurements*
 - *Sustainment*
 - Immediate change can be relatively easy
 - But is it sustainable?
 - There will always be resistance

Sometimes change is non-negotiable. The only thing that is permanent is change.

Clif Brewer:
Transforming Executive Presentations

I will talk about creating a media team around our executive office (EO). We're talking about a small team dedicated on supporting events from the executive office.

We have a relatively new CEO, since January 2019.

- Prior to his becoming CEO, he was in Florida, where I am, for our years. We got to know him well and supported his messaging.
- One word to describe him: innovative.
- Wholly focused on the hospital of the future. He has a very high bar for himself and everybody in the organization. He understands the power of video and photography to tell the Mayo story.
- All of our executives use our services, but he is unique in why we need to provide him more support.
- He wants video that supports his agenda. He's very clear about his messaging. It's both liberating not to have to think about those things, but it's also challenging.



Expectations:

- Wanted images never used before.
- Wanted high contrast and saturated color.
- We had to do a lot of extra work; couldn't dig into our archives.
- Could not do things the way we've always done them.

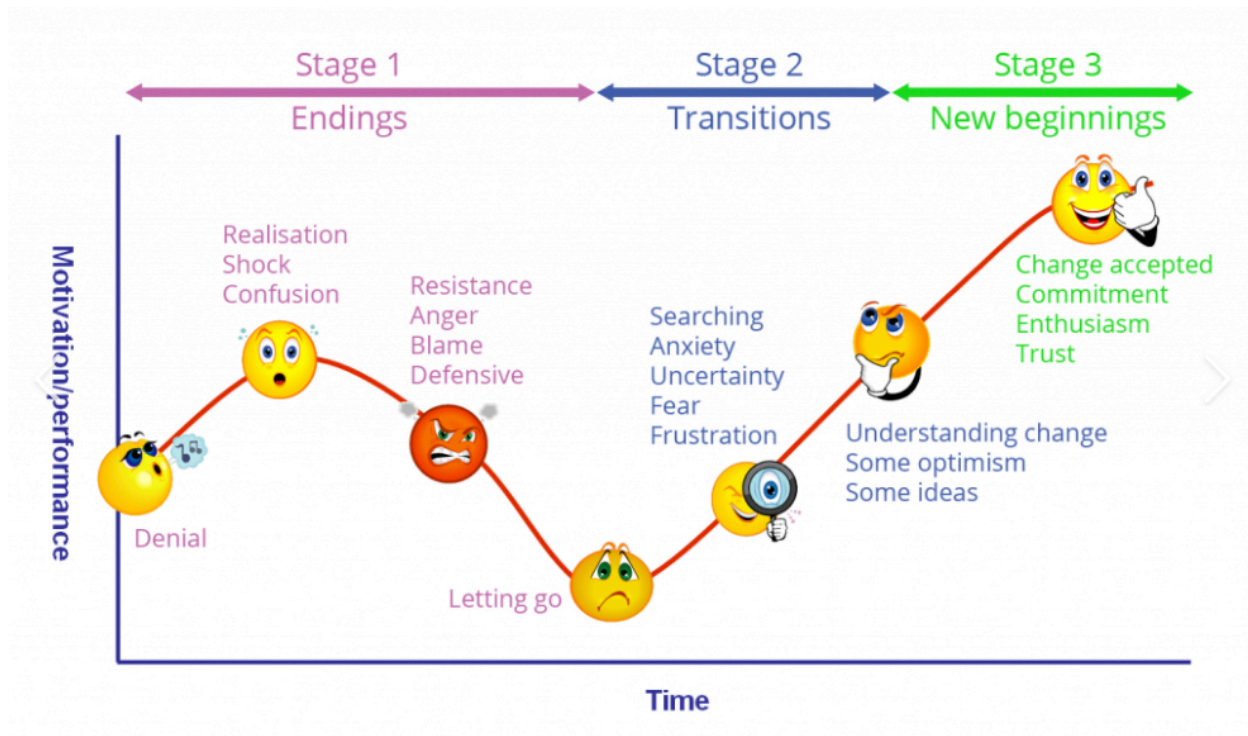
For example, here's a photo of a conference room for a presentation he made.

And the next time, the room needed to be different again:



We have Zoom calls going on day and night.

What does all of this mean for us?



Mitch asked the key question: Could we create a team just for him? And he said I should lead it, since I know him and have worked with him.

Our Team:

- Director
 - Producer
 - Senior Producer
 - Senior Producer
 - Engineer
 - Photographer
 - Business Analyst

The business analyst has been a key role for our team. He sees things and takes care of them before they happen.

We didn't get additional resources for this. We borrowed from our overlapping services for this. it took us a year and a half to get here.

This team runs toward the fire and figures out what to do about it. We were doing pretty well. Then the pandemic hit, and we had to pivot again.

- We added another Engineer and work with four technology experts, two in Rochester and one each in Florida and Arizona to enable us to be virtual.
- Upgraded camera, lighting and green screen

We're using [vMix](#), which has been mentioned today by other presenters. It's a terrific tool. It raises the bar in terms of what we are doing.

Keys to Success

- Support from leadership.
 - Reallocating resources
 - Support from engineering
 - Nobody told us to create this group, but we were listening. Recognized the need.
- Willingness to change
- Shared understanding of EO priority
- Support/Partnership from overlapping service lines

The biggest takeaway for this past year for me has been the importance of leadership and leading our teams through change.

This virtual set is partly for real and partly dreamed up in my head. We are always going to have virtual meetings.



Q&A

How did you deal with the levels of resistance to the past ways of thinking?



Response from Mitch: I did the right thing. I pulled the pin, then I retired. We had super support from our executive office. They were the snowplow ahead of us through all the barriers. Collaboration was key.

We need strong emotional intelligence. Know when to speak up and when to shut up. That's really important in this environment.

How much of your executive support is directly for the CEO versus other executives?

This is really top-of-mind because we just recent had conversations about this. We are available for consulting with any high-level folks. Knowing our primary responsibility is to the CEO, we are happy to take phone calls and point them in the right direction.

Technical Forum

Reimagining Studio and Event Space



Pete Safran, Lincoln Financial, Moderator

Adam Nelson, Alpha Video

Richard Wood, George Mason University

Craig Frankenstein, AVI Systems

Bryan Nelson, AVI Systems

Adam Nelson

***3-WAY AIR-WALL DIVIDABLE AUDITORIUM SPACE,
designed for Cargill***

Objective: To design Auditorium AV systems and broadcast control rooms that will support either one large event, or any combination events in the divided spaces.

Flexible: For non-produced events, each space can be operated independently without technical assistance. For produced events, support for up to two video productions can be done simultaneously.



Futureproof: Leverage IP video and IP audio wherever possible. This would allow for more event spaces around the campus to be produced from these two control rooms.

To design auditorium AV systems and broadcast ETC

Not as easy as you might think.

Flexible for both non-produced events...6-camera shoot in another section...Powerpoint in the third...

Each dividable space included:

- (3) Panasonic HD/4k NDI cameras
- 12k Lumens Epson laser projector
- Crestron control system

- Sennheiser ULX-D Wireless Microphones w/DANTE IP Audio
- Timer/Clock System
- Rear wall mounted 70" confidence monitors
- Assistive listening system – Williams Sound

Control Room A included:

- NewTek Tricaster TC1 switcher with NDI support
- Yamaha QL5 audio console with DANTE IP audio
- Support for VGA, HDMI, SDI, and NDI sources
- Support for Polycom video conferencing
- ClearCom FreeSpeak wireless intercoms
- Haivision Kulabyte streaming encoders
- Can use ipad to go into auditorium and do set-up from there
- 3-5 techs for full production
- 1 person with ipad could run this alone

Control Room B included:

- Portable equipment cart to house all equipment
- NewTek Tricaster Mini switcher with NDI support
- Yamaha QL1 audio console with DANTE IP audio
- Self-contained studio
- Portable if needed

Challenges:

- Mixed resolutions and aspects ratios 16:9 and 16:10
- Mixed signal types with VGA, HDMI, SDI, NDI, Crestron DM
- Long lead times on console furniture
- Needed to add support for Zoom/Teams during Covid

Richard Wood, George Mason University

Hybrid meeting/production space with social distancing

- We support what the client wants to accomplish. We use video as a tool.
- During Covid, we supported events from our studio with skeleton crew.
- After a spectacular failure we almost had this business outsourced.
- End of the year, we're were to meet back in person. No space big enough for social distancing. Told us to build one in 6 months.



Requirements

- Hybrid meeting space
- Production space for us
- High-impact event/meeting space
- Flexible enough for production or none at all
- All IT based
- 60+ microphones in the room
- Everything is Dante and NDI, which is brand new for us
- We're still waiting for computers ordered January

Issues

- Networking critical; can't do our job without it.
- Need our own IT person.
- Build the space flexible for the end user to do a hybrid meeting. Multiple points of failure.
- Ownership.
 - IT has equipment
 - We want to control the control room.
 - Classroom folks also had ownership. I
 - If something doesn't work, who's responsible and has to fix/buy it?
 - Takes 3 or 4 other groups to make this happen
- Different audiences: in the room, remote viewers
 - One director focusing inside the room; the other on remote audience experience

Hybrid is not going away!

Craig Frankenstein, AVI Systems ***Solving a Media Problem***

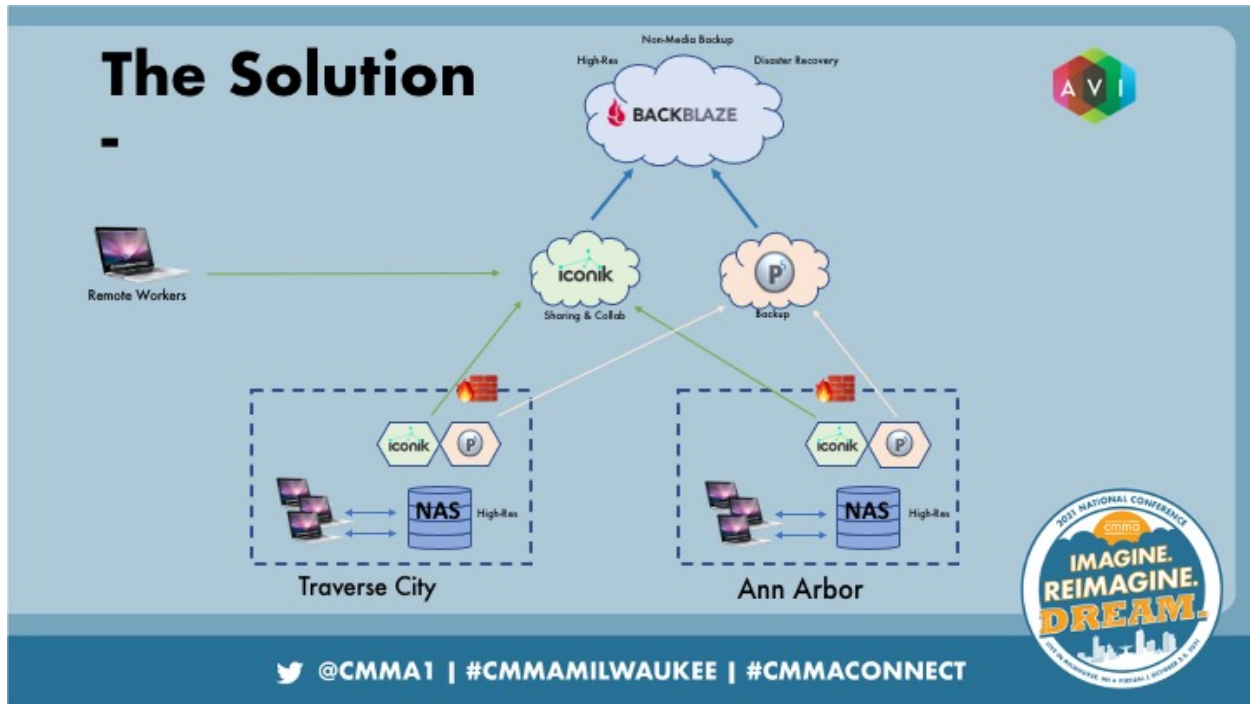
A Michigan insurance company with a big problem:

- Growing Brand
- 40 Person team w/remote workers
- 8 Years of footage
- Storage Capacity Problem
- 300+ projects annually
- HD and 4k Resolution
- Traverse City, Ann Arbor and other cities
- Sharing and Collaboration (Shipping hard drives)
- Metadata Searching
- Offsite Data Backup / Disaster Protection



We have direct access to a lot of manufacturers
Developed this solution during the pandemic

- Client found a storage system they thought would work. Not one we would have recommended, but we said we would help them.
- Capacity was a problem
- 2 locations needed access
- No back-up for media
- Had to come up with a way to access for multiple locations and protect their content



- User back-up to cloud.
- All users can access content
- Can't get full resolution
 - Can request what they want and download it
- Don't put everything into the cloud
 - If it's only needed for single project stored locally
- One bucket for searchable tagged content; one bucket for back-up only
- Everything backed up within an hour automatically

A Step Further

All content in the cloud
Ability to edit & share anything, anywhere, anytime!

- Virtual file system
- Sync folders
- Mac, Windows, Linux (no VPN required)

Some producers may never go back to the office

- Bring high res content directly to laptop
- Or use technology to bring remote operator closer to the high res content
- Work as if you were in the office
- Security has to be addressed—and it can be.

Bryan Nelson, AVI Systems
Who's Available to Edit Today?

Holiday 50 Leadership Meeting

Produced 50 videos in a month to support the event

I'm going to talk about a granular part of the process: Who's available to edit today?

- Had a shared calendar
- Figure out by process of elimination
- I wanted a hotel booking system! Look at a calendar; click on the day, and see who is available



We needed a Smart calendar:

- Attach resources
- Calculate capacity
- Exclude non-work hours/days
- Using an existing system
- Low/no budget
- And do it all in REALTIME.

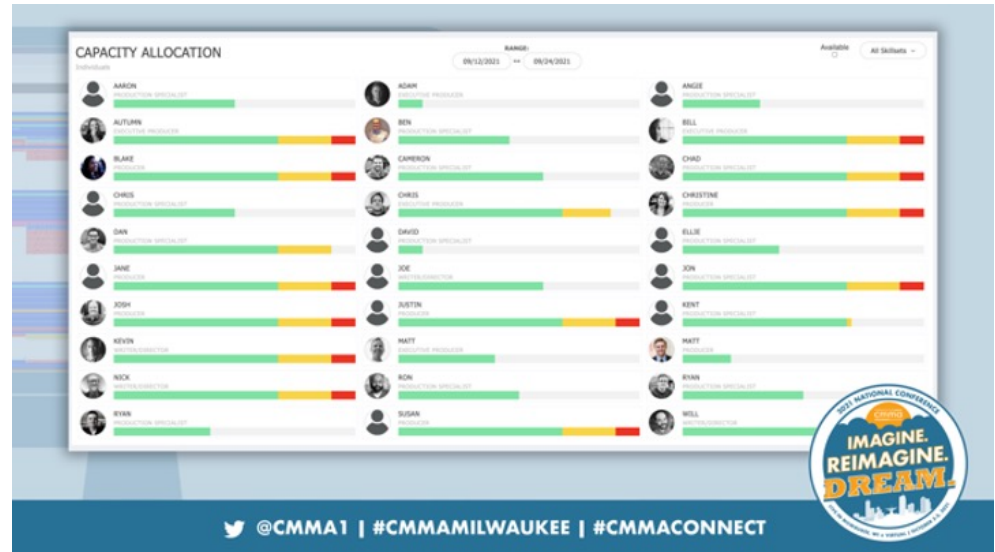
Smart entry form

Connected to database of staff, contractors, freelance

Can select a name and auto-calculate their capacity

Built on top of SharePoint

- Click on date
- See capacity
- Can override schedule for higher priority project
- Can add specific skillsets
- Can click a button to show every editor's availability for a day or a week
- System set up for all production skills, not just editors



Q&A

For Adam:

How do you populate the value and time frame for a project?

You're right. Garbage in/garbage out. Responsibility of the Producer to determine and Executive Producer. What we don't do on the calendar is meetings and other commitments.

For Craig:

What's the latency when you're trying to edit high res from the cloud?

Either need to download the high res close to the editor. Or bring the editor to the content. Cable is better than WiFi. Need to test the waters and see what works.

For Richard:

Was building shared relationships with others including IT difficult?

Building relationships didn't start with this project. We've been building relationships for a long time. We didn't anticipate how challenging it would be to have all four groups involved. 3 different VP's to make look good. We're housed in IT, but it was still hard to get them to take this on.

Are you selling the product you are using?

No. Built it homegrown.

To all: How long before we're not buying all this studio equipment?

Panel responses:

Covid pushed this 3-5 years into the future. We'll all be in the cloud eventually. Everything gets cheaper and faster, so using the cloud for high def video can be done. Control rooms will be cloud based.

Definitely going in that direction. Used to have separate hardware boxes for everything. Now going to software. Ideally, I'd like to walk around with 150 terrabytes on my laptop, but it doesn't work that way.

We need to have new partnerships with IT. We have to be aligned with them for connectivity, for security, for bandwidth.

All the devices in our industry are becoming IOC devices that can go directly to the cloud.

SRT Secure Reliable Transfer.

For Richard:

You said each of the audiences is as important as the other. How do you prioritize if you need to?

We serve our executives. They make those decisions.

To all: Talk about [TriCaster](#). We had one—maybe we caused it—but one day it just petered out in the middle of production. Do we need to learn about this for the future?

We love/hate TriCasters. One of the most flexible pieces of equipment available. Not perfect. It's Windows based. I wish the rest of the industry would get on the bandwagon and figure this out.

Not the be-all and end-all. Ultimately it's a Windows PC. If it's mission critical, you need a back-up. Evaluate the event; right size the technology for the event. Sometimes TriCaster is good enough, sometimes not. Have to minimize risk.

You read my mind. Is anyone using a back-up and what is it? An i-phone? Quality not as good, but it's there. Tips/tricks?

- Use 2 TriCasters. Both won't go down at the same time.
- Depends on your sources.
- During Covid we used phones as back-ups.
- Can't patch around anymore like we used to!
- Black magic switcher makes a good back-up for TriCaster.
- Flexibility is the game changer with TriCaster.
- Be careful. Software solutions are not as bullet-proof as hardware.

Member Case Study

Stephane Atkin, Prudential Financial Changing Focus from Activities to Outcomes and Roles

Early 2020, Prudential launched a massive initiative in the way we do business.

- Growth
- Expense reduction
- Strategic investments
- Innovation
- New opportunities

2,000 initiatives; 50 managed by Prudential Communications

- Enterprise video streaming project just started
- Media asset management system
- Remote recording and virtual solutions
- Implementing Yammer; (abandoned)
- New email campaign solution
- Front-end digital workspace

Forced us to change the way we work

- Become outcomes-driven
- Had to reduce our team to save costs
- A new operating model:
 - Prioritization model
 - Support essential pillars only
 - Winners and losers for what we could do
- Prioritization
- Start with outcomes
- 4 questions
 - Takeaway
 - Audience
 - Details
 - Call to action
- Project attributes
 - Clear
 - Concise
 - Inclusion
 - Human action oriented



What's next:

- Getting ready for the hybrid world
- Not returning to the office until January
- Using this time to: Renovate event space and create a new studio set
- Preparing for more webcasts and virtual events
 - Challenges
 - Bandwidth
 - Speed of implementation
 - Concept to product takes too long
 - Getting better
 - Mindset
 - Change is hard
 - Particularly hard when we are not together in person

Our purpose statement: We are a daring team of strategic partners who believe in providing our clients with creative solutions that inspire, inform and educate.

Q&A

What steps did you take to ensure that your team stayed fresh, alive, valued and able to do all the work?

That's a question for the whole room! Tried to free our staff from having the decision on their shoulders. We used to accept everything. Now we prioritize. Try to be in the right place to be able to tell an executive that maybe a video is not the best solution.

Member Case Study

Digital Asset Management



Heidi Schuster, VP, Operations and Client Engagement, Aldis, Moderator
Annie Erdmann, MUS, Digital Librarian Supervisor, Mayo Clinic
Phil Seibel, MUS, Digital Asset Librarian, Aldis

Annie:

Where to start: Identify the business use case

- What problem do you need to solve?
 - Be specific to control the scope
- Define what success looks like:
 - Users will find the right content in less time
 - More users can easily access the right assets
 - Get more value out of investment in the asset through reuse

Build stakeholder relationships—your staff can help you determine:

- What has value & should be retained?
- What is no longer needed, lost its meaning, or incorrect?
- What valuable information is missing?
- Involve stakeholders in process—ask what will help them to their work
- Build workflows together, build buy-in early

Phil:

Video evolved to be functional at Mayo. Very different process and workflow for different types of projects. I walked around and talked to everyone about where media was and how they access it. I asked everyone: *If you have a project and need video, how do you find it?*

Helped us figure out taxonomy. Mayo was early in getting an Assessment Management System, but it was no longer working for us.

How to Make it Easier:

- Find partners & vendors to collaborate
 - We have 4: Aldus, the contractor that helped us migrate assets, another to implement the new system
 - Each vendor had to stay on task and on time
 - Leverage their strengths
 - Seek librarian assistance
 - Engage an implementation partner - outside of the vendor
 - IT heavily involved
 - One heck of a project management team
- Use project management techniques
 - Create a phased roadmap with timeline & benchmarks
 - Identify a project sponsor
 - Map out potential integrations

Key Success Factors

- Utilize metadata - apply information science
 - Oncology a major customer; had to use their terminology to get accurate meta data
- Prioritize the most useful aspects
 - Focus on little wins
 - Minimal Viable Products (MVP)
- Don't force yourself to make decisions until needed
 - Gain information
 - Context
 - Better understanding of the process/system
 - The more you know the better the decision
- This is a process - you're always evolving
- Be flexible, adjust as needed

Governance is Not Optional

- Enterprise/Organizational Level
 - Tap into established processes, if they exist
 - Include key stakeholders
 - Governance should be enterprise-wide
 - Engage members in discussion & decisions
 - Identify a governing body/person/role to escalate, for disagreements
- Team/Management Level
 - Use vision & goals for your DAM to drive discussions
 - Employ documentation & training

Technology is only as successful as the processes that feed it

- AI & automation are great
 - Still requires the human touch - machine learning
 - May need to wait, learn systems & build processes before activating

- Must enhance the process

You are dealing with a library. Retention schedule. Copyright. Check in and out. Collection management. You won't really understand what your users need until you put something in front of them.

Q: The DAM and the MAM are separate. How can we integrate them? Tips or advice?

Depends on the end products. Graphics and animation have different equipment, processes and outcomes. Video different. But they have overlap. Figure out where they cross. It's really about nomenclature and language. Venn diagrams are needed.

Tuesday Keynote Address

Making Time for a Reset

Manoush Zamorodi

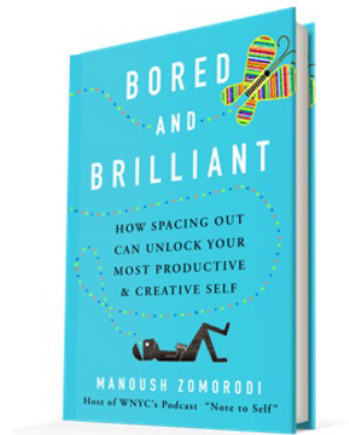
Author *Bored and Brilliant*

Host of Public Radio's *TED Radio Hour*

You are in a unique position. You want to find ways to reach people, engage them and don't waste their time. My work includes researching technology and how to work in ways that don't burn us out.

And then the pandemic upset everything.

Like so many others, we got a pandemic puppy.



My book had a resurgence during the pandemic. Book may have been a little ahead of time and may be perfectly placed for right now.



I worked on a *Note to Self*, a show on how technology impacts how we think and feel. The book is about the lost art of spacing. I was having a personal problem—a creative drought—and thought maybe I could solve it through my job. It was a drought in my brain. Why? What has changed? This was around 2014. Realized all the little cracks in my brain were being filled by using my iPhone. Texting my husband...reading the news, etc. I was never bored anymore. Decided that might not be a good thing.



Wanted to understand what went on our brains when we were bored. Neuroscientists and cognitive psychologists said our default mode is letting your mind wander, daydream. Incredibly important place to spend time in your brain. Some of your most creative thinking. Think about how you got here and where you will go. Time traveling in your brain.

I wanted to ask my listeners if we could experiment with this. 20,000 people signed up within 48 hours.

We did all kinds of goofy assignments: like keeping our phone in our bag all day, or taking no pictures for a day, or deleting our favorite app off our phone...just for the day, to see if we could get more boredom in our life instead of filling every spare moment with technology. Wanted to turn technology into a tool instead of a taskmaster.

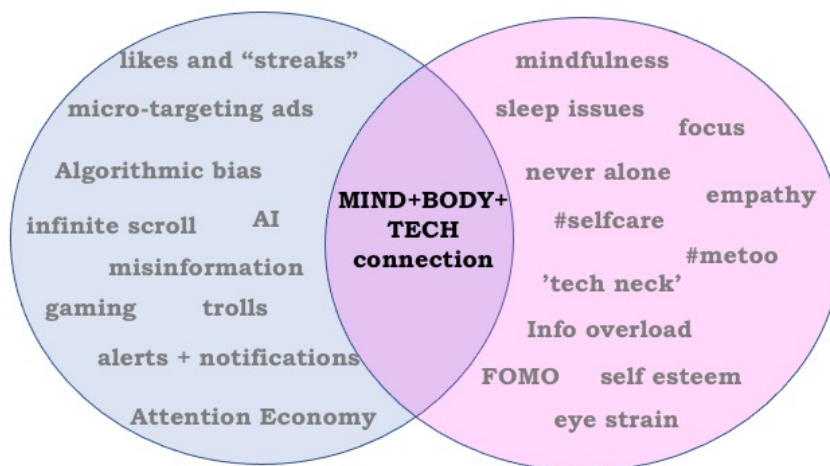
*A decade ago, people shifted their attention between online and offline activities about every three minutes. But now we're finding that people are shifting **every 45 seconds**.*

Gloria Mark

All day long. We're confusing productivity with being reactive. It can seem like a miracle when we actually finish an email.

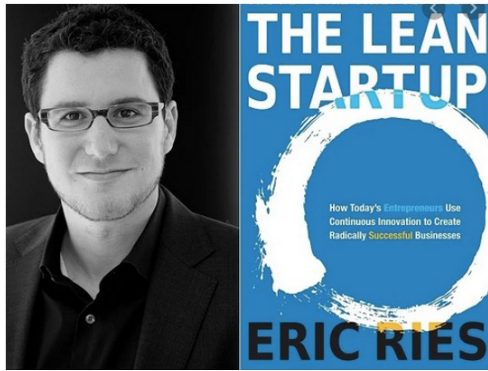
After a week, 90% of people cut a few minutes of online time. I wasn't impressed but was told this was huge, because it is so hard to change. Anecdotal data was very positive: my life feels different...I slept better... .It's good to just sit and think...I realized how much I use technology to distract me from my life...

This work is cited in numerous academic papers, by psychologist, teachers. Bored and brilliant challenges happening in classroom. School is a completely different experience without phones. What you need to practice in class is listening, having eye contact, think about something you just read.



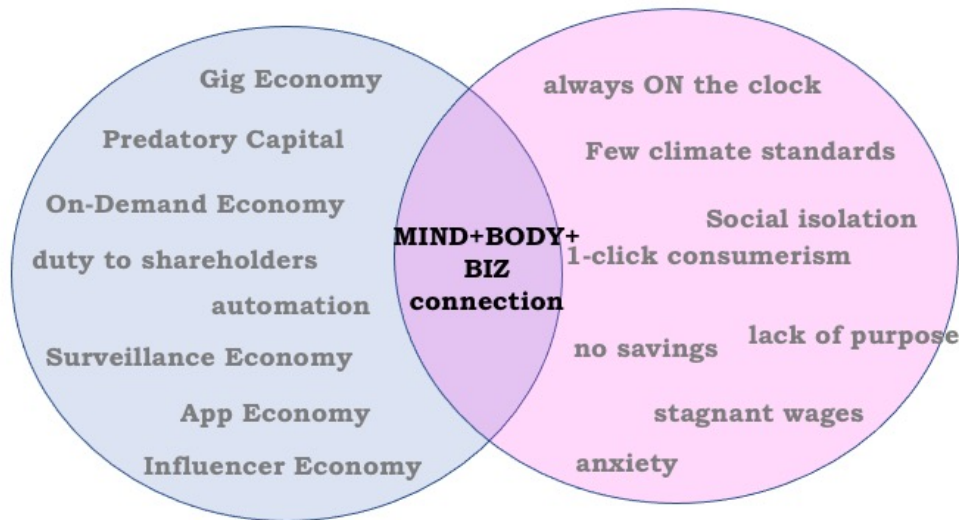
Mind/body tech connection. Crossover between digital and the physical.

My new podcast is called Zigzag. It's a tech show about new paradigms for how we can live with technology.



An Example: Eric Ries. *The Lean Startup*. A template for creating a new business. Eric has this big best seller and all these CEO's are asking for his advice. But they have a huge problem standing in their way: they are focused on earnings, not a happy workforce or products that create a healthier society and planet. Have to change the incentive.

So Eric invented something called the long term stock exchange. Radically different. Just getting off the ground with two companies. Different standard. May not make a lot of money in the short term. Need to create a business that builds up a community instead of making it impossible for anyone else to live there.



I call it the mind/body business model. ZigZag project. How people can try to reflect their own values in the work they do. 95% of workers are considering changing jobs or switching industries. People want their job to reflect what they have learned during the pandemic. Don't want to work for a company that is extracting from people. It's not a magic formula, but it gives people time to apply the creative process to their professional lives.

Most of the people I know are freelance or contractors. Their path is not straight; it really does zig and zag.

ZigZag Project Steps

1. The pulse
2. The vision
3. The ideas
4. The match
5. The path
6. The timeline

People want time in the neutral zone. Best leaders give themselves and their staff time to process a period that was ending before rushing into the next phase. Neutral zone important to keep the next thing becoming a crisis. Have moments in your life to be in these more contemplative phases of life, and not be frustrated.

Three things to leave you with:

1. Let's talk about you and your brain. You wake up every morning with a limited amount of dopamine. How will you use it?
2. Our relationship with time. We need to help ourselves and the next generation rethink time and how we spend it.
3. Need to remember this wonderful/tragic lesson we've learned during Covid. We are all connected, and we need to work together to solve global issues.

If you were bored during my talk, I'm happy!

Q&A

We know that time in front a screen is bad, but we do it anyway. Yesterday, Facebook went down for hours. What do you think that did globally?

The problem with so many of these tech issues is that they are so complicated. Some people didn't even miss it. Some small businesses rely on it. For some businesses, Facebook is the Internet. Facebook is so frustrating to work with. We're smart enough to hold two ideas in our heads: the wonderful things Facebook does, and the bad things. They are not following the guidance of their oversight board.

I'm an optimist, despite being burned many times. But I don't think we can trust them with our brains.

How do I manage my expectations with those I work with if I want to cut down on my technology use?

Has to be a conversation about setting expectations. Everyone has to agree to them. Team at TED gets hours off each week where they simply read or think. Or no meetings on Friday. Need ways to cope with information overload. Limit information searches to a specific need or goal. What is the purpose for getting online right now? If you stick to a schema, it will improve comprehension and retention.

Our kids don't have time for contemplation. Neither do we. Seems like we need to schedule a time for boredom. Does it work?

You hit the nail on the head. It's easier to stay constantly connected. Yes, it helps to schedule. Call it *default mode*, not *doing nothing*. Go for a long walk. Clicking over from boredom to daydreaming requires time. I'm very type A, and I know default mode helps me accomplish more.

We also wake up with a limited supply of glucose. Every time you make a decision, you use glucose. That explains why you want a Snickers bar at 4:00 and spend the evening mindlessly scrolling. You are not a computer!

Covid has brought even more tech into our lives! Where does this science take us after Covid? Our children have been inundated with tech since they were born. That's all they've known and taking time away from them is literally painful. I worry for them.

Kids say, *I'm going to be fine. It's my parents I worry about!* When my mom was really busy, I could see what she was doing. But now I do all things on one device; my kids don't know what I'm doing. I make a point to tell my kids what I'm doing and why I can't talk.

Amazon bothers me, too. Stuff just shows up at my door. Take time to go to the store. Slow it down! Learn about the supply chain and where things come from. On the other hand, I think kids are very savvy about what these companies want from them. There's good/there's bad. It's hard.

My kids have 2 or 3 screens at the same time. What does that do cognitively? Not able to focus on any one of them. Also how can they discern what's true, what's not.

I want to show respect to kids for what they've had to go through. I don't want to judge. We are not allowed to double screen in our household. Multitasking is not possible. Your brain is just rapidly shifting from one to another.

Media literacy is incredibly important. What is a trusted source? Why is that real or not? It's an important conversation to have. We all have to be journalists. We're talking about trust. Unfortunate this is not baked into school curriculums. A lot of schools don't even have librarians anymore. Important to do this with caring and respect. We're in this together. Is that real? Let's go find that together.

Kids already know how bad social media is for them. Unfortunately, that does not stop them from using them. For Facebook, it's come down to a whistle blower before their research comes out.

You and you are going to be together a long time. If you don't know how to have a conversation with yourself, you are setting yourself up for a lifetime of loneliness and mental health issues.

Try noise cancelling headphones. You can shut out all the noises around you. It's wonderful. Happened to me by accident when my phone died, but the silence was great.

That is small and huge at the same time. You are onto something that works for you. Tell your team about it. Have a conversation about it. Be a role model. Schedule time for headset thinking.

Encourage them to do this too. You have to be mindful, purposeful about not always being in switch, switch, switch brain mode. We're smart; we've got this!

Member Case Study: Home Depot's Transformation to Remote Editing

Bruce Covey, Manager of Business TV Engineering

I want share with you our progression from centralized server-based editing operations to remote editing, working with [Digital Glue](#). Due to the COVID situation most of our officers have worked remotely, and we needed to continue our operations in order to continue supporting LIVE events. This has been a quite interesting process.



First some history...

Our HDTV facility is located in the Home Depot corporate office in Atlanta, Ga.

- We provide internal corporate communication support through a variety of services.
- We operate a satellite broadcast network serving approx. 2400 HD stores/offices across the U.S., Can, PR, USVI, & Guam.
- We do extensive LIVE streaming of special events and select high level meetings.
- Our operations range from editing, managing and publishing VOD resources, PodCast production, and library & archive management.
- 24 years ago, we moved into our new facility here in Atlanta.
 - HDTV began nonlinier operations with a shared central server.
 - 500 gigbytes of storage. Analog.
 - Less than 10 devices on a slow network. Things certainly have changed!
- From 1997 to 2010, we rapidly evolved thru SD digital and then HD digital production.
 - Apple server system with 2TB of storage,
 - 2 Gb/s Fiber channel
 - Switched to Final Cut Pro for editing, and thus began our march toward the I.T. centric systems we have today.
 - 2010 was a banner year for HDTV as our production demands were outpacing our current systems and our ability to effectively manage our rapidly growing digital assets.
- Started working with Digital Glue in 2015.
 - DigitalGlue helped us create an internal web-based solution we called DGlogin. This tied our [MediaGrid](#) into our Active Directory system and allowed our editors to mount individual project folders (as drives) with more security and preventing over-lapped access.
 - We also transitioned library and archive management to a web-based version of [IPV's Curator system](#) which integrated with our current XenData off-line archive.
- In 2019, we were again pondering the next MediaGrid upgrade when Tim Anderson approached us with their new Creative Space offering.
 - a variety of interesting features
 - the ability for a simplified private network
 - remote support monitoring, and a possible lease option

- We decided to purchase their smallest Rogue system in order to test all of their capabilities and determine how we might integrate Creative Space with our existing systems.
- 2020 introduced us to [Creative.Space](#).
 - Simplified private network
 - Remove support and monitoring
 - Purchased a small system to experiment with
 - Used it for access control

Note: Of particular note was my desire for some modification in the functionality of their create space. They worked with me to make a stripped down version that worked better for my space. I was very impressed with their willingness to what their customer wanted.

In 2021 we leased a new system from Digital Glue. 200 terrabytes.

- Lease option essentially traded our existing Harmonic yearly support spend for a cost neutral adoption
- Additionally, DigitalGlue worked out a direct purchase of 2 4ch Harmonic Spectrum VSX systems to replace our aging MediaDeck systems.
- In June of 2021 we took delivery of our new [\\DeusEX](#) server system (approx. 200TB) and Spectrum systems then began the integration process.
- In Aug, I performed the system cut-over from the MediaGrid over a single weekend with fairly minimal issues.
- We are extremely pleased with the new [\\DeusEX](#) system, and with the support from DigitalGlue
 - Willing to work directly with their customers to craft solutions to fit specific needs
 - Internal tech team is something else...

Member Case Study: Transitioning to Microsoft Teams

Rose Lambert, Operations Supervisor, 3M Corp.

The Media Solutions Management Team



Rose and Michael are new members; Doug is our current manager. Doug will be retiring in March after over 41 years! Congratulations, Doug! You will be missed.

2 studios
14 auditoriums
12 producers & technical staff
+10 supplier producers

We serve our corporate operating committee and top leadership in support of internal and external communications.

3Mtv

- Just prior to Covid we supported 5 or 6 productions a day
- 15% studio/ 85% streaming using business television
- Many suppliers and freelancers
- Suppliers managed about 80% of auditorium production
- Outsourcing is our business model
- Channel communications most important because tied to sales

Microsoft Teams Live

- From 900 projects to virtually none
- Painful assignments of suppliers
- Able to keep our staff
- Need to communication did not stop
- Forced to transform the way we work
- Global technical support
 - IT already planning to move towards virtual presentations
 - Did not have the staff to get the global 3M population up and running
 - We didn't have the bandwidth

- IT came to us asked us to be the global resource to all things team live.
 - It was an all-hands-on-deck for us
 - Began learning and testing Microsoft Teams Live Inside and out. We had to learn the app and become producers.
 - Also invited to be part of monthly Microsoft product review meetings, which was very helpful
- Quickly started supporting 3-5 live events a day
 - Dedicated resources and training to our internal SharePoint site
 - Adding landing pages for anyone to use
 - Created specific resources for 3M
 - Big effort to not only becoming experts ourselves, but training others
 - Bringing in external presenters and getting access to external audience has been the hardest part, including security issues.
 - Have seen a lot more need for translation support as a global company.
 - We were able to get back on campus and use the studio after about 3 months. We still can't have live presentations.
 - Staff have been able to return to original roles; using more freelancers again.

A few months ago, as things were leveling off, the Covid variant hit. We are planning for hybrid auditorium presentations when we return to work. Hybrid business model and processes will be in place.

Through challenge comes transformation. The broadcast landscape is forever changed, but that's not all bad. We've learned a lot. We're more flexible. We've worked together as a team and we're stronger for it.

Q&A

Will your staffing model change with the transition to teams based productions?

Our model has already changed. We were planning for virtual presentations before Covid. We're ready for whatever direction we need to go.

How is your model set up for your team support? Is it full service, or they want to try it themselves, great?

Our first priority is to serve our leadership team. Farm non-division or staff group projects out. Or we will teach people how to produce projects themselves. We teach them to fish.

Member Case Study

Go or No Go: Scared with Confidence

Dave Heckman, Media Production Director, American Family



This is the first time I have presented not wearing shorts since 2019!

I'm going to talk about a live event we pulled off in July. May 17 was the *go/no go* date.

Confidence came with the team I had to work with.

We are all working from home. I love making awesome leaders as I became a Director. Steve Tingley was my Director; he retired last year.

Let me set the stage. My boss retired. Our senior producer retired. Our CEO is retiring. Guest Kelly Clarkson: Covid. And this was my first time to produce this event. But we were ready. It was an opportunity for people to step up and figure this out. We were scared, but confident.

The Event: All American

- Recognition for American Family agents
 - Virtual in 2020; not well received
 - Everyone really wanted to get together
 - Legal, compliance, media, risk management all worked together biweekly to figure this out
 - Reached out to company that helped mitigate the risk with the Super Bowl. They were very helpful. You can do this, but here's what you have to do.
 - Followed online website to track Covid in Central Florida; event was in Orlando.
- We needed to produce the recognition videos whether or not the meeting would be live.
 - We were not allowed to go to the agent's offices. We used [OpenReel](#). Agents had to shoot their own B-roll with their phones.
 - Couldn't sign contracts until Go/No Go date.
- Table spacing
 - Typically, we have 3000 people together
 - This time had 3 waves of 1000 each
 - Less chairs at table
 - Room was ginormous
 - Drinks in buckets on tables instead of a bar
- Production company was excited to work!
- Most people were comfortable coming to stage or stay at the stage
- 80% of them came up, comfortable because they were vaccinated
- Lots of extra busses for distancing
- No extra events

Kelly Clarkson insisted anyone who met her had to have a Covid test. She performed 3 times. Everyone had to have the tests 3 times. Had doctors on standby.

Q & A

Dave: You did this really huge event. Was that a one-off, or will there be more?

We had a window of opportunity, but it shut in August with the variant. September event cancelled. By the way, our event was not a spreader. Everything was fine.

Partner Case Study: Transitioning to Hybrid Events

Justin Swain, VP of Global Strategic Partnerships, OpenReel

Want to share some of the things our clients did with our technology over the last 18 months. We were able to help people to keep on filming and show them new and interesting ways to film. Through those challenges we have innovation driving us forward. Covid impact on business was swift. Pre-recorded video is the key to successful modern events.



2020: Events go Virtual

- Covid-19 pandemic forced industries to go completely virtual
- Both events and the pivot to virtual impacted every industry and vertical:
 - Fortune 500s
 - Small non-profits
 - Individual entrepreneurs
 - Cross-functional teams within brands
 - Agencies
- Events play a major impact on brands and corporate culture:
 - Fundraising events & galas
 - Industry conferences
 - Fireside chats
 - Training workshops
 - Executive retreats & team off-site
 - Trade shows
 - Seminars
 - Product launch events

2021: the future of events is secured

Benefits of virtual events were solidified, even as events returned to in-person or moved to hybrid:

- Audience reach became global
- Easier and more affordable way to book talent
- More accessible for wider demographics
- Less resource-intensive to produce
- Easier to track ROI and impact of event
- More environmentally sustainable

American foundation of age research. A lot of filming to raise money for Covid research. Another nonprofit organization partnered with us to help raise \$300,000 with virtual events.

Case study: How one agency enhances event engagement with OpenReel

Full-service agency Workerbee. TV provides more value & content to clients.

2019 and before: all in-person production

- Expensive, time-consuming and resource intensive to create video
- Crews are limited in what they can capture, depending on team size
- Limited ability to create assets
- More room for errors or unhappy clients
- Annoying cumbersome and unsustainable logistics on-site
- Crews are limited

2020 & beyond: More efficient and measurable events without sacrificing quality

- A suite of content can be created in just an hour, providing a variety of material:
 - Promotion of the event
 - Keynotes, panels, and other content for the event itself
 - material after the event
- Technical errors are eliminated
- Event's lifespan is elongated

Easily create content for your event:

Pre-event

- Social ads to promote registration
- High quality content for the event page
- Professional commercials for event

During the event:

- Promotional content for attendees to watch while waiting for the main presentations to begin
- Keynotes, presentations, virtual product showcases, limited-attendee breakout sessions for tiered registrants
- Attendee and panelist interviews
- B-roll

Post-event:

- Immediate on-demand access to all videos
- Recap of event highlights
- Extensions of popular attendee tracks where they can learn more from speakers
- Gated packages of content

The world will remain hybrid. Now you can both with prerecorded video.

Get more value from your events:

- Offer more sponsorable moments:

- Ads around the on-site video player
- Pre- and post- event video packages
- Branded presentations at or as part of the event
- Make sponsorships more enticing
 - Offer branded take-home videos as an extra offer to sponsors
 - Provide sponsors insightful digital analytics about attendees
 - Invite sponsors to view spots before they air
 - Invite sponsors to participate in filming session to ensure the spot meets
 - Their own branding guidelines

A Conversation with Dieter Sturm **Academy Award Winning Special Effects** **Master**

Moderated by Dan Mooney, Kohl's

Dan: Dieter is a live action, special effects coordinator for films and commercials. This is the guy who personifies our theme.

You told me how you got to this point. Walk me through your background.



Started here in Milwaukee back in the early 70's. Milwaukee school of Engineering. Had a yearning to be somehow involved in production. I was a crazy kid inventor. No sibs, so I was always building and inventing things. Always needed to invent and create.

Started running round to local TV and radio stations asking for work. Everybody turned me down except a radio station that wanted me to be a gorilla mascot for a weekend. Couple months later, offered me a job as janitor. I quit college to become a janitor!

More and more I was given opportunities related to production. I was the standby guy to do whatever. Fell into this category of promotions and public relations. Became Promotions Director.

Got my first opportunity to blow up a mound of dirt. Several months later same producer gave me an opportunity to blow up a TV set for a commercial. That set the stage for my future. Kept my job for a while and freelanced on the weekend. Moved to Lake Geneva, Wisconsin and worked for Playboy, always looking for opportunities for special effects.

PR job for Dungeons & Dragons was next. Lots of PR issues because fundamentalist groups were opposed to this game. Incredible job at a little company that grew 1000 times in a year.

The next opportunity I had was working with a producer here in Milwaukee. Lots of explosions needed for commercial series that calls for lots of explosions. Won some national Addy awards. Still doing fulltime corporate PR work.

A movie called *Lucas*. Fired the special effects guide. Need you for a couple of weekends. I knew nothing and no one. I asked someone how I paid for a lunch; that's how green I was.

My big break: working on special effects team for *Trains, Planes and Automobiles*. Decision time. I can't take off for a day or two; I can't freelance on the weekends. I gave my notice and worked for 6 or 8 weeks with that team.

Now I had to hustle and look for new work.

Over time, snow, rain etc. became your specialty, correct?

Yes. All special effects guys have specialties. Had a chance to work with the guy who was the snow effects specialist. Then he retired with no notice. I was able to get work that would have gone to him. But you are a jack of all trades in special effects. Our job is creative problem solving. Have to come up with ways to create the effect in front of the camera.

Started going into industries and finding equipment we could use in the movies. Built a snowmaker truck. Used blocks of ice; chips it; shaves it; blows it out of a hose. 80 pounds a minute.

Snowfall trailer system. A formulation of shaving cream that would look like snow on the ground. We developed a trailer with a hose to cover large area. Not soap but foam, zillions of bubbles. No residue or clean-up.

Bio snow. Fulling snow in the 80's was Styrofoam or plastic. Only thing biodegradable was potato flakes. Yellowed things up, nasty smelling, attracted animals. As a problem solver I wanted to figure this out. Why can't we come up with something that looks like a flake but when you spray water on it, it goes away. Found a company in Indiana. Result was bio snow and it worked—sort of. Looked good on camera but broke down too quickly. Back to the drawing board. Bio snow so degradation took longer, but still be biodegradable and nontoxic. Won an academy award.

You should have won just for the haircut! I want to go back to blowing things up. I remember one of these with David Letterman.

He was coming to Chicago, so I came up with some crazy ideas and presented them to the show. The producer thought the ideas were funny. Then the writers said, no, no, we do all the writing. So they asked me to come up with ideas that I could do live with Dave on the show. Decided Chicago would not happen but invited me to New York. Kept giving them ideas. They kept getting turned down. I was getting frustrated. Proposed exploding food and appliance, including bratwurst. Got cottage cheese up in the grid; crew was not happy.

Robin Williams was on the show one night and I asked for a photo with them. Robin said, "This me just after you blew my hand off."

Right out of college I got a job here at a local utility about being aware of overhead lines. Dieter made the sparks come out of the line for me.

Certain materials make sparks. And everything needs to be timed and absolutely safe

Did a lot of work for State Farm Insurance. Duck Dynasty guys dropping a frozen turkey into hot oil and everything explodes.

Special effects for book tour. Had to set up snow effects in six different cities for Harley Davidson. Built a cool machine and took it out to Sturgis to cool down people every day.

I'm glad you brought up corporate gigs. We don't have thousands of dollars to spend, but Dieter will come up with an answer.

This is the only jet powered cheese wedge. I had a jet engine. What can I make that no one else has? I'm from Wisconsin, so I made this cheese. A guy from Florida bought it and it sits in his yard.

My latest project is the jet powered wheelchair. It's fun putting jet engines on things. You never know what will happen. This morning signed contract with company out of England for building year-round high-performance outdoor ski and snowboarding. Dry slopes; available 12 months a year. Built one in Virginia at a university. Been running over 10 years. Tens of thousands of new skiers. My vision is to expand this across the US, including in urban settings. A game changer for the ski industry.

You did snow on Fargo, right? Greenbook?

I came up in the analog world. Then digital started, and it intertwined for awhile. Though we might not have a job in a few years. Post-production can create anything they want, but anytime you can do an effect live on camera you're way ahead. Now we may produce certain things that they then work off of with CGI. The two mediums meld together.

Superman, Man of Steel. Wanted actor running down the street with helicopter hitting missiles on the street. Plumes of what looked like asphalt. I built 150 charges. All of a sudden, buildings collapsing, which were added in post. Could have done the road explosions in post too, but they wanted the actors' reactions live.

Greenbook. We were called to New Orleans to create snow for a highway scene. Snow everywhere. One-day shoot. By 5:00 P.M. had all the snow on the highway. Call time at 6:00 PM. At 4:00 PM it actually started snowing; got about an inch. Had to pull the plug because nobody could get to work. No way to handle real snow down there.

Covid came along. I have a feeling Dieter didn't sit around.

We've always diversified. Don't put my eggs all in one basket. Covid was a challenge and still is. Don't think I have any nose hairs left from all the Covid tests. Hard to wear masks while doing heavy work. We do production all the time, and we're getting bookings for spring and summer events.

Q and A

Could you talk a little about your process for setting up an explosion?

There's a lot of preparation and planning for all the special effects we do. Explosions and fires take planning. A lot of safety issues involved. I have a license that allows me to buy, store and transport materials.

A lot of things you see are not really from the explosion itself and are cut in advance. Debris might be soaked in gasoline and launched into the fireball for the visual effect. A door that blows out will be cabled so it can only go so far. All planned.

What is the special effect you are most proud of?

The Horse Whisperer with Robert Redford. Central New York. Supposed to just manage the snow up there. But no snow. We're talking about mountains. Normally on a snow movie we go through 10-12 ice trucks a year. I had 40 people on my crew, day and night crews. Had an ice company that was going out of 56 semitrailers of ice in 3 weeks. Foaming the sides of mountains.

What skillset is most important when you approach a project?

I'm a creative guy. What can we do? What can't we do?

I work for Toro. We make snowblowers. Snow is not cooperating with us lately. Sometimes artificial snow doesn't look real or blow the right way coming from the machine.

There are limitations. We can change the particle size to some degree. Ambient conditions impact it too. In really cold temps, it can be just powder. Over freezing, can be too wet.

Photo Album







2021 National Conference Planning Team



The Dick Blackburn President's Award: Kristin Johnson, Best Buy



The Dick Blackburn President's Award: Thea Ragatz, Comcast

2022 National Conference: Providence, Rhode Island

CMMA's 76th anniversary

Theme: *Where Ideas & Inspiration Meet*

See you there!