

CHANGE

MANAGEMENT

SPECIAL

Media pros enter new era of tech

Industry-focused survey uncovers how tech
will affect the TV buying & selling industry

Brought to you by

VIDEATM



“If you do not change direction,
you may end up where you are heading.”
— Lao Tzu

Made-for-TV Survey Methodology

Media Agency Buyers

TV Stations

TV Sales Reps

Videa's survey of the media buying and selling industry takes a look at where we are and where we're headed.

The survey was produced between September 2017 and March 2018 with a total of 174 responses. We cast respondents into three groups – media agency buyers, TV stations and sales reps – to get coverage on each group's unique challenges.

The biggest survey takeaway is that all three respondent groups see inefficiencies in the process as the biggest showstoppers. While all groups are enthusiastic about how technology can help, they also have real concerns about how new tech will affect their jobs.

Some feedback looks at TV's future role in media buys:

"I would say the threat that we face is trying to keep up digitally. Especially with streaming services such as Netflix and Hulu, it is making real-time television a thing of the past." – TV Station Respondent

"I am a media buyer so with that in mind, traditional advertising is a big part of what I do every day. Digital is taking over. However I feel you still need to put TV in your media buy to be effective." – Media Agency

And others were personally threatened by technology:

"As technology makes things more efficient, there is a chance the buying and selling will become more automated over time, hence less manpower being needed." – TV Rep

This survey is the first to take a good look at the future of the industry in the new era of tech.

*Due to rounding or elimination of minor categories (like "don't know" or "other"), some graphs and charts in this report do not add up to 100%.

Letter from the President of Videa

Media Buyers and Sellers,

Thanks for tuning in to our special programming on the state of the TV media industry.

The reception is clear: change is in the air. But are we doing our best to adapt?

For the first time, Videa launched an industry-focused **Change Management Survey** to uncover how tech could affect the TV advertising industry and the people in it.

The 2018 report exposes system inefficiencies. Wasted time from sluggish processes, paired with more mediums and channels, means everyone is balancing heavier loads.

While the way we watch TV has drastically changed, 2/3 of industry professionals feel stuck with the old way of doing things. That's putting a strain on the reps, the buyers, the clients and everyone's bottom lines.

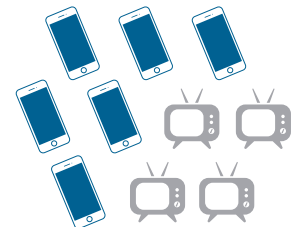
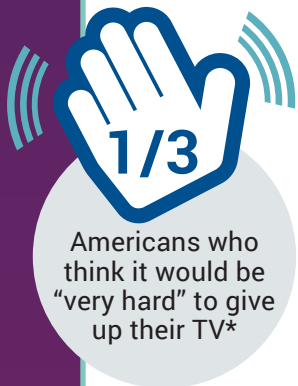
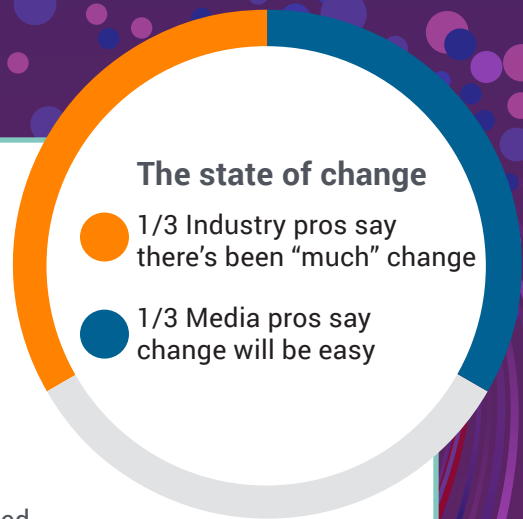
While it's no secret that digital technology has posed a threat to TV, our industry pros say we must use technology to our advantage. The survey reveals a fear of the future but also an underlying sense of optimism about how tech can help.

Thank you to all who participated in the survey for sharing your thoughts, concerns and predictions to help move our industry forward.

It's time to set aside our regularly scheduled programs and act to achieve our best, together.



Shereta Williams,
President
Videa



6 in 10
Young adults (18-29) primarily stream TV**

Agreement on Hot Buttons

Digital channels are stealing the show (and \$\$\$)



Can't bank on big audiences

Fragmented audiences are hurting revenue...



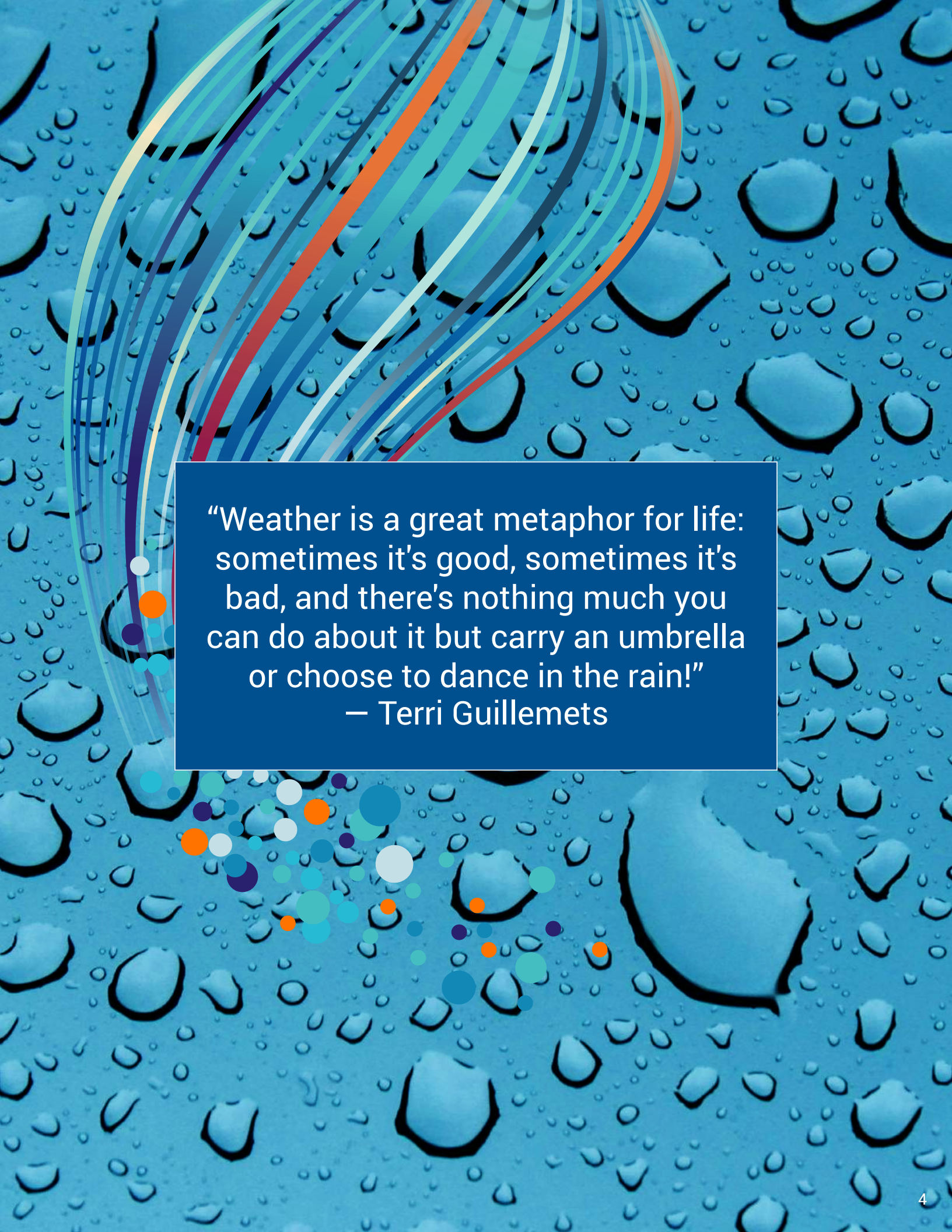
Low votes of confidence

Not confident ads are reaching targeted consumers



* Perrin, Andrew. 2018, May 3. Declining share of Americans would find it very hard to give up TV. Retrieved from Pew Research Center: <http://www.pewresearch.org/fact-tank/2018/05/03/declining-share-of-americans-would-find-it-very-hard-to-give-up-tv/>

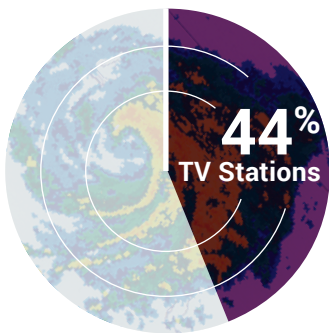
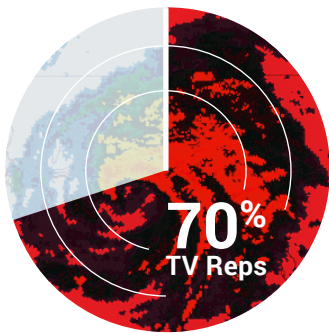
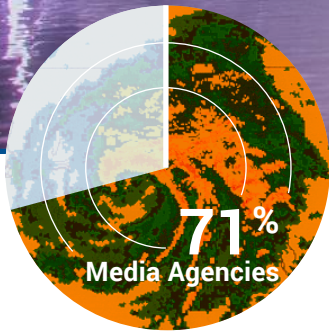
** Rainie, Lee. 2017, September 13. About 6 in 10 young adults in U.S. primarily use online streaming to watch TV. Retrieved from Pew Research Center: <http://www.pewresearch.org/fact-tank/2017/09/13/about-6-in-10-young-adults-in-u-s-primarily-use-online-streaming-to-watch-tv/>

The background is a vibrant blue with numerous water droplets of various sizes scattered across it. In the upper left quadrant, there is a cluster of colorful, curved lines in shades of purple, blue, green, and orange, resembling a stylized rain cloud or a splash. Below these lines, there are several small, solid-colored circles in white, orange, and purple. In the lower left area, there is a larger, more dispersed group of circles in various sizes and colors, including white, orange, purple, and teal.

“Weather is a great metaphor for life:
sometimes it’s good, sometimes it’s
bad, and there’s nothing much you
can do about it but carry an umbrella
or choose to dance in the rain!”
— Terri Guillemets

A Storm is Brewing: Everything is too manual

While media reps and media agencies have their own unique frustrations, they can all agree on one thing. A storm's brewing when it comes to the way they work. Inefficiencies are costing everybody time and money. Some TV Reps say they're missing out on signing clients because of the back-and-forth of the negotiation process. TV Reps and Media Agencies are losing valuable time during the makegood and under-delivery weight clean-up process. And all of it costs money.



Fuzzy radar

Media Agencies and TV Reps can't count on ad delivery as scheduled. (TV Stations see it as less of a problem.)

Rising waters

Most everyone wades through lengthy negotiations and makegood processes.



TV Reps



TV Stations



Media Agencies

All hands on deck

Manual processes waste time & profits.

Ad buying process is too manual.



Ratings research is time-consuming and inconsistent.



While some industry pros are using automated processes, most say local TV inventory buying & selling is either mostly or completely manual.

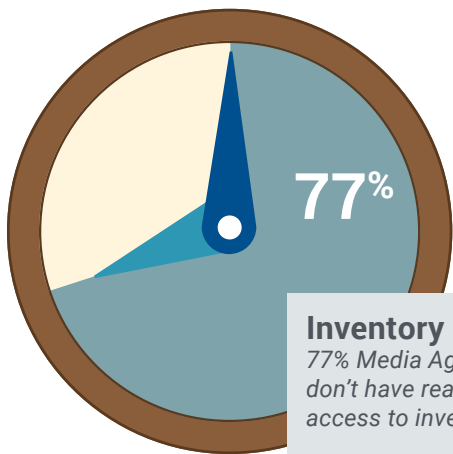


Poor Air Quality: A pricing and inventory transparency alert

Media Agencies, TV Stations and TV Reps blame all that wasted time on price negotiation pollution: all those faxes, phone calls and emails just to settle on a number. Across the board, they're looking for pricing and inventory transparency, though TV Stations and TV Reps may be conflicted on just how much they want to clear the air.



Smog, pollen & negotiation
Half of Media Agencies blame pricing negotiation for wasting their time.



Inventory index
77% Media Agencies don't have real-time access to inventory.

Media Agencies are concerned their clients' dollars are invested appropriately:



44%

Very concerned



38%

Somewhat concerned



17%

Not really concerned

Clear pricing

How important is pricing transparency?



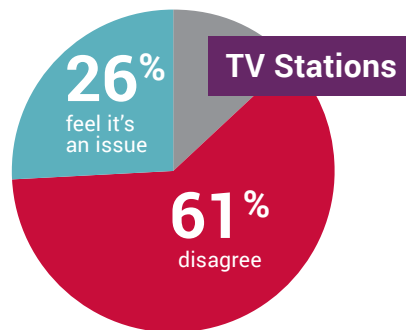
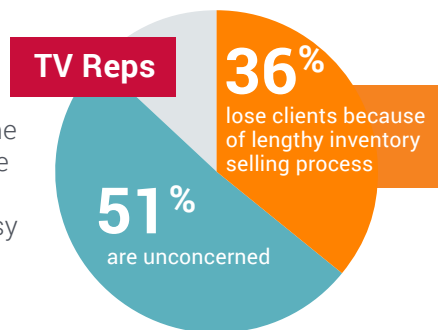
Pricing seems inconsistent and I'm not sure I'm getting the best price.

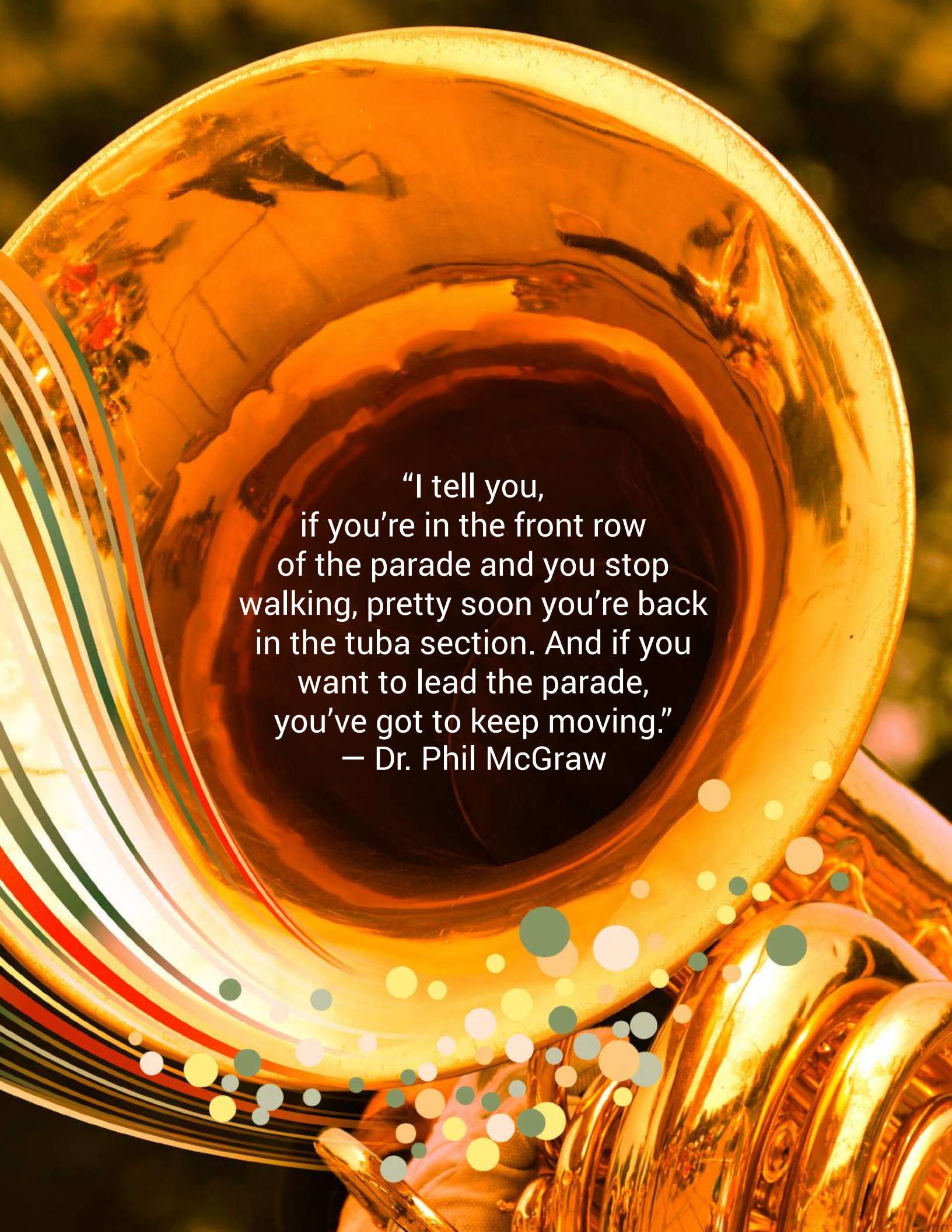


Customers need validation that our pricing is accurate and consistent.



Some TV Stations and Reps think lack of real-time inventory access hurts the sales process. But the majority are breathing easy with the way things are.





“I tell you,
if you’re in the front row
of the parade and you stop
walking, pretty soon you’re back
in the tuba section. And if you
want to lead the parade,
you’ve got to keep moving.”
— Dr. Phil McGraw

March to the Beat of a Different Drummer

Are you ready for change?

Change is constant. To keep pace with everyone else in the parade (or better, to lead it), one must be prepared to keep moving forward. But how ready are the professionals in the TV selling and buying industry to deal with the changes technology brings? While many pros say they're open to change, more than half do not consider themselves open to risk.

Rain on your parade

While we all like to think we're ready to march forward, it's harder when it's risky. More than half of those surveyed say their organizations avoid risk.

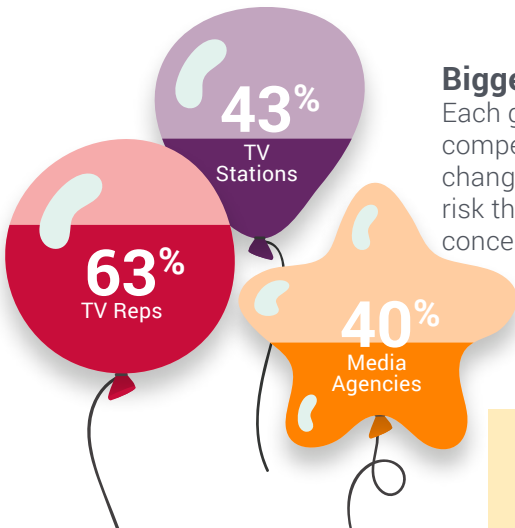


Parade candy

Surprisingly, 86% of TV industry pros said they are comfortable picking up change like it's parade candy.

Bigger balloons

Each group expressed concern about their competitive advantage slipping due to lack of change. While TV Reps self-profess to avoid risk the most, they're also the most concerned about losing a competitive advantage if their organizations don't invest in bigger, better balloons to steal the show.



"If I cannot keep up and become an expert in the changes occurring, there is the possibility of someone who is more knowledgeable replacing me."
 -Media Agency Respondent


"While I think I'm well adapted and have skills that cannot be replaced by automation, I do think that the overall size of the workforce selling TV will shrink due to automation."
 -TV Station Respondent

Float higher

Harvard Business Review* offers these change-agile tips for organizations and employees at every level to embrace change for success:

1. Create a safe environment to discuss what's working and what's not working.
2. Find the opportunities with questions like, "What are my customers talking about?" and "How will the trends impact us?"
3. Everyone at every level should know the "why" for the change.
4. Collaborate across teams to find solutions and achieve results.
5. Promote experimentation without fear of failure. Leaders should adopt "Why not?" as a mantra.
6. Publicize success. Success breeds success.

* Onderick-Harvey, Edith. 2018, May 18. 5 Behaviors of Leaders Who Embrace Change. Retrieved from Harvard Business Review: <https://hbr.org/2018/05/5-behaviors-of-leaders-who-embrace-change>



“The more difficult the
victory, the greater the
happiness in winning.”
— Pelé



Running Interference

What's stopping tech from assisting buyers and sellers?

When teams run the same play over and over, it gets harder to score. When teams work together to learn and practice new plays, they have a greater chance of succeeding. Each player on the team faces hurdles; they must identify them to overcome them. The survey identified hurdles to technology adoption. Surprisingly, overworked media buyers and sellers who find their time sapped by inefficiencies don't cite time as a factor to holding them back from learning new technology. Rather, it seems that a comfort level with workarounds may keep industry players from progressing.



INTERFERENCE!

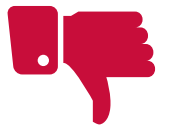
The biggest blocks to adapting to new tech in the media buying and selling arena are:



Workarounds work



Too expensive

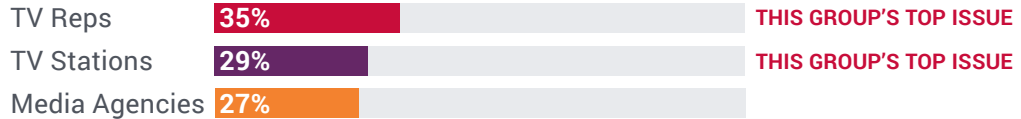


Bad past experiences



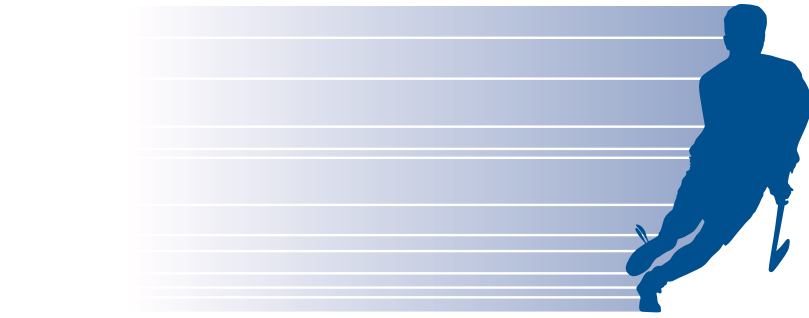
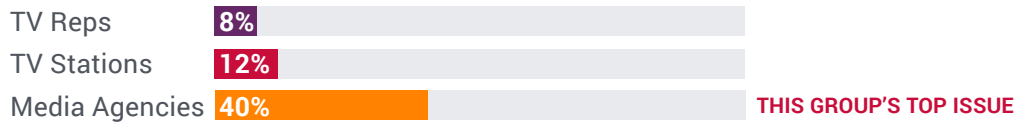
Ball Handling

Seasoned media players' masterful workarounds stop them from thinking new tech will solve problems.



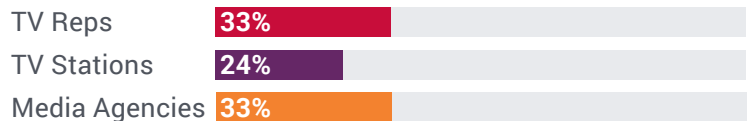
Price Punting


Software price isn't an issue for most TV Stations or Reps, but it's the top stopper for Media Agencies.



Illegal Substitutions

Close to a third of all three groups say they've tried new tech in the past but it failed to assist.



A woman with long dark hair, wearing a white sleeveless top and a black lace skirt, stands on a red carpet. She is surrounded by photographers and bright camera flashes. The scene is lit with a blue hue. In the bottom right corner, there are decorative elements consisting of overlapping curved lines in shades of blue, teal, and orange, and a cluster of blue and yellow circles of varying sizes.

“Every once in a while,
a new technology, an
old problem and a big
idea turn into an
innovation.”
— Dean Kamen

Technology: "They love me, they really love me!"

TV industry pros both welcome and fear technology

When it comes to technology, the majority of those surveyed are rolling out the red carpet for tech. TV Reps, Media Agencies and TV Stations (in that order) are excited to embrace TV industry-specific tech. But while these groups are enthusiastic about the rewards associated with technological solutions, their feelings aren't so black and white. Some of these leading actors worry about being demoted to a supporting role, or worse.



You wear your sunglasses inside

It's cool to be excited about tech solutions in the TV industry.



"I'd like to thank tech for threatening my job..."

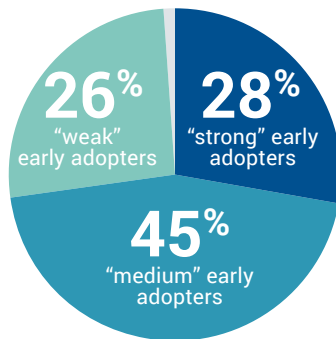
Industry pros from all three groups feel they will have technology to thank for moving in on their territory:

"As the process becomes more automated, less reps will be needed. We will be cut out of the negotiation and those still employed will be glorified assistants pushing buttons and monitoring schedules. The personal relationship and insight on accounts will be gone."
 — TV Rep respondent

"Clients are always wanting to cut costs, so as the planning process of network and program selection becomes more automated, there will be a direct threat to my job in a strategy and planning role."
 — Media Agency respondent

"Technology will take over number of employees needed. Less jobs, my company is understaffed and no signs of hiring or replacing people when they leave."
 — TV Stations

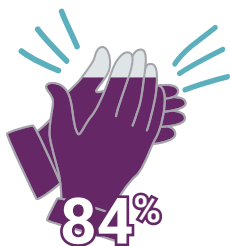
Pew throws shade on how adaptable Americans really are:



* Kennedy, Brian and Cary Funk. 2016, July 12. 28% of Americans are 'strong' early adopters of technology. Retrieved from Pew Research Center: <http://www.pewresearch.org/fact-tank/2016/07/12/28-of-americans-are-strong-early-adopters-of-technology/>



Personal enthusiasm



Perceived organizational enthusiasm



TV Reps surveyed saw tech-driven changes as a threat to their jobs

You're clapping loudly
 Media buying and selling pros personally applaud technology's entry into the industry and think their organizations are pretty enthusiastic too.

BUT

Are you really applauding change?
 While TV Stations and Media Agencies applaud technology, TV Reps are giving it some strong side eye.

"Worst dressed" organizations

While technology may be in fashion, most organizations are landing on technology's "worst dressed" lists. Respondents say just 21% of organizations are "very effectively" using tech solutions to adapt to TV industry changes.





The envelope, please *Industry pros weigh in on tech solutions*

While there's no magic envelope with all the answers, industry pros had plenty of feedback on how to move forward. And they're not all exactly in the same theater. We're all leaning forward in our seats. Open the envelope already!

"Best of" categories: What's valued

The top solutions this survey brought to light were pricing transparency and control over inventory.

"Control on how to sell inventory"



"Pricing transparency and consistency"



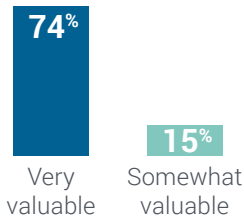
Better results

All three groups believe automation will drive better results for buyers and sellers, with agencies feeling they have the most to gain from automation.



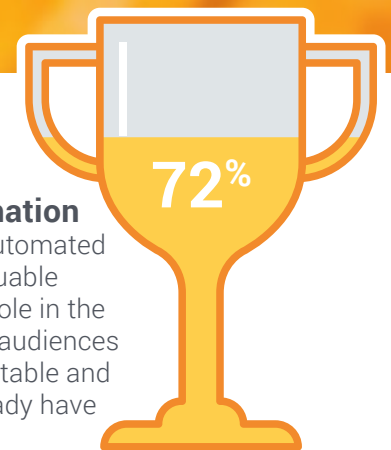
Called to the podium: Real-time inventory

Media agencies think seeing a station's real-time inventory would help them do their jobs better.



"Best production:" Sell inventory your way

TV Stations and TV Reps want to feel like they can sell inventory their way when using a new system.



Golden opportunity: Automation

The first golden opportunity is automated buying & selling, though how valuable automation is depends on your role in the industry. Eighty-eight percent of audiences surveyed say automation is inevitable and 72% say their organizations already have plans to automate in the works.



Save time

83% of Media Agency respondents also feel automation would be valuable in reducing time spent to estimate ratings and negotiate buys.



"Best Visual Effects:" Pricing

76% Media Agencies also awarded a trophy to the proposed solution of pricing transparency.

Meanwhile...TV Stations and TV Reps thought tools to provide optimized pricing data (1st stat) and ratings research (2nd stat) would be "very valuable."

Optimized Pricing Data



Ratings Research



Gold medalist for change

Helena Stylianou,
National Sales Coordinator
WDIV Local4 (Detroit), Graham Media



Helena Stylianou is serious about giving everything she's got to clear hurdles. And while they may be a bit higher than in the past, she found that an openness to change helped her clear them in new ways.

She began her career working at a rep firm, selling media in the late 90s. For the past 10 years, she worked as a national sales coordinator for Graham Media in Detroit.

"There were no processing changes for 50 years," she said. "But then in the last 5 years or so, it's insane how quick things have evolved."

A new technology she began using recently gave her a new outlook. She visualizes a world where delayed information and the endless days of back-and-forth over faxes, phone calls and emails will soon be a thing of the past. All it takes, she said, is for more agencies, stations and reps to adopt technology.

An Olympic victory

It wasn't her choice, but Helena recently began using a new technology to automate the process in January. She boldly tested it on a sizable campaign for a global telecommunications company during the 2018 Olympic Games.

"I had just started figuring out Videa," she remembered. "I thought, 'This could be a debacle.' But it worked out beautifully. We were able to look at it constantly throughout the Olympics and say, 'Hey, we've got to add some more in.' The media agency rep worked really closely with us."

The buy was big and left a lot of room to fall short: a month-long flight with daily buys on all dayparts including :05s, :15s and :30s.

But Videa's Campaign Performance Reporting helped them all monitor as a team with straightforward benefits like seeing the order and the posting all in one place.

"It's something I've not had so easily accessible in any other system," the 20-year veteran said.

It also saves a lot of back and forth.

"Before, we had to ask the rep to post the order," she explained. "Maybe our reconciliation hasn't caught up with his yet. In the interim I would send them spot times. I'd say, 'can you run a post and tell me where you're at?'"

But the new software cut all of that out.

(cont. on page 15)

Please approach the podium Who else is winning with Videa's technology?



"I love that Videa's platform enables us to sell the way we want to sell. I have been in this business 20 years. Every station has their own preferences for how to do business. Videa enables us to manage programming changes, potential conflicts and drill down on pricing so managing our station's pricing and inventory is easy. It actually helps us make sure that we don't miss anything." — Kari, National Sales Manager for KHOU, TEGNA

"It's an overall compliment to Videa, that you came to us — the users — and asked us directly what we needed. You definitely took the feedback we offered, and we have seen those changes in the platform." — Sara, National Sales Manager for WVLT, WBXX and MyVLT, Gray Television

"I had some trepidation about what was to come but dove right in and now I'm excited about using the platform. And I especially appreciated the way my trainer related everything to how I work today. As someone who has a background in training and a degree in communication, this was very well done!" — Laura, Account Executive for CoxReps

"They are great about providing recommendations on best practices, or a different method when applying a makegood or program change. They always follow up to make sure my issue is resolved." — Cindy, National Sales Assistant for KOKI FOX23



(cont. from page 14)

“The spots that have run are already in there,” she said. “They can pull up what I’ve put in for the future. They can see that one is sitting preempt. Five are ordered but only four are hitting the logs. And we can address that quickly.”

The campaign posted at 100 percent.

Training for change

When she first found out Graham Media adopted Videa, Helena was less than thrilled. It would be the fourth system she would use to manage her day-to-day. Not to mention the time it would take to get trained.

But after her Olympic buy success, her mindset shifted.

“I didn’t need to go through training; I literally figured it out,” she said, noting that if she has a question, she just called Janna — a Videa customer support engineer. “Realistically you can pick it up and do it — it’s very intuitive.”

She said Videa opened the doors to better customer service and a faster fix for preempts.

“I like that when I’m sending a makegood offer, I can write a comment, like, ‘NA due to length, makegood — doing on station side to secure inventory.’ That way my client knows I have already worked ahead for her; That I’m getting it back into prime where that spot will have the best chance of clearing.”

At the end of the day, the more automated process saves her time, gives her better insights into campaigns and elevates her ability to provide winning customer service.

“We really wish that every agency would just flip over to this, so we could have everything in one system,” she said.

CHEER ON

How change agents can help a project’s success

Helena is a change agent for her organization. Finding someone like her can pick up the pace on your company’s change management efforts. But, how do you identify an influencer, or a cross-functional team of influencers like her? According to Heather Stagl, a change management expert, there are good attributes to look for to bring potential change agents together, though they don’t all apply to every person you choose. Look for someone with one or more of the following qualities:

- ✔ Experience with implementing change
- ✔ Expertise to help company through change like a marketer or IT pro
- ✔ Access to people, like administrative assistants or people who lead a network
- ✔ Characteristics that match your project goals, like strong customer service
- ✔ Reputation for resistance to get buy-in from people who might otherwise push back
- ✔ Organizational knowledge to help with culture change, like someone in HR
- ✔ Influence to listen and engage others

Once you’ve identified which kind of change agents you need to identify, invite people you know, recruit volunteers and ask for referrals.


* Stagl, Heather. 2017, August 3. *How to Identify Change Agents in Your Organization*. Retrieved from Enclaria: <http://www.enclaria.com/2017/08/03/how-to-identify-change-agents-in-your-organization/>

Videa's top tech tips

Videa was created for broadcasters by broadcasters. We get how things are done and we want to make it better for TV stations, reps and media agencies. Here are our top tips to help you manage the change that comes with new technology:

- 1 Blend people and automation.** Make sure your team gets the purpose of new tech. By removing tasks that take time, people have freedom to be creative and explore areas of growth and development.
- 2 Leverage data for creativity.** When it comes to creativity, nothing compares to human talent. However, technology can help. With audience data gathered from social media, websites and many other places, data informs about trends and audience interests. The industry's creative can start to be truly relevant to targeted people.
- 3 Evolve the business.** As with any technological revolution, it's not just people who must adapt to the new circumstances. The infrastructure of companies must grow and change with the times as well.
- 4 Break down the silos.** Breaking silos empowers employees to drive their own career development, and it can help management lead a vibrant, fun, interpersonally dynamic and creative organization built for success.
- 5 Invest in skills training.** This takes investment of employer resources as well as an investment of the employee's time, energy, self-motivation and commitment.

Automated buying & selling technology



Videa is the leading automated TV marketplace that is pioneering the way full schedule, local television advertising spots are bought and sold. Through its platform, Videa provides buyers with direct access to broadcast station advertising inventory. Advertisers, agencies and marketers can purchase media within seconds and up to a year in advance. Videa can work with any traffic system or demand side buying platform, aligning with the unique needs of each TV station's sales strategy. Owned by Cox Media Group, Videa was founded in January 2014.

**For more information about Videa,
visit video.tv or call 844-48-VIDEA (4332)**



Turn and face the change.

VIDEA[™]

Learn more at videa.tv

Share this:

