

# 2015 Year in Review

At CMG Technology, our vision is to “Propel CMG’s success with exceptional solutions, strategies and service that surprise and delight.” In 2015 CMGt made many strides toward achieving that vision. We improved service and delivery, built partnerships with our customers, and broke down silos so we could operate effectively as a single technology team.

Here is a sampling of what we accomplished in 2015...

## FOCUSING ON PEOPLE

With restructuring complete and a new leadership team in place in 2014, the focus in 2015 turned to informing, connecting, and engaging our employees. We aligned individual performance goals and objectives with our strategic priorities. Our Senior Leadership Team and Senior Managers invested significant time and energy in building their leadership skills. And we hosted new events and activities to inject some fun!

### ENGAGEMENT



- CMG 2015 Employee Engagement Survey
- Survey Action Team
- Engagement Collaboration Team
- Bravo + You Rock

### INFORM & LISTEN



- New Hire Orientation
- Coffees with Mark
- All Hands Meetings
- CMGt Monthly Showcase
- Team Feedback Tools
- Refreshed ConneX Tech
- Communication Advisory Team

### LEADERSHIP & TEAM DEVELOPMENT

- Hackathon
- Leadership Alignment & Collaboration
- Balanced Scorecard
- FORGE Participation
- Goal Alignment
- Commitment to Inspirational Leadership



### FUN

- Technology Entertainment Committee (TEC)
- Monthly On-site Events
- Quarterly Off-site Events
- Birthday & Anniversary Celebrations



## ESTABLISHING OPERATIONAL EXCELLENCE

We established common project management standards and consistent CMGt Agile methodology for more predictable and reliable project delivery for our customers.



### Performance Management

- Balanced Scorecard
- Annual Customer Satisfaction Survey
- Customer Survey Action Plan



### Collaboration & Communication

- Monthly Project Dashboard
- Customer Partnerships
- “Bring the Biz” to CMGt
- Refreshed ConneX Tech
- 10 CMGt News Articles
- Customer Feedback Tools



### Solution Delivery

- Common Project Management Standards
- CMGt Agile Adoption
- Standard Technology Sourcing
- Commercial Core Solutions
- Innovation at the Edges



### Financial Transparency

- Service Cost Management

## DELIVERING FOR OUR BUSINESS PARTNERS

Throughout the year, CMGt team members worked to anticipate our customers’ technology needs, and to support and maintain CMG’s critical business systems and infrastructure. We completed 22 major projects in 2015 and initiated 33 new ones. We also delivered multiple system enhancements in addition to the project work.

### Order to Cash (O2C)



- Master Data Management
- Centralized WideOrbit Traffic System
- Circulation Migration to Cloud
- Selected NP Advertising System

### Voice Over IP (VOIP)

Completed 2-year project to deliver a single modern, unified telecommunication system across CMG.

### Content Management System (CMS)



- Selected final vendors
- Launched Boston & Memphis TV websites on Lakana
- Launched CMG public website on Méthode

### Innovation at the Edges

In-house apps for iOS and Android including the first Apple TV app for TV and Radio.

### Communication. Collaboration. Productivity.

- Office 365 with free home use, cloud-based sharing & access
- 3Gig email boxes
- Telepresence enabled at all sites



### Email Marketing System (EMS)

Converted to Salesforce Marketing Cloud from StrongView; first emails to launch in January 2016.

### COXREPS

Darwin 2.0 integration enabled sales team to access ~1TB of Nielsen Rating data going back to 2008.

**+\$600K** cost reduction (over three years) by accelerating planned 2016 storage purchase.



### CCI My Connection

Redesigned, developed, launched and hosted the public-facing portions of the cable consumer portal.

### Second Screen App

Launched new audience engagement app geared toward concerts, music festivals and other events.

### TV News App

Replaced previously unstable vendor-provided app with CMGt-developed native app for iOS and Android.

### Paid Site Refresh

Improved user experience in key areas of MySites.

### Leveraging Data Assets

- Newspaper Revenue Analytics
- HR Dashboard
- Broadcast Revenue Data Solution for Finance & Video

### Technology Domain Roadmaps

Created roadmaps for Radio, TV and Newspaper with quarterly updates and rolling 12 month timeline.

### Technology Strategy & Planning

- Content Management System
- Newspaper Advertising Order Management System (OMS)
- Infrastructure operating model

### Minimalist Wrap



Allows immersive stories and off-CMS content to be metered so that all content consumption counts toward engagement.

**~\$1M** cost avoidance with **LAN Remediation Project** which improved network reliability and delivered a centralized support model across CMG.

### New Election Platform



Implemented and integrated a new election platform.

### Dynamic Tag Management

Completed implementation of DTM into Medley.

### New Weather Service



Completed the development and roll-out of the WeatherVane service and moved from DotCloud to AWS.

### Solutions Architecture

Adopted Solutions Architecture and established process to review with technology and business partners.



Extended Adobe and Cisco SmartNet product cost savings to Valpak.

### Newspaper Operations

- Supported Austin production outsourcing
- Consolidated content publishing into one system



Hosted over 80 servers to support product development.

### Music Sites Refresh



Improved user experience with new Last Songs Played (LSP) functionality.



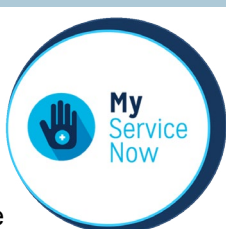
Provided dynamic AWS environment for microsites, LSP, Solr4 and Second Screen App.



### Access Metering

Allows non-subscribers access to paid site content.

### My Service Now



Upgraded to an improved tool to track and manage incidents and service requests.

### Video Platform Upgrade

\$500K estimated annual savings with a better cloud-based solution that integrates live and on-demand videos into websites and mobile apps.



Expanded content offerings from New York Times & USA Today.