Radio's Digital Transformation Webinar Series

Creating Your Digital Organizational Structure

(Session 4 of 6)

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All Participants are muted

Today's webinar is being recorded and will be shared with registrants

Questions encouraged via chat box

- Q&A after discussion
- Any unanswered questions will be followed through by a team member

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Creating Your Digital Organizational Structure

The skills needed for digital growth will begin to form as you develop the broadcast and digital workflow. It is important to align skills with current roles and identify the digital skills missing in your organization. There are **five critical components** to consider in making your digital organizational structure successful:

1 **Assign Digital Responsibilities**

2 **Integrate Digital Into Roles**

3 **Reset & Establish New Sales Expectations**

5 **Revise Organizational Charts**

4 **Hire Digital Expertise**

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Assign Digital Responsibilities

- Align digital responsibilities with roles that require similar skills

- Clear assignment will direct training and development, smoothing the path for adoption in your organization

- Table to the right aligns digital responsibilities needed with the skill sets of typical broadcast roles and digital roles

Digital Responsibility	Current Role	Possible New Title
Sales management	General Sales Manager	VP of Revenue
Sales talent	Account Executive	Integtrated Media Specialist
Digital media strategy	Promotions/Marketing	Digital Strategist
Project management	Sales Support	Digital Coordinator
Digital ad execution	Traffic Manager	Campaign Manager
Campaign reporting	Spot Invoice/Spot Times	Digital Coordinator
Display creative development	Sales Support	Graphic Designer
Video creative development	NA	Video Producer
Data analysis	Account Executive	Campaign Manager

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Integrating Digital into Current Roles

- Higher likelihood of success when integrating digital responsibilities into key roles in all departments

- Change expectations and compensation for impacted roles

- Avoid silos – housing all digital experts into one division will create channel conflict, poor advertiser experience and internal disagreements on focus of resources

Broadcast + Digital Integrated Jobs

General Sales Manager	**VP of Revenue**
Account Executive	**Integrated Media Specialist – revised focus**
Sales Support	**Digital Coordinator**

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Reimagining Sales Expectations

As you achieve milestones in the evolution of your sales staff, you will need to adjust your staffing needs, training and responsibilities

Milestone 1

The entire sales staff is trained on selling digital. They are expected to sell in digital executions, on a manageable number of advertisers, with a focus on delivering results with digital data.

Milestone 2

Approximately **15%** of your sales staff will be **early adopters** or high performers, **70%** of the staff will be **agnostic** and they will attempt to sell digital, but will miss expectations, and the remaining **15%** of the staff will **resist** digital sales completely.

Milestone 3

Once digital revenue becomes a meaningful part of your business, efficiencies can be realized in defining teams around traditional performers and digital performers. Teams can be structured by strengths and customer type instead of traditional versus digital.

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Hiring Digital Expertise

As digital revenue grows, the need for hiring digital expertise positions will surface. The talent profile and expectations needed to manage digital experts will be new to broadcasters.

- Hire a recruiter
- Define the expectations
- Manage fit
- Hire in twos

New Hires

- Digital Strategist
- Digital Coordinator
- Graphic Designer
- Video Producer

Compensation

- When revisiting job descriptions for current employees and new hires, it is important to understand the compensation packages and objectives your employees have

- Align changing behavior and goals with updated compensation accordingly

- Educate your employees to understand their new compensation covers their old and new responsibilities
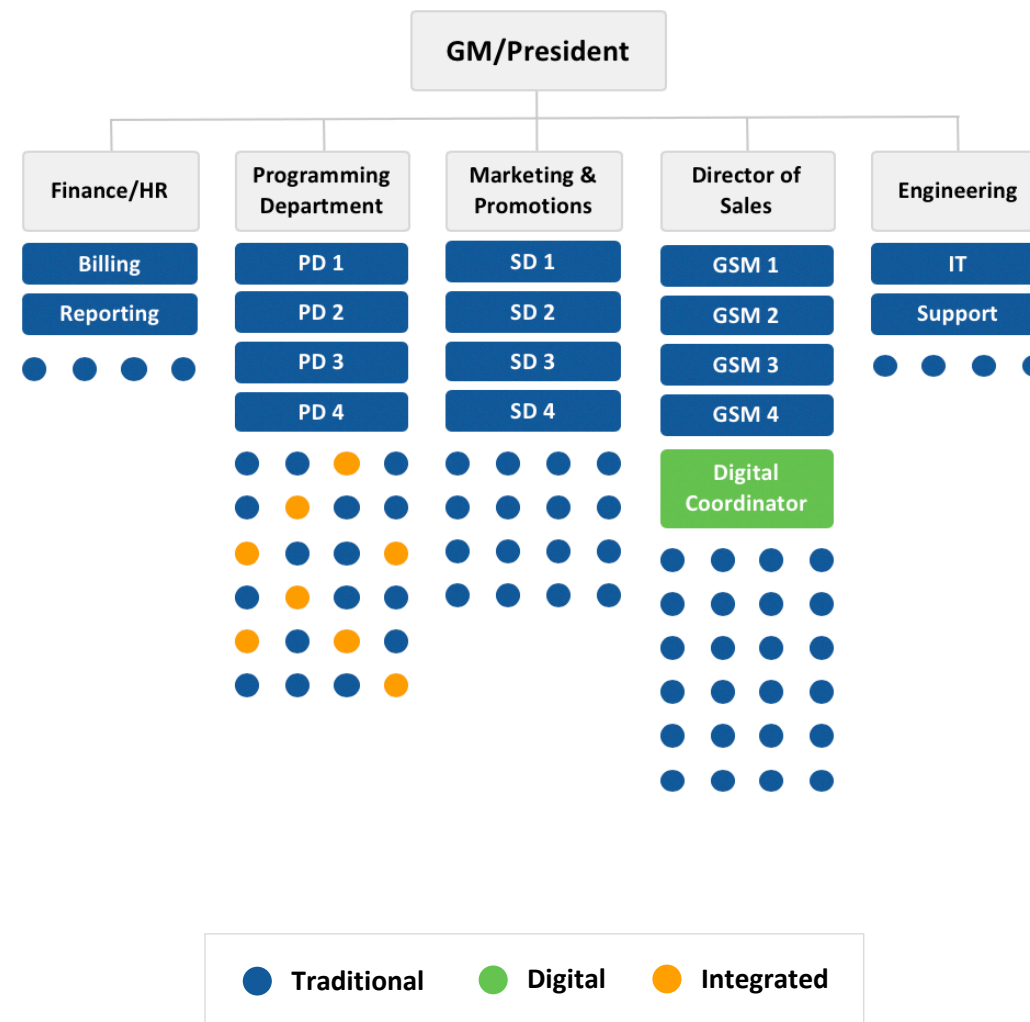
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Revising Organizational Charts

As new processes, digital skills and talent are added, you will want to revise your organizational structure to support these changes.
Structure changes should evolve over time.

Beginning

Current team:
- Take on digital responsibilities
- Evolve support roles to include digital
- Talent may use digital for their own brands
- Operation departments are siloed

GM/President

Finance/HR	Programming Department	Marketing & Promotions	Director of Sales	Engineering
Billing	PD 1	SD 1	GSM 1	IT
Reporting	PD 2	SD 2	GSM 2	Support
	PD 3	SD 3	GSM 3	
	PD 4	SD 4	GSM 4	
			Digital Coordinator	

● Traditional   ● Digital   ● Integrated

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# Revising Organizational Charts
(Continued)

Middle

- Sales manager roles begin to consolidate
- Sales staff is evaluated on traditional versus digital capabilities
- Digital strategy expertise is hired
- Marketing teams bring on talent
- Business operations add digital responsibilities
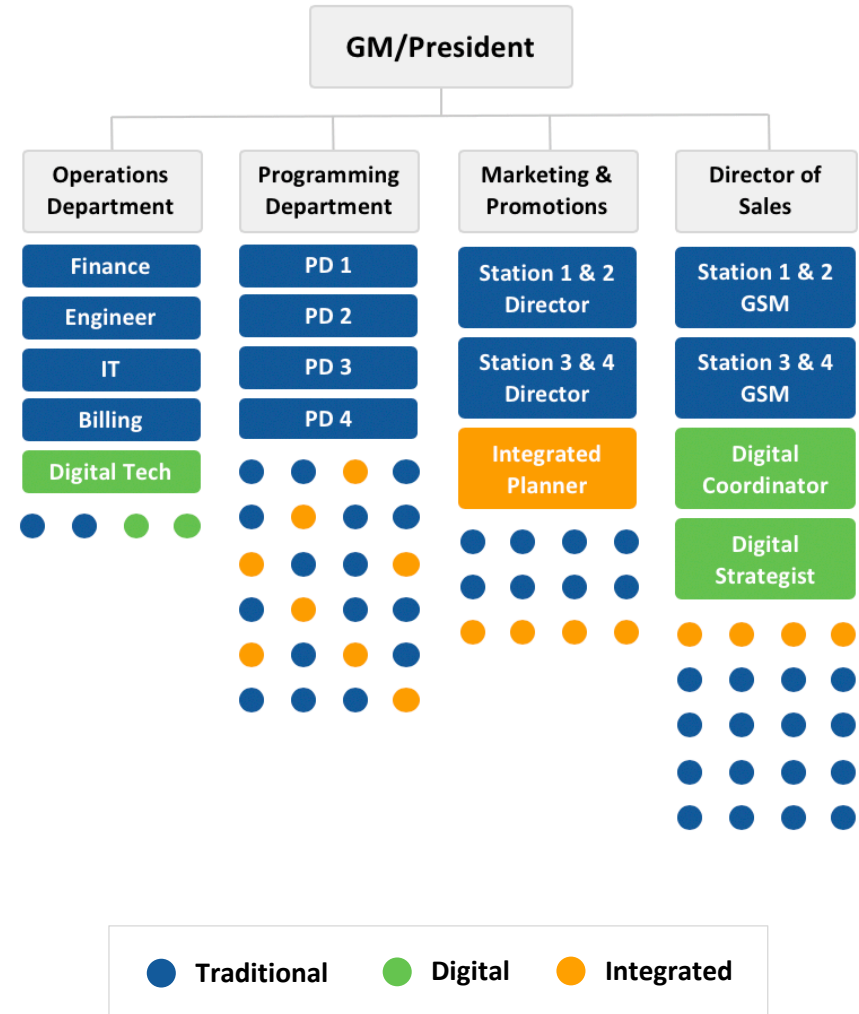
Revising Organizational Charts
(Continued)

Complete

- Sales manager's business approach separated into direct versus agency teams
- Sales talent separated into two teams
- Brand and digital marketing experts replace promotion teams
- Programing take on both audio and digital content oversight
- Personalities deliver both audio and digital content
- Operation teams cover both audio and digital systems

Q&A
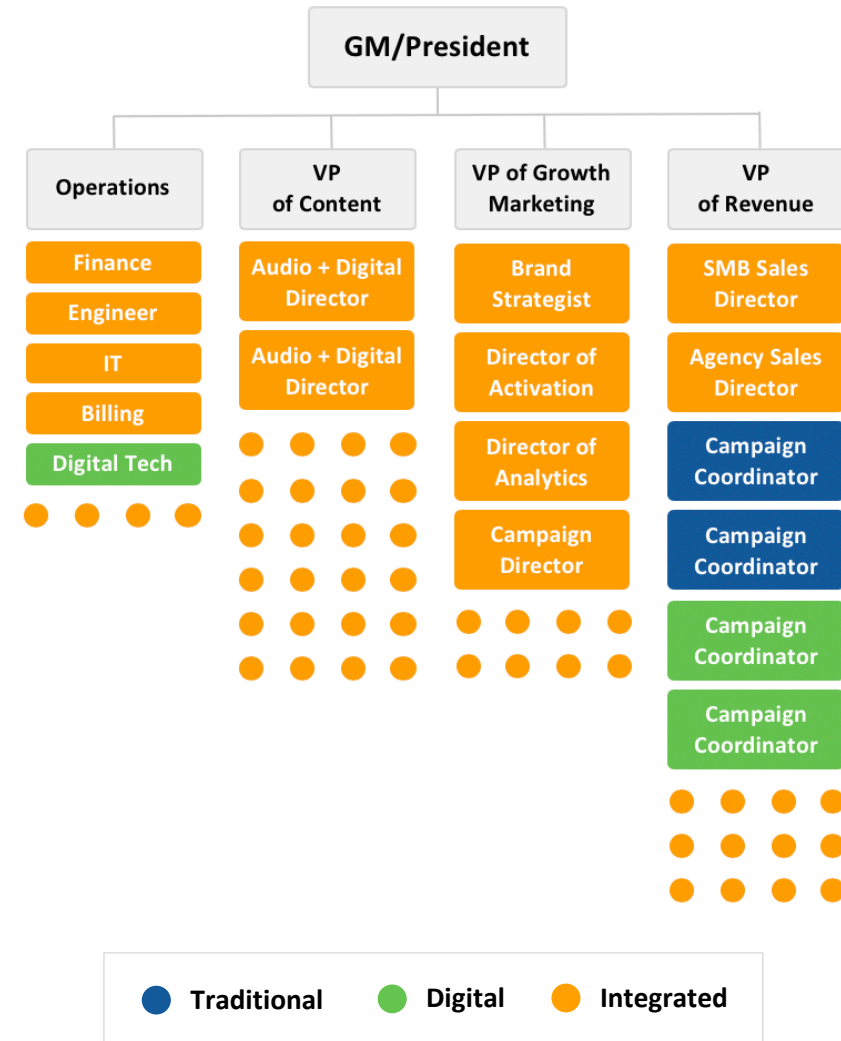
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