



### FOREWORD

e are thrilled to welcome you to the 2016 TeamPeople Media & AV Insights Report, one of the most comprehensive studies of the media and audio visual industry.

This report is based on contributions from 153 senior media & AV executives from across the industry. These managers and decision makers with thousands of years combined media & AV experience have collective annual revenues estimated at \$47.5B.

We have filled the following pages with as much insight into the 2016 priorities of media & AV organizations as possible to provide you with a unique perspective on what is occurring in our industry and what to expect in the future.

You will also find a comprehensive section on career trends that includes positive advancements in employee engagement, staff turnover this year and estimates for 2017, as well as a salary analysis for the industry that will help you with career planning.

The fast pace of change, an increasing role for disruptive technologies and new communication channels, and continued market pressure to ensure return on investment and growth are all critical factors impacting our industry. Our analysis indicates that it is increasingly important to pursue data-driven and clear decision making within a media & AV environment that continues to blur.

We hope the data and insights included in this report helps you make informed choices as you develop your plans and grow your organization in 2016 and beyond. We plan to publish this data annually, therefore we welcome your insights and ideas to help us continually improve the report.

Sincerely,



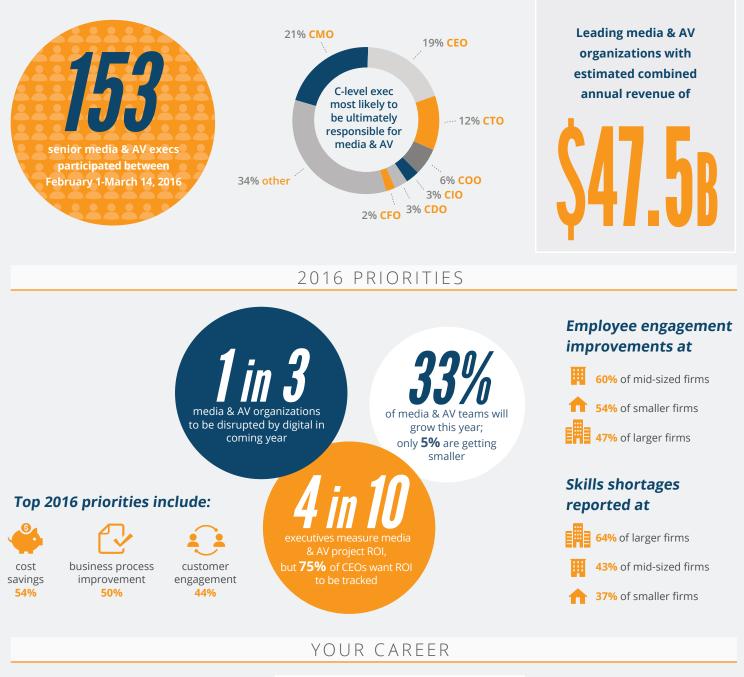
Brian Frydenlund, Principal, TeamPeople

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# AT-A-GLANCE: INSIDE THE SURVEY

### THE RESPONDENTS



### Salary increases most likely at



57% of mid-sized firms



47% of smaller firms

Three times more likely to experience pay cut at smaller firm compared to peers in mid-sized and large organizations sthe approx. average salary of senior media & AV executives across all disciplines



**355%** of senior media & AV executives have been with their current employer for more than a decade

# EXECUTIVE SUMMARY

### 2016 priorities

Senior media & AV executives are managing a wide array of priorities in 2016. The largest proportions of the audience will continue to address cost saving (54 percent) and business process improvement (50 percent), however, many also refer to talent and technical challenges they are expecting to face in the coming twelve months.

Growth is also very much on the agenda in 2016, with almost two thirds (63 percent) of media & AV organizations pursuing growthoriented strategies this year. It is also clear that larger media & AV organizations are gobbling up growth opportunities. In fact, large firms are 14 percent more likely to be anticipating growth in 2016 compared to smaller firms.

This leads to somewhat of a duality within the sector, those with scale are aggressively seeking opportunities to further grow market share, while mid-sized and smaller firms are managing an increasingly complex set of business, technical and talent-related challenges in order to remain competitive.

### **Content evolution**

The upsurge of video content usage from social media audiences has required media & AV firms to react to demand for new styles of content. Interactive media content is broadcast almost exclusively via online channels, mainly for content marketing campaigns (43 percent) and paid social media advertising (42 percent). Mid-sized and smaller media & AV firms are significantly less likely to produce interactive content for marketing campaigns compared to their larger competitors.

### **Emerging technologies**

Digital disruption, defined as changes enabled by digital technologies that occur at a pace and magnitude that disrupt established ways of doing business, is likely to materially impact up to a third (29 percent) of media & AV organizations in the coming years, with mid-sized firms most concerned about their ability to respond to disruption. This may be because they lack the flexibility of smaller competitors to react to market changes, or the resources of larger competitors to ride the wave of digitally influenced disorder.

However, senior media & AV executives are relatively unconcerned that the growth in user-generated content will put their technology infrastructure at increased risk of cyber attack. Two thirds (65 percent) state their organization is very well or relatively well prepared to respond to cyber threats.

The importance of embracing emergent technologies is clear to senior media & AV executives, who rate their organizations best at adopting live streaming technologies, followed by utilizing social platforms as a broadcast channel and digital asset management. They rate themselves weakest at adopting virtual reality technology.

Despite the explosion in data analytic tools available, only four in ten media & AV organizations are currently tracking the return on investment (ROI) of projects. However, CEOs have made it clear that more effective use of data and reporting is expected with a full 75 percent of CEO respondents expressing a desire for their team to report each project's ROI.

Growth is also very much on the agenda in 2016, with almost two thirds (63 percent) of media & AV organizations pursuing growth-oriented strategies this year.







### Workforce

One third of media & AV teams will grow this year compared to only five percent that are getting smaller. Large firms are less likely to add headcount in 2016. Twenty-eight percent will increase the size of their teams, compared to 29 percent of smaller firms and 33 percent of mid-sized firms.

The role of freelance workers in the media & AV industry is well documented. However, when it comes to the ability of organizations passing a worker classification audit less is known. And yet an astonishing nine in ten senior media & AV executives believe their organization would pass. The standard pass rate of a worker misclassification audit is far lower than 90 percent, suggesting a significant amount of overconfidence exists.

### Skills

The war for creative and technical media & AV talent continues to occupy many senior executives' concerns. Half of all media & AV organizations are reporting a skills shortage. The challenge is more pronounced for larger firms, with 64 percent unable to secure sufficient talent. Four in ten (43 percent) of mid-sized media & AV organizations are affected by a skills shortage, while 37 percent of smaller firms report a scarcity of adequate creative and technical skills.

Senior roles such as Producers and Editors, and specialized technical roles such as Video Editors and Graphic Designers, are the most in-demand skill sets in 2016. There are a number of emerging skills that senior media & AV executives expect to be included in future staffing strategies, such as gaming and interactive skills.

### Employee engagement

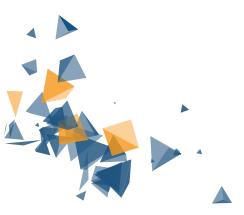
Employee engagement has improved for half of media & AV organizations during the past five years. The situation is most improved at mid-sized firms where 60 percent have experienced an increase in employee engagement during this timeframe. Smaller firms are also seeing above industry average improvements (54 percent). However, larger media & AV firms are advancing employee relations at the slowest pace (47 percent).

### Your career

Career planning in the media & AV industry includes a significant focus on long-term commitments. Over one third (35 percent) of senior media & AV executives surveyed have been with their current employer for more than a decade. That proportion is even higher (43 percent) for executives at large firms. However, there is still turnover in the media & AV job market with one in five (19 percent) executives having moved jobs in the past 12 months.

A majority of senior media & AV executives (53 percent on average) report growing salaries in 2016. Executives who work at larger media & AV firms are significantly more likely to see their compensation increase this year (66 percent), while executives at smaller firms are also more likely than average to see salary growth (57 percent). However, executives at mid-sized media & AV firms are experiencing comparatively fewer instances of salary inflation; 47 percent will see an increase in compensation this year.

Salary advancement is not universal, and executives at smaller media & AV firms should note they are almost three times as likely to experience pay cuts this year compared to peers in midsized and large organizations.



"Over one third (35 percent) of senior media & AV executives surveyed have been with their current employer for more than a decade."







# ABOUT THE RESPONDENTS

The respondents to the TeamPeople Media & AV Insights Survey were senior decision makers and business leaders from across the spectrum of the media & AV sector.

One in five respondents (18 percent) were C-level executives or business owners. An additional one in ten respondents (nine percent) held Vice President/Director/Senior Manager job titles, while a third (34 percent) were Media Managers or Production Managers.

The C-level executive most likely to be ultimately responsible for media & AV is the Chief Marketing Officer. This is the case in 21 percent of organizations surveyed.

The Chief Executive Officer is the senior executive responsible for media & AV in 19 percent of organizations, while it is the Chief Technology Officer who manages media & AV in more than 1 in 10 firms (12 percent). However, in larger media & AV firms (over \$50M revenue), only four percent of CEOs are directly responsible for media & AV, preferring to delegate to the Chief Marketing Officer, who are accountable for the function in 32% of larger organizations.

Almost half of respondents (49 percent) work for a corporate organization (that was not a media network). One in five respondents (17 percent) are employed by a media network, while seven percent work for a government organization.

A wide range of other organization types were represented, including creative agencies and studios, non-profit groups and higher education establishments. Content produced by the survey respondents serves an abundance of sectors, but a large proportion is dedicated to broadcast media (25 percent).

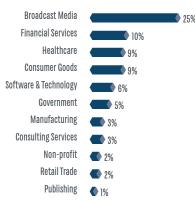
The TeamPeople Media & AV Insights Survey respondents represent some very large firms; 26 percent work for an organization with budgets/revenue in excess of \$1B. Another 11 percent work for large employers with \$50M-1B budgets/revenues, and 28 percent have \$1M-\$50M budgets/revenues. A final 16 percent are smaller firms with budgets/revenues less than \$1M.

### CMO and CEO most likely senior executives to be responsible for media & AV



Chart 1. Which Senior Executive is ultimately responsible for the media & AV function in your organization?

# Broadcast media dominates range of sectors represented by survey audience



*Chart 2. In what industry is the creative content that you produce most likely to be used?* 

# Full spectrum of organizational size reflected by survey respondent organizations



Chart 3. How large is your organization (annual revenue / budget)?





# BUSINESS CHALLENGES

When asked an open-ended question: 'what is the most significant operational challenge you expect to face in 2016?' senior media & AV executives provided a range of interconnected issues.

'Hiring and retaining exceptional talent.'

'Developing personnel with multi-faceted production disciplines and skill sets.'

*Growth, while continuing to deliver high quality programs currently under contract.* 

'Technology upgrades.'

'Technology disrupters and industry consolidation creating larger competitors with deeper pockets.'

*'Building the production team while keeping the overhead as low as possible.'* 

'Cross training of technical positions.'

'Network architecture scalability'

These responses reflect a snapshot of the issues that senior media & AV executives are managing as they seek to grow and develop their organizations. The role of technology and disruption of business models is mentioned prominently. However, recruiting, developing and retaining talent is also clearly top of mind for senior media & AV executives.



# BUSINESS CHALLENGES

Senior executives in media & AV organizations are most likely to prioritize cost saving (54 percent) and business processes (50 percent) in 2016. Both customer engagement (44 percent) and driving revenue growth (43 percent) were rated as higher priority issues for 2016 than recruitment and retention (37 percent). Managing technology disruption was only likely to be a priority for 28 percent of senior executives, suggesting that while cost saving and improving business processes are more universal business challenges for respondents, three in ten expect challenges managing technology disruption this year.

Almost two thirds of senior executive media & AV respondents (63 percent) expect their market to be growth oriented in 2016. However, the bigger the organization, the more likely it is to be anticipating growth, with large firms 14 percent more likely to be anticipating growth in 2016 compared to smaller firms.

### Cost saving remains top operational issue in 2016, but 43% must also drive revenue growth

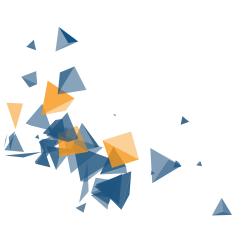


Chart 4. What operational issues do you expect to face in 2016?

# Larger media & AV organizations are more bullish about market growth in 2016



Chart 5. What market conditions do you expect to influence your organizational growth in the next 12 months? (Rapid and Moderate Growth)



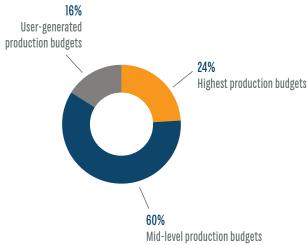


# CONTENT EVOLUTION

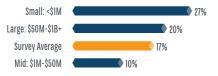
For a majority of senior media & AV executives (60 percent), their primary content is produced for mid-level production budgets, while less than a quarter (23 percent) focus on highest production budgets for network or commercial quality projects. One in five (17 percent) senior media & AV executives focus on low-budget, user-generated content.

Large media & AV organizations are less likely to produce user-generated content than smaller peers. Twenty-seven percent of smaller firms (with annual budgets of \$1M or less) will produce user-generated content, compared to 20 percent of large firms. However, it is mid-sized media & AV organizations that are least likely to embrace usergenerated content, only 10 percent will do so this year, seven percent below the survey average.

### One in five (17 percent) media & AV organizations now producing user-generated content

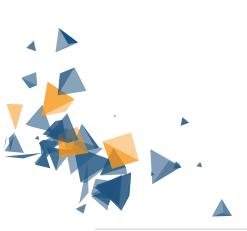


#### Small firms are almost three times as likely to work with user-generated content as mid-sized firms



*Chart 7. What level of video content budget do you anticipate* producing the most in 2016? (user-generated: by org size)

Chart 6. What level of video content budget do you anticipate producing the most in 2016?





# CONTENT EVOLUTION

Interactive media content—which is material that can be user generated but is designed specifically for audience interaction and is broadcast almost exclusively via online channels—is primarily used for content marketing campaigns (43 percent), paid social media advertising (42 percent) and internal brand promotion (42 percent).

Thirty-eight percent of senior media & AV executives also produce content for organic social media campaigns that don't involve paid advertising. However, only 1 in 5 (19 percent) develop interactive content for Search Engine Optimization (SEO) marketing campaigns, roughly the same proportion (18 percent) who don't create interactive content at all.

Mid-sized and smaller media & AV firms are significantly less likely to produce interactive content for marketing campaigns compared to larger competitors. Almost 3 in 10 respondents at both small (27 percent) and mid-sized (32 percent) firms produce no interactive content, compared to only 12 percent at large media & AV firms.

# Social media and content marketing campaigns dominate use of interactive content

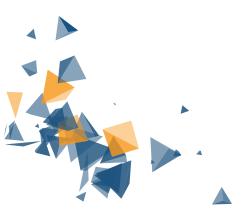


*Chart 8. For which types of marketing campaigns are you creating interactive media content?* 

# Small and mid-sized firms are creating less interactive content than larger competitors



*Chart 9. For which types of marketing campaigns are you creating interactive media content? (None: by org size)* 



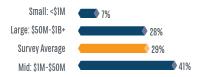


# DIGITAL

Digital disruption is likely to materially impact up to a third (29 percent) of media & AV organizations in the coming years, while a further 58 percent expect their operations to be influenced, but not to a significant extent, by digital disruption. Only 13 percent of senior media & AV executives do not believe digital disruption will affect their organization in the next five years.

Mid-sized media & AV firms are most concerned about digital disruption, possibly foreseeing a lack of flexibility to adapt to change compared to smaller competitors (seven percent), or lacking the resources of larger competitors (28 percent) to respond to digitally influenced disorder.

# Mid-sized firms are more likely to be impacted by digital disruption than small/larger competitors



*Chart 10. In your opinion, to what extent will digital disruption impact your organization in the next five years? (Great extent - digital disruption will materially impact how my organization evolves)* 

When asked an open-ended question: 'what digital initiatives in the media & AV sector have had the greatest impact on your organization in the past five years?' senior executives provided the following insight.

'The growth of DSLR cameras into high- and mid-level productions.'

'Software that helps us streamline, i.e., Sprout.'

*'All avenues of digital revenue streams as they relate to media content.'* 

*'Drone and Go Pro. Both devices devices have allowed for mobility and the ability to get amazing shots.'* 

*'Video capabilities in mobile are growing video viewership (audience size and viewing time).'* 

*'Virtual meeting rooms and conference capabilities have greatly impacted our business by allowing us to hold remote meetings easier and more effectively.'* 



# DIGITAL: CYBER SECURITY

Less than 1 in 10 senior media & AV executives (seven percent) foresee the growth in user-generated content and digital consumption putting their technology infrastructure at increased risk of cyber attack. A significant majority (65 percent) are confident they are very well or relatively well prepared to respond to cyber threats.

# Almost two thirds of media & AV organizations feel prepared for cyber security

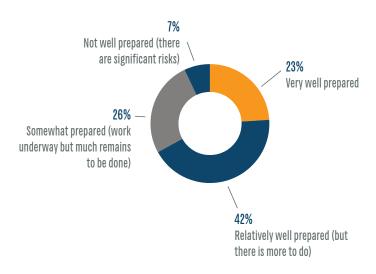
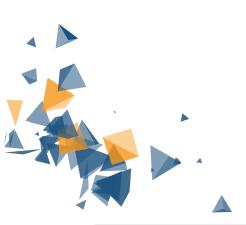


Chart 11. Considering the growth in user-generated content and digital consumption, how well prepared do you believe your organization is regarding the risk of cyber security threats?





# EMERGING TECHNOLOGIES

A quarter (25 percent) of senior media & AV executives rate their organization 'Very Good' at embracing live streaming technologies, while 23 percent are confident of their team's ability to use social platforms as a broadcast channel. A similar proportion of senior media & AV executives (23 percent) rate their organization highly for digital asset management. They rate themselves weakest at adopting virtual reality technology; only four percent have embraced this technology which is still seen as highly specialized.

Videoconferencing technologies are important to 61 percent of media & AV organizations. However, for smaller organizations, those with annual budgets less than \$1M, this drops to 40 percent.

Almost two thirds of media & AV firms (64 percent) track audience reach of their content, possibly to better determine advertising rates, and half (50 percent) measure the investment of hours in a project verses budget.

Despite the explosion in data analytic tools available, only 42 percent of media & AV organizations are currently tracking the return on investment (ROI) of projects. However, CEOs at these firms would like their teams to measure ROI. A full 75 percent of CEO respondents expressed a desire for the creative team to report each project's ROI.

# One in four media & AV firms rate themselves as live streaming specialists

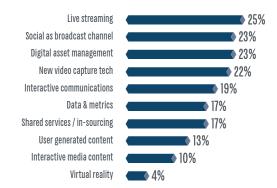
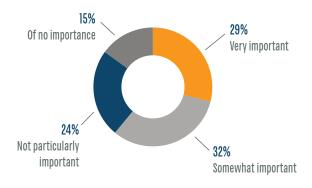


Chart 12. How would you rate your organization at embracing the following new trends in creative media & AV? (Percentage answer 'Very Good')

# Six in ten media & AV firms rate videoconferencing technologies as important



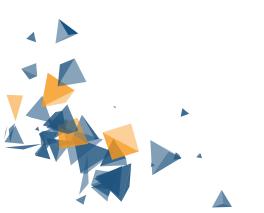
*Chart 13. How important are videoconferencing and video communication services to your creative function?* 

# Only four in ten organizations currently tracking project return on investment; CEOs demand more

Content audience reach Scheduled project time vs. actual hours worked Project return on investment



Chart 14. Considering the insatiable appetite for data, please identify what metrics your creative team tracks.

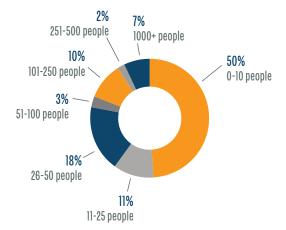




# WORKFORCE

The headcount of media & AV teams remain compact. Half of organizations incorporate 10 people or less on their team, including permanent, full-time employees, freelance workers and independent contractors. Only 22 percent of media & AV teams have more than 50 people employed. However, a third (33 percent) of media & AV teams are growing compared to only five percent that are getting smaller, with 62 percent expected to retain the same headcount. Large media & AV firms are among the least likely to add headcount in 2016; 28 percent plan to add to headcount, compared to 29 percent of smaller firms and 33 percent of mid-sized firms.

# A large majority (78 percent) of media & AV teams staffed with fewer than 50 people

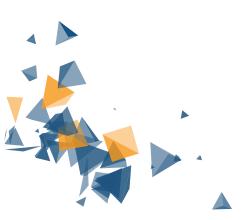


# Chart 15. What is the approximate headcount of your media & AV team? (Including all Permanent / Full-time Employees and Freelance / Independent Contractors)

# Smaller media & AV teams more likely to grow in 2016 compared to larger peers



Chart 16. Over the next year, how do you expect your media & AV headcount to change? (Increase: By Org Size)





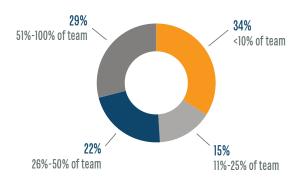
# WORKFORCE

Two thirds of media & AV teams (66 percent) rely on freelance workers and independent contractors for up to 90 percent of their workforce. It is clear that independent contractor worker classification is of critical importance to the smooth running and risk management of these firms.

When it comes to passing a worker classification audit, 90 percent of senior media & AV executives have 'some' or 'great' confidence in passing. Seven in ten (69 percent) take a proactive approach to independent contractor classification, addressing it directly and taking the possibility of an audit very seriously by investing in processes to ensure they are following the law at all times.

Attracting top freelance talent requires a range of incentives. Almost half (48 percent) of media & AV organizations utilize the diversity of projects to attract independent contractors, while 43 percent emphasize the opportunity to collaborate with a wide range of professionals. Higher compensation is used by 35 percent of organizations, but 37 percent prefer schedule flexibility as an enticement.

# Freelance workers are essential to 66 percent of media & AV teams

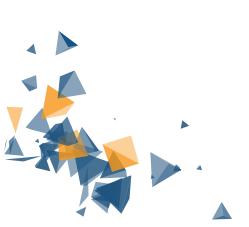


*Chart 17. What approximate proportion of your media & AV team are Freelance / Independent Contractors?* 

# Diversity of work, collaboration and flexibility considered top incentives for freelancers



*Chart 18. What incentives do you use to appeal to Freelance Workers / Independent Contractors?* 





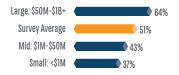




Over half of senior media & AV executives (51 percent) report their organization suffers from a skills shortage. The challenge is more pronounced for larger media & AV firms, with 64 percent of \$50M+ revenue firms unable to secure sufficient talent. Four in ten (43 percent) of mid-sized firms (with revenues ranging from \$1M-\$50M) are affected by a skills shortage, while only 37 percent of smaller firms (with revenues less than \$1M) report a scarcity of adequate creative and technical skills.

One in four (26 percent) senior media & AV executives believe their organization does not provide an effective environment to develop skills. This rises to 28 percent at larger firms and is consistent with industry averages, at 26 percent, at mid-sized firms. However, smaller firms appear far better equipped to develop skills, only 14 percent of senior media & AV executives at firms with less than \$1M revenue do not believe they provide an effective environment to develop skills.

# Media & AV skills shortage is more pronounced at larger organizations



*Chart 19. Do you think your organization suffers from a skills shortage within the creative & technical function?* 

# Up to one in four media & AV firms are failing to provide an environment to develop skills

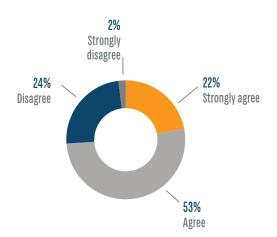
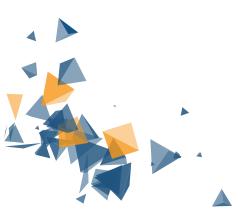


Chart 20. How strongly do you agree that your organization provides an effective environment to develop skills?





# SKILLS

Senior and skilled roles such as Producers and Editors (51 percent) and specialized technical roles such as Video Editors (45 percent) and Graphic Designers (41 percent) are the most indemand. However, almost 4 in 10 (37 percent) media & AV firms are seeking Project Managers and Motion Graphic Artists, while 3 in 10 (30 percent) are actively recruiting Media Managers. The demand for skilled talent remains high in the media & AV sector.

#### Most in-demand skills by job type

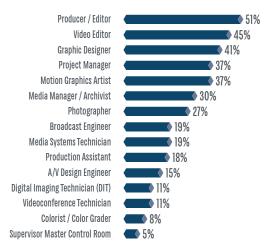


Chart 21. What creative & technical skills are currently most in demand in your organization?

The top five skills most in demand vary by the size of media & AV organization, as does the proportion of firms seeking each skill type. Producers and Editors share the top spot in most media & AV organizations with Graphic Designers, except at larger firms where designers do not make the top five skills. Video Editors also appear in each category, alongside Motion Graphic Artists.

A number of senior media & AV executives are thinking ahead, anticipating what new and advanced skill sets their organizations may need to source in the next three years.

### Most in demand creative and technical skills, top five categorized by size of organization

Rank	Small (<\$1M)		Mid \$1M-\$50M		Large \$50M-\$1B+	
1	Graphic Designer	57%	Producer / Editor	53%	Producer / Editor	58%
2	Producer / Editor	43%	Graphic Designer	53%	Video Editor	50%
3	Video Editor	43%	Video Editor	43%	Media Manager	42%
4	Project Manager	37%	Motion Graphics Artist	43%	Project Manager	42%
5	Motion Graphics Artist	29%	Photographer	30%	Motion Graphics Artist	39%

'Interactive, gaming, instructional design skills."

Triple threats - people who are able to shoot video and video edit, as well as animate.'

The convergence of the video engineer and the IT engineer."

> 'After effects, 3D animation and audio finishing."



# EMPLOYEE ENGAGEMENT

Employee engagement has improved over the last five years for half of media & AV firms (50 percent). It has remained unchanged for approximately 40 percent, but employee engagement has deteriorated at one in ten organizations (10 percent). The situation is most improved at mid-sized media & AV firms where 60 percent have experienced improving employee engagement during the past five years. Smaller organizations are also seeing above industry average improvements (54 percent), while larger media & AV organizations are improving employee engagement at a slightly slower pace than average (47 percent). Senior media & AV executives are a confident bunch. Two thirds (65 percent) rate their ability to lead teams as *Very High'*. A quarter (24 percent) rate themselves more modestly, drawing on some experience in leading creative teams to successful outcomes, while only 11 percent admit to *'Limited'* ability. Executives at the smaller media & AV firms are most confident, 86 percent rate themselves *'Very High'*, compared to 69 percent at mid-sized and only 56 percent (although still a majority) at large firms.

#### Mid-sized firms prove most effective at enhancing employee engagement

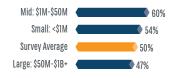


Chart 22. Compared to five years ago, how has employee engagement changed at your organization?

# Senior media & AV executives at smaller firms are most confident in their own ability

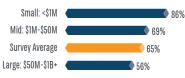
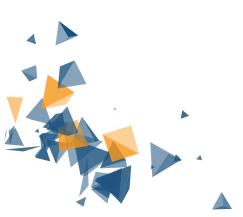


Chart 23. How do you rate your own ability to lead media & AV teams?





# EMPLOYEE ENGAGEMENT

Eight in ten (80 percent) of senior media & AV executives are satisfied in their current role. At smaller media & AV firms, satisfaction rates are highest at 85 percent, but they remain very positive for both large (80 percent) and mid-sized firms (79 percent).

For those dissatisfied in their role, senior media & AV executives provide a litany of possibilities for enhancing their career, from additional leadership responsibilities and more variety in work, to better compensation and support.

### A large proportion of senior media & AV executives are satisfied in their current role

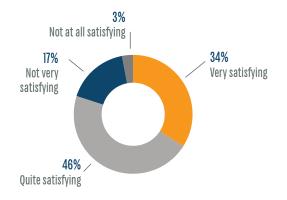


Chart 24. How satisfying do you find your current role?

If your role is not satisfying, what needs to change to keep you from leaving?

'More creative leadership opportunity.'

'Higher salary, better benefits.'

'Modern and exciting technologies - creative disruption and aggressive execution.'

'More conceptual or strategic work. Less day-to-day operational duties.'

'Advancement and diversity of projects.'

*'Support from C-level management for my team's critical contribution to the bottom line.'* 





Media & AV organizations benefit from long-term commitments from their employees. Over one third (35 percent), on average, have been with their current employer for more than a decade. The proportion is even higher (43 percent) for senior media & AV executives at large firms. That said, 1 in 5 (19 percent) media & AV executives have moved jobs in the last 12 months.

Approximately 1 in 5 (18 percent) senior media & AV executives are planning to move jobs in the next 12 months on average. The most likely group to be planning a change are executives at mid-sized media & AV firms, almost 3 in 10 (29 percent) plan to move this year. The most likely to be planning a long-term future with their current employer are executives at small media & AV firms, where 64 percent would like to stay for more than 10 years.

Mid-sized firms likely to experience the most

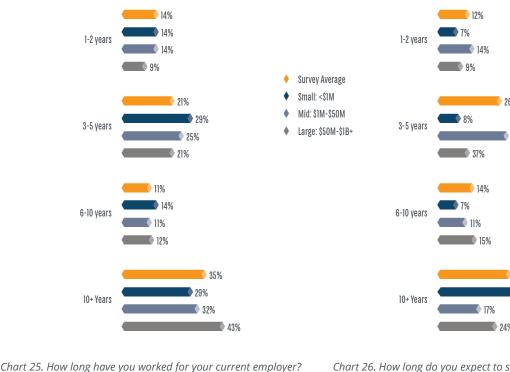
employee turnover in the next 12 months

### Senior media & AV executives are loyal; highest proportion spend 10+ years with employer

<1 Year

#### 19% 18% 14% 14% <1 Year 29% 18% 15% 15% 12% 1-2 years 14% 0% Survey Average Small: <\$1M 21% 26% Mid: \$1M-\$50M 29% 8% 3-5 years Large: \$50M-\$1B+ 25% 29% 37% 14% 6-10 years 11% 15% 35% 30% 64% 10+ Years 32% 17% 43% 24%

Chart 26. How long do you expect to stay with your current employer?







# YOUR CAREER

The average salary of senior media & AV executives across all disciplines from the survey audience is \$120,423. For senior media & AV executives, it would appear that working for larger organizations can enhance their earning potential, earning marginally more than the survey average, and up to a fifth more than peers in smaller media & AV firms.

Seniority and leadership responsibility across the wider media & AV firm is most likely to influence average salaries, with Production and Media Managers more likely to populate the \$100,000 to \$150,000 salary categories, while organization-wide leaders such as Vice Presidents, Presidents and CEOs dominating the higher paid categories. Two percent of senior leaders earn more than \$200,000 per year on average, and the top one percent earn more than \$250,000 per year on average.

A majority of senior media & AV executives (53 percent on average) reported growing salaries in 2016. Executives who work at larger media & AV organizations are significantly more likely to see their compensation increase this year (66 percent), while executives at smaller organizations are also more likely than average to see salary growth (57 percent). Executives at mid-sized media & AV firms are experiencing comparatively fewer instances of salary inflation, 47 percent will see an increase in compensation this year, compared to a survey average of 53 percent. Salary progress is not universal, and executives at smaller media & AV organizations should note they are almost three times as likely to experience pay cuts this year compared to peers in mid-sized and large organizations.

#### Average salary by size of organization

Survey	Small:	Mid: \$1M-	Large: \$50M-
Average	<\$1M	\$50M	\$1B+
\$120,423	\$100,000	\$120,370	

# Most senior media & AV executives dominate the higher salary categories



*Chart 27. If you are a full-time, salaried employee, please indicate your base salary.* 

# Salary growth expected for a majority, but 1 in 10 executives may see pay cut this year

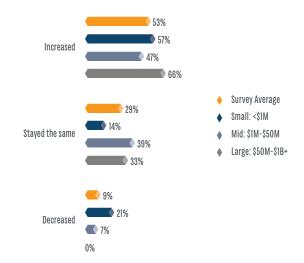


Chart 28. How has your compensation changed compared to last year?







TeamPeople, LLC is a trusted advisor providing multimedia, engineering and AV staffing and consulting services to the best-known and well-respected organizations in the world. When the mission and message matter, Fortune 500 corporations, including broadcast and cable networks, and government agencies choose TeamPeople to build dynamic media teams for in-house studios, content creation, media and AV support, and delivery. A women-owned, WBENC certified company, TeamPeople is headquartered in the greater Washington, DC area and its services are available worldwide.

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