Case Study: CBS Television City

Company
CBS Television City offers network and independent producers eight soundstages and a digital studio supported by over 600 people working in 60 departments.

Challenges
The facility needed to replace nine outdated administrative systems that were contributing to higher costs and inhibiting increased customer service.

Solution
CBS Television City implemented Xytech throughout the operation to manage personnel and facilities scheduling, billing, purchasing, rentals, and media assets.

Results
- Increased productivity and improved utilization of resources
- Better decision making based on real-time data
- Streamlined billing process resulting in improved cash flow and more manageable accounts receivables
- Improved customer service

Client
Some of the most popular shows in the history of television have been produced at CBS Television City since it opened in 1952. This was the first facility ever built specifically to support television production. Today, Television City is still an extremely popular venue for well-known TV shows and is also one of the most technically advanced production facilities in the world.

Producers for all the major networks as well as independent producers use its eight soundstages and digital studio to create a huge variety of programming, including game shows, soap operas, talk shows, situation comedies, and even the occasional feature film. More than 600 operations employees in over 60 departments provide every service a major production needs, from set design and construction to commercial integration and transmission.

Challenges
Several of the legacy budgeting, scheduling and billing systems used by the departments at CBS Television City were paper-based and almost as old as the facility itself. The billing system was hosted on a mainframe; other applications ran on proprietary systems or on a variety of PCs. Some of the applications were no longer supported.

Few, if any, of the systems were integrated with each other. As a result, it was difficult or impossible to give the facility’s customers, the producers of entertainment programs, timely information on spending while their shows were in production. But it is during show production when producers most need this information, as it allows them to determine whether they are on budget or need to make changes.
When invoices were produced for completed projects, they often lacked the detail that producers wanted to see for productions costing $1 million or more. Producers would request backup detail from Television City, driving up costs while facility personnel manually researched and delivered the details. This could delay payments by as much as six months. Meanwhile, the double data entry required to produce consolidated invoices also meant that invoices were subject to inaccuracies.

Solution

After a thorough industry search, CBS Television City chose Xytech as its main system for managing scheduling, purchasing, billing, and asset management.

Xytech gives facility managers access to the information they need, when they need it. The system is specifically designed for the high velocity media production industry and eliminates the problems caused by Television City’s legacy systems that led to errors and omissions in everything from cost management to crew assignments.

Xytech creates and tracks all jobs and work orders and supports an unlimited number of client-specific rate cards. This application tracks all activities and invoices through project billing codes. Sales reporting tools in the core module allow managers to track efficiency and profitability. The module also supports extensive job costing and budgeting.

Enterprise-class security was a key requirement in the decision to go with Xytech. CBS needed to ensure that users would only have access to the specific data and functions they are authorized to access. The Xytech solution provides such security through the creation of user-defined security groups with read, write, and view privileges.

CBS Television City now manages schedules for all staff, equipment, stages, edit bays, and other resources using Xytech, which prevents double-booking and helps ensure that the company optimizes the utilization of all its available resources.

CBS Television City’s Technical Equipment Center rents out equipment for all in-house productions and uses Xytech’s inventory and tracking functionality to produce weekly or monthly billing for all rentals while tracking sales and allocated resources against the original work order. This process optimizes the facility’s revenue.

It’s just a very high performance, cost effective system to have.

- Lynn Altman, Vice President of Information Technology Services, CBS Television City
CBS Television City also uses Xytech’s MetaVault system to manage its huge inventory of media assets. MetaVault’s configurable database structure makes it easy to manage large libraries and manages both physical and digital assets.

Results
The Xytech solution has dramatically increased the productivity of CBS Television City’s production, scheduling, and billing operations. The increased productivity in scheduling operations is only one example of efficiencies that CBS Television City has gained from the Xytech solution. The solution has eliminated the trail of paper the facility formerly used to schedule and has automated the workflow from actualization to invoicing while providing deep resource utilization reporting.

We’re able to handle our scheduling and billing functions faster, more effectively, and more accurately than ever before, thanks to Xytech. We’re able to do all of this at lower cost. We can now provide better customer service and increased customer satisfaction and competitiveness as a result.

David Strouse
Director of Finance
CBS Television City

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A studio manager can now create budgets and bids for show productions with the Bidding Module. Schedulers produce schedules directly from these bids, with the information online and available to all authorized users. The schedule information feeds into CBS Television City’s telephone dial-in system so offsite studio personnel can check schedules by phone.

Information about personnel and resource activities can be now entered while the production is underway and is always available for online review by studio managers. At the end of a production, this information is used by accounting for invoice generation. Because the initial purchase is linked to the invoicing process, the solution eliminates the problem of line items missing from the invoice. The solution also enables CBS Television City to provide better customer service and receive faster financial settlement.

"What the software does is actually incredible, from payroll to billing to scheduling."

Carlos Olvera
Scheduling Coordinator
CBS Television City