

## Carousel Helps Media General Untangle Telecom Complexity and Save Thousands

Media General, one of the nation's largest local media companies and now part of Nexstar Media Group, teams with Carousel to save thousands by untangling an immensely complex telecom environment.

### EXECUTIVE SUMMARY

**Company:** Nexstar Media Group

**Industry:** Media/Broadcast

**Location:** Irving, TX, headquarters; 71 television stations in 48 markets

**Number of employees:**  
More than 9,000 employees

**Challenge:** Media General engaged Carousel's Telecom Group for help untangling its telecom environment in an effort to decentralize its telecom responsibilities.

**Solution:** By teaming with Carousel, Media General was able to reduce its monthly bills 10-15 percent and establish an accurate baseline for billing.

### OVERVIEW

Media General, one of the nation's largest local media companies and now part of the [Nexstar Media Group](#), operated or serviced 71 television stations in 48 markets prior to being acquired. The upside of maintaining such a robust broadcast portfolio is that the company's media properties engage approximately 23 percent of U.S. TV households and 43 percent of the U.S. Internet audience. The downside is that for Media General's corporate offices, managing telecom billing and infrastructure for all of those stations—many of which had been acquired at various points through the years—had become incredibly complex and time-consuming.

### CHALLENGE

As it neared the end of a fiscal quarter in 2015, Media General engaged Carousel's Telecom Group for help untangling its telecom environment in an effort to decentralize its telecom responsibilities. The company wanted to ensure that each individual station was accountable for making its own decision about telecom services and billing.

"Media General had been through two mergers in 18 months and prior to that had sold its newspaper division. One of our primary challenges was the loss of institutional knowledge of those staff members who were no longer employed with the company," explains Dan Ryan, VP of Information Technology for Media General. "Our priorities were to combine and standardize the company's core systems while leveraging our new size for additional cost savings. We did not have the staff needed to focus on investigating each invoice down to each local line. I knew there was money on table to be saved, I just didn't have the expertise in house, the time or resources."



MEDIA/BROADCAST



OPERATES AND PROGRAMS 171  
TELEVISION STATIONS



OVER 9,000 EMPLOYEES



REACHES 100 MARKETS, OR  
APPROXIMATELY 38.9% OF ALL  
U.S. TELEVISION HOUSEHOLDS

With the end of the second quarter of 2015 quickly approaching, Carousel had just five weeks to sort out Media General's entire billing structure for each of its stations. The first challenge was to assess all of Media General's carrier services.

The company had numerous bills from providers located all over the country, so the process was exceedingly complex. To begin, Carousel's Telecom Group engaged all of the individual stations' carriers so that it could begin to sort through all of its records and invoices.

### SOLUTION

After gaining insight and visibility into all of the carrier services Media General was paying for, Carousel was able to work with the company to make a number of recommendations based on its findings. First and foremost, Carousel discovered that because the company had acquired so many different assets through the years, its telecom infrastructure had become so complex that it was paying for services at stations it no longer even owned. From there, Carousel was able to uncover some circuits that were no longer being used or that had become technologically obsolete while remaining expensive.

After identifying these issues, Carousel was able to make recommendations areas where upgrading technology or a switch to a new carrier would not only improve business operations but could also save the company money.

"As large as the scope of the project was based on the number of invoices, services and locations, it was compounded by the short time frame making the deadline a difficult task," said Carousel's Solutions Area Manager, Telecom Services Adam Sugarman. "But through a true team effort utilizing multiple internal resources and focusing our expertise, we were able to deliver the project on time successfully."

### RESULTS

When the dust had settled and the project was complete, Media General had reached all of its project goals—and then some. As a result of the Carousel Telecom Group's work, the company was able to:

- Reduce its monthly bills between 10-15 percent
- Establish an accurate baseline for billing which enabled them to de-centralize accounting to each of the individual stations
- Gain an advantage over competitors by leveraging better technologies for its data networking
- Budget more accurately due to more visibility into billing
- Spend less time dealing with carriers directly and more time on growth initiatives

In just five weeks, the Carousel Telecom Group had managed to unravel an immensely complex telecom environment and provide Media General and all of its stations with a clear path forward.

"I was extremely pleased with the work that Carousel performed for Media General. They took what seemed to be an insurmountable task and methodically broke it down, assigned a dedicated team with the expertise that was needed and delivered on the savings goal," said Ryan. "I have already reached out to Carousel for other project work as the value they provide is evident in the results they consistently deliver."