Digital Transformation Program

Fundamentals Track Webinar
July 2024
Introductions: CPB

Beth Jacobs
Vice President
Digital Strategy and Innovation
Corporation for Public Broadcasting
CPB Investments in Public Media’s Digital Transformation

People/Culture

Processes

Digital Infrastructure – Tech Platforms and Data

DCA
Digital Culture Accelerator

DIGITAL IMMERSION
PBS

SSO

GROVE

Digital Transformation Program
Poynter.
CPB Objectives: Digital Transformation Program (Phase 2)

- Meet a crucial need – future readiness
- Help stations achieve tangible business outcomes and measurable audience and revenue growth
- Systemic and sustained organizational change and business transformation: reach *critical mass* and create a *network effect*
DTP Phase 2 program co-leads

**Quentin Hope**  
Independent consultant

- Co-lead Digital Transformation Program
- Co-lead in Table Stakes programs
- Coach and faculty in Media Transformation Challenge (Sulzberger Leadership) program
- McKinsey consultant on corporate strategy, org design and change management
- Public media consultant
- Founder High Plains Public Radio

**Sitara Nieves**  
The Poynter Institute  
Vice President, Teaching and Organizational Strategy

- Co-lead Digital Transformation Program; coached 20 station teams in the program first phase
- Coach in leadership programs at all levels
- Executive at Marketplace/APM; previously worked at WNYC, The Economist, Columbia Journalism adjunct
- Certified leadership coach; certified trainer in conflict resolution and workplace mediation
What we will cover this hour for the Fundamentals Track

1. Why this program
2. Program design
3. Program results and participant experience (from Phase 1)
4. Program cycle and time commitment
5. Application process
6. Q&A
Why this program
Fundamentals Track
The changed world for audiences

Legacy broadcast

- Limited choice
- Scheduled, linear viewing/listening
- Passive experience
- Familiar and stable brands

Today’s mediascape

- Near endless choice
- On-demand viewing/listening
- User-driven experience
- Proliferating brands

Continued public media visibility, relevance and audience support?
The changed world for local stations

Legacy broadcast

- Single dominant platform
- Content and program focused
- Linear, scheduled delivery
- Departmentalized organizations
- Established revenue models

Transformational change on multiple dimensions

Today’s mediascape

- Multi-platform
- Owned and “borrowed” platforms
- Audience-focused
- On-demand access and continuous “publishing”
- Reimagined revenue approaches
Living the transformation for 15 years

Legacy media

Today’s mediascape

Media Transformation Challenge program

“Table Stakes” programs

CPB/Poynter Digital Transformation Program (phase 1)

Poynter media leadership programs

On the ground experience

2009

2024
Program design
Fundamentals Track
The “missing middle” of transformation

Legacy broadcast

research & reports
models & pathways
strategic plans

scattershot efforts / one-off successes / uncertain pathways

Today’s mediascape
Multi-dimensional program design

Legacy broadcast

Digital performance challenge

Strategic framework for digital audience and revenue growth

Cross-functional teams, peer groups and cohorts

CEO / GM Leadership track

Data analytics track

Change management approaches and tools
Challenge focus

Stations focus on growing a defined audience and revenue on one of the following “owned” platforms:

- Digital audio (e.g. podcasts)
- Digital video (e.g. YouTube)
- Newsletters /email
- Text/SMS
- Website
Strategic framework for digital audience and revenue growth

Platforms by audience

Audiences first

Targeted audiences and content

Platform presence and experience

Pathways to revenue across platforms

Audience funnel focus

Building station-wide digital and data capabilities

Audience loyalty development

Partnering for reach and engagement
Cross-functional teams, peer groups and cohorts

- Station teams of 5-7 members
- Peer groups of 5 organizations
- Cohort of up to 25 organizations
- Assigned coach for 1:1 team and peer group coaching sessions

- Cross-functional engagement and team-based work
- Peer accountability and support
- 25 challenges to follow and learn from
- Expanded network of organizations and individuals to continue learning from
Change management approaches and tools

Bringing people along

From                      To

Resistant  15%          5%  Resistant
Reluctant   50%          20%  Reluctant
Willing but uncertain  25%  Willing but uncertain
Already there   10%          40%  Already there
Data analytics track

Using data to drive performance

- Parallel track to build station-wide data analytics tools and capabilities
- Two members of the station’s core team participate
- Six workshops focused on building and using a digital data dashboard
- 1:1 and small group coaching support
CEO/GM Leadership Track

Focus:

- Leading effective multiplatform organizations
- Change management frameworks and techniques
- Effective communication and conflict
- Embracing and rewarding test-and-learn approaches

Components:

- Attendance in all general sessions (workshops + team coaching)
- A three-day GM/CEO-only leadership workshop (in-person)
- Leadership sessions, once a month.
- Up to five one-on-one executive coaching sessions, to be scheduled between you and your executive coach.
Program results and participant experience from Phase 1
Wide range of program participants

- 79 organizations
  - 19 joint
  - 40 radio
  - 15 TV
  - 5 National Multicultural Alliance organizations

- All types of licensees
- 34 states
- 458 team participants
Program outcomes

**Quantitative gains**
- Audience growth
- New revenue growth

**Qualitative changes**
- Strategic clarity and alignment
- New ways of working together
- Multiplatform leadership development

= Systemic and sustained digital transformation
Quantitative gains in Phase I:

**Audience growth**

Over **10.25 million new digital audience users/subscribers** across major digital platforms ...
Quantitative gains in Phase I:

**Revenue gains**

Nearly **$3.1 million** in new digital revenue from various sources ...

- New digital membership from newsletters, website, social and podcasts
- New digital sponsorship across platforms, including podcasts, website, and newsletters

With many stations bringing in their **first digital revenue** through the program.
Qualitative gains in Phase I:

**Strategic clarity and alignment**

**Audience-first focus**

- Focused on audience needs and interest
- Selected platforms based on audience use
- Used data to measure audience reach and engagement

**Resource realignment**

- “Stopped doing” low value content and activities
- Shifted and added roles with a digital focus
- Restructured to align around digital audience and revenue development

We are asking ‘who’s the audience for this?’ and reevaluating our content ... analytics are reaching newsrooms for the first time, inspiring conversations about how to better serve audiences
Qualitative gains in Phase I:

**New ways of working**

**Cross-functional**
- Broke down functional silos
- Used cross-functional, cross-level teams
- Redesigned planning processes and workflows

We have NEVER *communicated this much* on any project ... From the top and at all levels, *the organization is now digital-first minded.*

**Faster and more agile**
- Broke down big challenges into manageable pieces
- Worked in short cycles and sprints
- Set and tracked goals within each cycle

*Classical KING* will use the methodology and process we learned in the DTP ... in creating a series of *shorter-term experiments with clear strategies, tactics and metrics.*
Qualitative gains in Phase I: Multiplatform leadership development

- **Learned and used tools** for managing organizational change
- **Tapped existing talents and skills** that were unrecognized or underappreciated
- **Created opportunities** for staff development through digital initiatives

“Every single part was critical and added tremendously to my desire to be a better leader.”

Steve Swenson
President/CEO
Nashville Public Radio

“This has truly been one of the most helpful and purposeful leadership training programs that I have attended.”

Leslie Fields-Cruz
Executive Director
Black Public Media
New York, NY

“The GM/CEO track was a rare opportunity to improve effectiveness as a leader.”

Jim Rondeau
General Manager,
KLCC, Eugene, OR
Participant experience

Shawn Turner
General Manager
CELEBRATING
A CENTURY OF SERVICE

Shawn Turner
General Manager
Prior to Digital Transformation Program

- The Right Vision
- The Right Team
- The Right Framework
Critical leadership support and counsel tailored to WKAR

Transformation of organizational culture norms leading to improvements in cross-departmental engagements

Tools to take practical, repeatable, and measurable approaches to digital projects

Program Benefits and Impact on WKAR
Digital Transformation Program Project and Outcomes

- The Challenge
- The Goal
- Key Strategies and Tactics
- The Outcomes
Next Steps

- Subscriber Growth
- Collaborations
- Expanding the Brand
Key Takeaways from DTP

- Insight
- Impact
- Emphasis on Data
Program cycle and time commitment
Fundamentals Track
9-month program cycle

- **GM workshops**
  - GMs only

- **Data/Analytics workshops**
  - 2 team members

- **Coaching**
  - all team members

- **General workshops**
  - all team members

- **Digital performance challenge**
Time commitments

**Full team** (5-7 members)
- 16 general sessions
- 12 coaching sessions
- 4 group update sessions
- 1-3 hours/week

**Data/Analytics team** (2 members of core team)
- Full team elements
  - Six data/analytics workshops
- 1-3 hours/week with full team
- 2-3 hours in workshop weeks (not in same weeks as general sessions)

**GMs/CEOs**
- Full team elements
  - Three-day workshop at Poynter
  - 8 CEO/GM only sessions
  - Up to 5 executive coaching sessions (optional) available
- 1-3 hours/week with full team
- 1 additional hour per month
- 3-day leadership workshop
Sample Monthly Time Commitment

**Average time commitment: 1-3 hours per week**

- **Week One**
  - General Session (2 hours, all team members)
  - Team assignments on own time

- **Week Two**
  - General Session (2 hours, all team members)
  - Coaching call (1 hour, all team members)

- **Week Three**
  - GM session (1 hour, GMs only)
  - Data/Analytics track (2 hours, 2 team members only)

- **Week Four**
  - General Session (2 hours, all team members)
  - Coaching call (1 hour, all team members)
Program approach

▶ Virtual, highly interactive sessions

▶ Challenge work should be “core to business” not an “add-on”

▶ Teams spend additional time, as needed, to complete assignments for shaping and pursuing their digital challenge
2025 cohort start dates

**Cohort 1** (25 stations)
- Start date: **January 9**
- GM in-person workshop: **January 14-16**

**Cohort 2** (25 stations)
- Start Date: **March 25**
- GM In-Person Workshop: **April 1-3**
Application process
Fundamentals Track
Application Process and Timeline

• Application Form Link: [http://poy.nu/DTP](http://poy.nu/DTP)
  - Before applying, read application questions: [https://poy.nu/ApplicationQuestionsDTP](https://poy.nu/ApplicationQuestionsDTP)
  - Application will take about 30 minutes to complete

• Application Closes: **Friday, September 6**

• Participant Notification Date: **by September 30**

• Intake Surveys Due: **October 11**

• Cohort Placement Notification: **November 1**
For further questions and more information

• This presentation and more information is available on the CPB website

• Contacts for questions
  - Beth Jacobs – bjacobs@cpb.org
  - Poynter - info@poynter.org