

Digital Transformation Program

Fundamentals Track Webinar

July 2024



Poynter.

Introductions: CPB



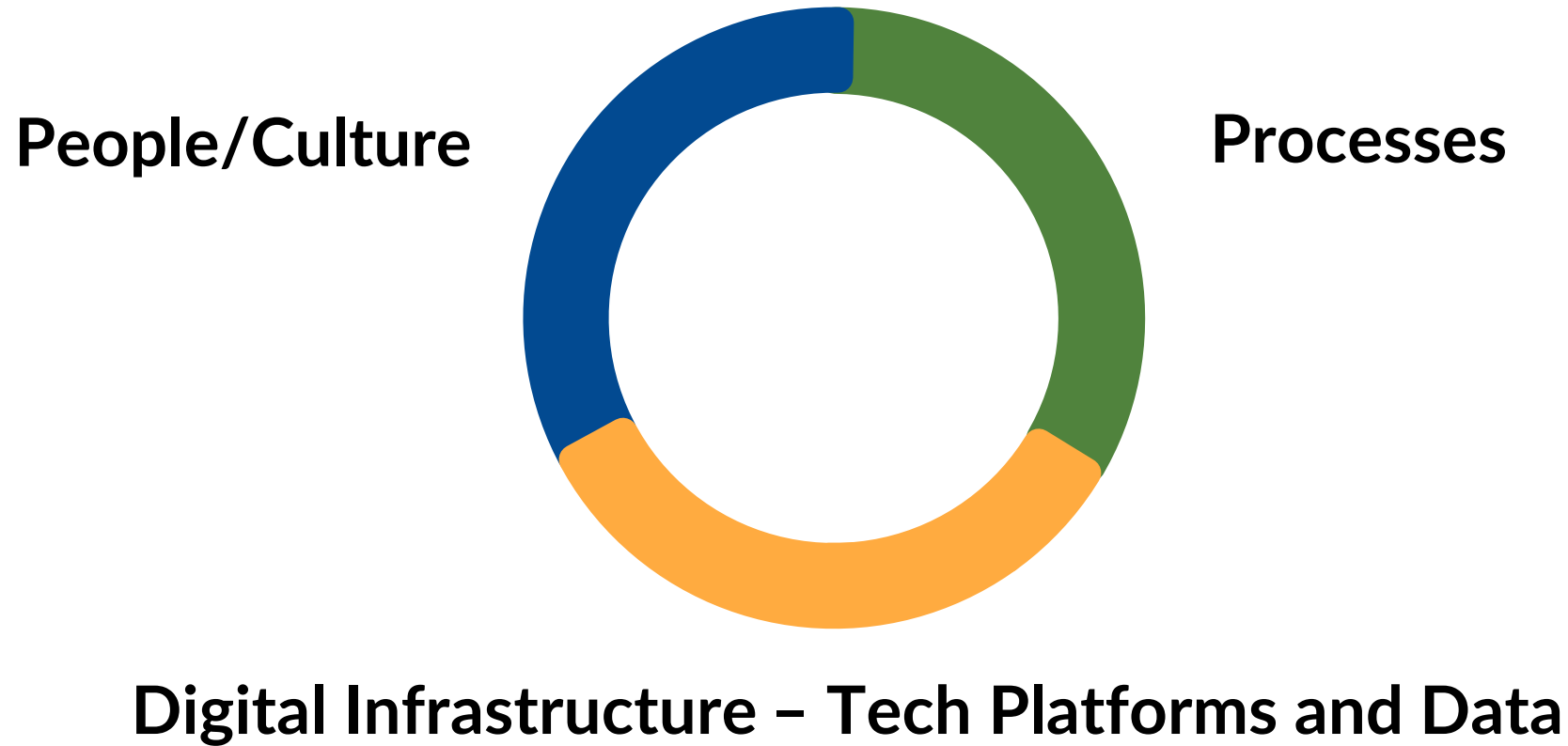
Corporation
for Public
Broadcasting



Beth Jacobs

Vice President
Digital Strategy and Innovation
Corporation for Public Broadcasting

CPB Investments in Public Media's Digital Transformation



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?**

Time

The changed world for local stations

Legacy broadcast

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

Today's mediascape

- Multi-platform
- Owned and “borrowed” platforms
- Audience-focused
- On-demand access and continuous “publishing”
- Reimagined revenue approaches

**Transformational
change on
multiple
dimensions**

Time

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

Time

Program design

Fundamentals Track

The “missing middle” of transformation

Legacy broadcast

Today's mediascape

research & reports
models & pathways
strategic plans

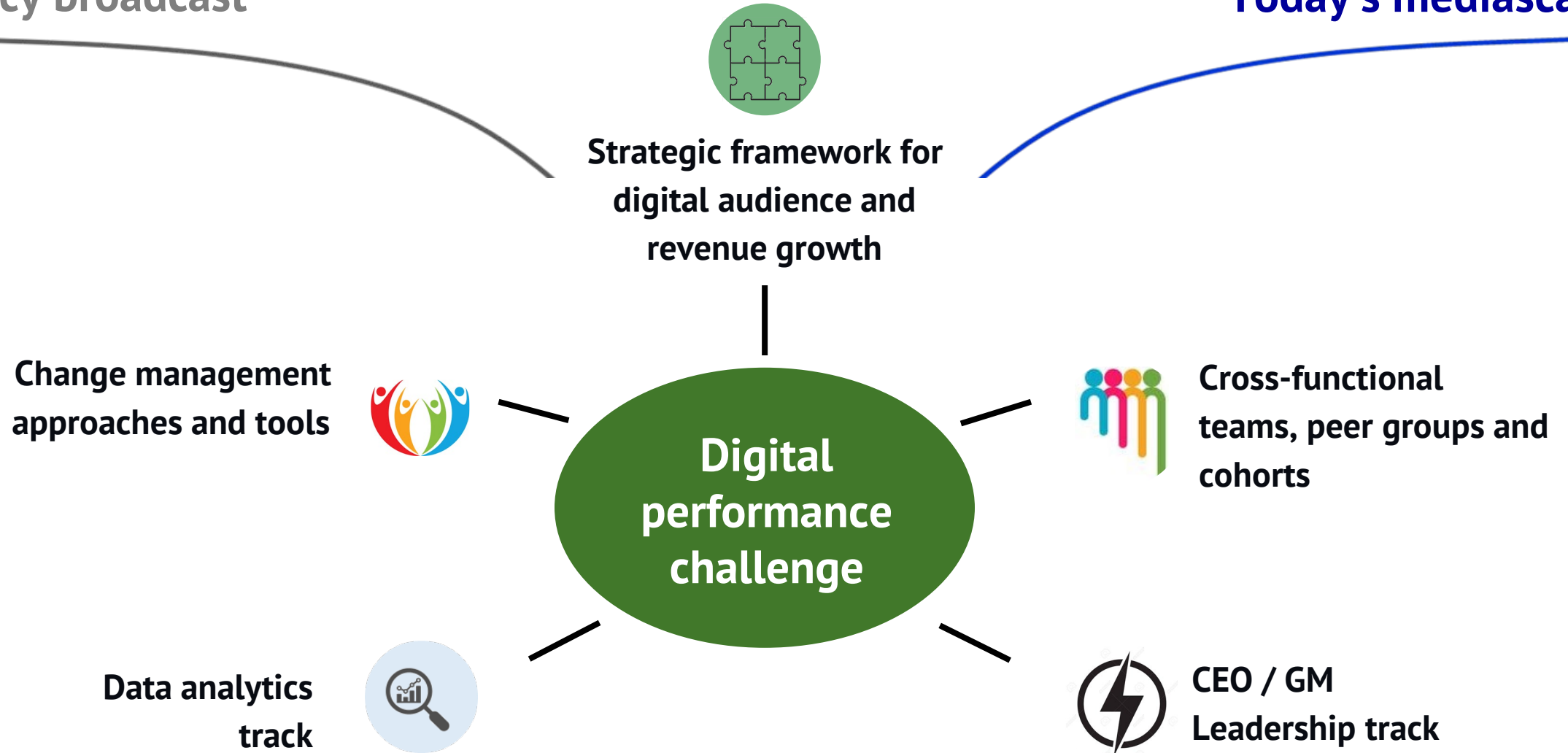
scattershot efforts / one-off successes / uncertain pathways

Time

Multi-dimensional program design

Legacy broadcast

Today's mediascape



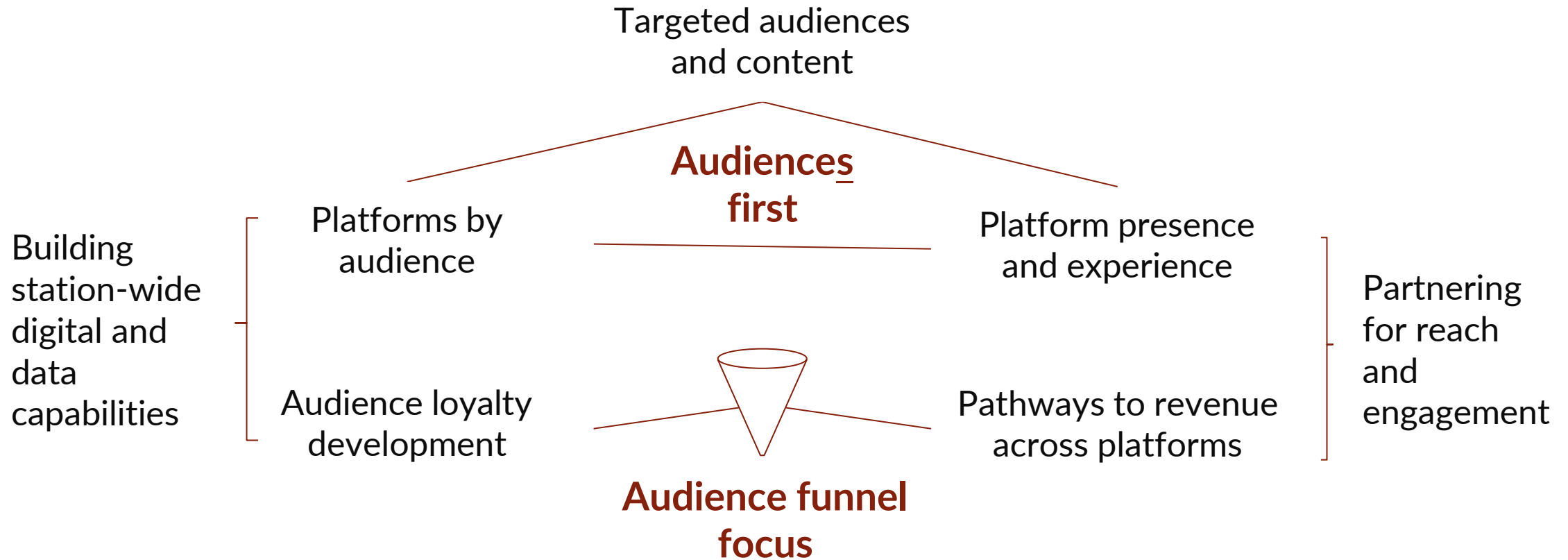
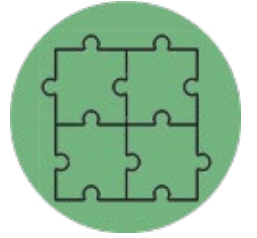
Challenge focus

**Digital
performance
challenge**

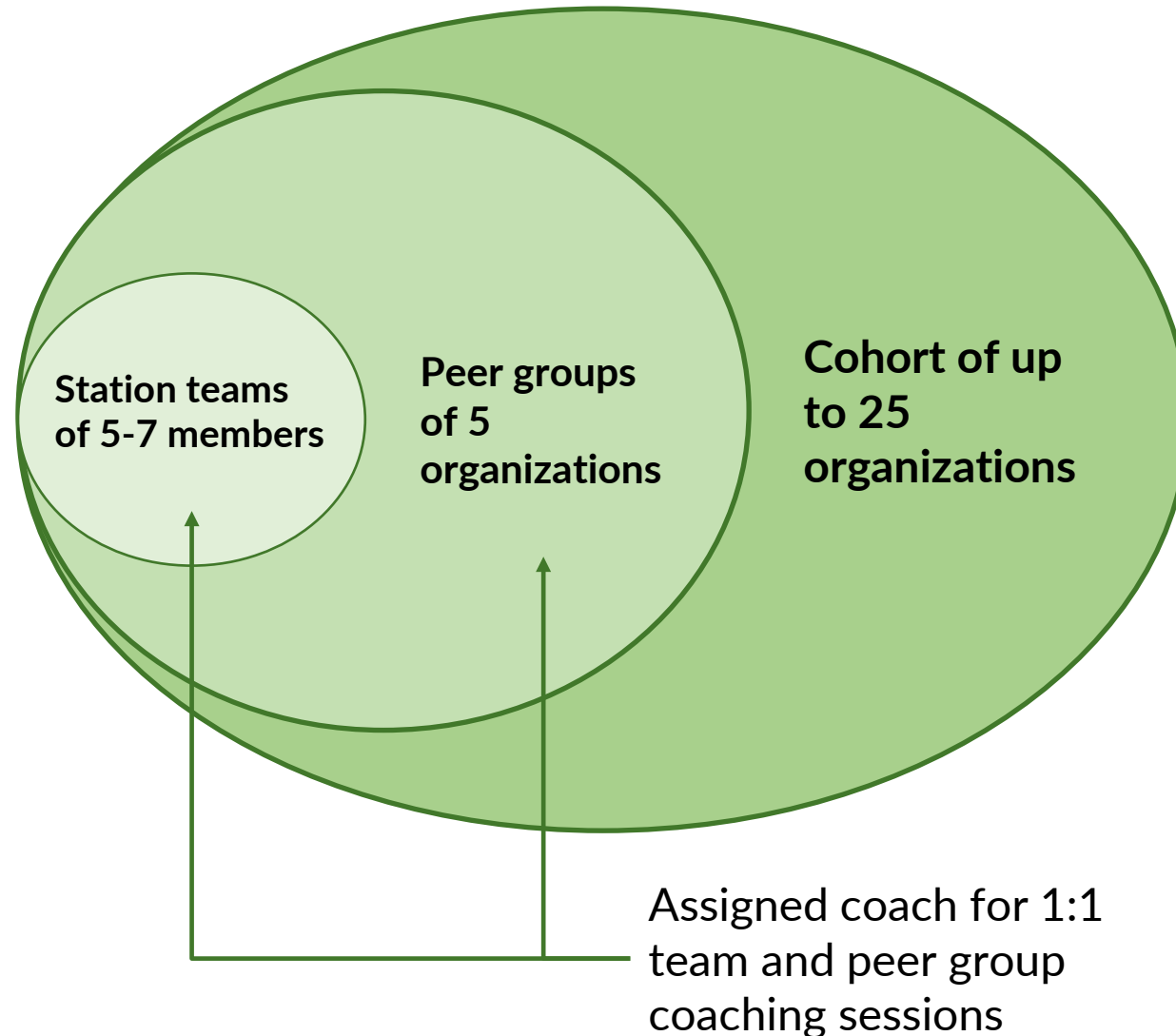
Stations focus on growing a defined audience and revenue on one of the following “owned” platforms:

- ▶ Digital audio (e.g. podcasts)
- ▶ Digital video (e.g. YouTube)
- ▶ Newsletters /email
- ▶ Text/SMS
- ▶ Website

Strategic framework for digital audience and revenue growth



Cross-functional teams, peer groups and cohorts



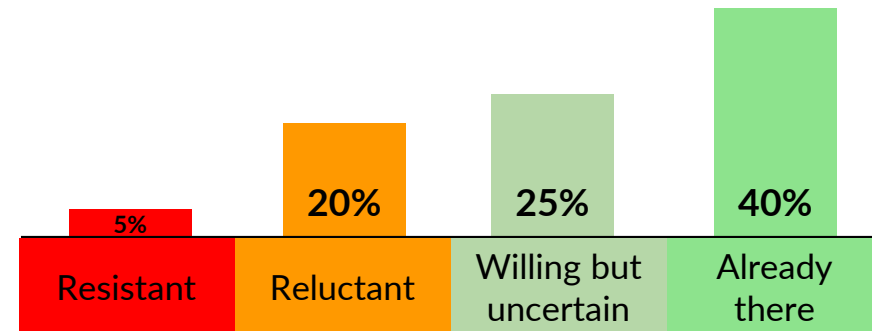
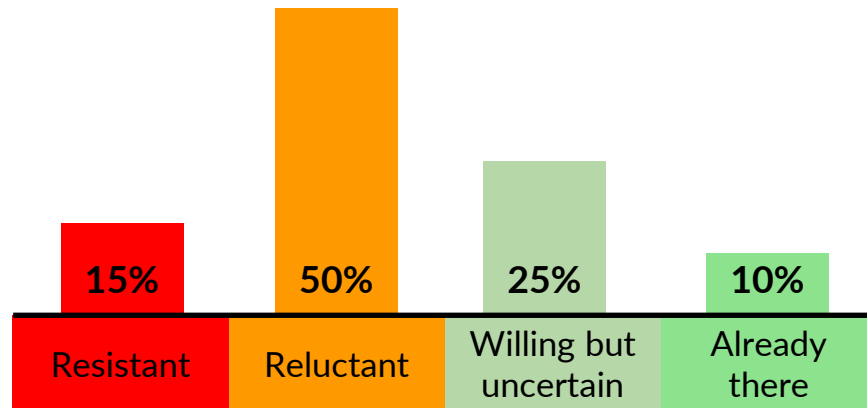
- ▶ Cross-functional engagement and team-based work
- ▶ Peer accountability and support
- ▶ 25 challenges to follow and learn from
- ▶ Expanded network of organizations and individuals to continue learning from

Change management approaches and tools



Bringing people along

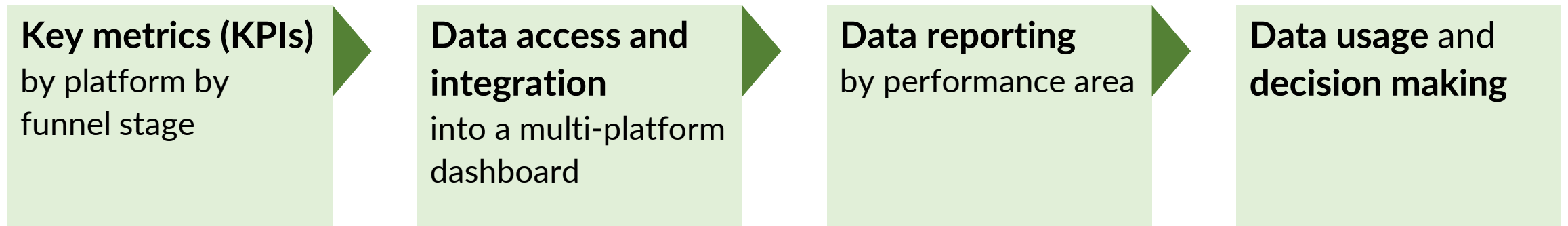
From  To



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:

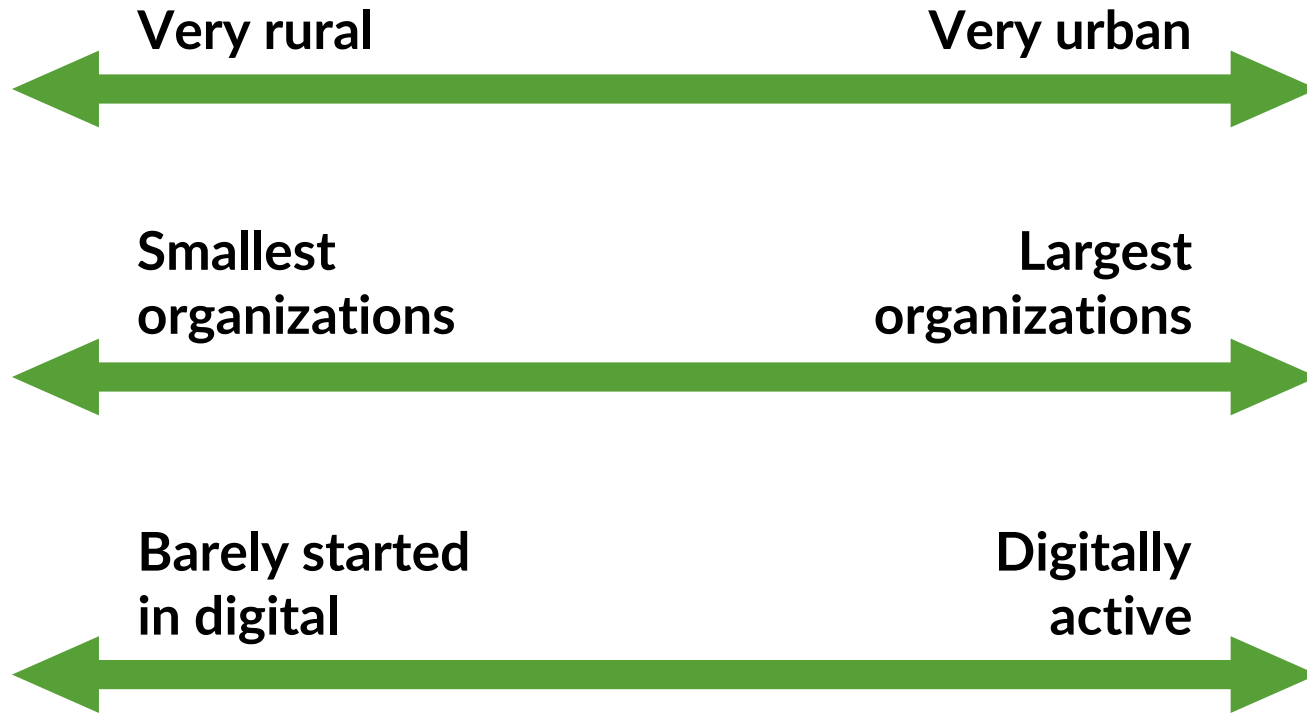
- Leading effective multiplatform organizations
- Change management frameworks and techniques
- Effective communication and conflict
- Embracing and rewarding test-and-learn approaches

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

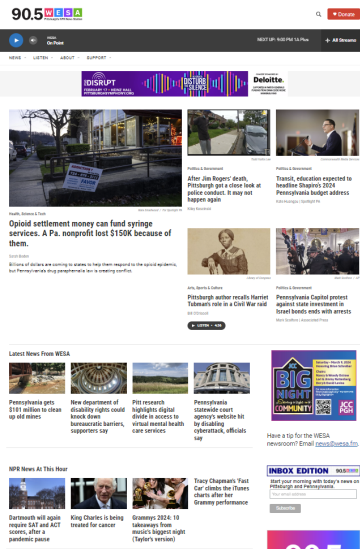


Systemic and sustained digital transformation

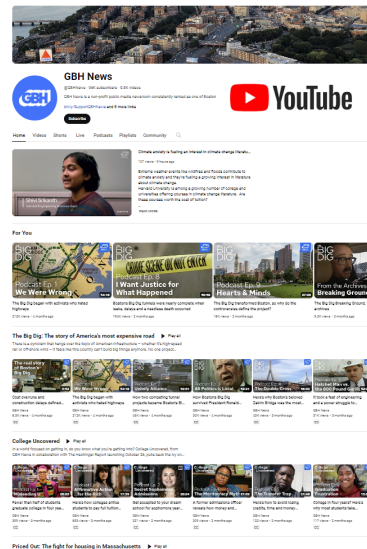
Quantitative gains in Phase I: Audience growth

Over 10.25 million new digital audience users/subscribers across major digital platforms ...

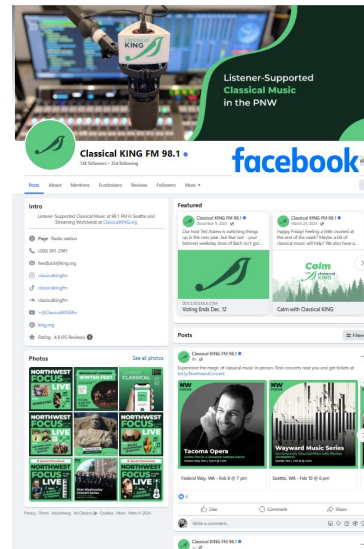
Website



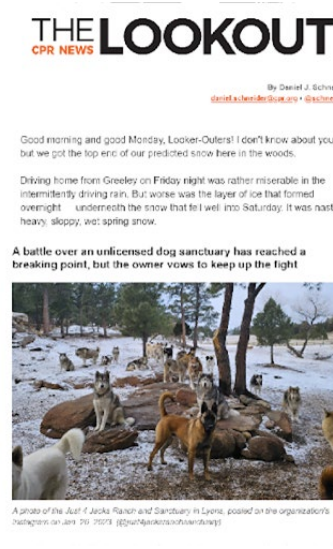
YouTube



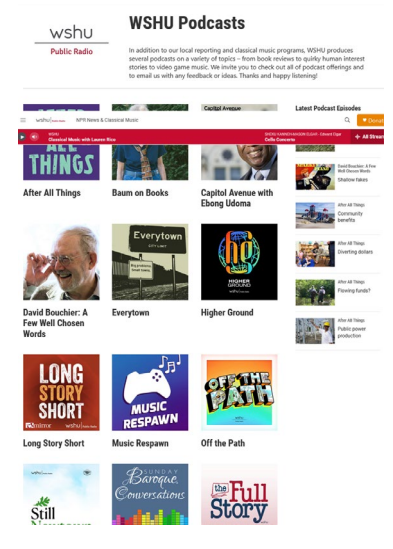
Social media



Newsletters



Podcasts



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.



Current NEWS FOR PEOPLE IN PUBLIC MEDIA
Current: May 10, 2023

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





WKAR

Public Media

CELEBRATING
A CENTURY OF SERVICE

Shawn Turner
General Manager

Prior to Digital Transformation Program



The Right Vision



The Right Team



The Right Framework

WKAR



Program Benefits and Impact on WKAR



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



Digital Transformation Program Project and Outcomes



The Challenge



The Goal



Key Strategies and Tactics



The Outcomes

WKAR



THE MID

NEWS FOR YOU LIVES AT THE MID

Next Steps



Subscriber Growth



Collaborations



Expanding the Brand



Key Takeaways from DTP



Insight



Impact



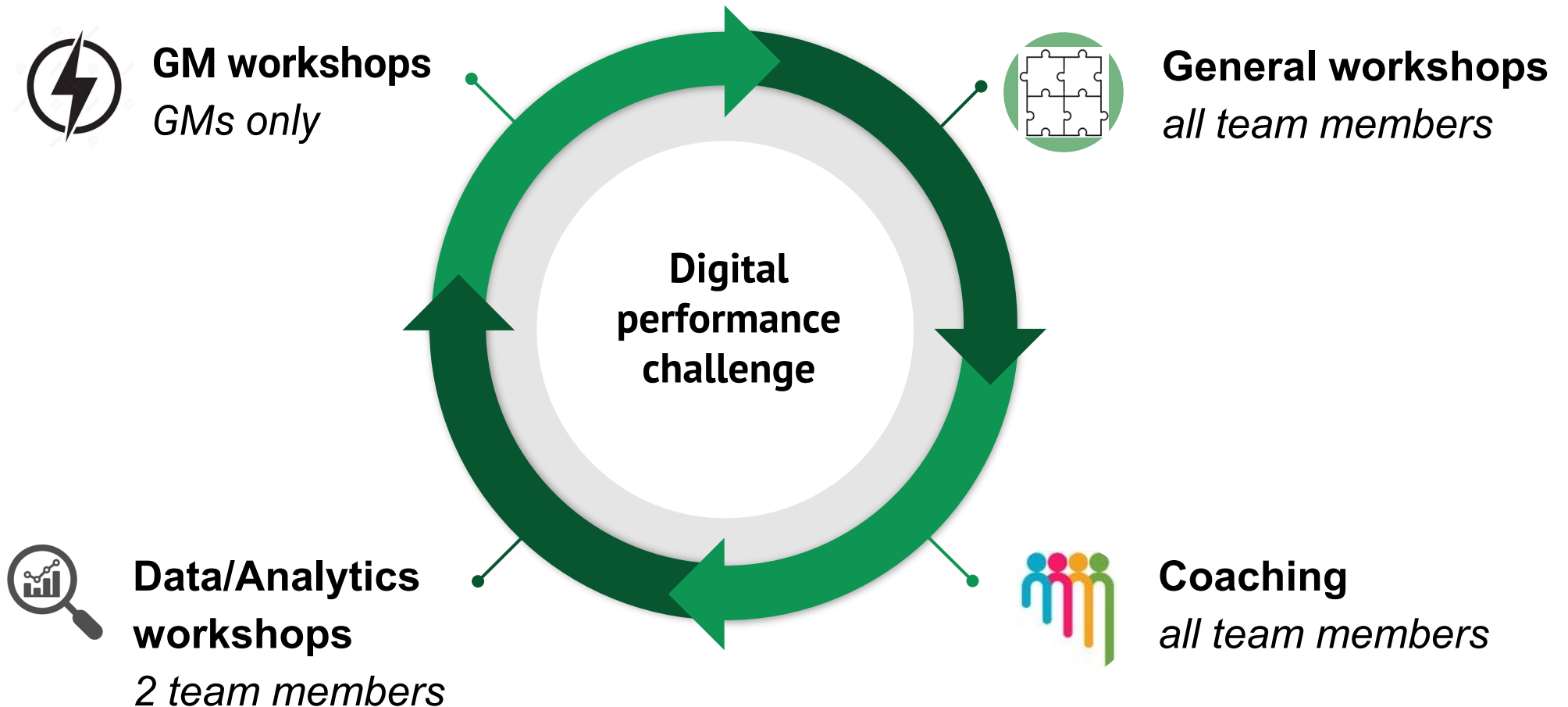
Emphasis on Data



Program cycle and time commitment

Fundamentals Track

9-month program cycle



Time commitments

	Full team (5-7 members)	Data/Analytics team (2 members of core team)	GMs/CEOs
Program elements	<ul style="list-style-type: none"> • 16 general sessions • 12 coaching sessions • 4 group update sessions 	<ul style="list-style-type: none"> • Full team elements + Six data/analytics workshops 	<ul style="list-style-type: none"> • Full team elements + Three-day workshop at Poynter + 8 CEO/GM only sessions + Up to 5 executive coaching sessions (optional)available
Time commitment	<ul style="list-style-type: none"> • 1-3 hours/week 	<ul style="list-style-type: none"> • 1-3 hours/week with full team + 2-3 hours in workshop weeks (not in same weeks as general sessions) 	<ul style="list-style-type: none"> • 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)

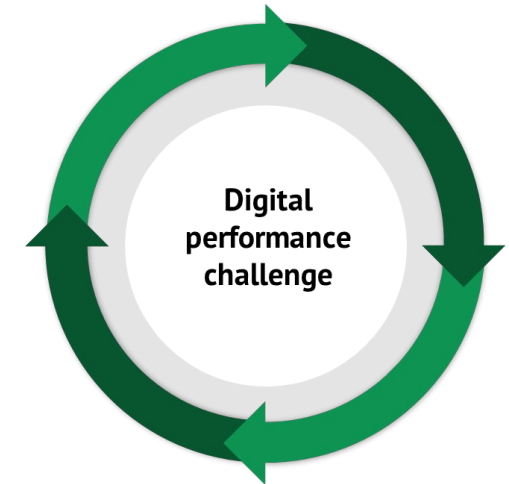
Week Four



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>
 - Before applying, read application questions: <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

Q & A