

New Digital Transformation Program

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CPB

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The media landscape continues to evolve, converge and disrupt

EXPLOSION OF ON-DEMAND
CONTENT
&
PLATFORMS

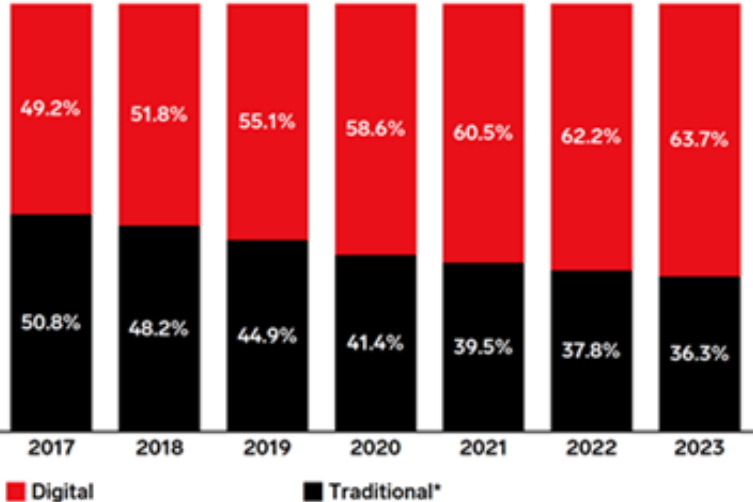
MERGERS
&
CONSOLIDATION

AUDIENCE CONSUMPTION NEEDS
&
EXPECTATIONS

TECHNOLOGY
&
DATA

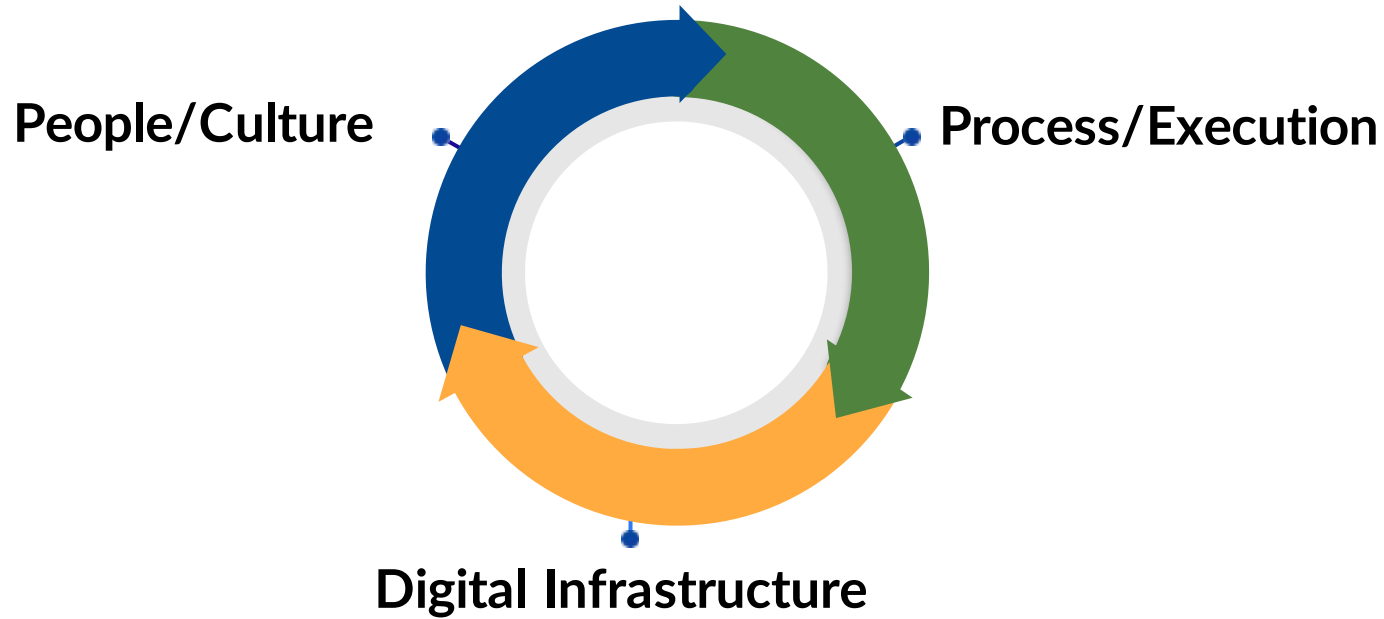
Audiences are spending more time on digital vs. traditional media

Traditional* vs. Digital Media: Share of Average Time Spent in the US, 2017-2023
% of total



*Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; *includes time spent on TV, newspapers, magazines, and radio*
Source: eMarketer, April 2021

CPB investments in digital transformation



The Digital Culture Accelerator (Phase 2): Mastering digital best practices to deliver growth

DIGITAL CULTURE ACCELERATOR (QCatalyst)

- Helping CEOs/Stations continue to accelerate organizational and culture change
- Mastering digital best practices across the organization; cross-department cooperation:
 - Do It Yourself (DIY) Learning
 - Station Peer Groups
 - Station cross-functional working teams
- Helping deliver growth in audience reach and membership with discrete projects:
 - Email Marketing; Newsletters
 - Social Media Marketing

New Digital Transformation Program: Achieving broader scale and impact

DIGITAL TRANSFORMATION PROGRAM (Poynter)

- Up to 75 stations: CEO and team
- Designed and led by The Poynter Institute
- Covers both the “what” and the “how” of digital transformation
- Centered on achieving key goals through a digital performance challenge
- Focused on achieving audience and revenue growth *outcomes*
- Provides CEO digital leadership development in the context of “doing”

Leverages core tenets and experience from these programs

“Table Stakes” programs

- 4 tailored programs with 150+ news enterprises since 2015

Facebook Accelerator programs

- 18 cohorts over 3+ years, serving over 1,000 people in over 200 organizations

Poynter Institute media leadership programs

- Leadership workshops and custom curriculum
- Media Transformation Challenge program

Maynard Institute for Journalism Education training and tools

- 3 years experience integrating DEI perspectives and tools (e.g. Fault Lines framework) into Table Stakes programs

Program leads



Cheryl Carpenter

- Poynter leadership faculty and Table Stakes co-director
- Trained in executive coaching, organizational development
- Newsroom leader for McClatchy



Tim Griggs

- Founder/CEO Blue Engine Collaborative
- Creator of Facebook Accelerator; ASU Table Stakes broadcast pgm lead
- NYT Executive & Texas Tribune publisher/COO



Quentin Hope

- Leader/coach in Table Stakes and MTC programs
- McKinsey & Co. consultant w/focus on org design and change management
- Founder High Plains Public Radio

Program overview

- Lasting benefits with sustainable value

Strategy

- Guiding strategic framework

Performance

- Actual performance results
- Ongoing performance discipline

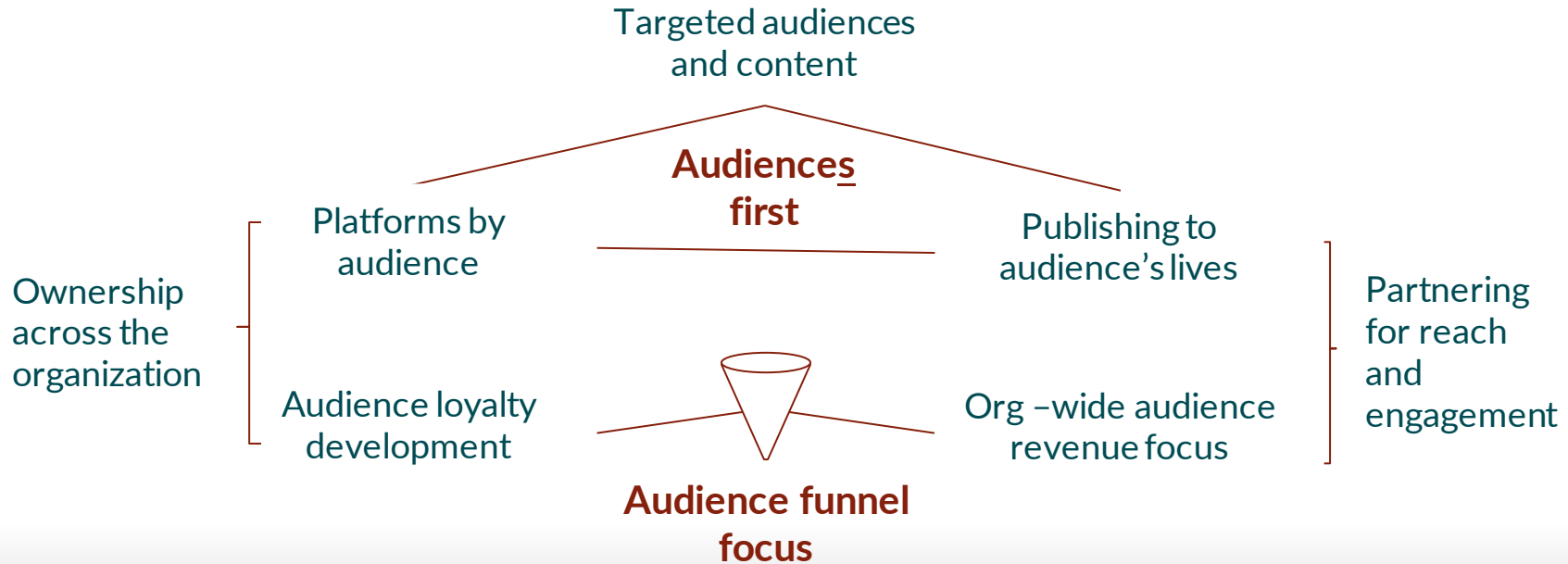
Org development

- DEI perspectives
- CEO leadership skills
- Change management tools
- Replicable process

- Program structure and timelines
- Application process

Gain a strategic framework through the Table Stakes

Benefit



Achieve actual performance results through a well-defined digital “performance challenge”

Benefit

Performance Challenge

- **What will be done**

The digital audience or revenue gain you aim to achieve; how your organization will change to achieve it; who will benefit

- **How we will know success**

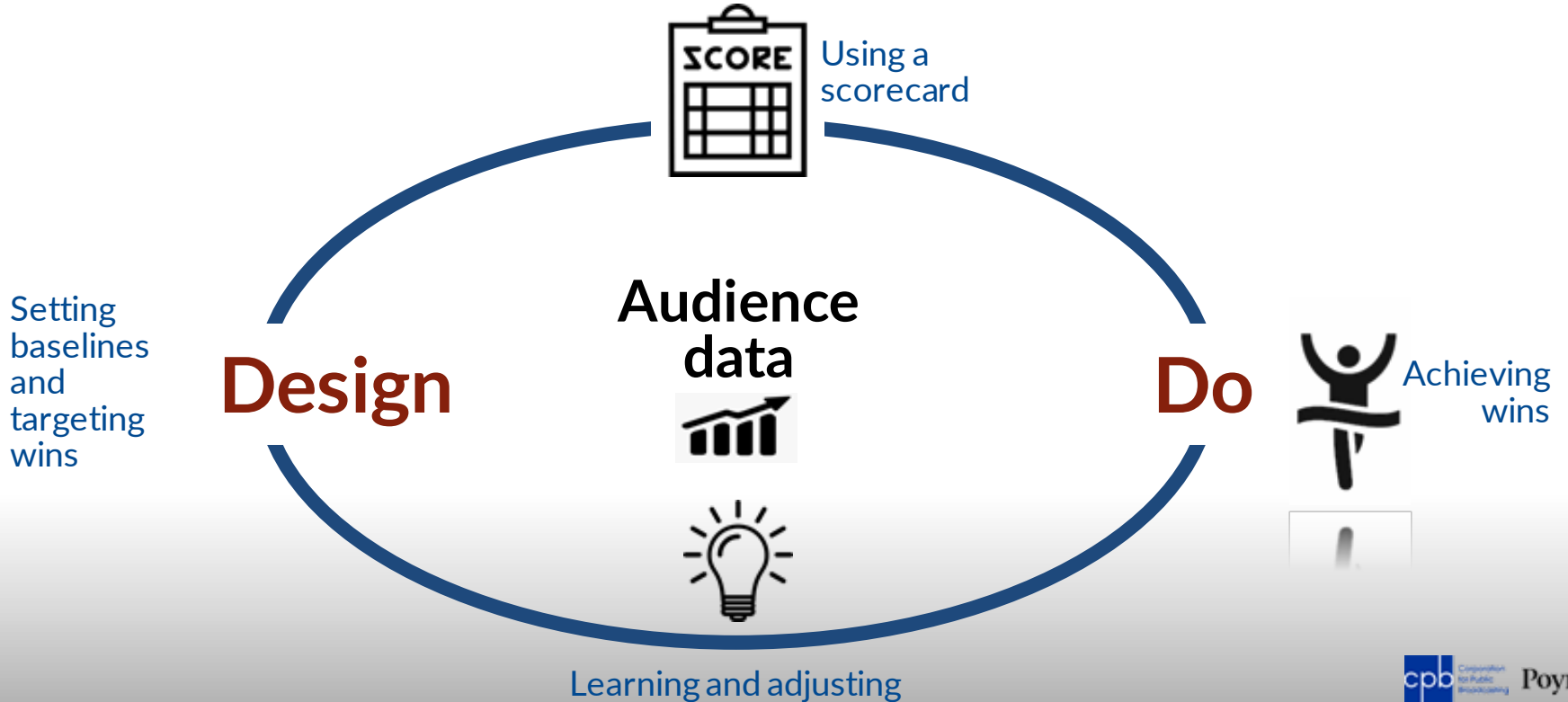
The specific and measurable outcome goals that define success and will be used to track progress

- **How we will do it**

The key actions for achieving your challenge – your strategies that direct your tactics

Establish an organizational performance discipline of using audience data and working in short sprints

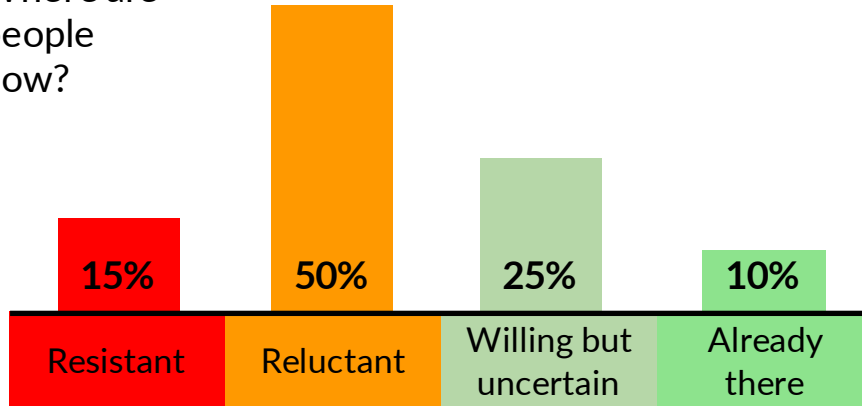
Benefit



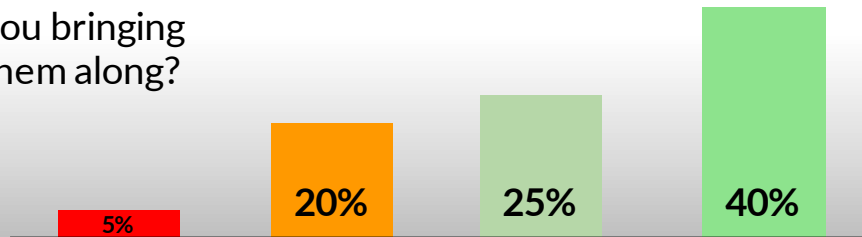
Use change management tools to engage staff, overcome resistance and shift behaviors

Benefit

Where are people now?



How well are you bringing them along?



Tools

- From -> To envisioning
- Mapping who needs to be involved and how
- Overcoming resistance and reluctance
- Celebrating and explaining wins
- Building momentum

Infuse DEI into digital transformation

Benefit

Fault Lines of

- Race
- Class
- Gender
- Generation
- Geography
- Sexual orientation

Influence ...

How the world is seen

How content is created

How content is perceived

Embedded in ...

- Tables Stakes
- Change management tools

Focus on both ...

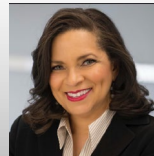
- Internal – within the organization
- External – for diversifying audiences



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Evelyn Hsu & Martin Reynolds
Co-Executive Directors



Felecia Henderson
Table Stakes Coordinator

Develop CEO leadership skills needed for digital transformation

Benefit

- 3-day workshop
- 1 on 1 leadership coaching
- CEO peer group learning and sharing sessions

Focusing on ...

Change readiness and agility

Cross-functional team-building

Managing a focus on performance

Diversity, inclusion and *belonging*

Leading through conflict

Communicating a common understanding

Learn a replicable process and tool set for continuing to achieve digital gains beyond the program

Benefit

Digital Transformation Program

Designed to organizationally embed a:

- Common digital language
- Audience-first mindset
- Shared set of performance and change tools
- Structured process for executing major initiatives



Pursuit of next performance challenge(s)

Ending sessions will focus on setting your next performance challenge(s) and a refresher on tools

Program Structure: Cohorts, Peer Groups, Teams

Cohorts and Peer Groups:

- 4 cohorts based on stations with similar characteristics
- Each cohort includes up to 20 CEOs/stations
- Each cohort is divided into 4 peer groups, each with 5 station teams
- Each station team consists of 4-6 people, including the CEO



9 month, 2-phase program for each cohort

IMMERSION

3 months

CHALLENGE PURSUIT

6 months



Ongoing tracking
3 months

**CEO
with
Station
team**

- Table Stakes and Fault Lines grounding
- Performance challenge selection
- “People planning”
- Early wins

- Achieving the performance challenge
- Getting more people engaged
- Updating peer group and sharing learnings

**CEO
with
Peer
Group**

- What’s crucial in leading change
- Guidance in addressing resistance
- Feedback on your leadership

- Individual coaching
- Support from CEO discussions
- On-demand instruction

100% virtual

Time commitments by phase

IMMERSION

3 months

CHALLENGE PURSUIT

6 months



CEO
with
team

~ 15-20 hours per month

- Full cohort sessions
- Peer group coaching
- 1:1 team coaching

+

CEO
with
other
CEOs

~ 8 hours per month

- Leadership workshop
- 1:1 coaching
- CEO-only peer groups

~ 12 hours per month

- Monthly scorecard tracking
- Peer group sessions
- 1:1 team coaching
- On demand topical sessions

~ 2 hours per month

- 1:1 coaching
- CEO-only peer groups

Staggered starts for the 4 cohort groups



Benefits and value

STRATEGY

- Gain a guiding strategic framework

PERFORMANCE

- Achieve actual performance results
- Establish an organizational performance discipline

ORG DEVELOPMENT

- Use change management tools
- Infuse DEI into transformation
- Develop CEO leadership skills
- Learn a replicable process

Application Process and Timeline

- Application Form Link: <http://poy.nu/DTP>
 - Before Applying...
 - Read MOU/Commitment Letter: <https://poy.nu/MOUDTP>
 - Review Application Questions: <https://poy.nu/ApplicationQuestionsDTP>
 - Note: The Application Will Take About 35 Minutes to Complete
- Application Closing Date: **October 15**
- Participant Notification Date: **November 8**
- Signed MOU/Commitment Letter Returned to Poynter: **November 22**
- Cohort Notification Date: **December 6**
- Cohort 1 Target Start Date: **January 24, 2022**

Program Questions: Beth Jacobs – bjacobs@cpb.org

Application Questions: Ryan Jenot - rjenot@poynter.org



Appendix

Application Questions

Application Questions #1

Closed-ended questions (includes multiple choice and drop-down responses)

- Station name
- Station location (city and state)
- Primary website
- Station type
- Licensee type
- Memberships
- Total full-time staff
- How many staff work in digital roles? (includes content production, audience development, social media marketing, technology, digital marketing, etc.)
- What other, if any, CPB sponsored programs has your organization participated in or is participating in at this time?

Application Questions #2

Open-ended questions (limited to 150 words or less)

- What has proven to be the greatest barrier in developing your digital audience and/or digitally-based revenue to date?
- What digital objective(s) do you aim to achieve by participating in this program?
- Why is the timing right for your organization to participate in this program?
- As the leader of your organization, what do you want to gain personally from your direct involvement in the program?
- Is there anything else we should know about your organization or yourself to help in the selection process?
- List 4 to 6 proposed station team members for this program (including yourself).