

Navigating the Future

A Practical Approach to Multi-Year Planning

MARCH 6, 2024

A Public Media Company webinar | www.publicmedia.co

WEBINAR LOGISTICS

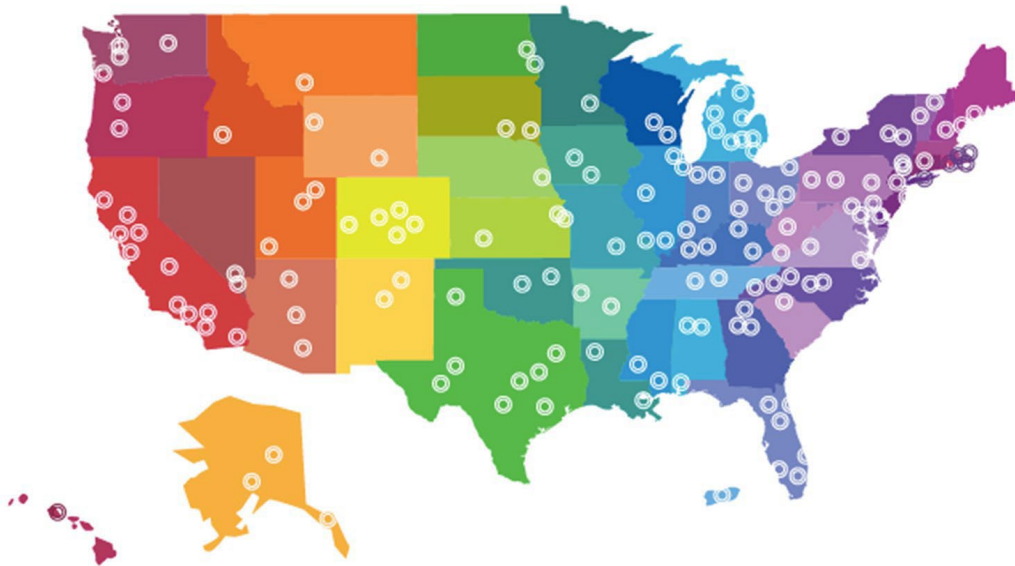
1. All microphones are muted and cameras off
2. We welcome conversation – please use chat function to share questions and thoughts
3. Webinar being recorded and posted on PMC website:
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Navigating the
Future:
A Practical
Approach to
Multi-Year Planning

PUBLIC
MEDIA
CO.

ABOUT PUBLIC MEDIA COMPANY

Public Media Company is a nonprofit consulting firm dedicated to serving public media. We leverage our business expertise to increase public media's impact across the country.



Public Media Company works in partnership with stations in urban and rural communities to find innovative solutions and grow local impact. We have worked with **over 375 public media organizations in all 50 states**

www.publicmedia.co

WEBINAR PRESENTERS



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AGENDA

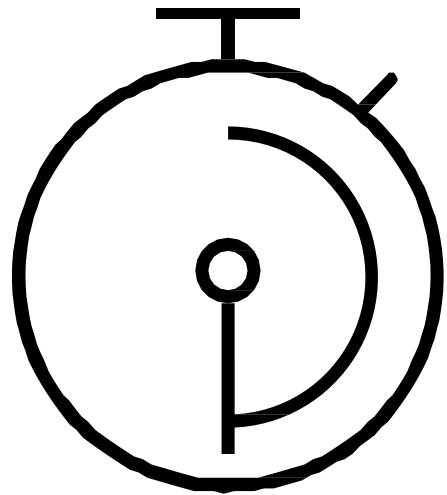
1. Key Steps
2. Trends Impacting Media and Public Media
3. Process
4. Q & A



WHAT IS MULTI-YEAR PLANNING?

- **A strategic process** to set objectives, allocate resources, and outline actions for an extended period, typically two to five years
- **A proactive approach** to shape your organization's future, aligning efforts towards common objectives, and navigating complex and uncertain media environment with a broad, long-term perspective
- **Key Aspects:** Long-term vision (where you want to be), strategic goals (how to get there), resource allocation (tactics), risk management, performance measurement, board engagement, and flexibility
- **Key Output:** A dynamic financial and implementation plan

WHY NOW?



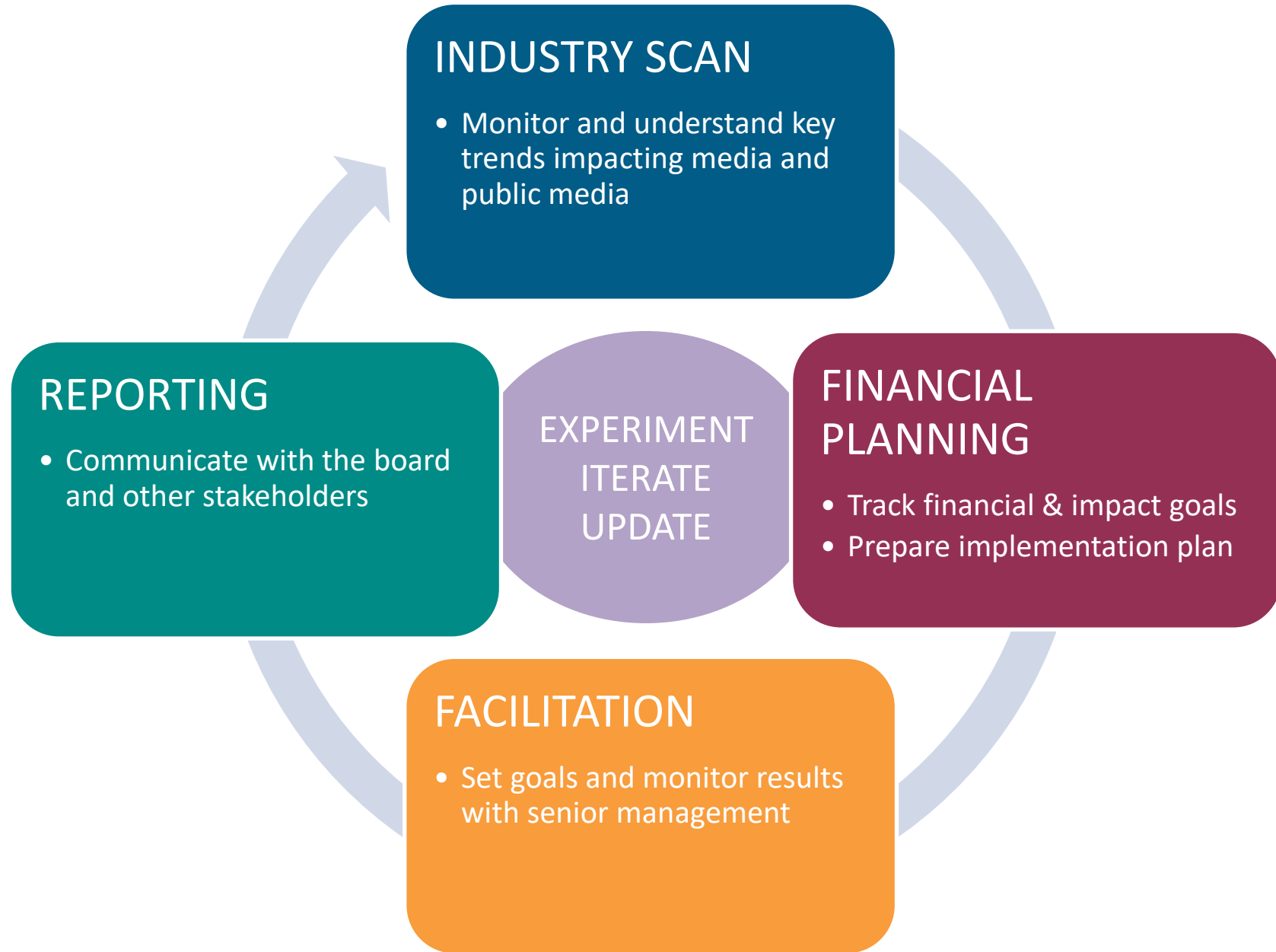
Environment has changed – Media landscape and consumption habits are changing at a pace and scale not seen before. Revenues are constrained and future business model is hazy at best.

Organization has changed – A new leader, partnered with another entity, financial conditions changed considerably, etc. may indicate it is time to get clearer about future goals with the board and staff

“The truly important events on the outside are not the trends. They are the changes in the trends. These determine ultimately the success or failure of an organization and its efforts.”

Peter Drucker

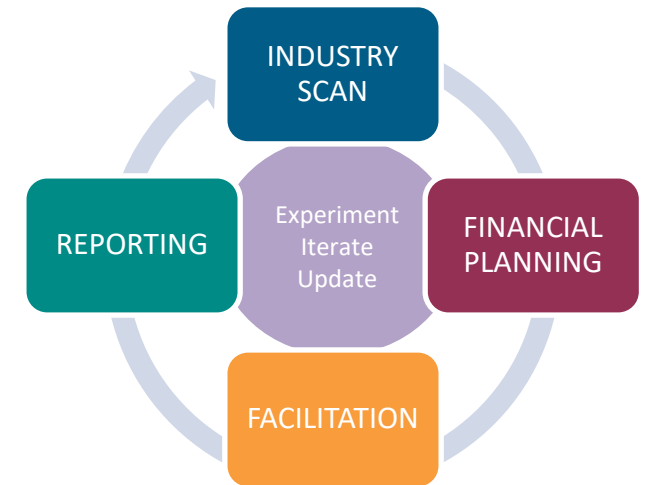
MULTI-YEAR PLANNING KEY STEPS



01

INDUSTRY SCAN: What is affecting media landscape?

- Digital transformation and migration
- Rise of social media
- Changing business models
- Fake news and misinformation
- Media literacy and trust



01

INDUSTRY SCAN: What are the challenges ahead for Public Media?

AUDIENCE

- Over-the-air audiences will continue to decline
- Audiences will spend less time with live radio/TV and more time digital
- Audio streaming and non-linear TV viewing has the potential to grow but will require resources
- Public broadcasting core audience will get older, have settled habits
- New audiences have different consumption and giving patterns

Data Sources

Nielsen, RRC, NPR Research, PBS Research, Edison, Reuters, Pew Research Center, Statista, Station survey

01

INDUSTRY SCAN: What are the challenges ahead for Public Media?

REVENUE

- Growing membership revenue will be harder with the broadcast audience trends
- Major giving has potential but will require investment
- Sponsorships for broadcast products will decline
- Increasing local digital revenue will be challenging
- Institutional giving has potential but only with the right initiatives
- Planned giving is largely untapped, but it is difficult to forecast

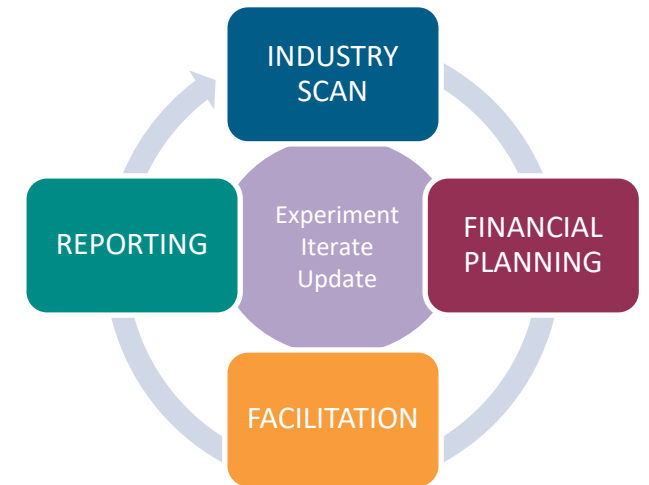
Data Sources

Contributor Development Partnership (CDP), CPB, Greater Public, Borrell (local ad revenue), Giving USA, PMC peer station comparison

01

INDUSTRY SCAN: What sets you and your market apart from the national trends?

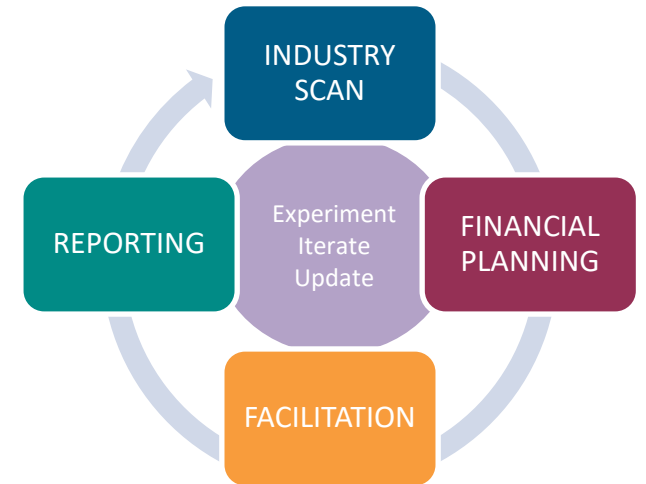
- Market and Station Size
- Demographics
- Competition for news/ music
- Resources and Products
- Partnerships
- Engagement
- Brand and Trust



02

FINANCIAL PLANNING: What are the growth trajectories for your station?

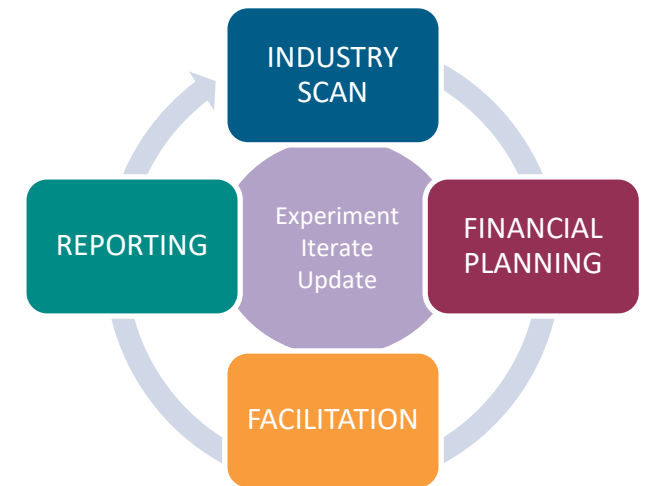
- Set audience and financial goals for the next 2-5 years.
- Be realistic about the station’s ability to sustain OTA audience, grow digital, acquire new donors, and expand digital inventory
- Analyze and quantify the resources/costs needed to achieve the goals
- Assess resource allocation (tech, human capital, broadcast vs. digital), reallocate if necessary
- Create scenarios: Base, Conservative, Growth, etc.
- Aim to create a sustainable future and preserve capital



02

FINANCIAL PLANNING: How do you identify and evaluate opportunities for growth?

- Historical sources of growth will be less relevant going forward. Focus on sustaining the core first
- Assess your strengths
- Identify areas for growth (internal data, benchmarking, case studies, experimentation)
- Identify initiatives to sustain/ grow revenues
- Evaluate and prioritize based on revenue/impact/engagement potential versus costs and risks



02

FINANCIAL PLANNING: A practical approach

INPUTS

OUTPUT

Start with the audience, set goals for total (live + digital) reach

Membership. Member conversion through broadcast and web
Major Giving. Prospects, conversion, mid-level giving

Sponsorship. New product development, inventory, cross-selling, CPM

Institutional Giving. Prospects, new initiatives

CPB, State grants, licensee support, events, and other revenues

Personnel. New hires, future personnel needs to meet revenue goals

Program acquisition costs.

Infrastructure and Fundraising Costs. IT, facility use, digital versus broadcast resource allocation. Fundraising needs

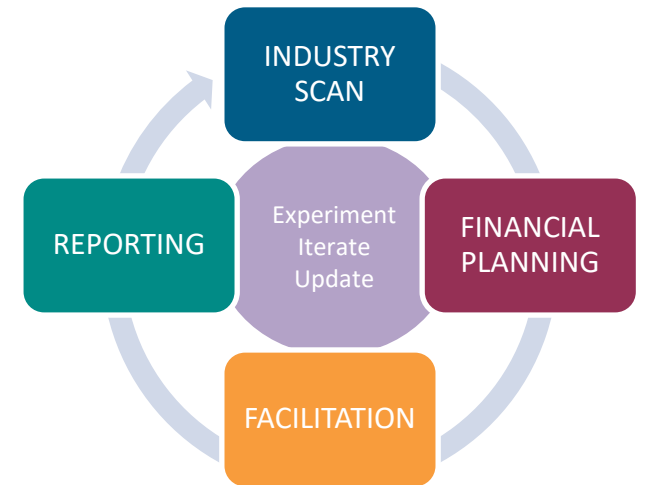
Layer in new initiatives

Financial and Implementation Plan

02

FINANCIAL PLANNING: What are the variables that are outside of your control?

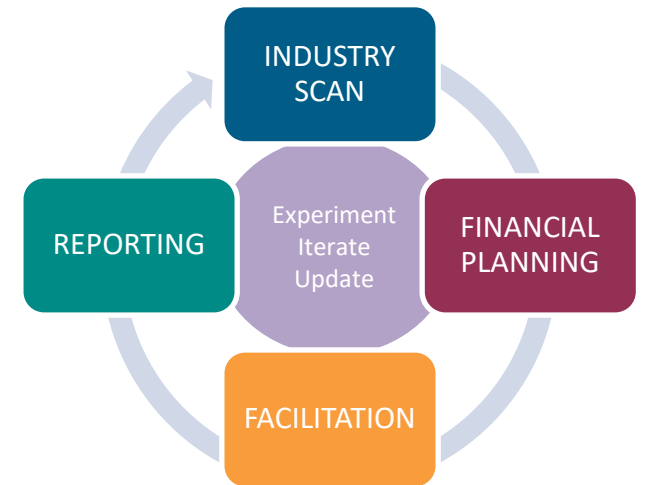
- Media consumption trends
- Digital competition
- Macro-economic conditions
- Federal appropriations
- National Partners – Fees, content, brand, opportunity
- Regulatory environment (AM/FM in cars, ATSC 3.0)



03

FACILITATION: How do you achieve staff buy-in?

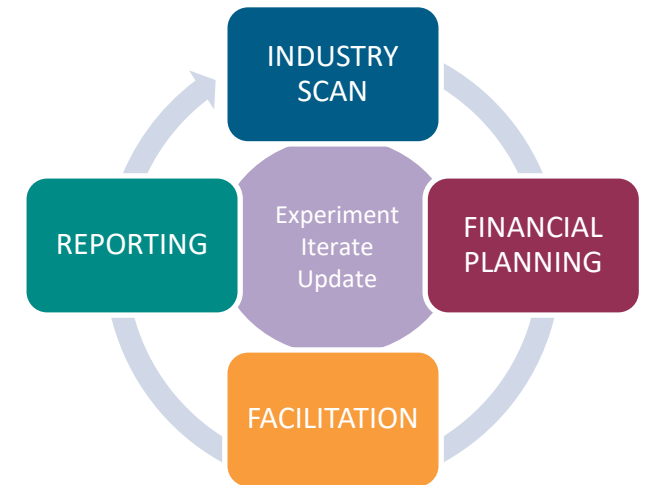
- Clearly communicate the vision
- Involve employees from the beginning
- Address concerns and provide context
- Provide clear and timely information
- Encourage ownership and autonomy
- Celebrate successes



04

REPORTING: How do you communicate your plan with the Board?

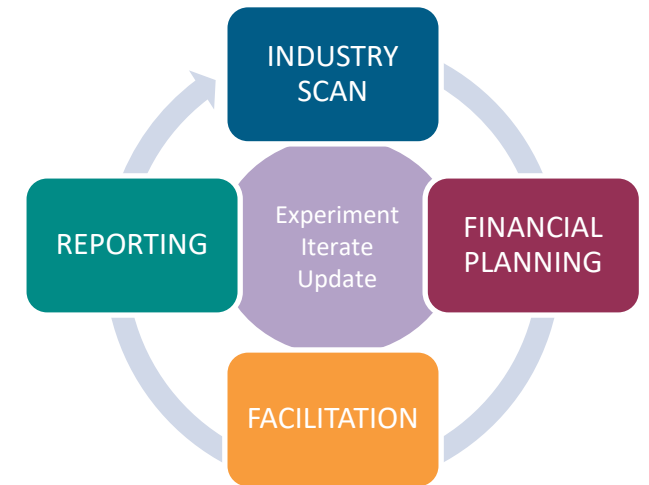
- Don't just share good news and be transparent about the challenges ahead
- Provide clear context
- Prepare relevant and concise information
- Focus on goals (not just financial but reach and engagement) and strategies
- Follow up and seek feedback throughout the process



05

EXPERIMENT → ITERATE → UPDATE ↩ REPEAT

- Identify areas for testing for the new initiatives
- Develop small-scale experiments
- Collect data and feedback
- Analyze the results
- Redefine goals, modify strategies, and shift resources
- Document your learnings
- Integrate the changes and communicate the updates





INSIGHTS FROM MARK AND MEG

Public Media Company Webinars

Public Media Company has begun hosting a series of informational webinars for public media General Managers and station leaders to help them stay on top of our ever-evolving media landscape.

Webinar will be available on PMC website for all to view

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THANK YOU!



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