

toward a broader vision
an overview of Grow the Audience

PRPD Webinar | February 2010



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 - WNYC
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“public broadcasting needs to move quickly toward a broader vision of public service media, one that is more local, more inclusive, and more interactive.”

– The Knight Commission

October 2, 2009



Mission-driven

INDIVIDUAL

A more satisfying, thoughtful, and useful life

COMMUNITY

Know, serve, and care for the health and culture of communities

DEMOCRACY

The free flow of ideas, accountability, citizenship

Strong strategic position

TRUST

Trusted content of quality and depth

LOCAL

Close connections to communities

NETWORK

Leverage and scale of multiple networks

Committed to growth

USE Half again as many people in the average audience

REACH Double the number of people who use public radio each week

DIVERSITY Triple the listening by people of color

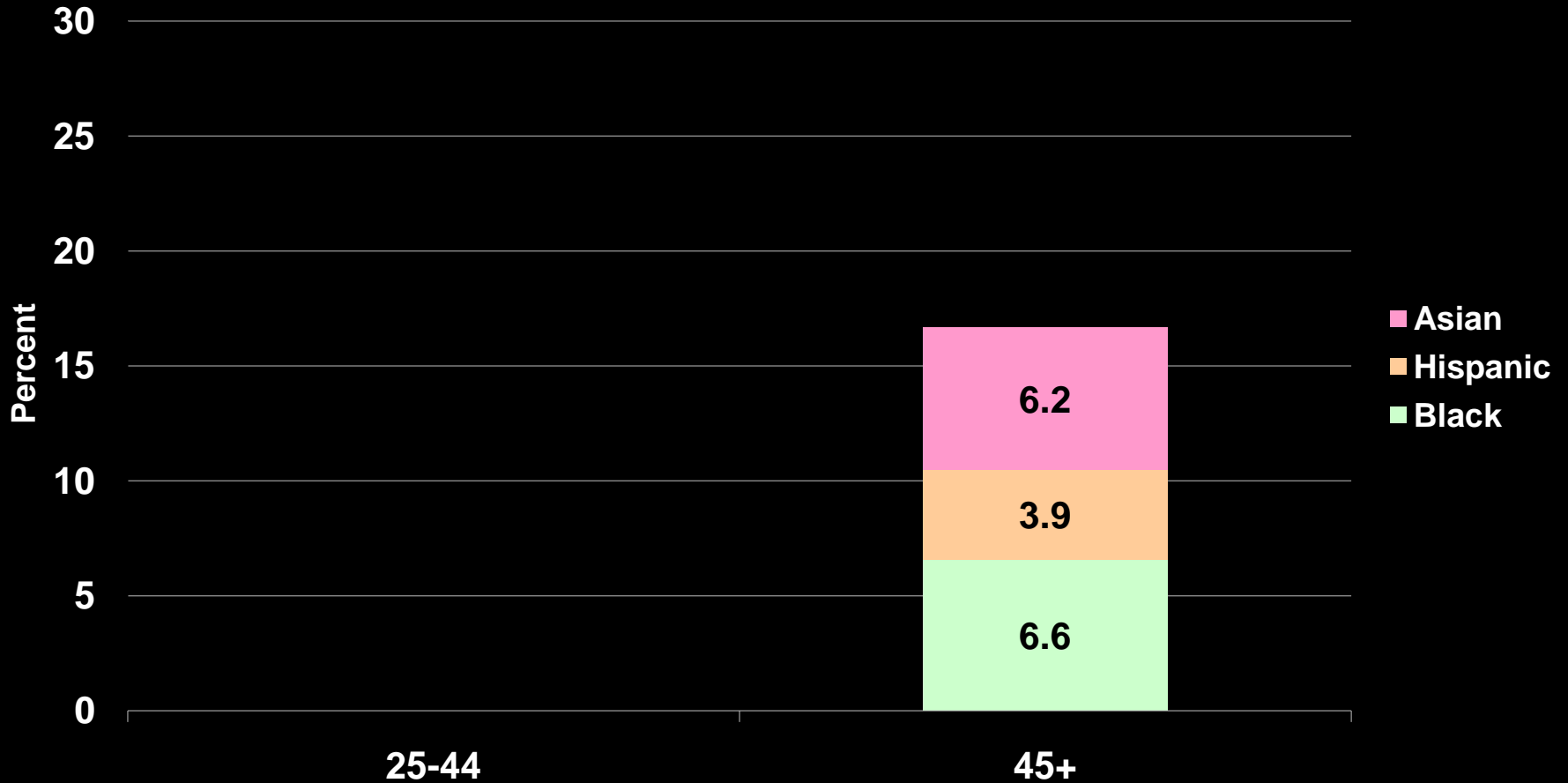
Toward a new network age

- **Commit to diversity**
- **Most-trusted, most-used journalism**
- **A music service for the 21st century**
- **“The network” as platform for service**
- **Strengthen core competencies**
- **Market-by-market strategies**
- **Follow-up and accountability**

Diversity

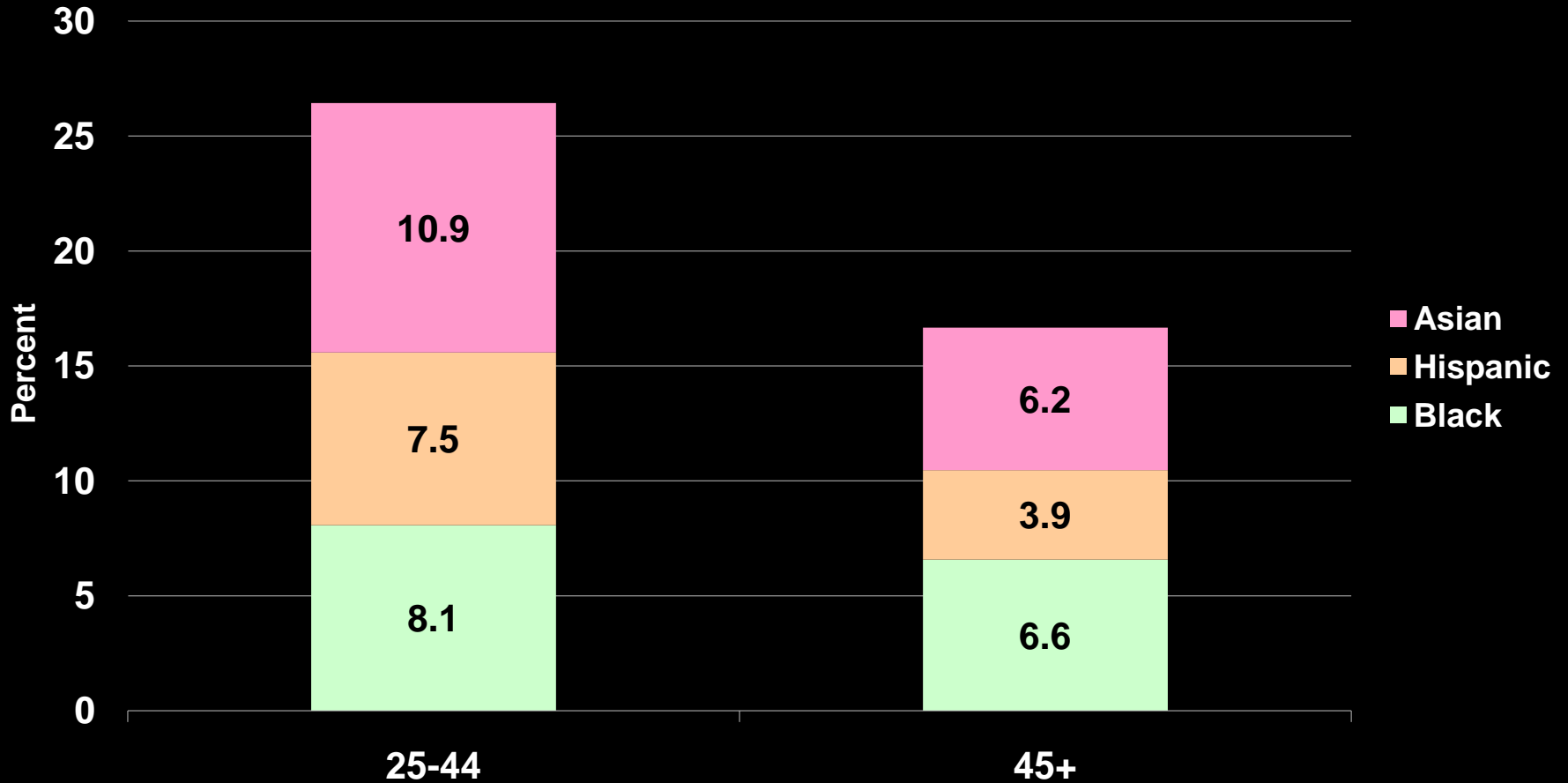
A sense of accessibility, participation and personal importance for people of different races and ethnicities in all that we do.

Race/Ethnicity Of College Graduates Generational Divide



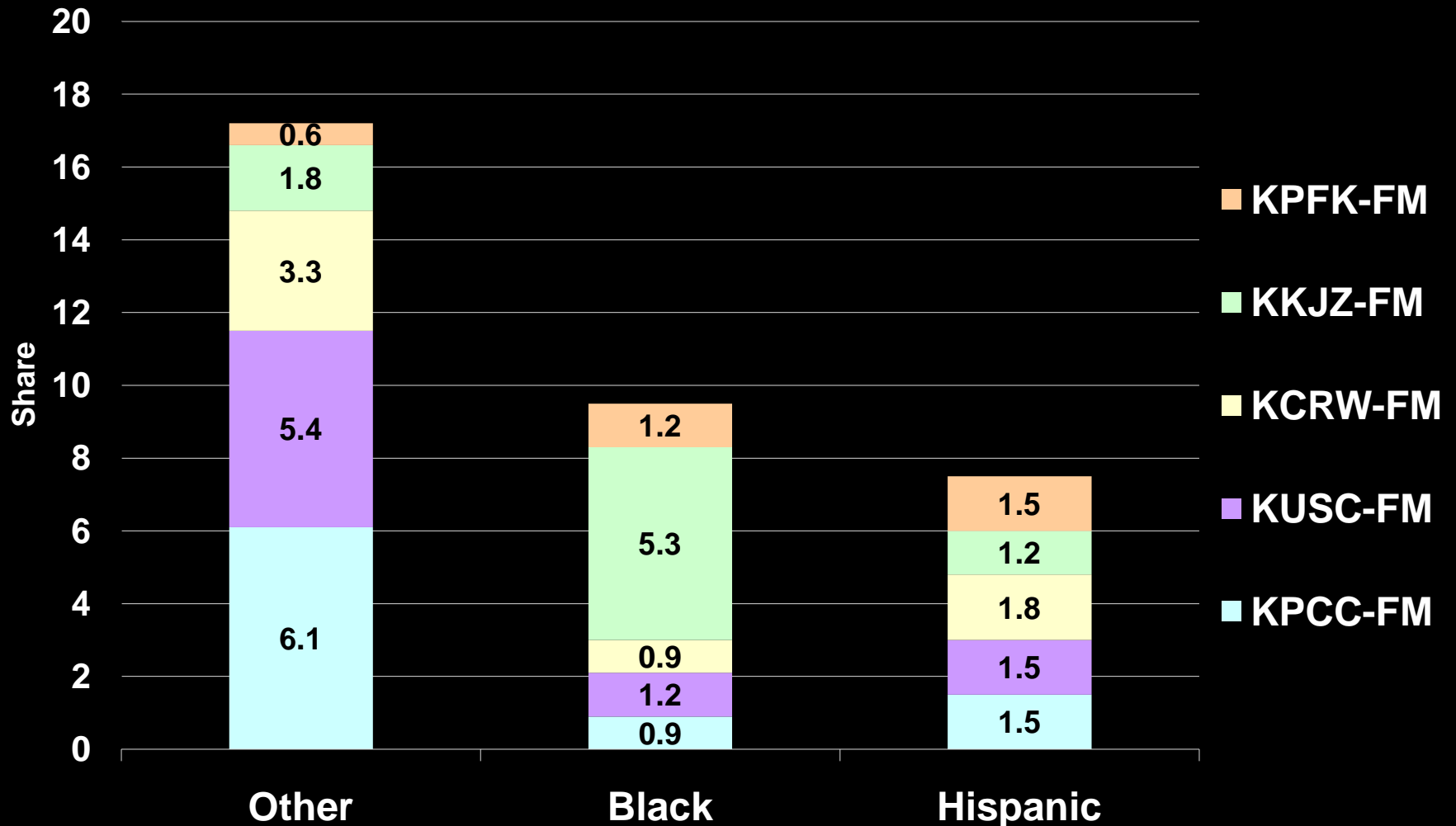
Current Population Survey 2007 -- US Census

Race/Ethnicity Of College Graduates Generational Divide



Current Population Survey 2007 -- US Census

Public Radio's College Share Of Listening Other, Black and Hispanic – Los Angeles



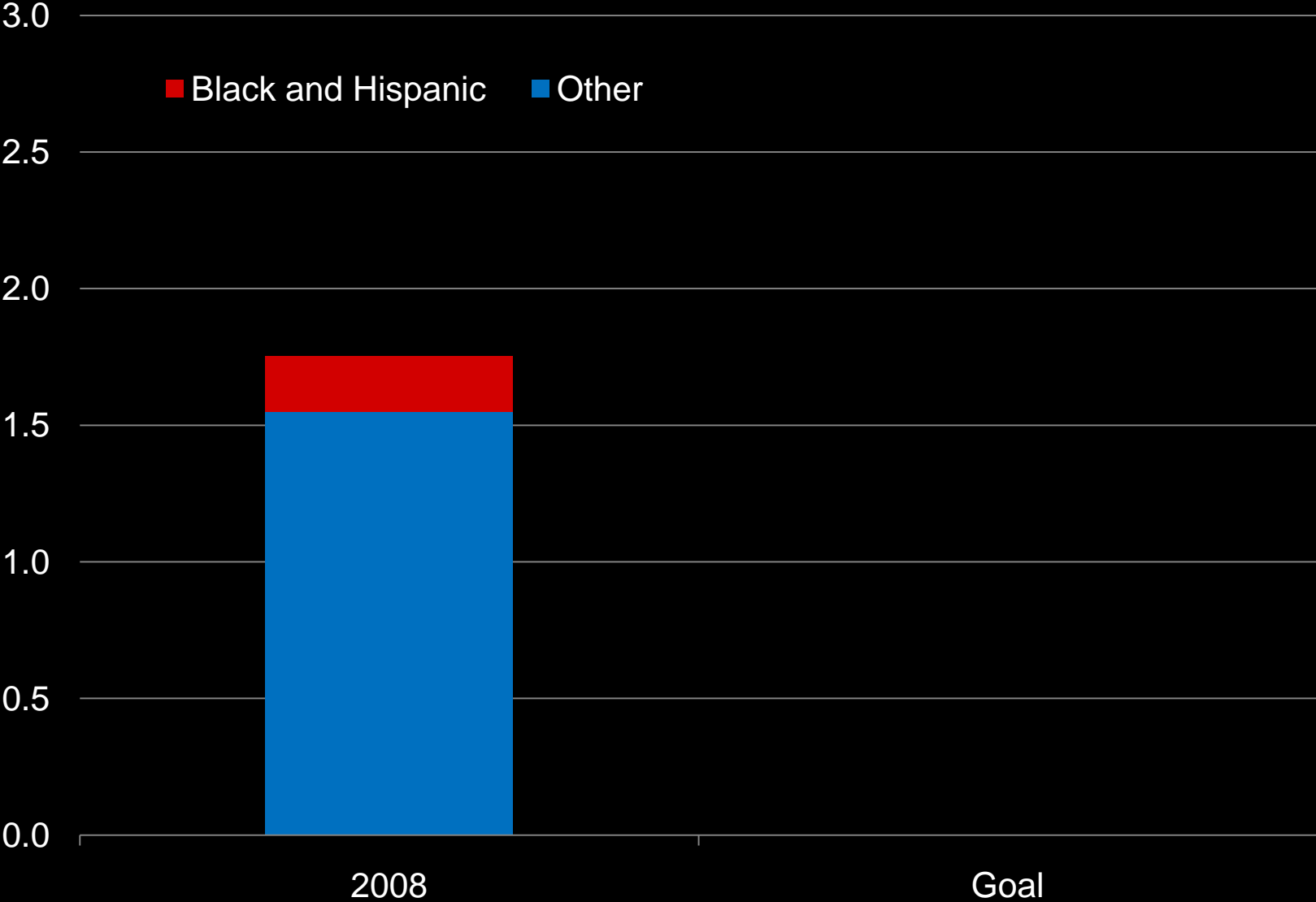
Arbitron Fall 2007 Metro

Diversity

- **Commit in all dimensions of our work**
- **Commit at the mainstream – our most important programs, our most successful stations**
- **Tone and sensibility**
- **Experiment and innovation**
- **Research on information needs, interests and media choices**

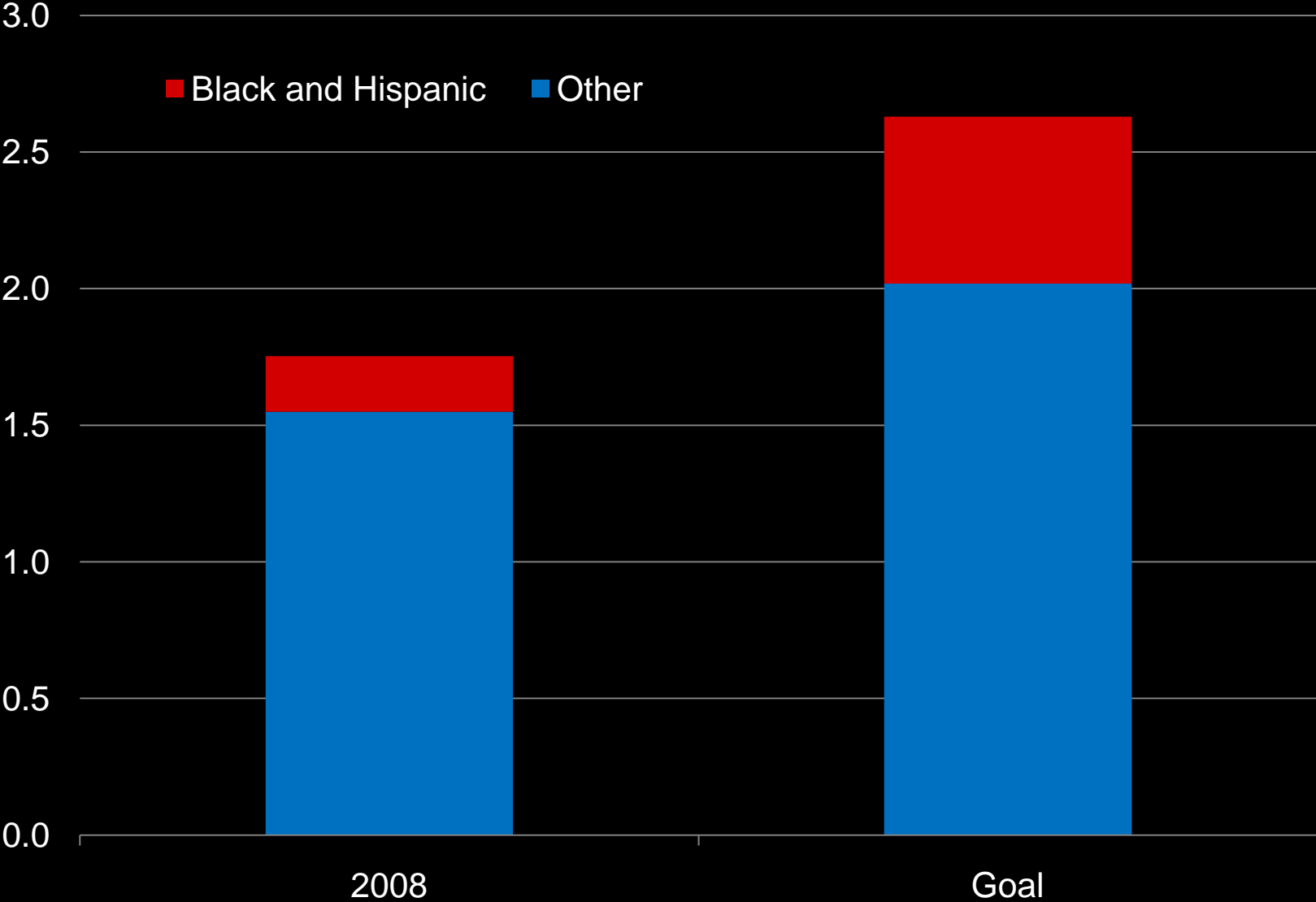
A Larger Share of a Larger Audience

Tripling the Listening by Blacks and Hispanics



A Larger Share of a Larger Audience

Tripling the Listening by Blacks and Hispanics



Journalism

**Make public
radio
America's
most trusted
and most
widely-used
source of news
and
information.**

Journalism

Signature
national
programs

Local
journalism

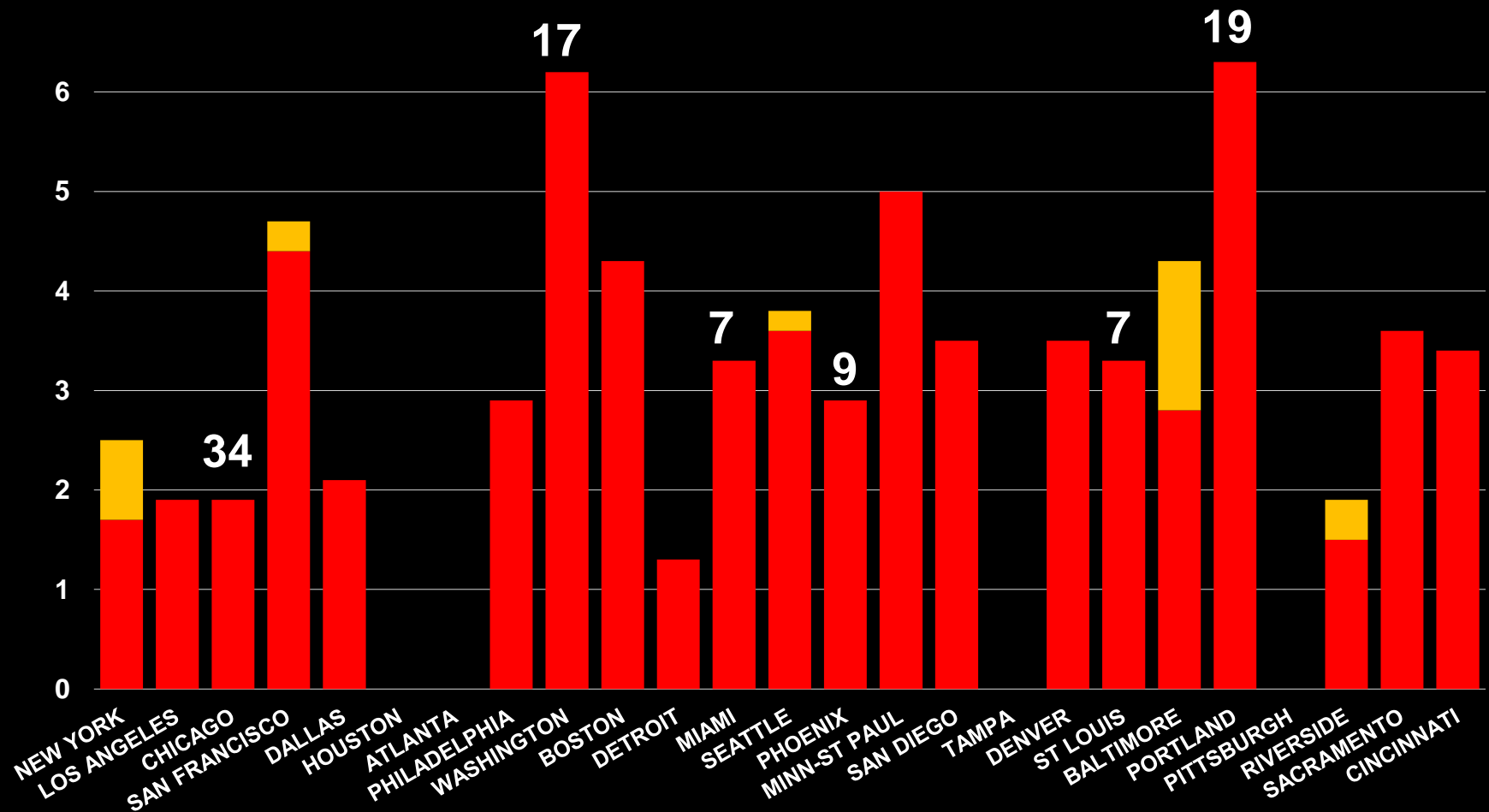
Integrated
online news

Local journalism

Create greater scale and capacity in local and regional reporting so we can realize the impact and significance to which we aspire

News Stations: Top Markets

Share of Listening, Metro Survey Area, Fall 2009



Source: Arbitron; Radio Research Consortium

Station Resource Group

Local journalism

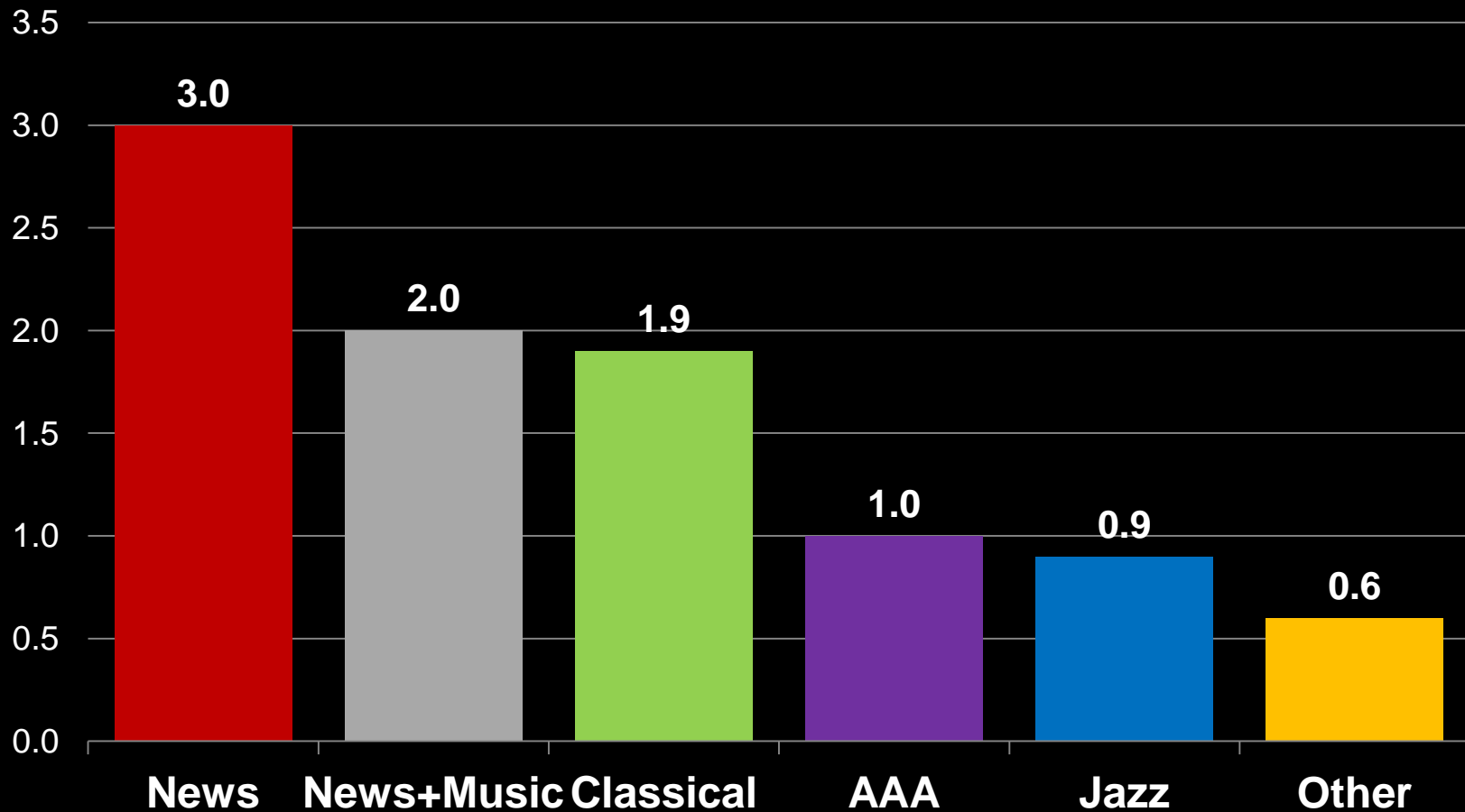
- **More reporters – “feet on the street”**
- **Stronger production and editing on-air and online**
- **Reporting and content management skills for the networked space**
- **Collaborative reporting**
- **Innovative approaches to community connections and engagement**

Music

**A 21st Century
music service
– on multiple
platforms, in
many genres –
with
personality,
connection,
and high value
production.**

Different Station Formats: Different Shares

Median Share of Listening, Top 50 Diary Markets, Metro Survey, Spring 2008



Source: Arbitron; Radio Research Consortium

Station Resource Group

More stations

- **A third of public radio listening is to music, but . . .**
- **Strongest music franchises – classical, jazz & AAA – not consistently available in many markets**

More platforms

- **Multi-platform for core and niche genres – on-air, on-line, and mobile**
- **Use on-line to extend service**
 - **Go deeper**
 - **Engage with listeners and events**
 - **Experiment and explore**
- **Develop organized approach to music rights issues**

Stronger performance

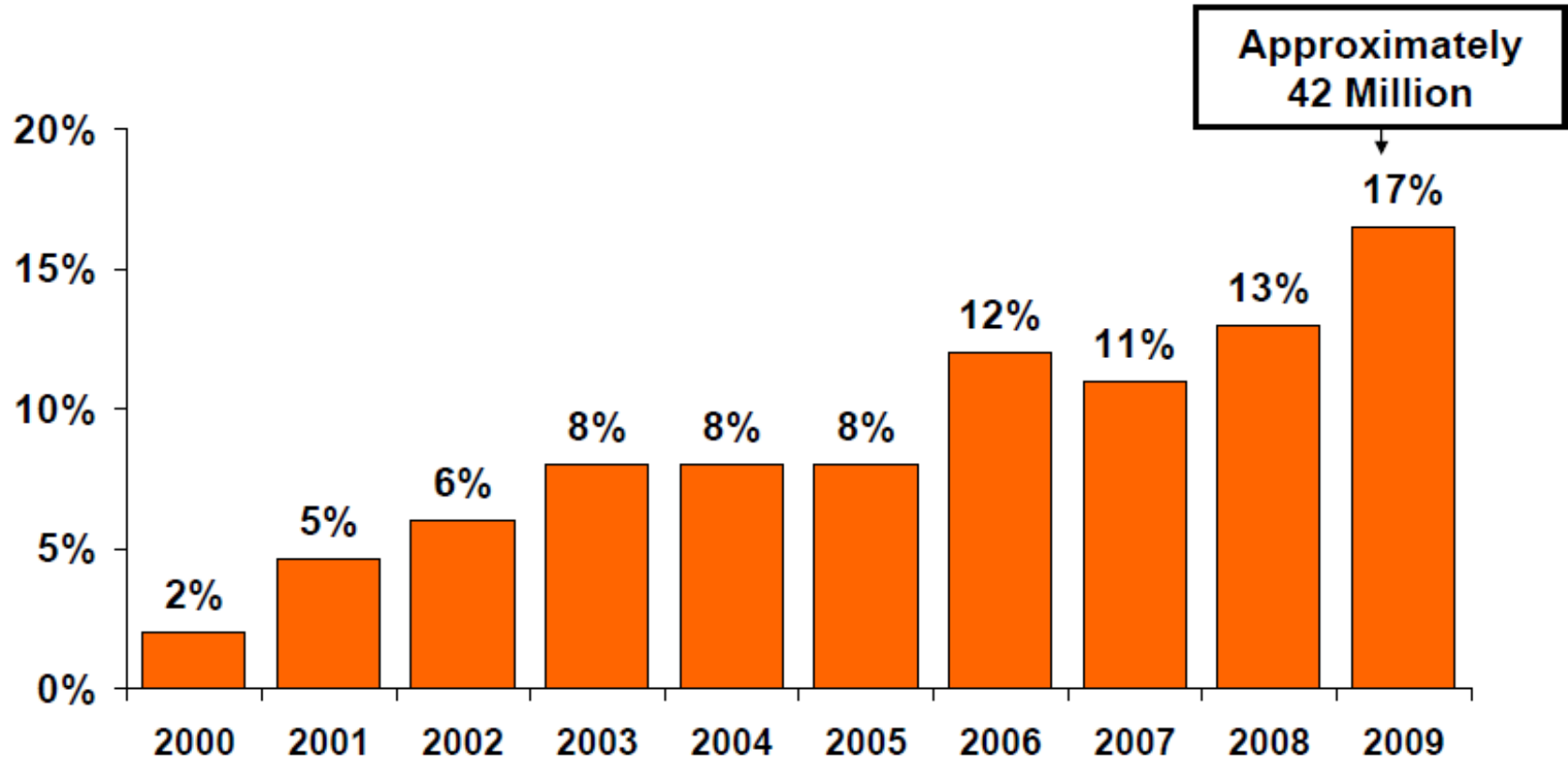
- **Personality that builds trust with listeners**
- **Sense of timeliness and immediacy**
- **Story- and character-driven**
- **The same high production values we demand of news and information programming**

The Network

Follow our listeners and meet new ones in the online and networked space – with more flexibility, participation, and engagement.

Weekly Online Radio Audience Up by Nearly One-Third in Last Year

% Who Have Listened to Online Radio in Last Week



Content

- **User-centered vision for an expanded public media service**
- **“Native”**
- **Vertical/topical**
(to complement source/show)
- **Distribute everywhere**
- **Findable**

Interconnection for the Internet

- Intake
- Repository
- Application Programming Interface
- Identity management
- Third-party services
- Integration services
- Sponsorship management
- Product development
- Business rules
- Rights management

Revenue

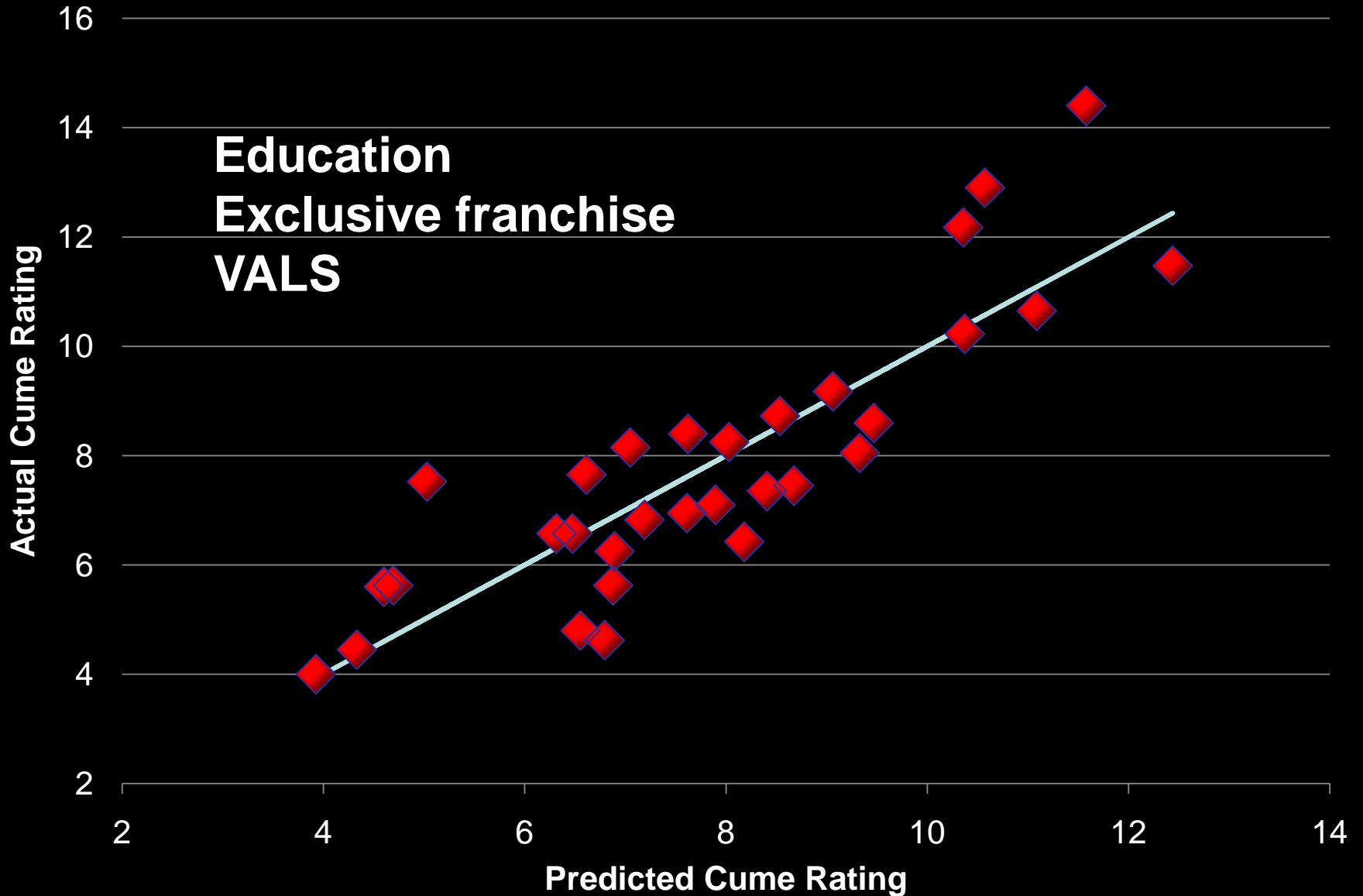
- **Increasing focus on individuals**
- **Explore the possibilities**
 - **Content-centered giving**
 - **Shared membership identity**
 - **Subscription services**

**Strengthen
core
competency**

**Sharpen our
professional
skills, build our
organizations,
and advance
our strategic
intelligence
and tactical
knowledge.**

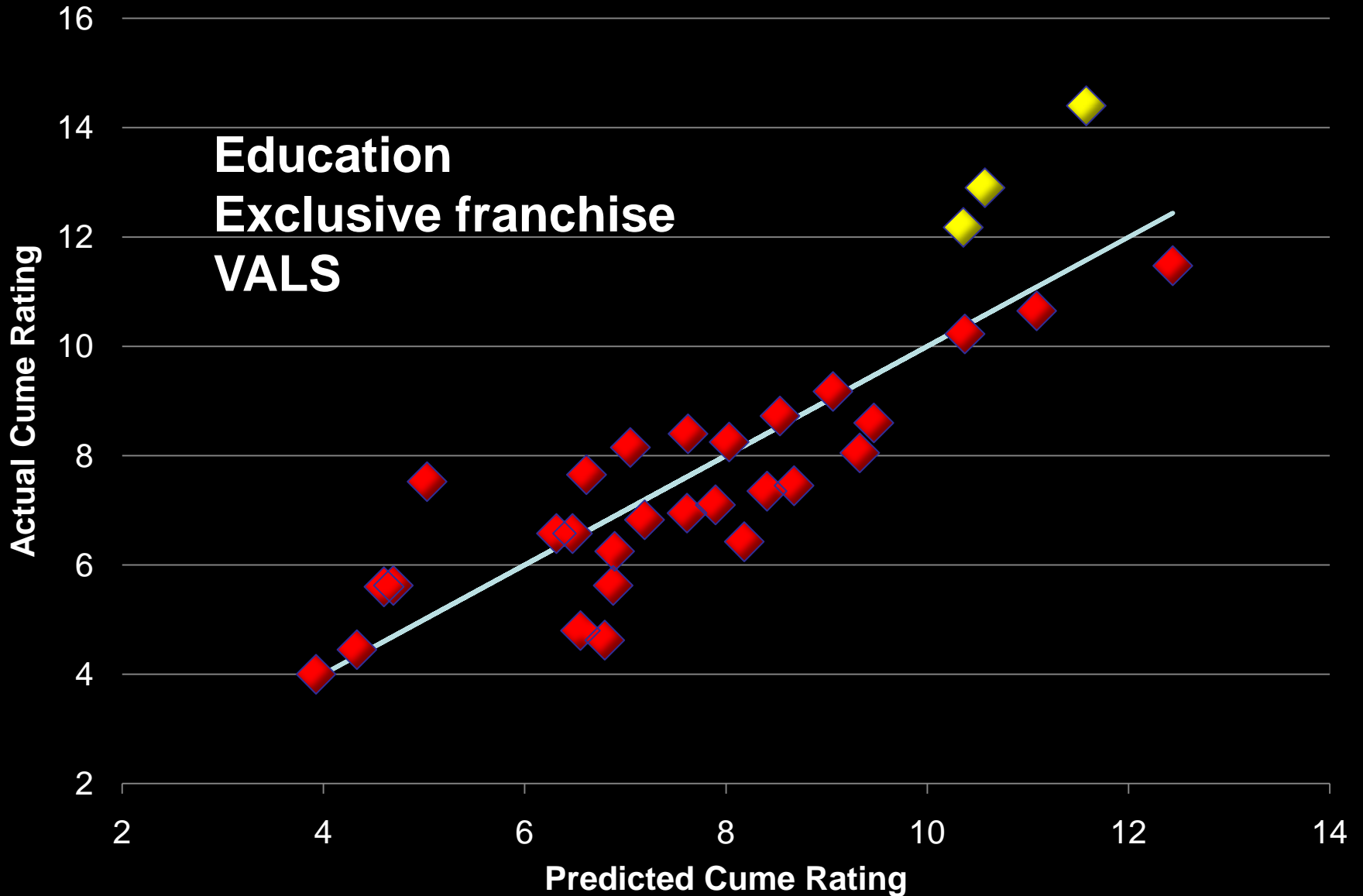
Predicted v. Actual – News Stations

Sp/FA 06 Sp/Fa07



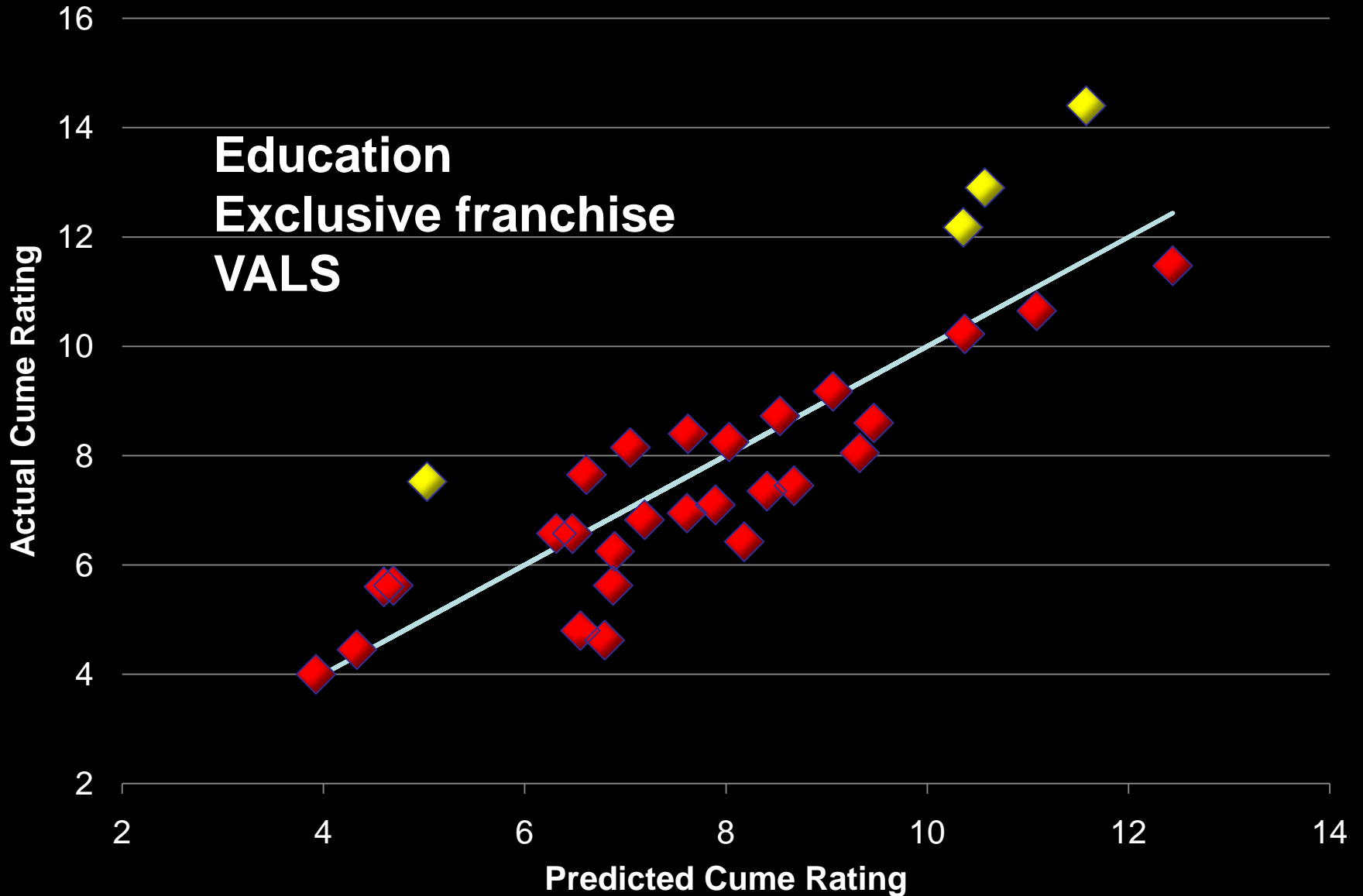
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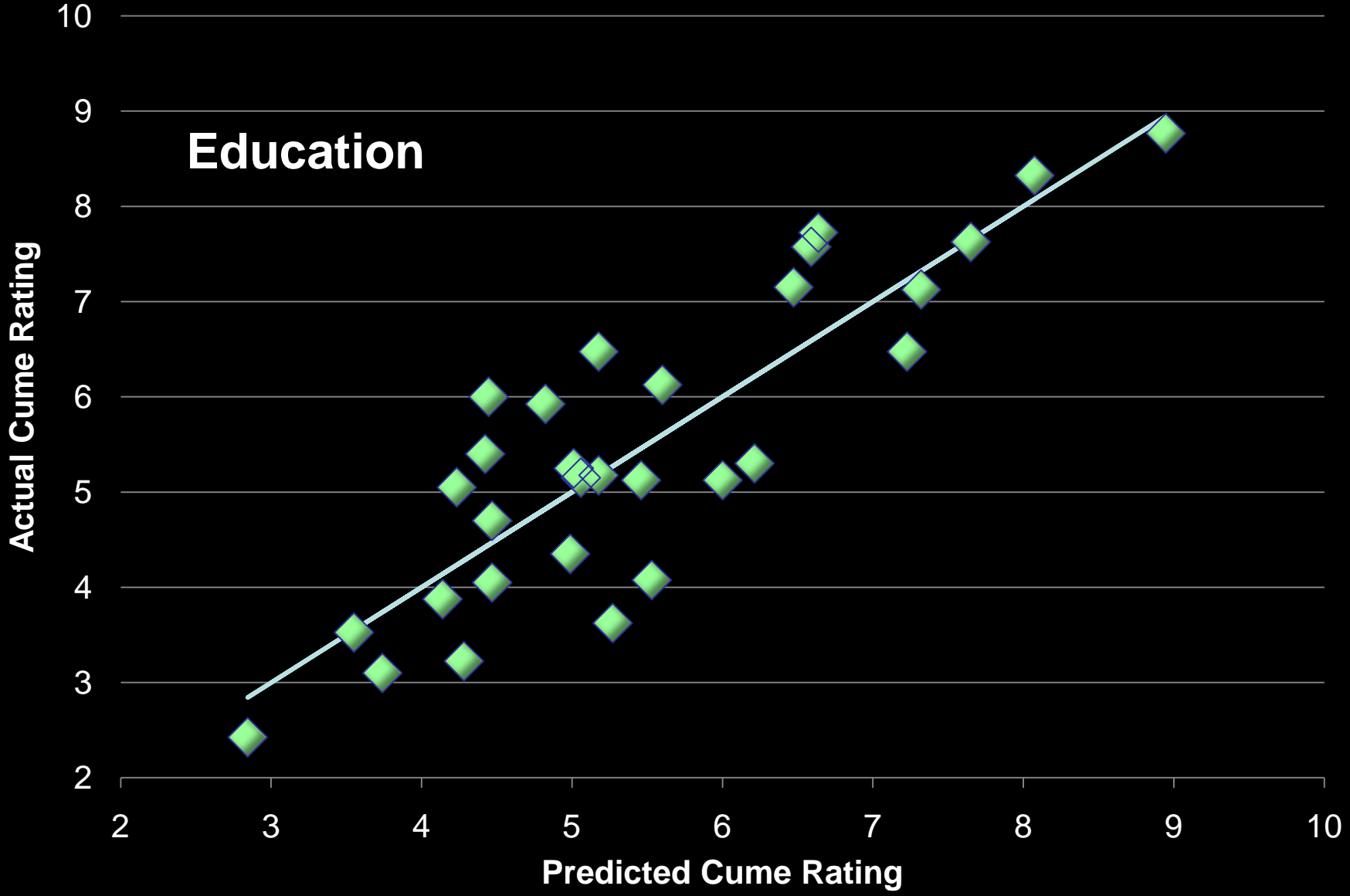
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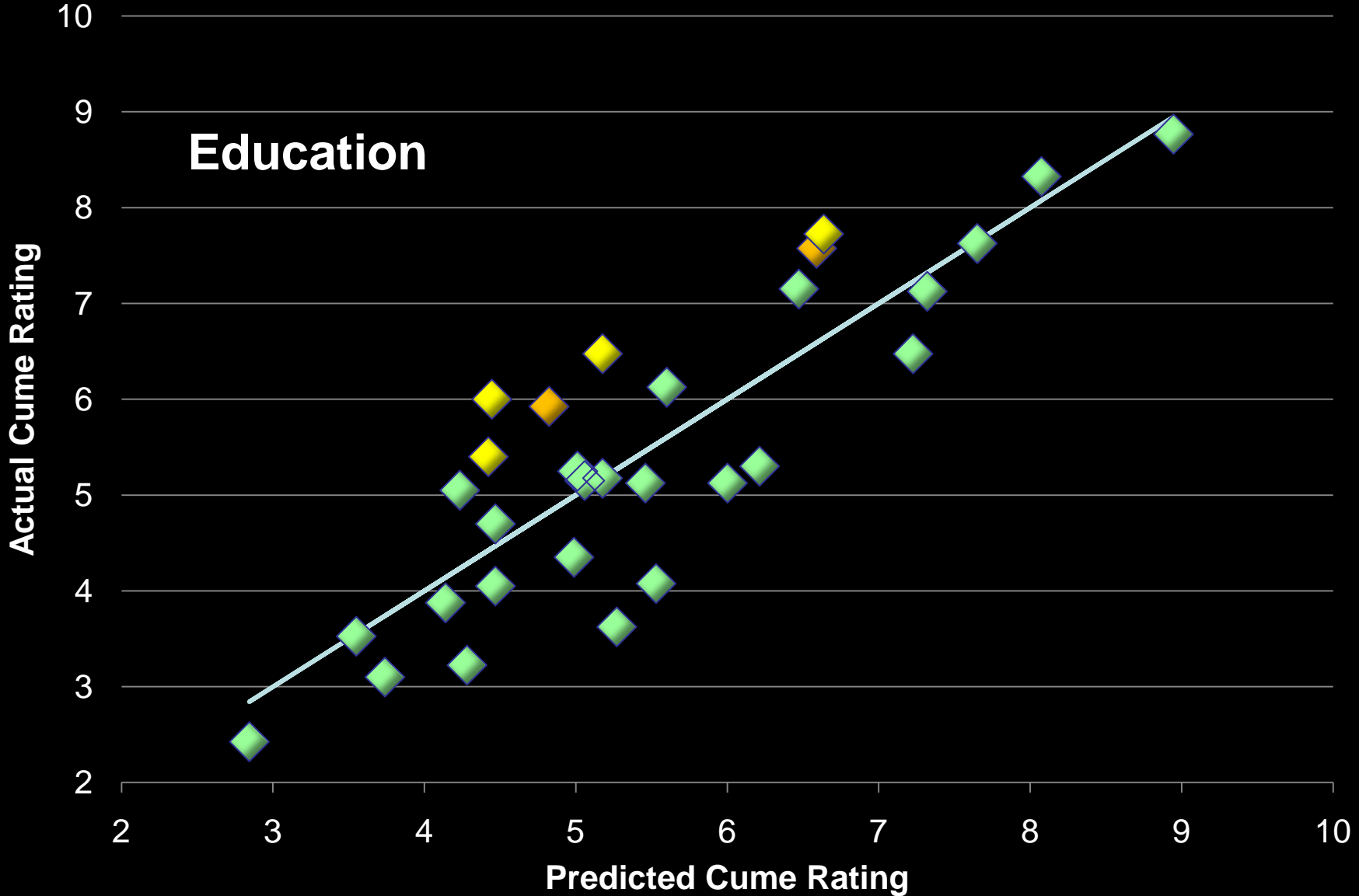
Predicted v. Actual – Classical Stations

Sp/FA 06 Sp/Fa07



Predicted v. Actual – Classical Stations

Sp/FA 06 Sp/Fa07



Thinking audience

- **Brilliant on the basics**
- **The audience experience**
 - **Content**
 - **Service**
- **Application of research and experience**

Organizational development

- **Governance and leadership**
- **Strategic sensibility**
- **Inclusiveness in every dimension**
- **Community engagement**
- **Advanced fundraising**
- **Stronger, more effective relationships**

Marketing

- **Engage with listeners throughout the planning, design, development and presentation of programming and services.**

We need more . . .

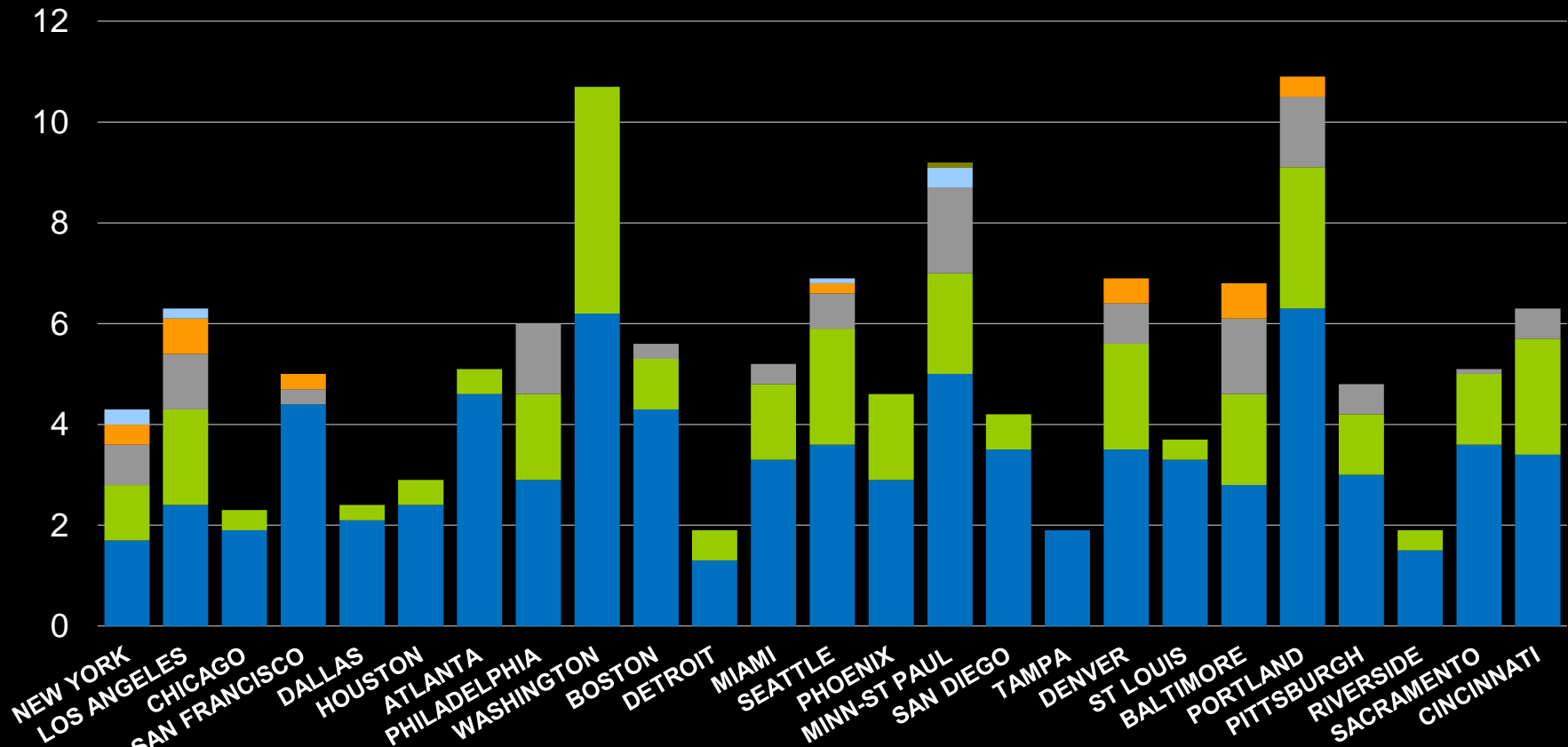
- **Strategic intelligence to inform major choices**
- **Outreach and marketing skills to engage with audiences**
- **Tactical best practices for ongoing positioning , branding, promotion, and evaluation**

Market-by-market strategies

Targeted investments and station-specific solutions aimed at significant opportunities for growth.

Public Radio's Share of Listening: Top 25 Markets

Metro Survey Area, Fall 2009



Source: Arbitron; Radio Research Consortium

Station Resource Group

Match solutions to opportunities

- **Context matters**
- **Performance really varies**
- **Channels for different services**
- **Alignment across channels**
- **Superior performance**
- **Enough scale to make a difference**

Follow-up and accountability

**We all have a
role to play in
the success of
this plan.**

Next steps

- **From plans to action**
- **Goals at each of our organizations**
 - **Nationally**
 - **Locally**
- **Grow the money to match our goals**
- **Review our progress**
- **Share results and improve the plan**

A portfolio strategy

Diversity

News

Music

The “Network”

Competency

Market strategy

Accountability

**a more inclusive, more local
and more interactive vision
for public service media**

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