

Cablefax Daily™

WHAT THE INDUSTRY READS FIRST

5Qs: Cable Center Talks Building a More Agile, Intrapreneurial Industry

The Cable Center revealed a new [five-year business plan](#) Tuesday that included an expansion of its Intrapreneurship Academy. It will now offer two courses under the Academy's umbrella: *Driving Intrapreneurship* and *Leading with Agility*. **Cablefax** sat down with course instructors Dr Pamela Meyer and Robyn Bolton to discuss everything from defining innovation to measuring the program's success long-term.

How do you define what terms like intrapreneurship and agility mean, and translate those skills into a course?

RB: Innovation, intrapreneurship, they are totally buzzwords and as a result, can be very meaningless. We acknowledge that from the start. We define innovation, and we define it as something different that creates value. Maybe it's not new to the world, but it could be new to your organization. We keep going back to that definition and then talk about how intrapreneurs are entrepreneurs inside of companies. They solve problems, innovate and they are also constrained by what the company's priorities are, so they have to make sure that what they do supports the company. **PM:** Agility and innovation go hand-in-hand. I describe agility as the ability to respond effectively to the unexpected and unplanned, and quickly turn challenges into opportunities. Because of that as a performance statement, we can translate it into actual specific skills and things that people can intentionally do.

How can employees practice being agile?

PM: Even when we do find ourselves invigorated by change and new

challenges, we tend to gravitate back to our comfort zone, which is where some of these habits Robin and I are teaching help people to be more intentional. It isn't about creating a new routine as much as having practices you can draw on, whether it is in the midst of disruption or a new opportunity. I use a lot of improvisation and embodied learning practices that I translate into business settings, and most of those are designed to give people lived experiences of being effective in the midst of very uncertain situations, but they're also things that people who take the course will learn, can take back to their teams and create these playful disruptions to be sure we keep people in that lively, engaged mindset.

How can companies encourage those within their organizations to think and operate with intrapreneurship and agility in mind?

PM: Leadership buy-in is critical in all initiatives. We have to start with being sure there is a critical mindset shift. Even when people understand the business case, the mindset shift comes slower because people are used to doing things a certain way and many top executives have built their way up through their careers in a much more hierarchical way. Now we're saying to support the ongoing success, you have to get out of the way a little bit. They truly are hard habits to break. Sometimes, it's making the humanistic case. We see huge research that shows that when we build out these capacities, we improve retention, we see less turnover and we also see people who have stronger career paths overall.

What misconceptions are there about what terms like innovation really mean and putting them into action?

RB: People come in and say "I don't know why I'm here. I'm not

Mark Your Calendars!

Cablefax Award Submission Deadlines:

The FAXIES Awards

Entry Deadline: March 19
Final Deadline: March 26

Cablefax 100 Nominations

April 9

Top Ops Nominations

April 23

The Diversity List Nominations

July 16

Most Powerful Women Nominations

September 10

Program Awards

Entry Deadline: November 19
Final Deadline: December 3



innovative.” That’s why we break it down. A huge part of what we teach in Driving Intrapreneurship is that there’s a process. You don’t have to solve everything all at once. Through the applied learning, we give them the experience of it. People decide with their hearts and they justify with their heads. People need to feel the change and they need to feel that they can do it and they have done it. That way, in their heads, they can believe it, share it and teach it. It’s giving people a safe place to experiment, to try and to figure things out—not do things perfectly, but learn from it.

What metrics can graduates of the program use to measure the benefits of implementing these skills?

RB: People go through highs and lows in the eight weeks. We openly talk about that every week when we get together as a cohort—what tools, what skills are people using to come out of those low points. It’s also in building a habit around recognizing that you took a step forward and learned something. Find the small wins, recognize those and hold onto those. All of this work takes at least twice as long as you think it will and four times as long as you think it should. That’s normal. During the class, we also have a Slack workspace that’s very active. We keep that open indefinitely so that communication channel is literally a click away for people.

NBCSN TO SHUTTER WITH USA TO ADD MORE SPORTS

NBC Sports confirmed Friday that it plans to wind down **NBC Sports Network** (NBCSN) at the end of 2021, with key elements of its programming moving to **USA Network** and, in some cases, **Peacock**. The news was first reported by *Sports Business Daily’s John Ourand* and *WSJ’s Joe Flint*. The move makes USA more akin to **TNT** and **TBS**, with a mix of general entertainment programming and sports, including **NHL** Stanley Cup Playoff

games and **NASCAR** races. “This will make USA Network an extraordinarily powerful platform in the media marketplace, and gives our sports programming a significant audience boost. We believe that the power of this offering is the best long-term strategy for our Sports Group, our partners, and our Company,” NBC Sports Group chairman *Pete Bevacqua* said in a memo to NBC Sports staffers Friday. USA has a bit more distribution than NBC Sports, with **Nielsen** Universe estimates putting it in about 86 million homes vs a little over 80 million for NBCSN.

TPG INTERESTED IN DIRECTV?

The latest rumbling in **AT&T’s** ongoing attempt to unload **DirectTV** has private equity firm **TPG** entering into exclusive talks to acquire a minority stake in the satellite TV business, *Reuters* reported Friday, citing people familiar with the matter. *Reuters’* sources said the deal could value DirecTV at more than \$1.5 billion, but didn’t detail what TPG might pay. TPG is no stranger to the space. It’s in the process of selling **Astound Broadband (RCN, Grande, Wave and enTouch)** for \$8.1 billion to **Stonepeak Infrastructure Partners**.

LOCALS HEADS TO TAR HEEL STATE

Locast is casting a wider net, with the free streaming app of OTA channels launching in Charlotte, NC. The launch comes in time for Sunday’s **NFL** conference playoff games. Locast delivers 45 local TV channels in the Charlotte-Statesville DMA, including WCNC NBC, WJZY FOX, WSOC ABC, WBTW CBS, PBS and PBS Kids. The nonprofit is available in 28 markets nationwide. It’s being sued by **ABC, CBS, FOX** and **NBC** for copyright violation.

ON THE HILL

House Commerce will hold a committee organizational meeting on Tuesday at 1pm, where it will announce subcommittee chairs,

RESCHEDULED TO APRIL 29, 2021



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HONORING

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| <p>BRIDGET BAKER Baker Media Inc.</p> <p>JAMES A. "JIM" BLACKLEY Charter Communications</p> <p>CATHY HUGHES Urban One</p> <p>ALFRED LIGGINS III Urban One & TV One</p> | <p>JEFF MARCUS Cable Pioneer</p> <p>DAVID N. WATSON Comcast Cable</p> <p>JEFF ZUCKER WarnerMedia News and Sports & CNN Worldwide</p> |
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BRESNAN AWARD RECIPIENT: TED TURNER

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ranking members and committee rules. The meeting will take place remotely via Cisco Webex, but a live webcast will be accessible on the committee's website.

HAMMERIN' HANK

America mourned Homerun King *Hank Aaron's* passing Friday. The **MLB** legend and civil rights champion was 86. Tributes poured in from *Barack Obama*, *Barry Bonds* and many more. For **Crown Media** president/CEO *Wonya Lucas*, Aaron was more than one of the greatest baseball players of all time. He was also her uncle, a fact we were reminded of by this gorgeous **Getty Images** photo from 1967 with Aaron trying out her lollipop. We send our condolences to Lucas and the rest of Aaron's loved ones.

INTERNET PROJECT LOON POPS

Google parent **Alphabet** pulled the plug on **Loon**, a network of stratospheric balloons designed to bring internet to rural and remote areas. "While we've found a number of willing partners along the way, we haven't found a way to get the costs low enough to build a long-term, sustainable business," Loon CEO *Alastair Westgarth* blogged Friday.

WICT CHAPTER HONORS

It's a three-way tie for **WICT** Chapter of the Year, with WICT Europe, Greater Philadelphia and Southeast Chapters all earning the most possible points and rights to the title. WICT Southeast's *Renita Griskel* of **Discovery** was named Chapter President of the Year, while WICT New England's *Lori LeBas* of **Disney Media Distribution** was recognized as Chapter Advisor of the Year. Other honors include Most Improved Chapter, which went to WICT Heartland and WICT Southern California for their growth and development over the past year. See the full list of winners [here](#).

CABLEFAX DASHBOARD

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Up Ahead

JAN 25-28: REALSCREEN SUMMIT 2021

FEB 4-6: SCAD ATVFEST

FEB 17: FCC OPEN MEETING

FEB 22-23: APTS PUBLIC MEDIA SUMMIT

MARCH 2-3: NCTC SMARTCLICKS MARKETING & VIDEO SERIES

MARCH 16-20: SXSW ONLINE

Research

- > Total SVOD subscribers reached 233 million by the end of 2020, with much of the growth attributed to the COVID-19 pandemic.
- > 41% of new HBO Max subscribers in the fourth quarter cited specific content as their key motivator for signing up, with "Wonder Woman 1984" cited as the key title for 1 in 5 subs.
- > Netflix accounted for 7.4% of new SVOD subscribers in 4Q with challenges tied to price increases and the fallout from the release of "Cuties."

(Source: Kantar)

Quotable

"You really have to slice and dice it. I don't think Netflix will go to advertising anytime soon, and why should it? It doesn't need to. On the other hand, Discovery+ is going to have a combination. There's an ad-free version and an ad-based version, and I think there's a place for advertising on the streaming platforms. There's huge pent-up demand among advertisers to get out there. These platforms are more targeted. Sometimes it's a much more fluid experience for advertising on streaming. There's a strong future for AVOD and digital advertising in the space... I think it's a huge growth opportunity and everybody is squarely focused on it, especially broadcasters."

- Liberty Global CEO Mike Fries at NATPE talking the possibility of all streamers incorporating AVOD pricing plans

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