



DigitalNow Case Study			
Organization	Association of Public Television Stations	Web: www.aptv.org	
Number of Staff	18	Annual Operating Income	~ \$5M
Number/Type of Members	142 public television licensees, which control over 300 television transmitters. These are institutional members, which include 501(c)(3) foundations, state agencies, colleges and universities, and school boards.		
Primary Mission of Organization	Our mission is to secure federal funding and policies that enable our stations to provide vital programming and educational services to our communities. We are helping our stations seize the “digital opportunity” and provide a new generation of noncommercial services to the American public.		
What is organization doing to move from “good to great?”	<p>We have taken the necessary steps to get the right people on the bus and the wrong people off the bus. These tough personnel actions have been the key.</p> <p>We used early victories to instill confidence in a demoralized organization and slowly get the flywheel turning for continued success.</p> <p>We used the discipline of the hedgehog concept to keep our focus, identify what to stop doing, and engage only in new endeavors that meet the tests.</p>		
Challenges Faced	<p>APTS had a long history of being sued by former employees, and necessary personnel changes were avoided for years. Entrenched silos were stifling.</p> <p>Public television as a sector is under enormous financial pressure, and growth of dues revenue has been difficult. The discipline of the hedgehog concept has forced restraint in pursuing new revenue opportunities.</p> <p>Fresh approaches were necessary to overcome long-standing barriers to our policy agenda. New approaches can bring the appearance of risky behavior, so all change must be carefully managed with the membership and board.</p>		
Success/Status	<p>We combined fair packages with a carefully drawn legal framework to execute on tough personnel choices. During the three years after our “Good to Great” commitment, several vice presidents and directors have moved on without any legal action against APTS. Personnel changes bring anxiety and uncertainty among the remaining staff, but these feelings have receded and morale is the highest ever.</p> <p>APTS has achieved some of the most important political, funding, and policy victories in our history, despite a very harsh climate in Washington for funding domestic programs and supporting noncommercial media.</p> <p>Our fresh approach to the issue of carriage of PTV’s new digital signals led to our successful negotiation of the most extensive content distribution agreement ever between broadcasters and cable operators.</p> <p>A multiyear policy initiative is leading to public television’s digital transmission infrastructure being funded as the backbone on a new Digital Emergency Alert System for the nation.</p> <p>We have slowly grown association revenue, mostly from non-dues sources.</p>		