

INNOVATING THE BRAND AT TURNER CLASSIC MOVIES

(Shannon Clute, Director of Business Development & Strategy, Turner Classic Movies)

As we seek more transformative opportunities that can scale to fill financial gaps created by industry change, how do we remain authentic to who we are as a brand? And how do we innovate for the future when our personnel, processes and products are functions of our history? (In the case of TCM, a history of stability and niche expertise)

As you move further out in the Innovation Ambition Matrix, shift your focus from what you are to what you do best

“We are the leading authority on classic movies...we present films as they were meant to be seen: uncut, commercial free, and in their original aspect ratios.”

(focus on product, value in affiliate perception of expertise, little incentive to innovate)

- Core: program, curate and package linear network to highest standards
- Adjacent (sort of): branded DVDs and movie memorabilia, viewer’s guide to network, place-based activations

“We are movies lovers, and we share and celebrate the entire spectrum of film with an engaged, growing community of movie lovers.”

(focus on fan, value through extension of shared interest, great incentive to innovate)

- Core: extend expertise in programming, curation and packaging to reach more movie fans in more ways and engage them more deeply
- Adjacent: media partnerships on topical issues, nationwide screening series, TCM Wine Club, TCM Backlot (fan club), massive open online courses, gaming, complementary streaming services
- Transformative opportunities: education, health care

Address innovation as a systemic and cultural shift, not just a set of business practices

(what you think is the beginning may be the last step: define *why* and *what* before *how*)

- Innovation Leadership Training (overcoming the “Bartleby” response, gaining alignment, teaching best practices for organizational change and team leadership)
- Events, Activities and Resources to develop and nurture an innovation mindset
- Goal setting, KPIs, portfolio strategy, development process & pipeline
- Challenges, hackathons shark tanks, taskforces, ideation incubators, other practices

For further consideration

- What is “inauthentic” to your brand, and what are the consequences of going there?
- How do you manage the polarity of needing innovation now while building it holistically?
- What has succeeded for you? Why? And are there characteristics shared by these success cases?