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**TOP DOWN: FUTURE-PROOFING CBC FOR THE GLOBAL, ONLINE ERA**  
**“Any organization designed for the 20<sup>th</sup> century is doomed to fail in the 21<sup>st</sup>”<sup>1</sup>**

- I. MASSIVE TRANSFORMATIVE PURPOSE (MTP)
- II. SCALE & CONTENT
- III. FUNDING
- IV. CANBRAND IN THE GLOBAL, ONLINE ERA

**I. MTP: ESSENTIAL**

An MTP or “Massive Transformative Purpose” is the signature of every successful 21<sup>st</sup> century organization.<sup>2</sup> Every decision should flow top-down, strategically aligned with the goal to make CBC into the global face of Canadian media and culture. Popularity around the world will enhance popularity at home. No culture should know better than ours that audiences, the world over, are more similar than different. If a show moves us to laughter, tears, or action, it will do exactly that for audiences everywhere. And vice-versa. Global popularity will strengthen national culture.

**II. SCALE & CONTENT: BOTH ARE NECESSARY FOR EXPORTS**

In addition to an MTP, every media entity that succeeds in the global, online era must have 2 features: (1) global SCALE and (2) must-see CONTENT. Gem is a great start and appropriately free for Canadians. It should be subscription based for the entire rest of the world – as soon as possible. Once the goal of content is transformed from “shows” to “hits” via pressure for popularity, activated by appropriate policy levers, the uptake of global subscription will happen.

**III. FUNDING: REWARDING AUDIENCE OUTCOMES IS NECESSARY FOR EXPORTS**

The goal to make CBC commercial free is strong and appropriate, but that doesn’t mean CBC can’t become rich from global subscriptions: It should and it must! To do that it must have, per above global SCALE and must-see CONTENT. While distribution disruption is expected to continue for some time, the recommended focus for national frameworks is upgrading content to ensure demand, however delivered. There is a catch: Must-see content CANNOT be achieved without financially rewarding audience outcomes (core to my doctoral research). Canada has no creative problem; the problem is the outdated policy framework that doesn’t set 21<sup>st</sup> goals and require 21<sup>st</sup> century outcomes. A policy innovation that rewards audience outcomes must be implemented (I have created and published one and would be pleased to share it).

National funding should be guaranteed at a basic level via a combination of a tax-payer based contribution from Heritage then tied to audience outcomes. It would also be very valuable, even beyond the financial value, to have some sort of small buy-in from Canadian

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<sup>1</sup>Slightly adapted from Rose, David S., (2014) *Angel Investing: The Gust guide to making money and having fun making money* *instart-ups*. NJ: John Wiley and Sons.

<sup>2</sup> Palao, F. Lapiere, M. and Ismail, Sl. (2019). *Exponential Transformation: Evolve your organization (and change the world) with a 10-week ExO sprint*. NJ: John Wiley and Sons.

citizens, such as a small screen tax (1%?) so that, similarly to U.K. funding, Canadian consumers actively – and thus emotionally – buy in to supporting and taking pride in CBC.

#### **V. CANBRAND IN THE GLOBAL, ONLINE ERA**

This is the moment. Canada's brand has never had more potential, whether our reputation and influence is considered from a political, financial, or cultural soft-power perspective. Global exports of Canada's information and entertainment programs are essential to seize the opportunity to lead the world with our values (diversity and inclusion, gun control, universal health care, maternity leave, secure banking, even politeness, and more) in addition to our trusted information and entertainment media.

Respectfully submitted,  
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