

# Cablefax Daily™

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What the Industry Reads First

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## A Deeper Look at CTHRA's Compensation Survey

As the lines between traditional media companies and digital companies blur, some substantial differences between the two remain when it comes to compensation. Take long-term incentives, such as stock options, shares and long-term cash awards. None of the MSOs who participated in The **Cable and Telecommunications Human Resources Association's** 2015 compensation survey extended long-term incentive eligibility to all employees, and only 6% of programmers did. However, 45% of digital employers surveyed offered equity incentives to everyone. MSO and programmers are much more likely to offer bonuses and other short-term incentives deep in the company, with 64% of MSOs extending bonus eligibility to all employees, and programmers extend-



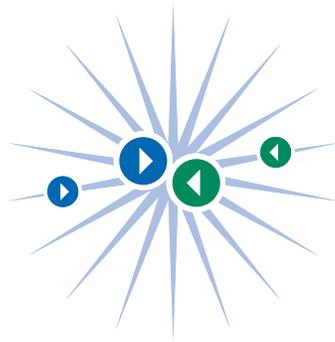
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## A Winning Team Begins with a Trusted Partner

When it comes to executive search in the media marketplace, no name is more synonymous with results than Carlsen Resources, Inc. (CRI).

Carlsen brings to every client relationship an expansive network of candidates as well as a reputation for uncompromising integrity and a relentless attention to detail. The company's team of executive search specialists employs a collaborative approach to help ensure that each client is presented a choice of carefully selected, difference-making candidates.

Whether you're searching for someone to guide your company's future, or looking to discover a young rising star, a partnership with Carlsen means a collaboration with a company big enough to do the job right, yet small enough to work side-by-side with you every step of the way.

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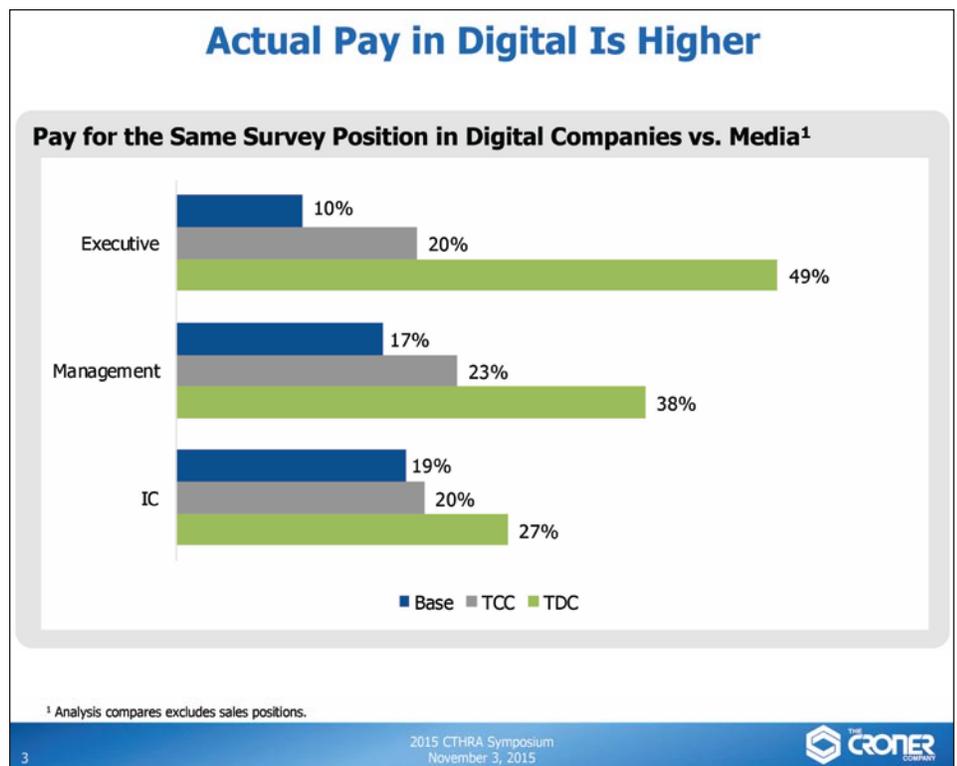
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ing them to 50% of the workforce.

“What has become such a big theme across all the cable companies is that the programmers need to compete digitally so they need to compete for digital talent, whereas they used to just be able to stay in the media sector and hire people in the media sector. Now they have a bigger group of competitors for that talent, and they need to adapt to that,” said *Hali Croner*, pres/CEO of **The Croner Company**, which CTHRA commissioned for the survey. She added that the same is true for operators, particularly in technology and software engineering.

“For sure the digital companies pay more, but they’re not necessarily always the better places to work,” Croner said. “You can’t go head to head with pay, but you can start to go head-to-head with culture... It’s the type of experience you can offer to employees at the company. Access to top management, transparency about information, engagement with the products and content that they have. Just ways to make people feel really connected to the companies.”

*Ann Carlsen* of **Carlsen Resources** cautions against assuming that traditional media always pays less than digital. “Our experience is that only some digital companies pay more than traditional media, but it isn’t across the board by any measurement. Some of the companies allow employees more flexibility in how the employee takes their compensation.



**Base – is Base Salary**

**TCC – Total Cash Compensation (base salary + short term incentive bonus received in 12 month period)**

**TDC – Total Direct Compensation (base salary, short-term incentive awards and the annualized value of LTI awards)**

**IC – Individual Contributor**

For example, they can choose to take more in stock or vacation,” she said. Cultural fit, learning and mentoring, and growth potential can all be more important than money, she said.

The good news is cable hasn’t buried its head in the sand. CTHRA found that individuals with digital and technical skills saw the highest salary increases last year. In addition, the group’s compensation survey

has expanded into new categories and included more digital companies for comparison. This year’s participants included **Amazon, Hulu** and **RedBull Media House**. Survey co-chair and pres/CEO of **greenlightjobs** *Lisa Kaye* said it has taken traditional media companies—particularly programmers—a little while to see the importance of including digital. “There’s been an ah-ha realization that not only are they in our space, but they’re recruiting

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people from our companies,” Kaye said. That’s led to new jobs being added to the survey. CTHRA’s 2015 survey for programmers included 8 new job families: digital journalist, digital anchor and digital coordinator, as well as research, marketing strategy, participation and residuals, government relations and anti-piracy. The MSO Survey included two new job families: workforce management and national enterprise commercial sales.

Culture is the big buzz word coming from CTHRA’s findings. “One of the things I’ve seen having worked for **Facebook**, Oculus VR and other digital media companies is that a lot is given to creating that environment—that workplace that is much more open and collaborative and transparent in allowing people to have more flexibility in work-life balance issues,” Kaye said, suggesting companies look for more creative ways to attract and retain talent, rather than running the traditional 9-5/5-day-per-week schedule.

As a headhunter, Carlsen said she can’t emphasize the importance of culture enough, noting that digital companies sell themselves differently to job candidates. “They present

an alluring and compelling vision of their organizations that is futuristic, and the feeling is that if you don’t jump onboard you will miss something big. There is a strong pull in individuals to be part of a picture like that,” she said. “Digital companies also appeal to the entrepreneurial spirit by comparing their place in the industry lifecycle to that of the cable industry when it was fresh, new, young and beaming with possibility. That is very appealing to a vast majority of people in the traditional cable space today.”

At the same time, Carlsen gives many companies within the cable industry credit for changing to better compete in the digital age. “This industry was built by innovators, and it will continue to adapt to change and stay disruptive,” she said. “It all depends on the size and scale of the companies we’re discussing. Certainly an employee looking at a top tier cable company versus a mid-size early stage digital company would have very different expectations about what each of those environments can offer. But deciding whether to work at Amazon versus **Comcast** would not be a stretch. They’re both aggressive, mature

companies with multiple offerings, cultures of innovation, and matrix’ d environments.”

CTHRA’s survey also delved into amenities and culture for the first time. The findings? Digital and high-tech competitors are much more likely to offer up fully stocked free pantries or basketball and ping pong tables. “They’ve nailed the free food. They’ve nailed this kind of campus environment, particularly that really resonates with younger employees that has to do with an overall setting that’s more fun to be in,” Croner said. “There’s a little bit more of gym facilities offered. But media companies tend to subsidize health as well.”

Carlsen cautions against getting too caught up in the lure of free Greek yogurts and cereal in the office. “I would put perks as very nice window dressing or nice-to-have, but nothing compares to the culture of a company in the long run,” she said. “Companies would do well to use marketing principles to create a culture that’s unique and attractive to the kind of executive they want to hire. Start by identifying what kind of dynamics will lead to the results you’re trying to achieve, clearly articulate them, and then work to cultivate them.”

CTHRA will continue its compensation survey next year, adding an analytics job family to the research. “I think that is another movement forward in the digital era, with Web and mobile usage,” Croner said. The group also is constantly on the hunt for new digital company participants, with invitations extended to companies like **Netflix** and **Vudu**, she said. “It’s very important to have a good sense of the external marketplace for people. We take into account benchmarking data a lot,” said *Dave Crossen*, svp, HR for **NBC** Broadcasting and Distribution and survey co-chair. “For us in our industry, CTHRA is the go-to resource.”

### Digital Offers More Fully Subsidized Perks

The 'Digital' infographic features a green header. It includes a plate with a fork and knife labeled 'Free', a silhouette of a person running, a bus, and a MetroCard. To the right, there are icons for 'Rec' (a recording button) and 'Theater' (a stage).

The 'Media / Content' infographic features a blue header. It includes a plate with a fork and knife containing a dollar sign, a silhouette of a person running, a bus, and a MetroCard. It also features a 'GYM MEMBERSHIP' card.