

POWER BRANDING BY WSIU: A CASE STUDY OF
A PUBLIC TELEVISION BRAND CAMPAIGN

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TITLE: POWER BRANDING BY WSIU: A CASE STUDY OF A PUBLIC TELEVISION BRAND CAMPAIGN

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The focus of this research paper is a case study charting the development of the WSIU brand campaign for television. WSIU Public Broadcasting is in the midst of a brand roll out campaign with its own positioning strategy centralized in its tagline, *Powered by You*®. For WSIU-TV, the idea is to create soft sell testimonial spots in which WSIU supporters engage the audience with compelling stories about how public television has made an impact on their lives.

By comparing the elements of branding and practices alongside WSIU's *Powered by You* campaign, an attempt will be made to characterize and specify the brand, clarify the campaign strategy through its positioning, and identify the successes while offering suggestions to areas that were overlooked. The objective of this study is to demonstrate how branding requires thorough research to build the brand strategy, which must be shared with all members of an organization in order to extend the brand experience across all platforms to develop a strong and purposeful campaign.

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CHAPTER 1

INTRODUCTION

For fifty years, WSIU Public Television has been a consistent source of inspirational, educational and quality programming and services for its audience in a rural Midwest region of the United States. Located on the campus of Southern Illinois University Carbondale (SIUC), the broadcast station is a “Joint University licensee that maintains and administers both television and radio stations” (Southern Illinois, 2010). Because public television competes with many stations, emerging media technologies and other non-profit organizations, not to mention the annual threat of reduced federal funding, WSIU has been developing a brand campaign around its *Powered by You*® tagline to raise awareness about its programming and services and to increase customer loyalty.

Branding involves a variety of advertising and marketing practices that, when fully supported by all of those in the organization, is capable of developing into a positive and lasting impression with its audience. According to the documentation provided for this study, the campaign’s mission is to raise awareness about the WSIU stations and services, offer an opportunity for its viewing audience to share personal stories and take ownership of the programs and services, as well as increase viewer loyalty (WSIU, n.d.). The idea is to create soft sell testimonial spots in which WSIU supporters engage the audience with compelling stories about how public television has made an impact on their lives. The campaign does not document a long-term goal; however based on research and other material referenced in this case study, the theorized goal is to attract financial donors and corporate sponsors through the testimonial promotional spots.

Before examining the campaign itself, it is important to first review these questions::

- What is branding and why are televisions stations branding?
- How is WSIU developing its television brand campaign?
- Why are testimonials the chosen method to brand WSIU-TV?

This case study will examine the research, strategy and development of the *Powered by You* campaign and explore the following:

- What is the purpose and goal of WSIU's brand campaign?
- How does WSIU plan to measure the success of its brand campaign?
- What elements of the brand campaign work and what might have been approached differently?
- Are there supplementary approaches WSIU might consider to increase brand loyalty in the market?

A case study involves the use of multiple research methods that include direct observation of the environment, exploratory questioning of case participants, and analysis of written documents (Woodside, 2010). These data sources are collected and examined with results reported in as complete an understanding as possible (Becker et al, 2005). In the case study of the WSIU brand campaign, methods of data collection include qualitative analysis consisting of personal interviews of public broadcasting staff, advisory board members and volunteers; observational research of all WSIU media, specifically television, radio, Internet and print; and analysis of written documentation supplied by WSIU. To further supplement this case study, published material was collected from books, journals and electronic sources of which branding and brand techniques are evaluated by scholars and industry experts.

This case study will first define branding, certain brand management terminology, and television branding practices with a specific focus on public television. It will then break down and analyze the *Powered by You* campaign mission and explore how the strategy and design was created to meet its mission. Next, it will present the development, production and execution of the *Powered by You* television testimonial spots. By comparing the elements of branding and practices alongside WSIU's television branding campaign, an attempt will be made to characterize and specify the brand, clarify the campaign strategy through its positioning, and identify the successes while offering suggestions to areas that were overlooked. The objective of this study is to demonstrate how branding requires thorough research to build the brand strategy, which must be shared with all members of an organization in order to extend the brand experience across all platforms to develop a strong and purposeful campaign.

CHAPTER 2

BRANDING DEFINED

Brands are seen ubiquitously throughout the marketplace on businesses, products and services such as Apple Computer, Mercedes Benz and Southwest Airlines. Places also have brands. The mayor of Paris recently decided to define the city as a destination brand (Kapferer, 2008); and the 'I heart New York' brand logo offers branding to both New York City as well as the state (Kidd, 2003). People have brands. Consider the images when hearing the names Oprah Winfrey, Lady Gaga and Barack Obama. Additionally, nonprofit organizations benefit by employing strategic branding techniques. One of the strongest nonprofit brands is media organization, PBS, the Public Broadcasting Service (Eastman, Ferguson, & Klein, 2002). Variations of the PBS P-head logo have been the organization's brand mark for nearly half a century.

Branding with a mark of identification dates back to 2000 B.C. Originating in cattle branding, it has been used in nearly all countries and civilizations. The mark, otherwise known as a logo, burned on cattle hide was known for its unique identification that validated ownership ("History of Cattle Brands," 2007). While branding remains a sign of identity, the term has evolved much further since its original labeling of property. Although the expression of ownership remains an ingredient in branding, today's branding thrives to make an indelible impression on consumers by offering a promise and a value. Branding is not only represented by a logo, but it is also a representation of style and a feeling that it brings.

In the early 1900's, James Walter Thompson, owner of one of the earliest advertising agencies, was known to be the first to describe the meaning behind trademark

advertising, stating that it "has no inherent, natural value" but its worth is the result of the desirable qualities of the goods or services that it represents (Thompson, 1911, p. 11).

This explanation has developed into what is now commonly known as branding ("Corporate Branding," n.d.). Companies began to seize this opportunity and adopted slogans, mascots, and musical jingles to help differentiate their products and services from competitors. By the 1940s, product manufacturers and service providers began to recognize the relationships consumers were developing with their brands in both a social and psychological sense ("Services," n.d.).

"Branding is considered the motto, the essence, the promise, the feeling, the personality of an entity" (Wheeler, 2009, p.2). A brand stands for an exclusive idea, and sells values (Kapferer, 2008). Organizations use branding to communicate identities, and to illustrate values and beliefs. It is how companies engage in relationships with its consumers. Branding leaves an impression through emotional and psychological associations, which are created through perceptions and experiences (Bains, 2010). For example, if a business, such as a television station, has undesirable elements, such as inappropriate commercials, the person who had this viewing experience will tell others about it. That person's experience will leave negative perceptions of the television station because of the advertisements it chooses to broadcast. Perceptions continue to evolve from each experience and interaction with the brand, and over time these perceptions develop into what is known as brand image (Karan & Frith, 2008). Brand image is what represents the organization; therefore, branding is interchangeable with reputation. When an organization is building its brand, it is building its reputation (Pittman, 2011). A brand is also reflected by those employed by the company, as it is

"the internal feeling of brand association of the people within the organization itself" (Karan & Frith, 2008, p.5). Furthermore, it is the way in which employees represent the company both internally with co-workers and externally with the public.

Consumers trust and believe in brands through their perceptions of an organization. The reputation of a brand is created with consistency of image elements and trustworthiness, and that promise of performance can ultimately generate loyalty. "It is this relationship between company and customer that secures future earnings by securing preference and loyalty" (Karan & Frith, 2008, p. 2). In other words, the value of a brand is an organization's promise to consumers.

The main focus of a brand campaign is to decipher how an organization defines its promise and uniquely delivers value (VanAuken, 2003). It is about strategy, research, design, and development of the brand. Not only is it a marketing concept, but also a financial concept (Karan & Frith, 2008), as this leads to brand equity for an organization. "The purpose of branding is to create high brand familiarity and positive brand image, which contribute to the building of brand equity" (Chan-Olmsted & Kim, 2001). Therefore, a brand must be central to the strategy of its ongoing campaign because it is the company's asset.

"Companies cultivate brands as a means of breaking out from the clutter" (Deuze, 2011) as differentiation is what guides customers' choice (Van Auken, 2003) and enhances the brand value (Kapferer, 2008, p. 10).

CHAPTER 3

BRAND MANAGEMENT

Brand management is strategizing the way in which consumers experience and perceive the brand (Bains, 2010). The strategy should arouse curiosity and make a distinct impression in the mind of the consumer. Brand strategy is an extremely important aspect of brand management and is developed through extensive research. It leads to the design and marketing management of the brand.

The main building block that facilitates a strong, well-structured brand strategy is research (“The Biggest Reason,” n.d.). The research process that focuses on a specific target audience and marketing mix represents a profitable opportunity for the organization. Comprehensive analysis of an organization, its product and consumers are the elements that clarify the target market profile, competition and design of a successful campaign (Ogilvy, 1985). Methods of brand research include observational, quantitative and qualitative. (Belch & Belch, 2004). Observational methods are used to see or record what a subject does naturally. For example, Nielsen Media Research adapts the observational method to television audience research by sending a device to families in various markets that records television usage of specific stations (Perreault & McCarthy, 1999). Quantitative research presents statistical analysis and consists of fixed response surveys administered to large, random samples of consumers (Perreault & McCarthy, 1999; Eastman, Ferguson & Klein, 2006). Qualitative research, such as one-on-one interviews and small focus groups, is used to search for customer motivations, which do not emerge from structured quantitative analysis (Aaker, 2001). Participants typically vary in age, gender, ethnicity, education, income and marital status, and the atmosphere is

often casual and comfortable allowing participants to speak freely with the moderator and other participants about the topics or questions presented. These studies reveal the intangible perceptions, opinions, beliefs, and attitudes about the business, product or service. It is the intangible attributes that differentiate a brand (Keller & Lehmann, 2006). Additionally, findings may offer new and completely different insights and perspectives about the brand (Wheeler, 2009). Finally, qualitative research should be performed periodically because the consumer profiles may change.

An important comparison and analysis tool that helps to establish a company's competitive advantage and develop brand strategy is a S.W.O.T. analysis (an acronym for strength, weaknesses, opportunities and threats). S.W.O.T. analyses examine the internal strengths and weaknesses of an organization and the opportunities and threats of the external environment. Branding experts suggest performing this type of assessment on a regular basis in order to keep account of and monitor the brand alongside the goals of the organization (Trahan, 2010).

The combination of the quantitative, qualitative and S.W.O.T. analyses extended to a specific target group and incorporating the marketing mix is what guides the brand strategy. Often referred to as the 'Four Ps', the marketing mix consists of product, price, place and promotion. This strategy will essentially satisfy the needs of the target customer by communicating the brand through its product or service, distributed to a place the consumer can be reached, at a competitive yet expected price (Perreault & McCarthy, 1999). Merging these sources of information furthers the brand promise, which is the most unique benefit to a customer because it identifies certain beliefs and

values the brand brings forth. It is the core value of the brand that should motivate and inspire consumers; and it is what is used to position the brand in the marketplace.

Brand positioning designs the promise with perceptions and company image to appeal and engage consumers within the target market in order to maximize potential benefit to the organization (Hiebing, 2003). This is achieved by emphasizing the distinctive characteristics that differentiate the brand from competitors. Therefore, effective brand building occurs when the organization has identified a clear, unique point of differentiation and positions it consistently (Hatch, 2008). Positioning provides an overall direction of the strategy (Hiebing, 2003) in addition to formulating creative elements of the brand identity.

To increase effectiveness in a campaign, elements such as the brand name and tagline are studied for the purpose of differentiation. A tagline is a short phrase that captures an organization's personality and positioning objectives, in addition to distinguishing itself from competitors (Wheeler, 2009). Although positioning is not a tagline, its attributes are used in its formation. The purpose is to generate a memorable or inspirational tagline that evokes an emotional response in the consumer. Another important element is the logo, or visual identity, which is a distinctive identifiable mark that appears on the product and all of the organization's media. The shape and color of a logo are known as the two most prominent features in brand logo recognition (Morton, 2005). Logo design requires precise study in order to properly express emotion and differentiation that represents the brand identity. Not only is the logo and tagline relevant in brand identity, other aspects of the design system, such as music and sound effects, are able to deliver a strong brand recall and recognition. Another area of competitive research

are the points of contact, or touchpoints, in the market, as each has an opportunity to communicate and strengthen a brand promise in its unique language when expressed with balance and consistency across all applications (Wheeler, 2009).

A brand brings forth emotional connections and lifestyles through its personality that when managed properly, creates value and influence. The brand personality can embody aspirations and values of which consumers can identify (Karan & Frith, 2008). Not only is value important to the consumer, but also to the organization as it leads to brand loyalty and ultimately brand equity. Therefore value should be the key component of focus and core meaning to the organization (VanAuken, 2003). When brand campaigns are properly researched and designed, a lasting impression is made and value is created throughout the organization and its audience.

The problem is that many business professionals do not understand the meaning of branding. According to a survey conducted by Tom Peters Company involving hundreds of business professionals, over fifty percent say they do not know what branding means. Those that do understand, more than ninety percent say they do not know how to effectively represent it, while seventy-five percent do not support their company's branding initiatives. In a related study published by brand consultant, Prophet, out of nearly one hundred global corporations, more than half of the respondents claim that the senior management of their organization fails to support the brand (Blumenthal, 2007). These studies indicate that although companies are aware of projecting the right brand image, there lacks commitment of support and extension of the brand throughout the entire organization.

CHAPTER 4

TELEVISION BRANDING

In the past decade, brand management has become an extremely important concept for television broadcasters. As mentioned earlier, the primary motivation to apply branding is competition. As the number of products or services in the marketplace increase, the need for highly differentiated brands becomes more important (McDowell & Batten, 2005). In television, not only is there multiple channel competition from cable and satellite dish networks, but other technology, such as the Internet, which offers television episode webcasts and other media, are pulling viewers from the original television broadcast. In order to remain relevant in the market, it has become necessary for television stations and organizations to embrace strategic branding practices.

Commercial broadcasters are in the business of producing audiences from which profit is made by selling blocks of airtime to advertisers. Television viewership and ratings have been challenged by the numerous channel offerings and technologies, much like digital video recording devices that can be programmed to skip over commercial advertisements. Public television, a service with a mission of informing, educating and inspiring communities through its programs (PBS, 2002), is funded by donations from corporate sponsorships, foundation underwriting and individual member support (“Support PBS,” n.d.), as opposed to commercial advertising revenue. Yet the same threats of declining viewership exist because of competition not only from numerous channel offerings, but also from other non-profit organizations (Zacharias, 2011). “Branding has emerged as the defining industrial practice” (McQueen, 2011). Today,

many more television stations, both commercial and non-commercial, are implementing the practice of branding.

In the 1950s, brand competition between television stations was between the three major networks, ABC, CBS and NBC (“News, Network,” n.d.). To this day, the use of unique logos and chimes are the key brand representations of these network television stations. The CBS eye is a globally recognizable symbol that has been the television network's logo since 1951. It has remained unchanged and continues to retain its powerful, iconic quality (Wheeler, 2009). NBC and its peacock originated in 1956 and the ABC company logo launched in 1962. The PBS P-head logo has been its mark of identification since 1976. In the 1980's FOX became the fourth network bringing competition with its risky and irreverent personality (McDowell & Batten, 2005), followed shortly thereafter by cable television's multiple channel competition to both commercial and public broadcast.

Television organizations have the advantage of extending their brand each time its station is tuned in by displaying the logo in a bottom corner of the screen. This explains why branding assignments for television stations are often handed to graphic designers. Yet, as in all branding, there is more to differentiating a television station from its competition than by displaying its logo. A tagline is a branding element broadcasters use in both internal relations and external communications to communicate the image of the station.

Because television organizations are service brands, accentuating the individual character traits, or personality, is a way to distinguish a station and to develop a relationship with its audience. For a television station, the brand personality shines

through its programming along with the people who represent it, namely on-air talent and employees. Furthermore, brand personality takes place both on and off camera and subsequently may carry into personal lives.

All design elements represent the identity, image and personality that convey the positioning of the organization. Thus, it is important to apply research to the design system through qualitative applications, such as focus groups, to acquire information on viewer perceptions (Eastman, Ferguson & Klein, 2006). It is equally important to understand the intangible attributes of consumers, such as their lifestyles, values and attitudes, through qualitative research. Quantitative analysis verifies the demographic and media usage information. Televisions stations often administer this type of survey over the station website or social media accounts to access loyal viewers already attached to the brand.

Research can alter the way in which a television organization is perceived. For example, in a case study of The British Broadcasting Corporation *Panorama* series, meticulous research and focus group discussions helped to “identify the gap between negative public perceptions of the BBC2 and the channel’s aspirations” (McQueen, 2011). Although the study was primarily focused on the program rather than the network, the research offered insight to build a re-brand strategy for channel BBC2. Its re-design of the channel logo and accompanying elements transformed the brand into a more witty, innovative style that successfully shifted the reportedly highbrow, boring perceptions of the station to that of being more accessible and entertaining (McQueen, 2011).

Because branding is highlighted all year round to remind consumers of its value, there are a number of misconceptions in regard to television branding. In commercial television, it is believed that branding only occurs during Nielsen rating sweeps periods when programs are heavily promoted on the television stations and other media, such as newspapers, radio, billboards and the Internet. Similarly, public television management often believes branding only occurs during pledge drives for the station, when fundraising efforts take the place of regular programming, and on-camera spokespersons relay messages designed to reinforce the value of public television. Neither sweeps rating periods nor pledge drives are branding, but rather fall under the category of promotions in the marketing mix (McDowell & Batten, 2005). A promotion moves the consumer to the product or service, while branding consistently moves the product or service into the mind of the consumer.

Promotion represents all of the communications that the television station will strategically put into the marketplace, including over-the-air image promotions, press releases and personal appearances. The way people discuss the brand, whether through word of mouth or social media networking, is another outlet of promotion. To define the remaining areas of the marketing mix, the product is the service the television organization provides to the place, or distribution channel, where the programming, communications and promotions are received. Television channels are not the only distribution outlet; station websites and Internet social media accounts have become places to further extend the television station brand.

Price is an important factor in the television medium marketing mix, although this differs between commercial and public television. While commercial broadcasters

achieve profit through advertising sales, public television broadcasters are able to purchase desired programming through membership donations and program underwriting. Although the systems of price for these television service brand types are distinct, where one is a profit to the owners while another furthers a purpose, both provide a means to sustain television service.

"The brand experience in the service sector is totally driven by what happens at points of contact" (Kapferer, 2004, p.52). It is created through communication environments within the company, between staff, crew, clients, vendors, across the airwaves, Internet and among the public. This type of brand experience leads to a lasting impression, attitude and belief with consumers ("Index of Brand Terminology," n.d.). Because branding in a service sector entails recognition and representation by those within the organization, the members of the organization take ownership of the brand and become a part of the design strategy. It is this aggregated brand experience that generates brand value for both the organization and the consumer; and it is through brand value that television organizations are able to connect with their audiences (Kapferer, 2004). An example of how television organizations connect with their audience is by applying brand recognition through celebrity power of on-air personalities. News anchors, reporters and commentators have the ability to appear in homes of consumers and then connect with audiences by reporting news stories about their communities. Repetitive appearances in homes of consumers offer a sense of knowing and trusting these familiar faces, as if the television personalities are a part of the family. This acceptance combined with social media communication and public appearances, where conversations transpire directly with viewers, reminds audiences that these local celebrities are actually members of the

community. This brand experience then leads to further word-of mouth and social media communication from the public's point-of-view.

An example of a television show branding success from which one of the most powerful people brands has emerged is *The Oprah Winfrey Show*. Hired by ABC affiliate WLS-TV to host a show called *A.M. Chicago*, Oprah Winfrey arrived an unknown. The show premiered in 1984 and the following year was re-branded *The Oprah Winfrey Show* ("America's Beloved Best Friend," 2010). This was the beginning of many branding layers for not only the program, which grew into a nationally syndicated series in the years to follow, but the person as well. During the twenty-five year run of the show, it remained successful with each re-brand cultivating the essence into an valued program with an extremely loyal following. Ms. Winfrey's retirement from *The Oprah Winfrey Show* in 2011 may have closed the doors to WLS-TV; however the Oprah Winfrey brand continues to reach out to her audience as she cultivates her personal brand with the Oprah Winfrey Network, a multimedia and philanthropic enterprise.

The success of the Oprah Winfrey brand demonstrates that "effective brand strategy provides a central unifying ideal around which all behavior, actions and communications are aligned" (Wheeler, 2009). This strengthens brand value with consumers while providing clarity and inspiration to its employees.

CHAPTER 5

PUBLIC BROADCASTING SERVICE

Non-commercial non-profit organization PBS is one of the most highly respected brands in the nation. "PBS' commitment to use media for the public good has earned a high level of respect and trust with viewers across the country" (Page, 2010). For the seventh consecutive year, it has been named the most trusted institution by the annual GfK Roper poll. People trust PBS to give them the tools they need to improve their lives, and expose them to ideas and information they wouldn't otherwise access (Kerger, 2011).

The brand personality of PBS has evolved since its beginnings as an offshoot of school systems that educates the public (Behrens, 2009). When certain cable channels offering programs of similar designs, such as Discovery, A&E, The History Channel and The Learning Channel, the competition put pressure on PBS to establish new positioning and a re-branding. Research found that its *Stay Curious* tag was too intellectual, so the idea was to reach for something that captures the intangible heart and mind of the PBS viewer (Everhart, 2003). In-depth audience research found PBS programming to be inspiring and engaging, and viewers claim to know more about the world and want to do more for causes they believe in (PBS News, 2002). The main objective of the re-brand is to increase awareness about the importance of public broadcast, enlighten the public to broaden their horizons, and create an environment and mindset that will support the idea of giving (Everhart, 2003).

The PBS audience reflects the social and economic makeup of the nation; its members are active in their communities and they vote, volunteer, and attend cultural events ("Target Audience," 2004). Based on GfK Roper Public Affairs & Media surveys

and Nielsen Media Research, sixty-three percent are viewers between eighteen and fifty-four years of age of which seventy-three percent have household incomes over seventy-five thousand dollars (Janson Media, n.d.). PBS is currently looking to produce more primetime weekly series' to attract a younger audience, specifically between the ages of forty and sixty-four (Steve, 2010). With this information, the primary target for the re-brand is most likely the forty and sixty-four age group who have sustainable household incomes. It is this target audience that has potential to offer substantial financial support.

The *Be more*® brand experience is expressed through the PBS programming, cinematography style, music beds and graphic elements, such as the logo and tagline. These elements follow specific brand colors, shapes and typography design with consistency to reinforce the PBS identity. The television program hosts and children's show characters also offer brand personality that complements the PBS brand experience.

Achieving growth and broadening horizons is the PBS brand positioning. It reflects what matters to its audience, what makes PBS stand out among competitors and is represented in its tagline: *Be more* (Kerger, 2011). Another key element of the campaign is four inspirational television spots, directed by well-known commercial filmmakers including Alfonso Cuarón, of *Y Tu Mama Tambien* and *A Little Princess*, and Francois Girard, director of *The Red Violin* (PBS, 2002). The goal of these spots is to pull viewers from the commercial cable product, as these specialized niche cable channels pose the greatest threat to public television (Eastman, Ferguson, & Klein, 2002).

With its launch in 2002, the *Be more* campaign continues to offer a unique positioning in broadcast and the public it serves. The strength in the PBS brand is because of the solid research invested before and during each brand campaign. For

example, one year following the *Be more* launch, research examining the effects of the re-brand found evidence that the new tagline builds value, and that viewers are more willing to financially support stations (Everhart, 2003). The campaign continues to evolve with periodical research and analysis that leads to implementing new strategies to help retain and increase support from viewers.

CHAPTER 6

CO-BRANDING WITH PBS

To reach further into local audiences, PBS encourages its member stations to co-brand with its *Be more* positioning because co-branding helps to communicate a clear, consistent message that builds “philosophical and financial support for the public television enterprise” (Eastman, Ferguson, & Klein, 2002, p. 161). Adopting the *Be more* tagline and attaching the local station identity offers consistency in brand values while reaching out to the local market. In fact, PBS distributed a set of adjectives to member stations merging the *Be more* tagline with their local market brand, such as *Be more curious*, a co-brand Wisconsin Public TV adopted (Eastman, Ferguson & Klein, 2006, p. 256). The combination of brands is what PBS calls utilizing the positioning of the tagline; *Be more creative*, *Be more empowered*, *Be more inspired* (C. Walz, personal communication, March 29, 2011). Yet the partnership is a strategy that aims to strengthen the brand value by utilizing the PBS image and reputation along with that of the local member station.

Those member stations that choose not to co-brand with the *Be more* positioning may still represent the co-brand graphically by combining the logos; for example, placing the PBS P-head alongside the member station logo, call letters, tagline or channel number (“Web Best Practices,” n.d.). WSIU public television incorporates this co-brand design by displaying the PBS logo next to its call letters “because it does a better job telling the story” (M. Tichenor, personal communication, February 12, 2011). The result is not only a logoed collaboration between PBS and WSIU, but also with SIUC because of the visual identity requirements of the university (M. Tichenor, personal communication, February

12, 2011). However, WSIU chooses not to co-brand with the PBS *Be more* campaign. Rather, the organization is in the midst of a brand roll out campaign with its own positioning strategy centralized in its tagline, *Powered by You*.

CHAPTER 7

WSIU-TV

Since 1961, WSIU-TV has been operating on the campus of Southern Illinois University in Carbondale, Illinois, and serving more than three million people in the Southern region of Illinois and portions of Indiana, Kentucky, Tennessee and Missouri (M. Tichenor, personal communication, February 12, 2011). A joint licensee with the university, it is also a PBS member station in addition to its FM radio affiliation with NPR. Today, the organization operates a number of digital television channels, radio stations, a website as well as a variety of education and community outreach services in addition to offering hands-on broadcast production opportunities to SIUC students (Tichenor, 2011b). Specifically,

WSIU operates digital television channels WSIU TV 8.1, 8.2, 8.3, and 8.4 and WUSI TV 16.1, 16.2, 16.3, and 16.4; three radio stations - WSIU 91.9 FM, WSIU 91.9 HD (high-definition), WUSI 90.3 FM in Olney and WWSI 88.9 FM in Mt. Vernon (“Our History,” n.d.).

Television channels WSIU HD is broadcast on channel 8.1 and 16.1, WSIU World on 8.2 and 16.2 and WSIU Create on 8.3 and 18.3. The fourth channel, WSIU 8.4 and 16.4, simulcasts the FM Radio broadcast. WSIU HD is the main channel and PBS national feed. It features children’s educational programming, such as *Sesame Street* and *Curious George* during the day, and adult informational shows, such as *Nova*, *Frontline* and *Charlie Rose* in the evening. It also features locally produced programs such as *Illinois Lawmakers* and *WSIU InFocus*, and during the SIUC academic school year features WSIU student produced local news program *River Region Evening Edition*, *Studio A*

Productions and quiz show *Scholastic Hi-Q*. The WSIU World channel features public affairs and news programming that focus on local and global issues, such as *Washington Week*, *NewsHour*, *Nightly Business Report* and *Global Voices*. Additionally, the channel reruns locally produced programming aired in an earlier timeslot on the main WSIU HD channel. The WSIU Create channel has creative programming that offers tips for travel, cooking, arts and crafts, for example *Globe Trekker*, *Victory Garden* and *America's Test Kitchen* ("TV Schedule," n.d.). The programming comes from a variety of producers considered as the highest value and interest to local audiences, and are selected by each station based on local community involvement and feedback (Petrowich, 2011). As a service company, WSIU is able to identify the needs of its viewers and assemble programming to fit those needs with the intention of achieving its mission; "to improve the quality of life of the people in the community, to promote positive change, and to support the academic and public service missions of Southern Illinois University Carbondale" ("TV Schedule," n.d.).

The reason the WSIU organization is choosing to brand is to differentiate from local competitors (G. Petrowich, personal Communication, March 31, 2011). Competitors include commercial broadcast stations that share the same market: WPSD in Paducah, Kentucky, WSIL in Carterville, Illinois, and KFVS in Cape Girardeau, Missouri. Besides television stations, nonprofit organizations are also competitors seeking the attention of donors (Oster, 1995). By expanding its positioning across the region, audiences will realize the strength and value of the WSIU brand.

CHAPTER 8

CAMPAIGN MISSION STATEMENT

The *Powered by You* campaign mission statement, as detailed in the documentation provided by WSIU, is:

(To) raise awareness about the WSIU stations and our services. Create an avenue to allow viewers and listeners to share personal stories and take ownership of our programs and services. The alternate mission is to increase viewer loyalty (WSIU, n.d., p.1).

The concept of the brand campaign stems from its multi-tiered mission statement. The first level is to raise awareness about WSIU stations and services. The second is to create an avenue to allow viewers and listeners to share personal stories and take ownership of programs and services, and the third, noted as an alternate mission, is to increase viewer loyalty.

The first phrase of the mission can be accomplished through the marketing mix of the campaign. It is also the communication element of the campaign, which is testimonial promotional television spots presented by WSIU viewers acknowledging their beliefs in the station and services through the personal stories that they share. The station intends for these spots to be broadcast on WSIU-TV and the WSIU website (M. Tichenor, personal communication, February 12, 2011) to promote WSIU-TV and raise awareness about its programming and other services.

The second phrase in the mission statement for the campaign is to “create an avenue to allow viewers and listeners to share personal stories and take ownership of our programs and services” (WSIU, n.d., p.1). Creating an avenue means inviting and

accessing a more robust conversation. It is creating an opportunity for those to share their passion and interests with others (Harris, 2011). WSIU provides many paths for its viewers to communicate with one another, whether it be in person at board meetings or outreach events, on its WSIU Facebook page, or via email. The WSIU television studios are designed as the location for recording the *Powered by You* testimonials. It is the place in which the participants have been invited to communicate and share their stories. This location serves as an opportunity for the current viewers, donors, board members and volunteers to testify their passion to an audience who may have interest in connecting with the resources, programming and services.

Two separate ideas are stated in the second tier of this mission statement; the first is creating an avenue allowing viewers to share stories, and the second is viewers taking ownership of programs and services. The World English dictionary defines ownership as:

1. the state or fact of being an owner
2. legal right of possession; proprietorship (Ownership, n.d.).

Is the idea behind the second phrase of the campaign mission allowing the viewers to take possession of the programming and services because they are sharing personal stories? If viewers have ownership of its programs and services, the control will no longer be in the hands of the station executives, but rather this mission places control with the WSIU viewers. Rather than focus on the literal meaning behind the term ownership, the interpretation for this study points to the idea that public television would not exist without the support of public contributions. WSIU wants donors and volunteers to feel ownership, that this is their station because they are supporting what is good for their family and community (M. Tichenor, personal conversation, March 29, 2011).

Therefore, ownership of the programs and services is a sense of belonging, and becoming a member of the WSIU family is accomplished through support.

Brand ownership is managing the experiences and perceptions people have about an organization (Bains, 2010). Not only does the programming broadcast on WSIU provide experiences that generate perceptions, but other communications, such as internally among staff, between staff and vendors, and between staff and the public, provide experiences that produces perceptions. For example, the production process of the *Powered by You* testimonial experience must be properly managed in a fashion that presents brand ownership . This includes coordinating production elements such as hiring crew, creating set and lighting design, organizing a set of open-ended questions, and scheduling participants. The internal and external communications within the production coordination generates experiences and perceptions of the WSIU brand. For example, the communication between the WSIU staff and its production crew, between production crew and the on-camera participants, and between the on-camera participants and the audience. The perceptions from these communications both during the testimonial production and after the spots are broadcast will create a word of mouth reaction that furthers the brand experience throughout the public. Therefore, brand ownership also includes managing the studio production experience because perceptions occur within the organization, inside the studio, and outside the studio into the public both before and following distribution of the spots.

Once the post-production editing of the testimonials is complete and the spots are exhibited through broadcast, webcast and other venues, impressions of the organization may lead to more WSIU-TV viewers and potentially generate financial donations to the

station. This is a method of managing the brand experience through its positioning. “The aim of positioning is to identify, and take possession of, a strong purchasing rationale” giving an advantage to the brand (Kapferer, 2004, p. 102; Kapferer, 2008, p. 178). This describes taking possession, or ownership, as the goal of positioning the brand that generates purchase, or in this case, financial support. With this positioning concept, then, the mission of taking ownership of WSIU’s programs and services is a financial support layer of the *Powered by You* mission.

"The alternate mission is to increase viewer loyalty" (WSIU, n.d., p.1) This statement has a specific focus on existing customers, as loyalty takes a considerable amount of time to evolve (Hiebing, 2003). Brand loyalty is when "existing customers have an affinity for the brand, a deeper understanding and relationship" (Aaker, 2004). There are various levels of loyalty a consumer has to a brand. For example, if viewers only watch WSIU-TV, they are committed customers.

The brand is very important to them either functionally or as an expression of who they are. Their confidence is such that they will recommend the brand to others.

The value of the committed customer is not so much the business he or she generates but rather the impact upon others and upon the market itself (Aaker, 1991).

Because the occasional viewers are not considered brand loyal, it is the intention to increase brand loyalty and convince the occasional viewers to become brand loyal. In order to persuade the occasional viewers, an extended awareness to WSIU’s programming and services must be applied through promotion and repetition of promotion in order to develop loyalty. Consumers must be reminded of the values WSIU

offers to their personal lives and to their community, as well as be encouraged to continue watching the programs and to be involved with its services (Giddens & Hofmann, 2010). With the *Powered by You* testimonials, loyal viewers share the values they are receiving through WSIU programs and services through the personal stories they share. The WSIU brand is very important to them, and it is through their testimonials that they want to inspire others. This third phrase in the mission is an effort to increase brand loyalty from those occasional WSIU viewers by way of the *Powered by You* testimonials. With repeat exposure, those occasional viewers will continue to explore the programming and services WSIU has to offer and in time may develop brand loyalty.

CHAPTER 9

RESEARCHING BRAND STRATEGY

Researching a branding strategy for WSIU began with observing other public broadcast member station campaigns, including WKNO in Memphis, Tennessee, WVPT in Harrisonburg, Virginia, WTIU in Indianapolis, Indiana, KETC in St. Louis, Missouri and WILL-TV in Champaign-Urbana, Illinois. It was discovered that many of these stations created their brand campaigns from a My Source grant through the Corporation of Public Broadcasting. The My Source Education Innovation Awards recognize public broadcast stations that use digital technologies in innovative ways to serve the educational needs of their communities (“About my source,” n.d.). Through the Corporation of Public Broadcasting, WSIU received a My Source grant in 2008 and awarded three-thousand dollars, which WSIU used to implement the *Powered by You* branding. My Source was the stepping stone that opened the door to WSIU viewer testimonials (M. Tichenor, personal communication, February 12, 2011). This grant was a natural fit for the organization to move forward with a WSIU brand campaign (M. Tichenor, personal communication, February 12, 2011), as a similar style guide and testimonial question cues were imported into *Powered by You* brand campaign.

CHAPTER 10

WSIU TAGLINE

As mentioned earlier, a tagline captures an organization's personality and positioning that distinguishes it from competitors (Wheeler, 2009). It furthers the brand story, extends the brand promise and should communicate a major benefit of the product or service it represents (“What Makes a Strong Tagline,” 2010). It is important to apply research to taglines and other design elements through qualitative applications (Eastman, Ferguson & Klein, 2006), as it helps to identify the distinctive characteristics that are appealing to the target audience (Kapferer, 2004). Focus group discussions are common forms of qualitative analysis that probe deeper into the positioning of the brand campaign.

An informal focus group discussion was the primary research method used to establish and solidify the campaign tagline (M. Tichenor, personal communication, March 29, 2011). A representative cross section of customers is usually sought to form focus groups; however very loyal customers are often best able to articulate the benefits of the organization (Aaker, 2001). Members of the WSIU staff, advisory board members and student workers met to collaborate on the WSIU brand tagline. Out of three tagline choices, a majority rule process selected the *Powered by You* phrasing because it expresses the human support and empowerment generating from its donors, volunteers, students and staff. It describes the essence of WSIU. “We were trying to convey that public broadcasting is for the people and it’s of the people. It’s a very democratic process and everything that we do is powered by the support of our donors and people that volunteer” (M. Tichenor, personal communication, February 12, 2011). The

Executive Director and members of The WSIU Board were behind the concept of moving forward with *Powered by You* tagline representing the positioning for WSIU.

The *Powered by You* expression delivers gratitude to those who support the organization. It also emits a comprehensive power to educate from both sides of the camera. It expresses the positioning of the brand along with a promise that aims to inspire. It translates empowerment to its supporters by specifically acknowledging that because of the support provided, WSIU has the ability to provide programming and services. With frequent and consistent exposure, a tagline brings familiarity and evokes an emotional connection that influences behavior to purchase (Wheeler, 2009). Financial contributions to WSIU, whether through corporate underwriting or individual donations, is equivalent to purchasing behavior, as it is a quantitative measurement of success (Blackbaud, 2011).

CHAPTER 11

WSIU BRAND STRATEGY

Trademarks, servicemarks and wordmarks are important marketing tools that add value and help distinguish the goods or services from its competitors. Servicemarks are often phrases that are used to advertise a service, and when registered through a state or federal government, gives protection in the event others attempt to use the phrase. The *Powered by You* tagline has been a registered servicemark through the U.S. Patent and Trademark office since January, 2009; however it does not have specific brand colors, images, or typography legally linked to it. The decision to register the phrase without the visual elements is because it allows more flexibility (M. Tichenor, personal conversation, March 29, 2011). The choice is practical for a number of reasons, for example a trendy design may become out-of-date, or the university may instill new logo and typography guidelines that the joint-licensee station would be required to follow.

The tagline appears in some WSIU publications and is on the company website. During television and radio pledge drives, the tagline is used in all scripting presented by WSIU staff members to voice consistency and encourage contributions. Speaking the *Powered by You* tag during pledge drives, however, does not envelope the full promise of the WSIU brand. Therefore, the decision to express the brand promise through television testimonials is a promotional strategy currently in development. WSIU intends to broadcast the testimonial spots on all WSIU-TV and WUSI-TV channels as well as attach links to the *Powered by You* page on the WSIU website (M. Tichenor, personal communication, March 31, 2011).

Some visuals of the *Powered by You* tagline have a strikethrough over the word “you”, with the word “me” written next to it. This arrangement still maintains the registered servicemark while incorporating additional design elements (M. Tichenor, personal conversation, March 29, 2011). The revised phrase is also scripted to adapt to each participant’s closing affirmation as they announce “WSIU is powered by me.”

Throughout the last fifty years, the key element in building WSIU’s brand image has been the programming. With the *Powered by You* campaign, testimonials showcasing real people in the community who value WSIU are the basis behind the strategy to represent the brand and leave a positive impression with the audience. The testimonials are the means to achieve the mission, to “establish credibility with the local community, and to engage those already tuned into WSIU” (M. Tichenor, personal communication, February 12, 2011). Authentic and believable communication is the angle of the *Powered by You* testimonials of which the aim is to portray the brand promise from the perspective of satisfied viewers. The brand personality is reflected through the real people and their passionate words about WSIU along with the quality programming, community outreach activities and each person connected to the organization including employees, student workers, corporate underwriters, individual donors and volunteers. The *Powered by You* campaign is built around these emotional and rational values of the organization, and it is through viewer testimonials that WSIU has chosen to launch the television brand campaign.

CHAPTER 12

TESTIMONIALS

"Testimonials play a central role in shaping individual consumer behavior and creating new patterns of consumption for specific demographic groups" (Schweitzer & Moscovitz, 2009, p.16). The practice of testimonials dates back to the sixteenth century, when the term 'testimonial' was used as a personal introduction or reference, often for employment. By the nineteenth century, the meaning shifted from a recommendation to a mass circulated endorsement for local advertisements, which in the twentieth century became a standard marketing tool and a popular marketing strategy (Schweitzer & Moscovitz, 2009). Today, it is the third most popular form of advertising (Hasan, 2009).

Testimonial advertising is when satisfied customers offer genuine statements of personal perspectives about their experience of a product or service (Schweitzer & Moscovitz, 2009, p.3). Businesses who choose this type of advertising technique hope to establish relationships with consumers and build brand loyalty (Schweitzer & Moscovitz, 2009). According to advertising executive David Ogilvy, the top three types of commercials are those that apply humor, a slice of life or testimonials in their advertisements (Ogilvy, 1985).

WSIU has chosen to build its brand through a set of testimonials to be marketed on the WSIU-TV channels and WSIU website. The on-camera presenters are real people who live and work in the community and who happen to believe in the benefit public television and other WSIU programming provides. There are loyal supporters of WSIU and it is through their stories that they are recognizable as neighbors, professors, business professionals and doctors. The human element of testimonials is considered by some

advertising experts to be the greatest selling point because people are curious about other people, and testimonials offer consumers an opportunity to learn how the other half lives (Schweitzer & Moscovitz, 2009). Furthermore, existing customers provide a reassurance about the brand to newer customers (Aaker, 1991). A connection between the existing WSIU supporters and the public may also be accomplished through the familiar faces or relatable stories being shared. The WSIU *Powered by You* testimonials link authentic voices from neighbors reaching out to share the value of WSIU with the intention of building brand loyalty with its audience.

While testimonials represent a genuine consumer experience, the issue of scripting, set design, participant selection and post-production editing are elements that may lessen the authenticity. The *Powered by You* testimonials, however, are part of an ensemble in the brand campaign, and branding requires consistency across all elements so that the look, feel, personality and promise are parallel with the overall brand experience. The only scripting of these testimonials is in the closing statement when participants say “WSIU is powered by me”. This message is a reversal of the *Powered by You* tagline yet affirms that the viewpoint of empowerment is through the viewer's support, and that reinforces the brand.

The strength behind each testimonial can depend on who is offering the claim. Those who financially support WSIU-TV are the loyal television viewers, as well as considered experts to the programming and services because of their commitment. Their opinions carry weight because of their experience with the programming and services; and because they are also community members, they are able to relate to others in the

community. This combination of viewer-expert offers an approachable and appealing essence to the brand.

CHAPTER 13

POWERED BY YOU

Participants of the *Powered by You* testimonial spots were selected thorough a list compiled by the WSIU membership department. The list included WSIU supporters, specifically those who consistently offer financial donations along with members of the WSIU advisory board. Telephone call solicitations were made requesting participation in the brand campaign. Those who had interest in being on camera and were available to volunteer their time participated in a pre-interview telephone conversation about their history with WSIU and the community. Further conversation about the brand tagline verified positioning of the *Powered by You* campaign. The pre-interviews concluded with information about what to expect on the day of taping because the objective was to have participants respond as naturally as possible without any rehearsal, use of notes or script. While most participants wanted to improvise their answers, a handful requested a list of questions in order to prepare ahead of time. Appendix B includes the list provided to those participants. Some of those same questions were presented during the on-camera conversations, in addition to other spontaneous queries, which produced more natural responses and emotions.

Upon screening the pre-edited interviews, it was apparent that some of those participants, who received the questions prior to the taping, appeared as though they had memorized a script. Because some of those particular replies may reflect as a dishonest testimonial, those responses were edited out of the final revision. On the other hand, there were a few participants who might have presented more favorably if they considered their

answers in advance; or thought beforehand about stories or situations to share as they relate to WSIU and public broadcasting.

A total of thirteen participants who reside in the rural Midwest market within a sixty-mile radius of Carbondale, Illinois, offered testimonials and compelling stories about their lives as they relate to WSIU. The demographic of participants range in age between approximately forty and eighty-five, range in education level and household income level, and all are Caucasian. All participants are supporters of WSIU, either as donors or volunteers.

Some of the responses from the interview offer insight into the positioning of the brand, such as:

- “It compliments my lifestyle”.
- “I always discover something new.”
- “Without WSIU-TV we would be much poorer in terms of our intellectual and academic offerings.”
- “It's an opportunity to learn things about contemporary issues and places I may never have the opportunity to visit.”
- “It lets me watch what other people are doing to make the world such an exciting place.”
- “It has exposed me to things I had never thought about.”
- “It tells you about the rest of the world, that this small rural community would not have that opportunity to learn about otherwise.”
- “It keeps me connected with local events.”
- “It's fun and educational.”

An extended list of participant responses can be found in Appendix C.

CHAPTER 14

PRODUCTION DESIGN

The spots were recorded on two different occasions at WSIU studios. The set design consisted of one to two chairs with hidden backs on an elevated stage, and a casually draped, off-white, canvas backdrop intended to offer a tranquil, artistic feel. The backdrop can be interpreted as an artist's canvas strewn on a shelf in the background, which represents the fresh and creative WSIU-TV programming. The lighting design is an uncomplicated three-point design for the on-camera talent, yet offers a solid color gel in which a light shines through onto the backdrop. The light and shadow varies because of the carefree draping of the canvas backdrop; and the selection of color and saturation changes with each participant. The intended impression of the uncomplicated set design is to express a style that can be compared with WSIU-TV's programming. "Simplicity expresses refinement, good taste and the inherent value" (Kainz & Riley, 1947, p. 85).

CHAPTER 15

CONCLUSION

A brand is a promise that helps establish lasting value by creating a strong, emotional connection. The WSIU brand is about connecting with and enhancing lives through programming and services it provides to the community. The current *Powered by You* campaign succeeds in detailing a plan of execution for the print, broadcast, website and social media roll out. What is missing from the campaign documentation is a defined long-term goal. This case study can merely assume that the goal is the documented mission, which is to raise awareness of WSIU stations and services, create an avenue to allow viewers and listeners to share personal stories and take ownership of the programs and services, as well as increase viewer loyalty (WSIU, n.d). In brand marketing campaigns, however, a goal typically involves a consistent purchase behavior that can be measured. "Marketers strive to develop and maintain brand loyalty among consumers" (Belch & Belch, 2004, p. 119). When comparing this to a non-profit public broadcast station, the purchase behavior or loyalty relates to financial support, which can be measured through financial donations. Therefore, the goal of the *Powered by You* campaign, in theory, is to increase individual and corporate financial support to WSIU. This long-term goal allows for tracking and measuring the success of the campaign.

Research and analysis feeds into the design and strategies of a brand campaign, and commitment to the strategy should be expressed to all departments of the organization so that the values are communicated across all channels and platforms. Although the commitment of the *Powered by You* brand is clearly evident with all WSIU employees, some interpretations of the campaign and tagline are inconsistent. This was

revealed through one-on-one conversations with members of the WSIU staff, audience and viewers, who had differing interpretations of the tagline. According to the promotions team, the *Powered by You* interpretation comes from of an aggregation of supporters to include individual financial donors, corporate underwriters, volunteers, students and employees, who believe in public broadcasting and choose to support WSIU either financially or by volunteering their energy and time to the station and its community. Dialogues with management from the executive and production offices reveal the power association is solely from donors who financially support the station. It is also those staff members who believe brand campaigns for public television are primarily a series of promotions that are broadcast during pledge drives. Inconsistency of this positioning is an issue that requires further qualitative research, suggested as a focus group discussion with participants that range demographically. One area that became apparent during the testimonial pre-interview process was the fact that the majority of members on the name lists provided were not of the baby-boomer demographic, a target audience that is what both WSIU (M. Tichenor, personal communication, March 28, 2011) and PBS seems to be seeking (Steve, 2010). Thus, a wider range of age, gender, ethnicity, and education level of participants is suggested for qualitative research that may offer a broader scope and provide innovative ways to design and market the brand in order to reach new audiences. Finally, these differing interpretations may alter WSIU's executive decision regarding which testimonials will be distributed over-the-air and on the company website. Therefore, it is recommended that the tagline interpretation be revisited with further research.

The *Powered by You* testimonials must be honest to its viewing audience, as it

will fail if there is any indication of mistrust. According to research provided by Newsroom Magazine contributors Mikael Blaisdell and Ken Boasso, branding that is unable to deliver its promise is likely to fail (Butche, 2008). The *Powered by You* testimonials reflect an honest and trustworthy style, and the on-camera participants succeed at expressing their loyalty to the WSIU brand. The *Powered by You* brand campaign will be successful as long as the promise continues to deliver.

Branding represents the personality, values and experience that people associate with the company, product or service. The *Powered by You* television campaign testimonials highlight the value WSIU viewers have found in its service. The brand promise is shared through the quality programming, visual design and especially through participants' heartfelt, emotional and charming stories about their lives as they relate to WSIU. Highlighting the loyal WSIU public television viewers, who are able to connect to the public through testimonials, offers a straightforward and honest approach to establishing new relationships and creating loyalty to WSIU Public Broadcasting.

Given the resources WSIU has in this rural, Midwest market, the organization has done quite well with its branding campaign. The *Powered by You* tagline is seen consistently on the website and in print publications and continues to move forward with its television and radio testimonials to promote the brand. Further consistency in all branding elements, including the color, design and tagline interpretation will present a solid brand message. Branding is a consistent year-round effort and with supplementary research and internal communication, the brand essence will be presented in the manner the organization desires. Repetition of WSIU branding and elements across all platforms will remind viewers of the quality programming and services WSIU has to offer.

CHAPTER 16

DISCUSSION

The reference material about brand building cited in this case study were reviewed and analyzed to develop recommendations for the WSIU Television *Powered by You* campaign. Specific ideas for further development of this branding campaign are:

Research

It is important to find out what the public thinks of the brand and what can be done to enhance or change its image. Areas to research include the competitive media and other non-profit organizations. Since neither a S.W.O.T. analysis nor any quantifying or qualifying reports were available for this case study, the production planning of the testimonials was centered on current audience demographic as a target rather than a potential target market, which is typically the focus of brand campaigns. It is recommended that a S.W.O.T. analysis be implemented and qualitative analysis revisited. Qualitative analysis, such as focus group discussion, can still involve board members and supporters; however, rather than include the employees in the discussion, a selection of participants who represent a diverse cross-section of various demographic levels may offer a fresh perspective of the brand as well as innovative suggestions that may contribute to the image and design. Areas of discussion can include color, shape and texture, all of which "play a part in providing the warmth, richness and emotional quality that is the essence of their spirit" (Kainz & Riley, 1947, p. 102). Brand colors and shapes identify a brand personality and can be applied to the logo, tagline, production and set design for future television testimonials. In addition, quantitative and qualitative measurement helps to create positioning for the brand.

The tagline is the prime expression of the organization's mission. However research is recommended to further understand what the tagline represents. *The Powered by You* tagline has multiple messages, for example, some feel the term 'powered' is represented by financial supporters, while others more involved with the positioning feel the 'powered' term includes emotional supporters, as well. An example of a supporter who envelops this interpretation is WSIU volunteer and SIUC professor, John Hochheimer. A former public radio personality, Hochheimer has a weekly jazz program on WSIU Radio that was conceived after he inherited a jazz music collection from a close friend in the radio industry, Augie Blume, who had recently passed away. When he realized the region was missing a jazz presence, he pitched his jazz radio program idea to WSIU executives, who accepted, and *Rhythm in Bloom* was launched. Hochheimer's desire to produce a jazz show for WSIU is an example of what the *Powered by You* tagline represents. It is not only powered by financial support, but also by those supporters who donate time and energy to the brand. It is recommended to include this testimonial and produce additional volunteer support testimonials for this campaign, to include Bryan Kelso Crowe, host of *Celtic Connections*, and Dave Armstrong, host of experimental radio show *Sounds Like Radio*.

Cross-Platform Cross-Promotion

Promoting the *Powered by You* television testimonials on WSIU-TV, and the radio testimonials on WSIU Radio reaches established audiences for those mediums. However, by grasping further into the public across all platforms to include social media and guerilla marketing, a means of targeting consumers in unexpected places using nontraditional marketing methods (Belch & Belch, 2007), the WSIU brand will reach the

public not yet familiar with the organization. Local stations must capitalize on emerging media technologies including online video and social media, to optimize audience engagement (“Local television stations, n.d.). In order to succeed in a noisy media marketplace, today's broadcasters need to establish a consistent brand image using multiple platforms (Chan-Olmsted & Kim, 2001). An organization that cross-promotes effectively is multi-media conglomerate Walt Disney Company, which owns broadcast television, cable and radio networks, film production studios, music recording companies, book publishers, theme parks and more. For example, Disney Channel series *Hannah Montana* was a very successful enterprise that originated as a cable series. It had been promoted on other Disney owned media, such as Radio Disney, ABC-TV, Disney.com, Disney Magazine and Disneyland theme park. Disney not only succeeds with promoting within its multi-asset conglomerate, but also produces records, feature films, and tours within the Disney properties.

When promoting WSIU television programs only on WSIU-TV and WSIU Radio programs on WSIU FM, those promotions reach an already established audience. While WSIU effectively promotes the *Powered by You* testimonials on its website, it is only seen by people who visit the site and know how to navigate to the testimonial page. Cross-promoting the produced *Powered by You* television testimonials on radio can be done inexpensively by exporting the video files as audio files.

The power of social media relates to the two-way conversation; this enhances the brand experience. WSIU has television and radio Facebook pages, and once the video testimonials are uploaded to the station website, links to each individual testimonial can be established and offer communication with social media users. This collaborative effort

of listening and reacting to customer thoughts strengthens the brand image. Marketing professional and author Erik Qualman backs this statement up with the Barack Obama Presidential campaign, which forced traditional broadcasters to adjust how they covered election news. Obama's campaign more than embraced social media; it shared backstage developments that revealed how a candidate interacts behind-the-scenes with staff as well as with his family (Qualman, 2009). WSIU's local news program, *River Region Evening Edition*, can attempt this idea of inviting audiences behind the scenes with simultaneous control room visuals of their live newscasts streaming over the WSIU website. A webcast such as this also offers the ability to track the number of viewers to the WSIU website, and can additionally offer a comment box that requires certain demographic information as a means to obtaining quantitative audience analysis.

A sense of actually seeing the SIUC students both in front of the camera and behind offers a first hand look at what is possible through the university, as well as a promise of the WSIU brand because it represents the *Powered by You* message of student workers powering the newscast. It additionally serves as a promotion for student recruitment to SIUC.

Another strong social media entity is YouTube. It offers a combination of professional and user-generated content that reaches a younger demographic (Deuze, 2011). Posting the *Powered by You* testimonials on YouTube offers promotion to WSIU Public Broadcasting and its global website, where certain programs can be viewed online as well as donations accepted. In addition, links between the WSIU website, Facebook and YouTube is an extremely cost-effective cross-promotion because posting on YouTube is free.

WSIU 8.4 and 16.4 simulcasts the FM radio station, however there is no visual element, only a dark screen. This is the perfect venue to cross-promote other areas of the organization. For example, cable and satellite networks offer a program listings channel and WSIU can do the same. Based on a WSIU television viewing survey, there were concerns over inaccurate and incomplete program channel listings (Tichenor, 2011a). To alleviate some of the aggravation caused by last-minute programming changes, listings are updated on the WSIU website (M. Tichenor, personal communication, March 29, 2011). However, this action offers only a solution to those with Internet access. Therefore, it is recommended to scroll a list of the television and radio program listings in a continuous loop that allows the non-Internet households to review what is airing on WSIU. It also invites others to WSIU who happen to be surfing through television channels. Between program listings, channel 8.4 and 16.4 can broadcast the *Powered by You* testimonials and promote upcoming WSIU Outreach events.

A combination of traditional and non-traditional media can enhance a brand personality while reminding people in the community about the benefits an organization like WSIU brings. It is also a way to reach a larger demographic in the market with the potential of bringing new viewers and supporters to the organization. Repetitive play of the WSIU brand *Powered by You* spots across all platforms will facilitate growth, involvement and supporters. Connecting with the public across all platforms can establish new relationships in addition to creating loyalty to WSIU public television.

Location Testimonials

Enhancing the testimonial interviews with locations outside the studio and into the WSIU broadcast market will bring a local element to the promotional spots. Because

the *Powered by You* campaign testimonials were created at the WSIU studios, the spots have a staged feel. A non-studio location invites the viewing audience into the lives of their on-camera neighbors, which also extends the brand experience. It is recommended that future spots be recorded both on the stage, as well as on location. A setting in which the on-camera testimonial participant feels comfortable will visually reveal a less staged look and a more realistic quality. This will document a natural feel that offers personality, inspiration and empowerment to those viewing the spots, rather than watching a talking head with clips of television programming. Locations will not remove consistency because the look and feel of the brand will still include the symmetrical elements of logo, tagline, colors, music, editing style as well as some of the studio interviews. An example of a *Powered by You* testimonial that includes location elements is the previously mentioned John Hochheimer testimonial. The audience is able to see him in the radio environment as he records his jazz program inside the radio studio. This documentary style approach shares the brand experience at a more trustworthy level.

Internal Communication

The internal brand image, which is part of the brand experience, needs further adjusting so that all staff and volunteers are fully aware of the brand campaign and each employee understands the concept. One way to accomplish this is by distributing a brand portfolio to all departments within the organization to ensure consistency across the board with all employees. It is suggested that WSIU offer a brand portfolio that solidifies the visual identity through design guidelines, target market demographics, research analysis and a brand positioning statement so that all are involved in the *Powered by You* brand experience. A comprehensive brand portfolio offers a consistent identity within the

organization. Another suggestion is to hold a training session that explains what brand is and the importance of being brand consistent.

Brand WSIU-TV Programs

Branding the WSIU original television programs with the *Powered by You* tagline offers consistency to the organization. For example, *Scholastic Hi-Q* is produced by SIUC students in addition to the on-camera talent consisting of local high school scholar bowl teams. Incorporating the *Powered by You* tagline to the closing graphic solidifies the brand positioning. The current set design *River Region Evening Edition* currently displays the name of the news program followed by the words “Live at Five”. A recommendation to expand the WSIU brand would be to replace the “Live at Five” with the *Powered by You* tagline, and add the tagline to the closing graphic. Other local programs, such as *WSIU InFocus* and *Illinois Lawmakers* should also convey the *Powered by You* tagline. All of these programs express the same positioning, and including a *Powered by You* graphic reminds all audiences they are tuned into WSIU-TV.

Launch Party

A *Powered by You* launch event can offer a variety of elements including a booth that displays a video montage of WSIU television programs interspersed with the testimonial spots; a workshop area that offer hands on children’s crafts that also promotes the WSIU children’s television programming and services; a WSIU Create area that offers hands on cooking, arts and crafts demonstrations that promotes the Create channel programs; a WSIU stage that replicates the *Scholastic Hi-Q* set that invites audience members to join a team and compete for a prize; and a booth that plays the live broadcast of WSIU Radio while offering station information. Donation tables can be available,

which offer WSIU branded merchandise in exchange for financial contributions. Visual elements can include WSIU staff, volunteers and SIUC student workers wearing WSIU *Powered by You* tee shirts. Personal appearances of on-air talent enhances brand personality, and at WSIU, the celebrities are those who host the locally produced programs, such as George Norwood and Roz Ric of *WSIU InFocus*, Jak Tichenor, host of *Illinois Lawmakers*, and Ryan Dosier, host of *Scholastic Hi-Q*. Promotional events are a way to gather people in the community, and a launch event such as this can offer information about WSIU while broadening the brand experience in the market.

Other Suggestions

InFocus title card

There is one use of the WSIU logo that is inconsistent in design and thus a revision is recommended. It appears in the opening graphic of the program *WSIU InFocus*. The logo is stretched both vertically and horizontally and therefore is not consistent with any other station logo; nor does it follow WSIU guidelines which states that the WSIU family of logos cannot be stretched vertically or horizontally (Tichenor, 2011).

Wikipedia

Wikipedia ranks quite high in Google search results for brands (Bowman, 2001) and has become part of the marketing equation for many organizations. Therefore, updating the WSIU Wikipedia page periodically with more detail about the organization offers free promotion to the organization. The *Powered by You* tagline can be uploaded, as well as direct links that guides Wikipedia readers directly to specific

areas of the WSIU website and Facebook pages. Visiting and revising the page on a consistent basis ensures audiences recognize and understand the WSIU brand.

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APPENDICES

APPENDIX A

Focus Group Questions

1. How often do you watch local television?
2. What stations and programs do you watch?
3. What network programs do you watch?
4. What type of people do you think watch these network programs? (mention programs discussed in question 3).
5. What local programs do you watch?
6. What type of people do you think watch these local programs? (mention programs discussed in question 5).
7. What do you watch on public television?
8. What type of people do you think watch these programs? (mention programs discussed in question 7).
9. What do you look for in the news programs you watch? (Discuss national and local news, world news and public affairs programs).
10. What type of media advertising draws you to a television station?
11. Would Internet advertising help you to consider a different television station?
12. Would advertisements and promotions posted on social media networks, such as Facebook, Twitter, and YouTube, persuade you to consider a different television station or program?
13. What do you think of these taglines?
14. What do you think of these logos?
15. What types of promotional advertising for a television station appeals to you?

APPENDIX B

***Powered by You* question cues**

1. Why do you watch WSIU-TV?
2. How long have you been a WSIU-TV viewer?
3. When do you watch WSIU-TV?
4. With whom do you watch WSIU-TV?
5. Will you tell me about some of your favorite programs?
6. Does any particular episode(s) stand out?
7. Has watching WSIU-TV changed the way you think about certain things?
8. Are there any particular stories you'd like to share in terms of your life and WSIU-TV public broadcasting? (For example, is there a favorite moment you can recall when watching a particular show on WSIU-TV)?
9. Is there a particular moment when you realized how important public broadcasting is to you and your family?
10. Why do you think WSIU-TV is important?
11. What do you think public broadcasting offers (specifically, in terms of news, entertainment, community connections)?
12. Why is WSIU-TV important to you?
13. Why is it important to have WSIU-TV in this region?
14. Why do you think people should support WSIU-TV?
15. Why is WSIU *Powered by You*?

APPENDIX C

Quotes from Loyal Viewers

- “The tone is much more intelligent and much more calm and rational feel than the other channels.”
- “I always discover something new.”
- “It simply makes life in Carbondale that much sweeter and interesting.”
- “Without WSIU-TV we would be much poorer in terms of our intellectual and academic offerings.”
- “You never forget a character like Professor Morse or Rumpold.”
- “We in S-IL benefit in terms of the outreach events that are all tied in to WSIU.”
- “It keeps me up to date and somewhat current on contemporary issues.”
- “It compliments my lifestyle”
- “It’s an opportunity to learn things about contemporary issues and places I may never have the opportunity to visit.”
- “It has exposed me to things I had never thought about.”
- “Each piece of information that you add to your memory bank is one that helps alter the way you approach life and your friends and society and what it has to deal you with as what you can share with them.”
- “It tells us about the past, the present and the future.”
- “It tells you about the rest of the world, that this small rural community would not have that opportunity to learn about otherwise.”
- “I trust their broadcast.”

- “I always saw radio as a way to teach people. As a former DJ of public radio in Boston, I realized WSIU misses a jazz presence in S-IL. So I approached them to produce a jazz program for them.”
- “WSIU gives an intelligent and rational voice.”
- “You get surprises and delights when you watch WSIU.”
- “The shows that stand out are the local WSIU call-in shows that are tied-in with the national broadcast programs”
- “It compliments my lifestyle”
- “It’s an opportunity to learn things about contemporary issues and places I may never have the opportunity to visit.”
- “It has exposed me to things I had never thought about”
- “Keeps me connected with local events.”
- “Gives me things I would not see other places.”
- “Watch what other people are doing to make the world such an exciting place.”
- “It tells us about the past, the present and the future.”
- “You can avoid a whole lot of things that are being advertised”
- “It’s powered by me with my wallet, my checks; my love is on the air.”
- “The reasons why a community is poor if it doesn’t have a library or it doesn’t have access to live theatre or orchestra; WSIU and public broadcasting is one of those resources.”
- “It’s fun and educational.”
- “It gives us samplings about everything in our lives and its important to adapt in our lives, and so important to our community.”

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