



MS ritgerð
Alþjóðaviðskipti og Markaðsfræði

The public and its television
A reputational study of BBC One

Linda Susan Balkema

Auður Hermannsdóttir, Adjunct Lecturer
Viðskiptafræðideild
Maí 2012



HÁSKÓLI ÍSLANDS

The public and its television
A reputational study of BBC One

Linda Susan Balkema

Lokaverkefni til MS-gráðu í viðskiptafræði

Leiðbeinandi: Auður Hermannsdóttir

Viðskiptafræðideild

Félagsvísindasvið Háskóla Íslands

Maí 2012

The public and its television.

Ritgerð þessi er 30 eininga lokaverkefni til MS prófs við
Viðskiptafræðideild, Félagsvísindasvið Háskóla Íslands.

© 2012 Linda Susan Balkema

Ritgerðina má ekki afrita nema með leyfi höfundar.

Prentun: Háskólaprent

Reykjavík, 2012

Preface

This thesis is a 30 ECTS project for completion of a Master of Science degree in Marketing and International Business at the University of Iceland. Auður Hermannsdóttir, adjunct lecturer, supervised the research and I thank her greatly for her guidance throughout this process and her reassurance in times of need.

I thank my family and friends for their encouragement and for putting up with my frustrations even over the holidays. Their support and willingness to listen to my on-going inner-dialogue have not gone unnoticed. I also thank the participants that took time out of their schedules to help me with my study.

Thank you all.

Abstract

Reputation plays an important role in arguing the legitimacy of public institutions. Paid and made for the public, public service broadcasters often defend their existence in the same manner as commercial broadcasters; by viewing numbers. As public service broadcasters are fundamentally different through the objectives laid upon them by their governments, reputation research is of relevance.

This thesis explores the reputational landscape of a single public television channel; BBC One. Reputation is defined as a synthesis of the opinions, perceptions, and attitudes of an organization's stakeholders that are the outcome of the sum of stories told about the organization and its' performance.

The purpose of the study is to investigate if BBC One enjoys a positive reputation among their largest stakeholder group; the public. The research is a quantitative study and data was collected through online survey system Create Survey. The respondents were students from The Student Room forum, and students and university staff from several selected universities in the UK.

Results of the study indicate that BBC One does enjoy a positive reputation, albeit modest one.

Further investigation into the meaning of numbers in broadcasting as well as other related industries, such as online media, and their relationship to reputation formation is needed.

Table of contents

1	Introduction	9
1.1	Purpose.....	11
1.2	Structure.....	11
2	Theoretical framework	12
2.1	Reputation.....	12
2.1.1	Defining reputation.....	14
2.1.2	Reputation, identity, and image	16
2.1.3	Value of reputation to the organization	19
2.2	Methods for measuring reputation	20
2.2.1	Corporate reputation.....	20
2.2.1.1	Fortune's Most Admired Companies	21
2.2.1.2	Reputation Quotient	22
2.2.1.3	The Corporate Personality Scale	23
2.2.1.4	The SPIRIT model.....	24
2.2.2	Public sector reputation.....	25
2.2.2.1	Neutral reputation in public sector organizations	26
2.3	Public service broadcasting.....	27
2.3.1	Public and commercial broadcasters.....	29
2.3.2	Television viewing behaviors	31
3	Present research and methodology	33
3.1	Survey instrument.....	35
3.2	Procedure	36
3.3	Participants.....	38
4	Results.....	39
5	Discussion	43
	References	46

Appendix 1. Inventory of definitions by Barnett et al. (2006, p. 30-32).....	53
Appendix 2. Reputation questionnaire by Luoma-aho (2007, p. 140-142).	56
Appendix 3. Viewing numbers per broadcaster over the past decade	58
Appendix 4. BBC One reputation survey	59
Appendix 5. Universities contacted for study participation	63

List of figures

Figure 1. Reputation in a greater context. Reputation formation integrated with Fishbein and Ajzen's (1975, p. 15) adaptation of the causal framework for the theory of reasoned action.....	16
Figure 2. The relation between corporate identity and reputation (Fombrun, 1996, p. 37).....	18
Figure 3. Reputation in relationships based on the model of business relationships (MacMillan et al., 2000, p. 220-221)	25
Figure 4. Overview of to respondent's answers to which channel informs educates and entertains the most in general.	40

List of tables

Table 1. Dimensions and items of the Reputation Quotient (Fombrun et al., 2000).....	23
Table 2. The seven dimensions of corporate personality (Davies et al. 2003, p. 150).....	24
Table 3. Contents of the stakeholder reputation questionnaire designed for public sector organizations. (Luoma-aho, 2007, p. 131).....	27
Table 4. Daily viewing hours and weekly reach in 2011 according to age groups (BARB, 2011).....	32
Table 5. Viewing summary for January 30 – February 05, 2012 (BARB, 2012)	32
Table 6. Summation of departments and schools for mailing list.....	37
Table 7. Participant demographics	38
Table 8. Findings reputation statements.....	41

1 Introduction

The broadcasting industry has seen its domain change staggeringly since its conception, and the days when television was solely dominated by public service broadcasters are long gone. The entry of commercial competitors into the market has brought about an ever growing multichannel environment and broadcasters today find themselves fighting to pull viewers away from other channels in a bid to increase viewing share. Unable to keep abreast, public broadcasters have lost a great portion of their viewers to their commercial rivals (Picard, 2002).

In pursuit of viewing share, public television executives have moved away from the traditional belief that audience appeal is a threat to the legitimacy of public service broadcasters (Levy, 1999) and have begun to recognize that entertainment formats, often low in content, are important to remain popular among audiences. Along with this trend, many of them renew series that have achieved high viewer ratings in the past for another season. By renewing such series broadcasters are able to predict a certain level of success in terms of viewer ratings, because the gross viewing rate often stays consistent. New formats, on the other hand, are difficult to predict in terms of success. They thus pose a higher risk of poor ratings (Ostheimer, 1970). The decision to renew a series when many viewers tune in appears logical, nonetheless deserves further exploration. In "The Liking and Viewing of Regular TV Series", Barwise and Ehrenberg (1987) raised an inspirational point that questions the validity of viewer ratings in relation to programme perceptions. They argue that viewers' choice in programmes is limited and as a result, could be tuning in to the one they simply object the least to.

This notion raises an immediate dilemma for public broadcasters, because whereas commercial broadcasters are primarily concerned with increasing ratings and profits, public broadcasters are regulated and must answer to numerous stakeholders. The Protocol on the System of public broadcasting in the Member States dictates that public service broadcasting in the EU is "directly related to the democratic, social and cultural needs of each society and to the need to preserve media pluralism" (Treaty of Amsterdam, 2007). Ensuring pluralism on television (i.e. providing a broad spectrum of

different programmes) and informative content have been the hallmark of public broadcasting, however the distinction between public and commercial broadcasters has become increasingly difficult to identify (Murdock, 1999).

In his discussion on public television in the United States, Hoynes (2003) also highlights the fading dissimilarities between public and commercial broadcasters. He argues that public television is becoming a commodity and “something to be packaged and sold to consumers who are brand loyal to PBS” (p. 124). He reasons that this is because the broadcasters have started to use the same strategies as the commercial media, and attributes the changes to executives in the public service broadcaster having received similar education (2003).

Due to the competitiveness and complexity of the media marketplace, constant analysis of audience behaviour is necessary in a bid to maintain a sustainable competitive advantage (Chan-Olmsted, 2006). As a result, best practices of how viewer behaviour can be measured have received great attention in the literature (see: Webster et al., 2006). In a market where differentiation matters it is vital public broadcasters maintain good reputation, especially among the public as they provide the funding and as Costera Meijer (2005) eloquently put it: “public support, after all, justifies their existence as public service institutions” (p. 28).

In an online article for the Guardian, broadcast journalist Theo Brainin (2010) declared that the only protection public broadcasters have against their funding coming to a halt is their reputation. The reputation of public organizations depends greatly on stakeholders' conceptions of their services (Fombrun, 1996), therefore maintaining good relationships with stakeholders is crucial. Reputation has become increasingly more important to organizations in competitive markets (Abimbola and Vallaster, 2007), and has been considered to be the highest valued asset of an organization (Gibson et al., 2006). Moreover, several studies have confirmed that reputation and organizational success are correlated: the more favorable the reputation, the higher the organizational performance (Brown and Perry, 1994; Deephouse, 2000; Gibson et al., 2006).

Although the vanishing line between commercial and public broadcasting is merely one of the factors that could influence reputation perceptions, it provides a strong argument for further investigation into public television's reputation.

1.1 Purpose

Thus far, few studies have addressed reputation measurement of public service organizations; as a result, a wide gap prevails in the reputation literature (Luoma-aho, 2006; Mahon and Wartick, 2003). Close assessment of the efficiency and reputation public services are, however, of central value (Luoma-aho, 2007).

This thesis aims to explore the reputational landscape of the world's oldest public broadcaster, the British Broadcasting Corporation (BBC). The BBC's domestic broadcasting services are financed by a license fee which pays for all of the BBC's television and radio services, as well as BBC Red Button, BBC Mobile and the BBC website. Everyone in the UK watching or recording television needs to be covered by a TV license. This includes television broadcasts on computers, mobile phones, DVD/video recorders and other devices. The Government sets the level of the license fee, which is frozen fee at its 2010 level of £145.50 until the end of the current BBC Charter period in 2016. Every year approximately £58 out of that amount is used to fund BBC One (BBC 2010).

As noted in the 2010/2011 objectives of the BBC, the broadcaster aims to inform, educate and entertain through great programmes and services that are loved by audiences through ten different channels (BBC, 2011). BBC One is Britain's number one television channel in terms of weekly reach percentage, average weekly viewing time, and total weekly viewing share (BARB, 2011). For this reason the opinions of the largest stakeholder group of the BBC, the public, are considered. This dissertation aims to answer the following research question:

Does BBC One enjoy a positive reputation among the British public?

1.2 Structure

This dissertation starts with discussing the theoretical framework, elaborating on theories and concepts of reputation; defining the term and touch upon its value to organizations. The second part of the theoretical discussion focusses on the methods currently in use for corporate and public service reputation measurement. The discussion closes with a sub-chapter on public service broadcasting and explains the differences between public and commercial broadcasting. In addition, it takes a look

at viewing ratings. The third chapter focuses on the present study and its methodology, drafting information points from the theoretical discussion. The next chapter will present the findings, followed by a discussion chapter that points out the study's limitations and makes suggestion for future research.

2 Theoretical framework

This chapter first reviews the literature on reputation; it will discuss the importance of a good reputation to organizations, the varying definitions of reputation, conceptual frameworks, methods of reputation measurement, and their implications for present research. The second part of this chapter reviews the literature on public service broadcasters, and builds a link between the aforementioned reputation measurement tools and public television.

2.1 Reputation

Reputation has received a lot of interest from academics across varying disciplines. The body of literature devoted to reputation is substantial, yet there is no common agreement between disciplines as to what the phenomenon entails. Mahon (2002) has addressed the differences and has called for greater collaboration between scholars to enhance our understanding of the concept.

Reputation has been approached as a valuable and somehow manageable organizational resource by strategy scholars (Barney, 1991, 2001; Deephouse, 2000; Grant, 1991; Hall, 1992, 1993; Oliver, 1997; Phelan and Lewin, 2000; Vendelo, 1998; Weigelt and Camerer, 1988). In this view, reputation is assumed to enhance the firms' competitive advantage in the product and service based marketplace. This view is also adopted in the marketing literature, where reputation is linked to branding concepts (Cable and Turban, 2003; Dowling, 1993; Herbig & Milewicz, 1995; Srivastava, Fahey, & Christensen 2001; Wang et al. 2006; Zimmerman, 2001) and considered as the outcome of consumer perceptions of quality associated with a brand, the firm's marketing activities and acceptance in the market place (Aaker and Keller 1990; Bottomley and

Doyle 1996; Keller and Aaker 1992). The corporate communication literature regards reputation as a critical asset in crisis management as well as playing a role in the development of an organization's image (Alessandri, 2001; Alvesson, 1998; Balmer and Wilson, 1998; Geyser, 1999; Gotsi and Wilson, 2001). The conception is that damaging events such as accidents and scandals (Marcus and Goodman, 1991) and financial problems (Kent, 1993) can result in a reputational crisis. Zyglidopoulos and Phillips (1999) define such a crisis as a "situation in which important stakeholders negatively re-evaluate their opinions and beliefs about the firm" (p. 335). A reputational crisis can bring uncertainty for the company's future (Shrivastava et al. 1988) and even threaten its survival (Dutton and Jackson, 1987). A firm with a poor reputation, for example, won't receive the public support it will need to weather the storm during disastrous times (Brown, 1998). Consequently, a favorable reputation is a highly valuable resource during crises (Alsop, 2004; Davies et al, 2003; Dowling, 2002; Fombrun and van Riel, 2003). A favorable reputation prior a crisis has also been described to function as a bank account which holds reputation capital. The greater the amount of reputational capital an organization has stored in the bank, the more it can afford to lose some of its capital during a crisis and still survive the crisis with a favorable reputation (Alsop, 2004; Dowling, 2002; Fombrun and van Riel, 2003). Academics from the public relations field hold similar views on reputation, Grunig and Grunig (2003) referring to it as "what publics think of an organization" (p. 343). Accordingly reputation is regarded an important element in public affairs and has been studied through public communications and historical analysis (Caruana, 1997; Hutton, Goodman, Alexander, and Genest, 2001; Lewis, 2001; Markwick and Fill, 1997).

Stakeholders are stressed throughout many discussions on corporate reputation (Bromley, 1993; Deephouse, 2000; Fombrun, 2001; Fombrun and Van Riel, 2003; Hon and Grunig, 1999; Lewellyn, 2002; Post and Griffin 1997; Rindova and Fombrun, 1998; Sztompka, 2000; Wartick, 2002), because of their relationship to the organization. After Ansoff (1965) and the Stanford Research Institute (1982) hinted at the management of interest groups other than shareholders, Freeman (1984) was the first to argue that a variety of groups have a legitimate interest in the firm. In his stakeholder theory approach, Freeman (1984) defines the multitude of groups as follows: "a stakeholder in an organization is any group or individual who can affect or is affected by the

achievement of the organization's objectives" (p. 46). In their discussion on public policy, Riege and Lindsay (2006) define stakeholders as: "government organizations and private businesses of all sizes, local authorities, the general community, other interested parties such as voluntary and community organizations, disadvantaged groups, indigenous groups, and people of non-native language speaking background" (p. 27). A stakeholder can thus be any person or organization that exists in the firm's environment, both internal and external, whose interest may be negatively or positively affected and is willing and competent to influence the behavior and effectiveness of that firm. For this reason it has been suggested that a firm's success depends on the creation and upkeep of a dialogue with all relevant internal and external stakeholder groups that can impact the firm's activities positively and negatively (Clarkson, 1995; Frooman, 1999; Mitchell, Agle and Wood, 1997).

2.1.1 Defining reputation

Given the plethora of definitions for reputation available across different academic fields but also within them, scholars have called for clarification of the meaning and scope of the term (Gotsi and Wilson, 2001; Lewellyn, 2002; Mahon, 2002; Wartick, 2002). Reputation has been defined by Post and Griffin (1997) as "a synthesis of the opinions, perceptions, and attitudes of an organization's stakeholders" (p. 165), as the "observer's collective judgments of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time" by Barnett et al. (2006, p. 34), and as the outcome of the history and the sum of stories told about the organization among its stakeholders (Hon and Grunig, 1999; Sztompka, 2000; Bromley, 1993; Fombrun and Van Riel, 2003).

Reputation is a collective construct that entails the aggregate perceptions of multiple stakeholders about a firm's performance (Fombrun et al., 2000) and captures the aggregate assessment of all its current assets, the firm's position, as well as its anticipated future performance (Teece et al., 1997).

Despite differences among reputational definitions, Barnett, Jermier and Lafferty (2006) identified three apparent definitional clusters in their literature research study

on definitional statements of corporate reputation: reputation as an asset, assessment-based reputation, and as state of awareness. The second and third cluster are rather similar; the definitions about assessment mostly referring to “evaluation”, whereas the definitions that are grouped in the awareness cluster frequently mention “perception”. It’s debatable whether perception is not a form of assessment too, as when one registers an image (thus perceives it), it’s nearly inevitable that the image does not undergo some sort of an assessment. The inventory is included in appendix 1.

Reputation is largely defined as the aggregate evaluation of a firm by its stakeholders (Lewellyn, 2002; Wartick, 2002; Fombrun, 2001; Deephouse, 2000; Rindova and Fombrun, 1998; Fombrun and van Riel, 1997), or the public (Fombrun and Shanley, 1990), that is perception-based (Einwiller and Will, 2002; Roberts and Dowling, 2002; Dukerich and Carter, 2000; Miles and Covin, 2000; Post and Griffin, 1997; Fombrun, 1996), and is built over time (Fombrun, 1998; 2001; Gotsi and Wilson, 2001; Hanson and Stuart, 2001; Bennett and Kottasz, 2000; Post and Griffin, 1997).

Luoma-aho (2007) adopted a slightly different definition in her paper to suit public service reputations: “Reputation is the outcome of the history and the sum of stories told about the organization among its stakeholders (Hon and Grunig, 1999; Sztompka, 2000; Bromley, 1993; Fombrun and Van Riel, 2003), and hence a strong reputation results from, consistent information signals over time, which constituents believe, share and trust (Dentchev and Heene, 2004, p. 57)” (p. 128).

To gain a more comprehensive understanding of how this definition ties in with the greater context of human behavior it can be integrated into Fishbein and Ajzen's (1975) theory of reasoned action (TRA). Often applied in social psychology, the TRA framework aims to explain how people respond to different objects based on their beliefs and attitudes. It can be looked at as the outcome of the reputation shaping process that takes place in the mind, because beliefs about an object are based on beliefs and past experience. Figure 1 shows the components of the TRA model in interaction with the definition of reputation as used by Luoma-aho (2007).

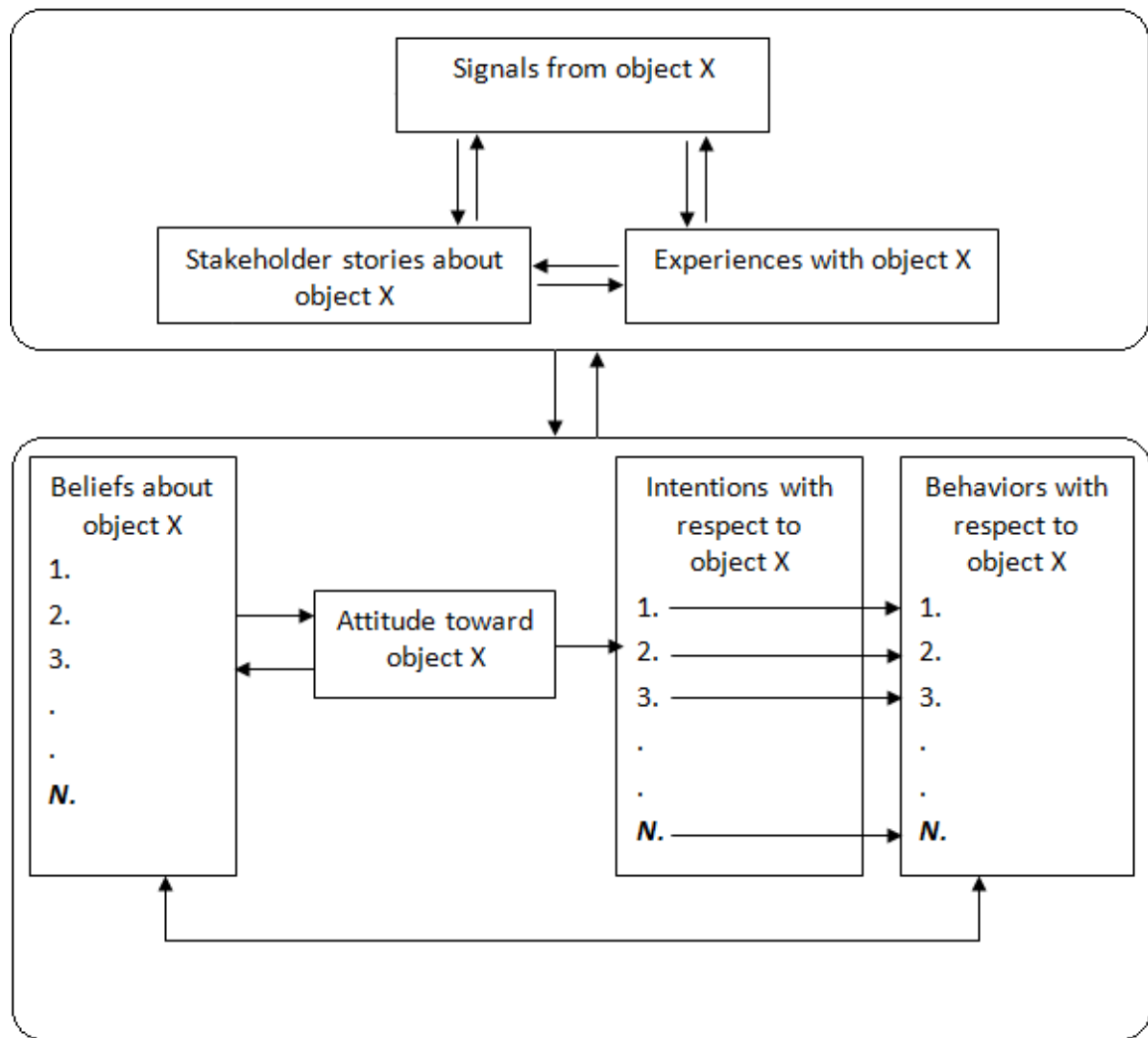


Figure 1. Reputation in a greater context. Reputation formation integrated with Fishbein and Ajzen's (1975, p. 15) adaptation of the causal framework for the theory of reasoned action.

This paper adopts a similar definition to that as used by Luoma-aho (2007) in her paper on public service reputations, but incorporates Post and Griffin's (1997) definition as well; reputation is a synthesis of the opinions, perceptions, and attitudes of an organization's stakeholders that are the outcome of the sum of stories told about the organization and its' performance.

2.1.2 Reputation, identity, and image

Despite differences between the reputation, identity, and image concepts, the constructs have been discussed in an interchangeable manner (see Grunig and Grunig, 2003). In response to the perplexities, several articles have specifically focused on

understanding the commonalities and differences between reputation, identity and image (e.g. Bromley, 2000; Lewellyn, 2002; Wartick, 2002, Whetten and Mackey, 2002). Distinguishing 'image' and 'reputation' has especially led to confusion as the psychological effects have often not been discussed and its properties explained clearly, but instead used generally, loosely and interchangeably across academic disciplines (Fombrun and Van Riel, 1997).

Gray and Balmer (1998; 687) define and distinguish both constructs as follows: "corporate image is the immediate mental picture that audiences have of an organization. Corporate reputations, on the other hand, typically evolve over time as a result of consistent performance, reinforced by effective communication, whereas corporate images can be fashioned more quickly through well-conceived communication programmes".

In other words, images concern an individual's instantaneous impressions of an institution after having been confronted by one or more messages from or about that particular organization. It can therefore be regarded as the sum of one's beliefs, impressions, feelings and ideas about a company at a single point in time, whilst reputations are an individual's general conceptions established over time that include past and present images and are based on interaction or past experiences with that organization (Grunig, 1993; Williams and Moffitt, 1997). Images are thus more susceptible to time and can vary from across the time spectrum, whereas reputations are relatively inert (Fombrun and Van Riel, 1997; Wartick, 1992).

In their discussion on reputation, identity, and image Whetten and Mackey (2002) elaborate further on the constructs a firm's identity is connected to the commonly shared views of all people within the organization about what the firm stands for. Identity, they argue, is therefore only relevant to internal stakeholders. The firm's image is the sum of intended and unintended projections of how the firm defines itself to its external stakeholders. Reputation, on the other hand, is related to the evaluation of stakeholders on how credible they regard the firm's self-projection. These stakeholder evaluations of a firm's behavior, motivation, processes and outcomes, are based on stakeholder expectations. The aggregate of the evaluations comprise a holistic evaluation of the firm's reputation.

These notations reflect Fombrun's (1996) framework on identity, image and formation of corporate reputation depicted in figure 1. Fombrun (1996) describes a firm's reputation as the indirect outcome of its corporate identity. Figure 1 illustrates the relationship between a firm's identity and its self-presentations, the stakeholder's image and reputation. As can be seen, the framework supports the view that reputation is the aggregate of stakeholder perceptions.

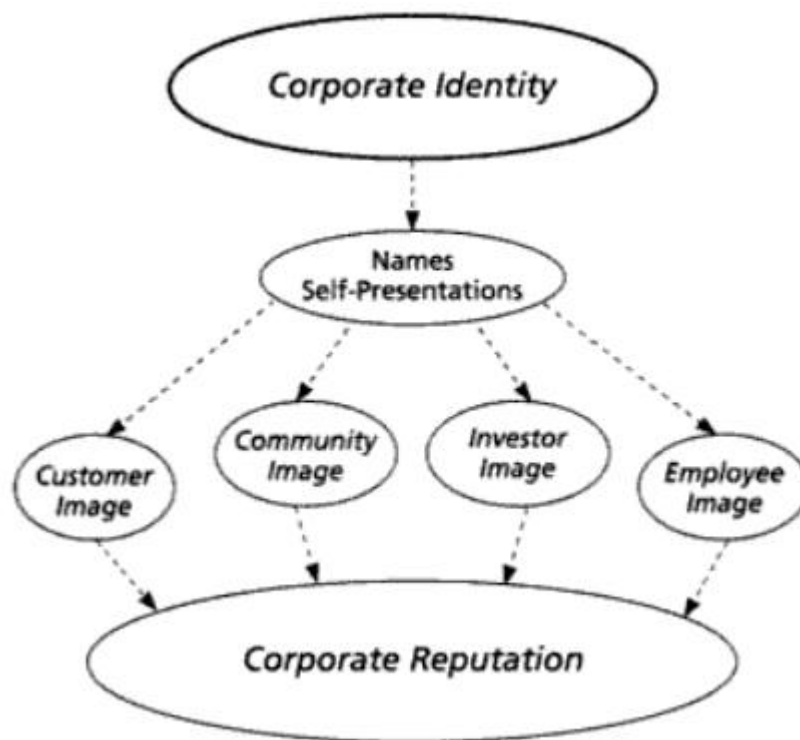


Figure 2. The relation between corporate identity and reputation (Fombrun, 1996, p. 37).

Fombrun describes corporate identity as the set of values and principles that all its members associate with the firm. Although these might vary per employee or manager, a corporate identity holds the generally understood descriptions among employees regarding the company's philosophy, its products or services, and its stakeholders. A corporate identity is shaped over time and captures its overall learning experiences, including successes and failures. The firm's identity shows through in the practices employed by management when they address internal staff, but also external constituents. Fombrun continues his description by writing that the world creates mental images of the firm based on how it describes its actions, plans, and intentions. The images that customers, communities, investors, and employees form can be

positive or negative. He points out that corporate image and identity are identical in some cases, but that the image is distorted most of the time. This distortion occurs because of the firm's attempts to manipulate its public by how it chooses to present itself (e.g. through marketing and advertising efforts).

2.1.3 Value of reputation to the organization

A reputation influences revenues as well as the market value of a firm (Deephhouse, 1997, Roberts and Dowling, 2002) Therefore, good reputations have strategic value for the organizations that own them (Aqueveque, 2005; Dierickx and Cool, 1989; Weigelt and Camerer, 1988; Roberts and Dowling, 2002), and are important for achieving competitive advantage (Mahon, 2002).

A reputation is an intangible asset (Barney, 1991; Drobis, 2000; Ferguson et al., 2000; Fombrun, 1996; Goldberg et al., 2003; Miles and Covin, 2000) that is more or less inert (Wartick, 1992; Fombrun and Van Riel, 1997). This presents an onerous task to anyone willing to replicate, substitute or transfer it (Barney, 1991; Dierickx and Cool, 1989; Roberts and Dowling, 2002). A study by Cap Gemini Ernst & Young suggests that intangible assets (including intellectual property and brand related dimensions) comprise 80 to 85 per cent of the market value of the 500 large-cap common stocks (S&P 500) traded on the New York Stock Exchange and the NASDAQ (Schreiber, 2008).

Organizations superior in reputation to other firms outperform them financially (Fombrun and Van Riel, 2004). A study by Graham and Bansal (2007), for example, revealed that ticket buyers were ready to pay an extra \$18 for each one-point increase in airline reputation.

A Hill and Knowlton's Corporate Reputation Watch 2004 Survey revealed that 93% of senior executives believe that customers consider corporate reputation important or extremely important (Dalton, p. 7, 2005). The state of health of their reputation helps firms understand the underlying quality of their products and services; i.e. a strong reputation suggests high quality (Carmeli and Tishler, 2005; Milgrom & Roberts, 1982; Michalisin, Kline and Smith, 2000). Moreover, a good reputation and the trust stakeholders feel toward the organization support organizational legitimacy (Deephhouse and Carter, 2005)

2.2 Methods for measuring reputation

Since the conceptualization of reputation has yet to reach full general consensus, the study of measurement poses significant problems and considerable further investigation is needed to reach a valid instrument (Barnett et al., 2006; Davies et al., 2003; Groenland, 2002; Helm, 2006). As reputation is the aggregate perception of all stakeholders (Fombrun, 1996) and outcome of all actions and behaviors of the organization, measuring reputation is challenging and complex primarily due to difficulties in deciding which variable influences perceptions more than the other variables across stakeholders (Schultz et al., 2006). In addition, reputation is an artificial concept that is built on stakeholder perceptions, meaning that it does not necessarily measure reality (Luoma-aho, 2008).

The following sections will concentrate on several methods in which reputation is currently measured. As the literature on corporate reputation provides the dominant share of methodology available these will be discussed first, followed by the work of Luoma-aho (2005; 2007; 2008) whom has devoted several studies to the measurement of reputation of public service organizations. No specific studies devoted to a single television channel could be detected in the literature. The present study will thus draw upon the methods mentioned onwards and integrate public broadcaster specific items to reach a measurement tool that can be applied to the reputational study of BBC One. Studies focusing on the reputation of public service broadcasters or TV channels could not be found.

2.2.1 Corporate reputation

In their review of the existing models, Hillenbrand and Money (2007) found that the most widely used methods are Fortune's Most Admired Companies (FMAC) and Fombrun et al.'s (2000) Reputation Quotient (RQ). The Corporate Personality Scale (Davies et al., 2003) and the Stakeholder Performance Indicator and Relationship Improvement Tool (SPIRIT) (MacMillan et al., 2005) are also consulted regularly but to a

lesser extent. The methods vary considerably in the stakeholder groups they survey as well as which attributes they measure.

2.2.1.1 *Fortune's Most Admired Companies*

Walker (2010) found that Fortune's Most Admired Companies (FMAC) was the most referred to tool for reputation measurement in his review on the corporate reputation literature. In cooperation with Hay Group, Fortune Magazine conducts the study annually to identify and rank the most admired companies. Fortune began publishing the FMAC in 2008, in foregoing years the magazine printed two reputation indexes annually: America's Most Admired Companies (AMAC) and the World's Most Admired Companies (WMAC). The study surveys approximately 15,000 top executives, directors and financial analysts on nine attributes to identify those firms that hold the strongest reputations within their respective industries as well as across industries. In total 66 industries receive customized questioners to suit their industry (Hay Group, n. d.).

The nine attributes of the FMAC:

- (1) Quality of management
- (2) Quality of products/services offered
- (3) Innovativeness
- (4) Value as a long-term investment
- (5) Soundness of financial position
- (6) Ability to attract, develop and keep talented people
- (7) Responsibility to the community and/or the environment
- (8) Wise use of corporate assets
- (9) Effectiveness in conducting its business globally

The Fortune methodology focuses heavily on the financial aspects of corporate reputation and exclusively asks industry insiders to participate in the study. It thus ignores all other stakeholder groups. Walker points out that using FMAC as a measurement tool for reputation leaves organizations only with the organizational

image as perceived by directors and executives (2010) and is thus very limited use to the present research.

2.2.1.2 *Reputation Quotient*

In agreement are Fombrun, Gardberg and Sever (2000) who assert that most research methods for corporate reputation measurement are flawed because of bias in sampling frames, participants, administration, and items used in the studies. The authors consider the issue of sector membership, with respondents ranking firms within an industry they themselves are part of, and the limited respondent pool, often consisting of only top management or financial analysts, as critical points that raise questions of validity of the instruments. Often sampling frames also limit themselves to including large publicly traded companies only and not smaller private or emerging ones. Furthermore, Fombrun et al. (2000) emphasize that a multiple of stakeholder groups needs to be considered in the reputation studies to reach a valid corporate reputation measure and avoid collusion, which was not the case in the eight most employed instruments they evaluated. Lastly, Fombrun et al. (2000) commented that most of the methods use a single step process and do not consider scale nominations from focus groups or pilot testing. As a result, important factors such as honesty and ethics were often excluded. The variety in scale items is thus very limited. To overcome the validity issues in corporate reputation research, Charles Fombrun, Naomi Gardberg and Joy Sever (2000) introduced the Reputation Quotient (RQ), an instrument which they claim is "a valid, reliable, and robust instrument for measuring corporate reputation" (p. 254).

The RQ is the result of a five-step process in which the researchers defined the construct as "a collective representation of a firm's past behavior and outcomes that depicts the firm's ability to render valued results to multiple stakeholders" (p. 243). Fombrun et al. (2000) then designed a scale which underwent pilot testing in the airline industry. Due to a disappointing outcome the survey was then revised and focus groups were comprised to better understand and define the items. The authors set out to examine how firms are perceived, the level of importance people assigned to reputation

items, the language used when discussing reputation, and most compelling statements when addressing reputation.

The RQ then underwent another round of pilot testing, this time in the PC hardware industry. After assessing the degree to which their proposed scale actually measured reputation the instrument was validated. Unlike previous methods, the RQ model is meant to be applied to companies with a wider range of stakeholder groups. The model contains six dimensions, each with their own characteristics as shown in table 1.

Table 1. Dimensions and items of the Reputation Quotient (Fombrun et al., 2000).

Dimensions	Characteristics
1. Social responsibility	Citizenship, environmental stewardship, ethics
2. Emotional appeal	Like, trust, respect
3. Products and services	Strong brand, innovative, quality, value.
4. Workplace environment	Well-managed, appealing workplace, talent
5. Vision and leadership	Inspiring vision, strong leadership, clear values
6. Financial performance	Past results, low risk, prospects, recognize opportunities.

Although the Reputation Quotation is considered an important step forward in reputation research, Fombrun et al (2000) focus solely on corporations and not public sector organizations. Although this does not dismiss its usability in public sector research completely, Tarvainen (2000) found that there are fundamental differences between the two. By comparing the reputation of Finnish firms to that of public service organizations, Tarvainen (2000) concluded that differences occur in opinions on financial performance and basic organizational functions. Berens and van Riel (2004) refer to the RQ as one of three main streams present in reputation research literature, distinguishing itself from the other methods by concentrating on associations and expectations of people towards companies.

2.2.1.3 *The Corporate Personality Scale*

The Davies Corporate Personality Scale (2003) measures corporate reputation by surveying customers and customer facing employees about their opinions regarding the personality of the company. With the method, Davies et al. (2003) conclude that they feel they have improved upon other reputation measures that already existed by developing a scale that determines both internal and external views of an organization's

reputation simultaneously. Berens and van Riel (2004) categorize the personality traits associations that individuals attribute to organizations as another stream in reputation research.

To create the corporate personality scale, Davies et al. (2003) searched for traits expressed in everyday language that are distinguishable and relatively enduring. This approach is similar to how Aaker (1997) developed her generic scale to measure brand image (Davies et al., 2003). After a pilot study the authors found five major and two minor factors that are supported by statistical analysis for a firm's reputation. In order of significance these are: agreeableness, enterprise, competence, chic, ruthlessness, machismo, informality.

Table 2. The seven dimensions of corporate personality (Davies et al. 2003, p. 150).

(1) Agreeableness	(2) Enterprise	(3) Competence	(4) Chic
Cheerful, pleasant, open, straightforward, concerned, reassuring, supportive, agreeable, honest, sincere, trustworthy, socially responsible	Cool, trendy, young, imaginative, up to date, exciting, innovative, extrovert, daring	Reliable, secure, hardworking, ambitious, achievement orientated, leading, technical, corporate	Charming, stylish, elegant, prestigious, exclusive, refined, snobby, elitist
(5) Ruthlessness	(6) Machismo	(7) Informality	
Arrogant, aggressive, selfish, inward looking, authoritarian, controlling	Masculine, tough, rugged	Casual, simple, easy going	

2.2.1.4 The SPIRIT model

The Stakeholder Performance Indicator and Relationship Improvement Tool (SPIRIT) by MacMillan et al. (2005), explores how corporate reputation is formed and how it consequently influences stakeholder relationships. The methodology measures reputation in three areas; the experience, emotions, and behavioral intentions of stakeholders towards an organization, and is based on an earlier model by MacMillan et al. (2000) of reputation in business relationships as depicted in figure 3.

Different to the Corporate Personality Scale (2003), SPIRIT focuses on the antecedents and consequences of reputation, and does not regard reputation as related to the personality of a firm. Rather, it views corporate reputation as a negative or positive attitudinal concept where scores below 4 on the seven-point scale are interpreted as negative and scores above 4 as positive perceptions of an organization.

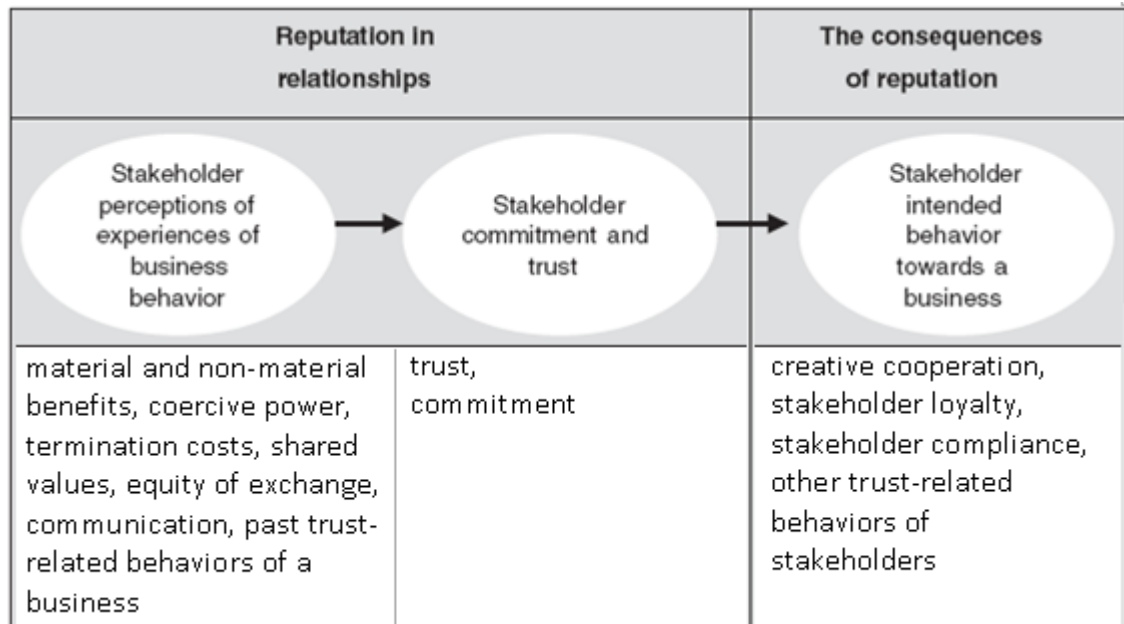


Figure 3. Reputation in relationships based on the model of business relationships (MacMillan et al., 2000, p. 220-221)

The SPIRIT method is strategically practical and can be applied to a variety of stakeholders. The model helps managers understand the antecedents and consequences of their firm's reputation, and thus gives them insights on which factors need closer attention to achieve the desired reputational outcome (e.g. how shared values of the stakeholder group and the company influences trust toward the firm in the business relationship and how the stakeholder group will act upon this link).

2.2.2 Public sector reputation

Studies devoted to reputation research in public sectors are scarce. The most notable ones are those conducted by Luoma-aho (2005; 2007; 2008) who attempts to fill the literature gap by contributing to both theory and practice by addressing the concept of reputation for public sector organizations.

2.2.2.1 *Neutral reputation in public sector organizations*

Luoma-aho (2007) investigated reputation formations of various stakeholder groups of twelve Finnish public service organizations in a case study. Although she adjusted her survey to suit the public service sector, the items on the questionnaire mirror those used by Fombrun et al. (2000). An overview of the survey of 41 semantic differential plus four open-ended questions as can be seen in table 3. The questionnaire itself can be found in appendix 2.

Luoma-aho (2007) argues that public sector organizations benefit most from having a neutral reputation, because they are subject to funding cuts and continuously face political interference. High expectations surrounding an exceptional reputation are difficult to maintain in the long run, because government can decide to interfere at any point in time. Therefore, the author points out that an excellent reputation puts the public sector organization at a risk since the fall from having a highly favorable reputation to anything less can damage stakeholder trust in the organization.

Luoma-aho's (2007) study is fundamentally different from the study conducted in this report, because it focuses on organizations that communicate little with the ordinary public. For this reason the researcher chose not to include the general population into her sampling frame, because members of the public do not have sufficient insights into the operations of the organization and are consequently simply incapable to judge certain aspects (Luoma-aho, 2007).

Table 3. Contents of the stakeholder reputation questionnaire designed for public sector organizations. (Luoma-aho, 2007, p. 131).

<i>Question number</i>	<i>Frame of reference of the question</i>	<i>Examples of questions, typical questionnaire phrasing</i>
1	Initial impressions	Please state in a few words or adjectives what first comes to your mind when you think about organization <i>x</i> .
2–12	Organizational vision and values and strategies	Which describes organization <i>x</i> better? esteemed–not esteemed cooperative–non cooperative efficient–inefficient
13–21	Practical customer service situations and earlier research and feedback	Passive–active inaccessible–accessible does not meet expectations–meets expectations
22–40	Target image, current image, positive and negative aspects of current state	High expertise–low expertise proactive–reactive fast–slow
41	Cohesiveness of sector	Is independent–a part of the Ministry's subsidiary
42	Overall assessment	What school grade would you give organization <i>x</i> ? (scale 4–10)
43	Stakeholder experiences with organization <i>x</i>	What kind of experiences do you have of dealing with organization <i>x</i> ?
44	Stakeholder expectations of organization <i>x</i> in the future	What expectations do you have of organization <i>x</i> in the future?
45	Image of organization <i>x</i> formed in the public sphere	What kind of image has the organization <i>x</i> acquired in the public eye?
46–50	Background information	Age, gender, occupational position, area and frequency of contact with organization <i>x</i>

2.3 Public service broadcasting

Public service broadcasting is a public good, meaning that everybody benefits from the fact that the broadcasting service is universally available to them (Hastings, 2004) and that the consumption of one viewer does not hinder the possibility of another viewer to consume the same information. Consequentially, the broadcasting market is very complex.

Traditionally public service broadcasters have been asked by their government to follow the three principles as formulated by John Reith; the founding Director General of the BBC. The so-called 'Reithian trinity' is focused on informing, educating and entertaining the public. Many governments have since added a fourth culture based

task to emphasize national identity (Coppens and Saeys, 2006). The core mission of public service broadcasters in most countries is to cater to the cultural, social, and political needs of the society it operates in, and to provide a universal service that helps preserve the national culture (Picard, 2006).

Public service broadcasters are considered to inherit a political and social position in society, otherwise referred to as the “public sphere”. The concept from Habermas (1989) has regularly been deployed to examine the role of the media in society. Habermas is a social theorist who noted that a figurative “space” occurs between government and society. Within this space, individuals not only debate over issues concerning society, but they can also exercise formal control (i.e. government elections) and informal control (i.e. public opinion pressure) over the state (Habermas, 1989). At present day, the aim of most public service broadcasters is to play a supportive and informative role within this sphere, which aids citizens in their decision-making processes (Hastings, 2004). This can also be referred to as the added-value of public service broadcasting to society. Central to this remark of value is that citizens are assumed only to be able to make informed decisions if they have been exposed to a wide range of perspectives. Therefore, the media must serve the public interest by introducing concepts that challenge the established consensus, thus providing a space for open debate where new ideas can emerge. By doing so, the media contribute to democratic public life (Croteau and Hoynes, 2005).

According to Hastings (2004), public service broadcasters need to look at their audiences as both citizens and consumers. While the first category entails the collective benefit that society as a whole gains from their output, the latter refers to the degree to which an individual is informed, entertained and educated. Public service broadcasting should not only be made for the public but also be financed and controlled by the public, Rumphorst (2003) argues. The author believes that in this manner alliance to a political party, religious ideology, private interest group or shareholders can be avoided and instead the interests of the public as a whole can be served.

To be void of hidden agenda's is not only of social significance; i.e. members of the public base opinions on the messages they receive and many of those come from watching television, should a television station decide to send out untruthful messages

the opinion-making process of individuals is deliberately tampered with and thus bias occurs, but it is also significant to the reputation of the broadcaster itself. Regardless of whether the nature of the broadcaster is public or commercial, accuracy in news reporting is important for its reputation and broadcasters themselves believe so too. Gentzkow and Shapiro (2006) put forward that strong evidence for the desire to protect reputation manifests itself in the high costs media are willing to incur when gathering information, but perhaps even more so in the public apologies that follow when news reports have found to be inaccurate. To illustrate, Gentzkow and Shapiro (2006) summarize the response of US commercial broadcasting television network CBS after the authenticity of documents on which a controversial broadcast surrounding the former president's family was based could not be verified:

“On September 8, 2004, CBS News anchor Dan Rather reported the emergence of new evidence indicating that President Bush's family had pulled strings in order to get him into the Texas Air National Guard and avoid his having to serve in Vietnam. When later information indicated that the documents on which the report was based may have been fabricated, both Rather and CBS President Andrew Heyward issued apologies emphasizing the importance of a reputation for truth-telling in journalism. Heyward wrote that “nothing is more important to [CBS] than our credibility and keeping faith with the millions of people who count on us for fair, accurate, reliable, and independent reporting. We will continue to work tirelessly to be worthy of that trust” (Heyward, 2004). Rather's statement echoed Heyward's, explaining that “nothing is more important to [CBS] than people's trust in our ability and our commitment to report fairly and truthfully” (Rather, 2004)” (Gentzkow and Shapiro, 2006, p. 285).

2.3.1 Public and commercial broadcasters

In broadcasting, public service refers to “forms of political intervention into the media market with the purpose of ensuring that broadcasters produce programs deemed valuable to society” (Syvertsen, 2003, p. 156). The traditional belief at the heart of public service broadcasting is that an unregulated media market fails to provide

efficiency and value to society so that a form of market failure occurs (Ofcom, 2008). Although this view is now being contested for no longer being relevant with the emergence of new technologies and online media (i.e. the media market now arguably functions more like an ordinary market) the need for intervention will remain (van Dijk, Nahuis, and Waagmeester, 2006; Ofcom, 2008). This assertion finds support in the profit driven objectives set out by commercial broadcasters whom are primarily concerned with what their advertisers want, rather than the value of their programmes to society. Pieter Porsius (1998, in Costera Meijer, 2005), former president of the largest commercial Dutch production company Holland Media Group, openly admits that in commercial programming it is relatively irrelevant what viewers want. What matters is what the advertisers who pay for the commercial breaks want; they set the standard (Costera Meijer, 2005).

Commercial broadcasters thus are not restricted by requirements imposed on them by numerous stakeholders to ensure quality and pluralism (i.e. providing a broad spectrum of different programmes). Quality programming is defined differently in commercial broadcasting and pluralism only becomes an attractive strategy if viewer ratings confirm advertiser attractiveness, whereas in the public broadcasting literature quality is widely considered to be the hallmark of the service (see: Born and Prosser, 2001; Corner, 1999; Ishikawa, 1996; McQuail, 1992). Moreover, Dries and Woldt (1996) consider quality to be the brand name of public television.

Although ensuring pluralism on television has mostly been associated with public broadcasting it has become less clear over the past decades (Murdock, 1999). Audience appeal and viewer ratings, long looked upon as a threat to the legitimacy of public service broadcasters (Levy, 1999) have become increasingly paramount in programming decisions. Nielsen Media Research estimates are often deployed by broadcasters to make programming and media-buying decisions in the U.S. (McDowell, 2008) where the media market is one of the most competitive and commercial.

In his discussion on public television, Hoynes (2003) also points out the fading dissimilarities between public and commercial broadcasters. He reasons that public service is becoming a commodity; “something to be packaged and sold to consumers who are brand loyal to PBS” (p. 124) and employ the same branding strategies as

commercial media (2003). He attributes the changes to public broadcaster executives having received similar education and as a result they use nearly identical strategies to their commercial competitors. What is more, commercial channels have been providing progressively more factual programming such as documentaries, making it more difficult to defend the relevancy of public broadcasting. A study by Chan-Olmsted and Kim (2002), however, found that audiences' perceptions of public service television in the U.S. were not stirred by the growing number of competing popular niche cable networks that offer similar informative broadcasts to specifically targeted audiences. Public broadcasting still maintains a positive image amongst viewers and perceptions regarding the significance of public channels were not markedly affected by their commercial competitors. In addition, the research found that viewing behavior was also not significantly affected by the cable networks.

To the public perhaps the biggest difference between commercial (apart from subscription channels) and public TV is that the first is free (i.e. viewers do not directly contribute a part of their income), whereas the latter is usually funded by a license fee or a ring-fenced tax.

2.3.2 Television viewing behaviors

Despite changes in viewing behaviors television continues to play a significant role in the everyday lives of many a person and it is unlikely that television will lose its position as the central media experience (Feintuck and Varney, 2006). Support for the imperishable popularity of television has also been confirmed by BARB; the Broadcasters' Audience Research Board in the UK, which provides the official measurement of UK television audiences. In fact, the amount of average daily viewing hours has gone up from 3 hours and 35 minutes in 1995 to 4 hours in both 2010 and 2011. Audiences today are devoting more time to television than ever before (BARB, 2012). As depicted in table 4, in 2011 children and young adults aged 16-24 spent the smallest portion of their day watching television with 2:27 and 2:45 respectively. Adults aged over 65, were the largest consumers of televised broadcasts devoting more than twice the amount; 5 hours and 45 minutes. Adults aged 16-24 also achieved the lowest average weekly reach compared to the other age groups; on average 88.4% of those in

the category spent at least 3 consecutive minutes per week viewing television as opposed to 97.5% in the 65+ age group.

Table 4. Daily viewing hours and weekly reach in 2011 according to age groups (BARB, 2011)

Age group	Average daily hours of viewing in hrs:min per person	Average weekly reach in percentages
Children	2:27	93.2
Adults 16-24	2:45	88.4
Adults 25-34	3:16	93.6
Adults 35-44	3:52	96.0
Adults 45-54	4:29	96.7
Adults 55-64	5:16	97.1
Adults 65+	5:45	97.5

Turning to what channels the audience actually tunes into it becomes apparent that public broadcaster is still a favorite in Britain. As shown in table 5, BBC One achieved both the highest average daily reach and the high average weekly viewing in at the beginning of February 2012 (BARB, 2012). The audience share of the BBC as a whole, however, has dropped from 38.50% in 2002 to 33.19% in 2011 (BARB, 2012). See appendix 3 for a full overview regarding the audience shares of Britain's television channels.

Table 5. Viewing summary for January 30 – February 05, 2012 (BARB, 2012)

Channel	Average daily reach (%)	Average weekly viewing (hrs:min per person)	Share (%)
All/ANY TV	81.1	30:18	100.0
BBC 1	53.9	6:31	21.5
BBC 2	27.0	1:57	6.4
ITV 1	36.7	4:26	14.6
Channel 4	25.7	1:48	6.0
Channel 5	18.0	1:16	4.2

Although viewer ratings are of concern to television stations, caution should be taken when linking overly positive assumptions to high viewing ratings. High ratings and a positive reputation are for example not necessarily correlated. One of the reasons to be careful to make assumptions is the so-called "lead-in effect". The viewer habit refers to

the tendency to keep watching the same channel from programme to programme, rather than switching between channels when a show has ended. Viewers do not switch because they are passive and changing channels requires effort (Shachar and Emerson 2000), or because they do not see any added value in switching. Several studies have confirmed that the “lead-in effect” is strikingly significant in determining viewing behaviors of individuals (e.g. Rust and Alpert, 1984; Shachar and Emerson, 2000) therefore the “lead-in effect” should not be underestimated.

3 Present research and methodology

The present study aims to find out what the general reputation of BBC One is among the British public. Thus far, the paper has looked at the definitions and value of a good reputation, and defines reputation the outcome of the history and the sum of stories told about the channel. Models for corporate reputation measurement as well as Luoma-aho’s method for public service reputation have given valuable insights as to how reputation is currently dealt with; nevertheless none of the aforementioned methods appear to be fully suitable for reputation measurement for a public service television channel.

The foregoing sections have empathized that it is important for a broadcaster to be professional and trustworthy so that individual members of the public are able to make well-informed decisions. Therefore this paper will propose a combined method which includes Fombrun’s quality statements, Luoma-aho’s notations for public service, items from the public service broadcaster literature, and specific stories told about the broadcaster.

As a starting point for the study’s reputation measure, the characteristics that make up public service television are taken to evaluate if BBC One is generally regarded as one. In this respect the corporate identity and self-presentations earlier mentioned in figure 2, are also incorporated. According to the BBC One Controller's vision, the channel’s philosophy is to provide a wide variety of high-quality factual, drama and entertainment programmes that engage, surprise and delight audiences and appeal to

both existing BBC One viewers and those that watch the channel less often. In like manner the output should reflect the whole of the UK in its output and continue to be bold, creative, innovative and thought-provoking (BBC, n. d.). A Blinc Research report (2007) commissioned by the BBC Trust, revealed that the public has different perceptions of words generally used by marketing professionals. Rather using “innovative”, the interviewees talked about “freshness”. The research also uncovered that being “fresh”, “new”, and “different” matters to viewers and that the best and most enjoyable programmes should be “inventive” and “imaginative”.

Controversies surrounding the BBC can lead to negative stories being distributed among audiences and harm the broadcaster’s reputation in the long term. These dimensions should thus be taken into consideration when finding out what reputation BBC 1 has and cannot be excluded from reputation assessments.

The 2003 Hutton Inquiry (also known as the David Kelly affair) was a major controversy that shook up the BBC and led to the resignation of then director-general Greg Dyke. In July of that year Kelly, a former United Nations weapons inspector in Iraq employed by the British Ministry of Defence at the time of the controversy, had an off the record conversation with BBC journalist Andrew Gilligan about the government’s insights regarding the presence of weapons of mass destruction in Iraq. Gilligan went on to cite Kelly as the source of his story, breaking the journalistic code of conduct. Kelly was found dead two days after he became known as the source.

Two years earlier, Dyke pin-pointed another issue he felt haunted the BBC. During an interview with BBC Radio Scotland on January 7th, 2001, he proclaimed that the BBC was “hideously white” and that the ethnic minorities that do work at the BBC often leave. He suggested that ethnic minorities might not feel at home, or welcome for that matter. He later continued to strengthen his argument by stating: “I had a management Christmas lunch and as I looked around I thought, ‘we’ve got a real problem here’. There were 80-odd people there and only one person who wasn’t white” (Hunter, 2001). Comments made by popular TV and radio presenter Jonathan Ross in 2007 added fire to the race debate when he told listeners during his Radio 2 programme: “[Black people] are either standing on the door or carrying a cloth” (Hastings and Copping, 2007).

More recently during the UK riots in August 2011, journalistic professionalism was questioned after news anchor Fiona Armstrong insinuated during a 9 August 2011 BBC One interview with West Indian broadcaster and civil liberties campaigner Darcus Howe that he is a rioter himself. The video interview was posted on YouTube and received over 4.5 million views within a month. After receiving complaints, the BBC later apologized “for any offence that this interview has caused” (The Telegraph, 2011).

These events conflict with the values and principles earlier mentioned in the Controller’s vision and send out negative messages that could harm the channel’s reputation. Therefore, statements regarding credibility, trustworthiness and professionalism will be included in the survey instrument, as well as the items mentioned in the Controller’s vision and the Blinc Research report. In addition, it is relevant to include a measure of the opinions of members of the public that do not watch television on a regular basis, because of their life-styles or preference for other activities, to get a better picture of whether BBC One is liked in general.

3.1 Survey instrument

The online survey was created with Create Survey and finalized after proofreading on the 20th of September, 2011. The questionnaire was divided in two pages; the first informed participants about the purpose of the study, and included a free-word association question (what's the first word that comes to mind when you think of BBC One?). This technique is used to understand the organization of human thoughts and to prompt the participants’ thinking in terms of the meaning of BBC One as an instinctive reaction. The open-ended question helps to determine what image is retrieved from previous thought-processes in an unbiased manner and produces an acceptable first impression as to what the channel’s reputation could be.

The second page contained a list of 34 statement questions based on the previously discussed methods and controversies, and asked the participants to select a number on a scale of 1 – 7 (1= strongly disagree, 4= neutral, 7= strongly agree) to reveal how little or strongly they were in agreed.

The third section asked participants to award BBC One a grade on the overall content it broadcasts on a scale of 1 to 7 (1= unacceptable, 7= excellent) to establish whether participants overall feel positively or negatively towards the channel.

The fourth section obtained the respondents' demographic information including gender and age groups, but also asked participants which country or part of England they are from, which political party best represents their views, and to what ethnic group they feel they belong. The variables are collected to determine whether the sample is representative of the general population, but also to assess if ethnic groups, as well as regions, answer questions regarding equal treatment and partiality differently.

Lastly, the survey included an open comment box at the end of the survey to collect additional thoughts and comments. The questionnaire can be found in appendix 4.

3.2 Procedure

Prior to distribution the survey was tested independently by two UK residents. A number of statement questions were re-phrased to make them less ambiguous and adjustments were made to the options for "political affiliation" and "ethnicity" by the inclusion of "rather not say". Time constraints did not allow for more test rounds.

Data collection commenced on the 20th of September, 2011 and ended on the 1st of November, 2011. During the six-week period, announcements were placed in the specially designated "media and research opportunities" section on The Student Room (TSR) forum. The Student Room is one of the UK's most popular forums among students and offers advice on all matters student- and university related.

Fourteen universities were contacted initially between the 20th and the 22nd of September, 2011, of which two replied; Oxford Brookes University and Keele University. Appeals to participate in the study were placed in the October 5th edition of Onstream, Oxford Brookes University's internal staff newsletter, and Keele University's weekly e-newsletter "Union: Update". The list of universities can be found in appendix 5

As none of the universities replied in the first week, mailing lists were comprised on the 28th of September in a bid to achieve a higher response rate. The lists included approximately 2200 email addresses of both academic staff and support staff, such as

administrative and technical personnel, and contained a link to the survey. The email addresses were selected on basis of how easily available they were. Table 6 reveals an overview of the schools contacted.

Schools were selected as distribution points to diminish uncertainty regarding acceptable response numbers as much as possible, because university personnel may feel more compelled to respond to a request made by a student than the general population and because their contact details are publicly available.

Table 6. Summation of departments and schools for mailing list

University	Department/School
University of Bristol	Department of Economics Department of Accounting and Finance School of Education Department of Classics and Ancient History Department of Theology and Religious Studies Department of History of Art
Cardiff University	School of English, Communication, and Philosophy School of Journalism, Media and Cultural School of Law School of Journalism, Media and Cultural School of History, Archaeology and Religion School of Psychology
Coventry University	School of Art and Design
Glasgow Caledonian University	School for Business and Society
University of Leeds	School of Political Communication: School of Fine Art, History of Art & Cultural Studies School of Performance and Cultural Industries School of Education School of Law School of Business
University of Leicester	Department of Film Studies School of Law Department Labour Market Studies
University College London	Department of English
University of Sunderland	Department of Social Sciences

	Department of Culture Department of Education Department of Psychology
University of Sussex	Department of Media and Film Department of Sociology School of Law, Politics and Sociology

3.3 Participants

The collection process yielded a total of 415 usable responses. The respondents provided information about their age, location, political affiliation and ethnicity, listed in table 7. The sex ratio of the sample was slightly unevenly distributed; females representing 58.6% of the sample as opposed to a 41.4% male representation. The vast majority of respondents were white (90.1%) and aged between 16 and 24 (35.7%). Although most respondents were aged between 16 and 24, the age distribution can still be considered representative of the population with adults aged 25 to 54 representing 52% of the sample.

Table 7. Participant demographics

Age of participants	%	Political affiliation	%
16-24	35.7%	Conservative	11.3%
25-34	16.6%	Labour	33.5%
35-44	18.1%	Liberal Democrat	11.3%
45-54	17.3%	Other	14.2%
55-64	11.1%	Unsure	21.9%
65+	1.2%	Rather not say	7.7%
Where are you from?		Ethnicity	
Scotland	8.4%	White	90.1%
Northern Ireland	1.9%	Mixed	2.7%
Wales	10.4%	Asian or British Asian	1.9%
North East England	6.0%	Black or Black British	1.4%
North West England	6.0%	Chinese	0.2%
Yorkshire and Humber	11.6%	Other ethnicity	1.9%
West Midlands	7.0%	Rather not say	1.7%
East Midlands	9.2%		
Eastern England	1.4%		
Greater London	9.9%		
South East England	14.9%		
South West England	13.3%		

With the exception of Northern Ireland (1.9%), the countries of the United Kingdom were relatively well represented. Most respondents live in the South East (14.9%), followed by the South West (13.3%) and Yorkshire and Humber (11.6%). The region with the fewest respondents (1.4%) was Eastern England.

The majority of the participants (33.5%) revealed that Labour best represented their political views. Over a fifth (21.9%) answered they were unsure as to which party's political agenda they agreed with. The Conservatives and Liberal Democrats were supported by 11.3% of the sample.

4 Results

The first word respondents thought of when asked to name one when thinking of BBC One was "news" ($n = 59$), closely followed by "quality" ($n = 55$). "Television" also received a high amount of counts ($n = 43$). Favourable terms "reliable" ($n = 19$), "trustworthy" ($n = 6$) and other related associations such as "respectable/reputable", "dependable", "credible", "good", "honesty", "responsible", "integrity", "impartial", "informative", "educational", "intelligent", "valuable", "solid", and "best" were named by 33 other respondents. More negatively inclined answers included; "boring" ($n = 3$) and biased ($n = 5$). One of the respondents produced "abrasive" as an initial reaction, whereas another participant mentioned "stale and increasingly down-market". 24 participants initially associated BBC One with national representation and answered "British".

When asked which of Britain's five most viewed channels fulfilled the information, education and entertainment ethos most, BBC One came out on top (49.6%) as depicted in figure 4. Men were significantly less inclined to chose BBC One out of the options ($F(5, 410) = 8.472, p = .000$); out of all the male respondents 36.5% selected BBC One against 59.3% of the female sample. Also, the participants were not collectively convinced that BBC One is setting the standard for commercial channels ($M = 4.59, SD = 1.831$).

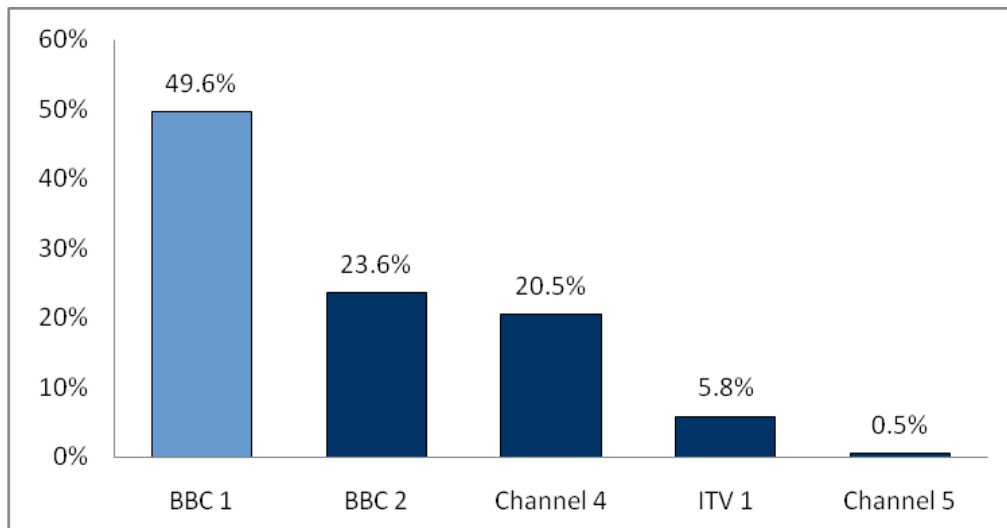


Figure 4. Overview of to respondent's answers to which channel informs educates and entertains the most in general.

Despite a rather high variation, most respondents revealed to like BBC One ($M = 4.92$, $SD = 1.812$), nearly a quarter (24.6%) agreeing that it is a channel they like regardless of watching television or not. When asked to grade BBC One on the content it broadcasts a higher mean was achieved ($M = 5.24$) and the variation was also lower ($SD = 1.37$). Moreover, out of the 45 respondents that awarded the channel a score below 4, 8 participants did state that BBC One informs, educates and entertains the most. Women were significantly more positive in their ratings than men ($F(7, 408) = 3.801$, $p = .001$); one-fifth (19.8%) of the male sample rating the channel below 4 as opposed to one-twentieth (5.3%) of women.

Among the results listed in table 8, statements that scored the highest scores include statement 22; "BBC One is a respectable channel" ($M = 5.45$), statement 15; "BBC One presents content in a professional manner" ($M = 5.35$), and statement 1; "BBC One is valuable to society" ($M = 5.22$). The last achieving the highest frequency ($n = 116$) of "strongly agree" counts.

Table 8. Findings reputation statements

Statements	Mean	SD	N
1. Valuable to society	5.22	1.755	415
2. Independent from any political influences	3.85	1.731	415
3. Educates the public on important issues within British society	4.90	1.594	415
4. Helps preserve the national culture	4.72	1.636	415
5. Represents today's Britain well	4.47	1.490	415
6. Presents issues in society fairly without being partial	4.25	1.625	415
7. Is interactive and engages in conversation with the public	4.59	1.440	415
8. Treats people of all social and racial layers in society equally	4.34	1.638	415
9. Provides variety and different shows to watch	4.86	1.666	415
10. Is clearly different from commercial channels	4.50	1.818	415
11. Cares for Britain	4.43	1.543	415
12. Is a channel I like even if I do not watch it	4.92	1.812	415
13. Is informative and educates the public where needed	4.88	1.593	415
14. Provides fresh and inventive programmes	4.47	1.529	415
15. Presents content in a professional manner	5.35	1.588	415
16. Is in touch with the British public	4.59	1.391	415
17. Is accessible	5.35	1.609	415
18. Invites debate about important issues	4.87	1.572	415
19. Offers a good amount enjoyable and entertaining programmes	4.99	1.601	415
20. Sets the standard for commercial channels	4.59	1.831	415
21. Is imaginative	4.56	1.528	415
22. Is a respectable channel	5.45	1.660	415
23. Is owned by the British public	4.61	1.814	415
24. Offers good value for money	4.75	1.890	415
25. Takes a paternalistic stand towards the public	4.13	1.452	415
26. Supports good causes	4.97	1.462	415
27. Looks like an appealing workplace	4.70	1.520	415
28. Appears to be well managed behind the scenes	4.55	1.481	415
29. Understands what it needs to do now to do well in the future	4.30	1.292	415
30. Has a clear vision	4.31	1.277	415
31. Takes full responsibility for its services	4.60	1.492	415
32. The news and documentaries are trustworthy	4.98	1.734	415
33. Operates independently from the ministry's entity	4.22	1.550	415
34. Provides high quality independent journalism	4.87	1.737	415

Although “quality” was repeatedly mentioned in the free associations question, the mean scores for the level of journalistic quality and independence ($M = 4.87$), as well as trustworthiness ($M = 4.98$) are conservative. Both statements did, however, accomplish high percentages on the positive side of the likert-scale, the first achieving 69.9% in the “slightly” to “strongly” agree range and the latter 65.6%.

Albeit close, the statements mentioning the points set out in the Controller's vision also fell short of reaching "slightly agree" (5) consensus; the variety of different shows coming in at an average of 4.86 and the amount of programmes that are enjoyable and entertaining at a mean of 4.99. Similar averages were found in statements regarding the education of the public on important issues within British society ($M = 4.90$) and the welcoming of debate on significant matters ($M = 4.87$).

The respondents were less certain about whether the channel is in touch with the British public ($M = 4.59$), over a third (36.1%) slightly agreeing that it is. One of the Scottish participants pointed out in the commentary section that "when watching the BBC it is hard to believe there is life beyond the central belt of England. Their weather report often forgets to even mention Scotland - they seem to think we are some distant colony." Another respondent from the South East of England expressed doubt: "I think the BBC is great compared to other channels, but I'm not sure it is reflective of the nation or alternative views."

No significant difference was found between the different ethnicities ($F(6, 409) = 0.648, p = .663$) or between the different countries/regions ($F(12, 403) = 1.308, p = .217$) of the respondents and their answers to statement 8: "BBC One treats people of all social and racial layers in society equally." In like manner, no significant difference was observed between the different ethnicities of the respondents and their answers to statement 6; "BBC One presents issues in society fairly without being partial" ($F(6, 409) = 1.721, p = .129$) or between the regions ($F(12, 403) = 1.693, p = .073$).

Turning to the items highlighted by the public in the Blinc Research report (2007), the participants were not markedly convinced that BBC One provides fresh and inventive programmes ($M = 4.47$), or that the channel is imaginative ($M = 4.56$). With regards to showing programmes that are clearly different from those shown on commercial channels, respondents were rather divided in their views ($SD = 1.818$). One male from Yorkshire and Humber noting: "Although I think the BBC has some good shows it does not offer value for money and provides no more than other commercial stations can offer, I hate having to pay a license fee of £150 to get something other stations can offer for free through advertising".

Although the TV license proved a highly contested subject, the sample group was slightly more positive about their views on value for money ($M = 4.75$, $SD = 1.890$), over one-fifth 21.9% strongly agreeing that the license fee offers a good standard of service. A few of the participants questioned if it is right for the law to force the public to pay for the BBC's services, which could explain why the statement asking participants if they agreed that BBC One is independent from any political influences achieved the lowest mean score of the study ($M = 3.85$). One respondent simply stated: "The BBC is a monolithic disgrace and a waste of the taxpayer's money.", whereas another expressed the complete opposite feeling and called the license fee: "an absolute bargain." The license fee was only mentioned twice in the free-associations assignment.

Statements 30; "BBC One has a clear vision" and 29; "BBC One understands what it needs to do now in order to do well in the future" both achieves the highest percentage of neutral (4) responses (39.3%).

5 Discussion

The present study set out to investigate if BBC One, Britain's television channel with the highest weekly viewing share and time, enjoys a positive reputation among their largest stakeholder group; the public. The paper defines reputation as a synthesis of the opinions, perceptions, and attitudes of an organization's stakeholders that are the outcome of the sum of stories told about the organization and its' performance.

Although the findings did not produce high numbers, it's acceptable to say that BBC One does enjoy a moderately positive reputation. In other words, the results suggest that the history and the sum of stories told about BBC One have not led to a negative reputation of the channel among the public. Also, the free-word association exercise revealed that positive connotations outweigh the negative ones. News and quality are important to public broadcasters and the high number of respondents associating these and other words set out by the Controller's vision is a welcoming affirmation for BBC One.

As the vast majority of the reputation ratings have not dropped below 4 and is leaning towards a positive, it can be suggested that BBC One had a favorable reputation before

the controversies as there is still public support. Although the license fee is much contested, it is unlikely that it threatens the channel's survival. Nevertheless, BBC One should be cautious, as the overall ratings indicate that there is not an indefinite supply of support in its previously discussed so-called reputational bank (Alsop, 2004; Dowling, 2002; Fombrun and van Riel, 2003).

The findings support Murdock's (1999) observation of the fading dissimilarities between public and commercial broadcasting. However, the conservatively positive ratings concerning programmes shown on BBC One being different from those on commercial channels (M: 4.50) could be because commercial channels have focused on the same objectives as BBC One, or seeing as reputation is perceptual, that the public feels that they have. The result somewhat contradicts with the findings of the comparative question about which channels inform, educate and entertain Britain the most, where BBC One clearly comes out on top. An explanation for this could be that the question in itself was flawed; it asked about the five most viewed channels, rather than all the television channels available in Britain. In order to determine how the British public perceive television content in general, further comparative studies are needed.

The stakeholder management implications of the study encourage more debate with the public. With the appropriate adjustments resulting from the conversation in mind, the broadcaster could benefit from informing the nation about BBC's visions and what its future plans entail. This way new positive self-representation might result in a more favorable reputation over time. Further research into the license fee are also advised; perhaps looking into if current perceptions towards value for money would become more positive if the license fee is abandoned and replaced by a ring-fenced tax based on income.

This study is limited by the sample used; the vast majority of the participants that received an invitation to the study were highly educated, thus not representing the lower-classes of Britain well. This could have possibly led to some bias in the results. Also, online survey administrators cannot control the conditions surrounding the participants; e. g. respondents having a bad day may give more negatively inclined answers than they normally would. Face-to-face methods can address these issues better.

As the majority of methodologies for reputation measurement focus on small powerfull stakeholder groups that can significantly influence the firm, rather than large stakeholder groups that when taken apart as separate individuals have little power, deeper investigation into how public service institutions should measure their reputation is needed. Especially when the market in which they operate include commercial/private competitors as well.

Further investigation into the meaning of numbers in broadcasting as well as other related industries, such as online media, and their relationship to reputation formation is also strongly advised.

References

- Aaker, D. A. and Keller, K. L. (1990). Consumer Evaluations of Brand Extensions. *Journal of Marketing*, 54(1), 27-41.
- Abimbola, T. and Vallaster, C. (2007). Brand, organisational identity and reputation in SMEs: An overview. *Qualitative Market Research*, 10(4), 341-348.
- Alessandri, S. W. (2001). Modelling corporate identity: A concept explication and theoretical explanation. *Corporate Communications: An International Journal*, 6(4), 173-182.
- Alsop, R. J. (2004). *The 18 immutable laws of corporate reputation: Creating, protecting, and repairing your most valuable asset*. New York: Free Press.
- Alvesson, M. (1998). The business concept as a symbol. *International studies of management and organisation*, 28(3), 86-108.
- Ansoff, H. I. (1965). *Corporate strategy: An analytic approach to business policy for growth and expansion*. New York: McGraw-Hill.
- Aqueveque, C. (2005). Signaling corporate values: Consumers' suspicious minds. *Corporate governance*, 5(3), 70-81.
- Balmer, J. M. T. and Wilson, A. (1998). Corporate identity: There is more to it than meets the eye. *International Studies of Management and Organisation*, 28(3), 12-31.
- BARB. (2011). Weekly viewing summary. Retrieved October 18, 2011, from: <http://www.barb.co.uk/report/weekly-viewing>.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-base view. *Journal of Management*, 27(6), 643-650.
- Barwise, P. T. and Ehrenberg, A. S. C. (1987). The liking and viewing of regular TV series. *Journal of Consumer Research*, 14(1), 63-70.
- BBC. (2010). TV licence fee: Facts and figures. Retrieved October 29, 2011, from: <http://www.bbc.co.uk/pressoffice/keyfacts/stories/licencefee.shtml>.
- BBC. (2011). About the BBC: BBC objectives 2010/11. Retrieved October 28, 2011, from: <http://www.bbc.co.uk/aboutthebbc/purpose/objectives.shtml>.
- BBC. (n. d.). About the BBC: Statements of programme policy. Retrieved October 28, 2011, from: <http://www.bbc.co.uk/aboutthebbc/statements2010/television/bbcone.shtml>.
- Bennett, R. and Kottasz, R. (2000). Practitioner perceptions of corporate reputation: An empirical investigation. *Corporate Communications: An International Journal*, 5(4), 224-234.
- Blinic Research. (2007). Television audience perceptions of innovation and distinctiveness. Retrieved on January 5, 2012, from:

http://www.bbc.co.uk/bbctrust/assets/files/pdf/consult/purpose_remits/audience_research.pdf.

- Bottomley, P. A. and Doyle, J. R. (1996). The formation of attitudes towards brand extensions: Testing and generalising Aaker and Keller's Model. *International Journal of Research in Marketing*, 13(4), 365-377.
- Brainin, T. (2012, December 19). Public broadcasting's necessary enemies. Retrieved August 28, 2011, from The Guardian: <http://www.guardian.co.uk/commentisfree/cifamerica/2010/dec/19/npr-us-television>.
- Brown, B. (1998). Do stock market investors reward companies with reputations for social performance? *Corporate Reputation Review*, 1, 271-280.
- Brown, B. and Perry, S. (1994). Removing the financial performance halo from Fortune's 'Most Admired' companies. *Academy of Management Journal*, 37(5), 1347-1359.
- Cable, D. M. and Turban, D. B. (2003). The value of organizational image in the recruitment context: A brand equity perspective. *Journal of Applied Social Psychology*, 33(11), 2244-2266.
- Carmeli, A. and Tishler, A. (2005). Perceived organizational reputation and organizational performance: An empirical investigation of industrial enterprises. *Corporate Reputation Review*, 8(1), 13-30.
- Caruana, A. (1997). Corporate reputation: Concept and measurement. *Journal of Product and Brand Management*, 6(2), 109-118.
- Chan-Olmsted, S. M. (2006). *Competitive strategy for media firms: Strategic and brand management in changing media markets*. Mahwah, NJ: Lawrence Erlbaum.
- Clarkson, M. B. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20(1) 92-117.
- Davies, G., Chun, R., da Silva, R. V. and Roper, S. (2003). *Corporate reputation and competitiveness*. New York: Routledge.
- Deephouse, D. (2000). Media reputation as a strategic resource: An integration of mass communication and resource-based theories. *Journal of Management*, 26(6), 1091-1112.
- Deephouse, D. and Carter, S. (2005). An examination of differences between organizational legitimacy and organizational reputation. *Journal of Management Studies*, 42(2), 329-360.
- Dierickx, I. and Cool, K. (1989). Asset stock accumulation and sustainable competitive advantage. *Management Science*, 35(12), 1504-1511.
- Dowling, G. (2002). *Creating corporate reputations: Identity, image, and performance*. New York: Oxford University Press.
- Dowling, G. (2004). Corporate reputations: Should you compete on yours? *California Management Review*, 46(3), 19-36.
- Dukerich, J. M. and Carter, S. M. (2000). Distorted images and reputation repair. In M. Schultz, Hatch, M. J. and Larsen, M. H. (eds.). *The Expressive Organization: Linking Identity, Reputation, and the Corporate Brand*, 97-112. Oxford: Oxford University Press.

- Dutton, J. E. and Jackson, S. E. (1987). Categorizing strategic issues: Links to organizational action. *Academy of Management Review*, 12(1), 76-90.
- Einwiller, S. and Will, M. (2002). Towards an integrated approach to corporate branding: An empirical study. *Corporate Communications: An International Journal*, 7(2), 100-110.
- Ferguson, P. D., Deephouse, D. and Ferguson, W. L. (2000). Do strategic groups differ in reputation? *Strategic Management Journal*, 21(12), 1105-1215.
- Fombrun, C. J. (1996). *Reputation: Realizing value from the corporate image*. Boston: Harvard Business School Press.
- Fombrun, C. J. (1998). Corporate reputation. In Nicholson, N. (ed.). *Blackwell encyclopedic dictionary of organizational behavior*, 476-478. Malden: Blackwell Publishers.
- Fombrun, C. J. (2001). Corporate reputation as economic assets. In Hitt, M. A., Freeman, R. E. and Harrison, J. S. (eds.). *The Blackwell handbook of strategic management*, 289-312. Malden: Blackwell Publishers.
- Fombrun, C. J. and Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33(2), 233-258.
- Fombrun, C. J. and Van Riel, C. B. M. (1997). The reputational landscape. *Corporate Reputation Review*, 1(1/2), 5-13.
- Fombrun, C. J. and Van Riel, C. B. M. (2004). *Fame and fortune: How successful companies build winning reputations*. New York: Prentice-Hall Financial Times.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman Publishing.
- Frooman, J. (1999). Stakeholder influence strategies. *Academy of Management Review*, 24(2), 191-205.
- Gentzkow, M. and Shapiro, J. M. (2006). Media bias and reputation. *Journal of Political Economy*, 114(2), 280-316.
- Geyser, S. A. (1999). Advancing and enhancing corporate reputation. *Corporate Communications: An International Journal*, 4(4), 177-181.
- Grant, R. M. (1991). The resource-based theory of competitive advantage: Implications for strategy formulation. *California Management Review*, 33(3), 114-135.
- Gibson, D., Gonzales, J. L. and Canstanon, J. (2006). Importance of reputation and the role of public relations. *Public Relations Quarterly*, 51(3), 15-18.
- Gotsi, M. and Wilson, A. M. (2001). Corporate reputation: Seeking a definition. *Corporate Communications: An International Journal*, 6(1), 24-30.
- Graham, M. and Bansal, P. (2007). Customers' willingness to pay for reputation: The context of airline companies. *Corporate Reputation Review*, 10(3), 189-200.
- Gray, E. R. and Balmer, J. M. T. (1998). Managing image and corporate reputation. *Long Range Planning*, 31(5), 685-692.
- Grunig, J. E. (1993). Image and substance: From symbolic to behavioral relationships. *Public Relations Review*, 19(2), 121-139.
- Grunig, L. A. and Grunig, J. E. (2003). Public relations in the United States: A generation

- of maturation. In Sriramesh, K. and Vercic, D. (eds.). *The global public relations handbook: Theory, research, and practice*, 323-355. Mahwah, NJ: Lawrence Erlbaum Associates.
- Hall, R. (1992). The strategic analysis of intangible resources. *Strategic Management Journal*, 13(2), 135-144.
- Hall, R. (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal*, 14(8), 607-618.
- Hanson, D. and Stuart, H. (2001). Failing the reputation management test: The case of BHP, the big Australian. *Corporate Reputation Review*, 4(2), 128-143.
- Hay Group. (n. d.). FORTUNE Most Admired Companies. Retrieved on January 20, 2012, from: http://www.haygroup.com/za/best_companies/index.aspx?id=11869.
- Hoynes, W. (2003). Branding public service: The "new PBS" and the privatization of public television. *Television and New Media*, 4(2), 117-130.
- Hutton, J. G., Goodman, M. B., Alexander, J. B. and Genest, C. M. (2001). Reputation management: The new face of corporate public relations? *Public Relations Review*, 27(3), 247-261.
- Keller, K. L. and Aaker, D. A. (1992). The effect of sequential introduction of brand extensions. *Journal of Marketing Research*, 29(2), 35-50.
- Kent, A. (1993). Continental announces. In Gottschalk, J. (ed.). *Crisis, inside stories of managing image under siege*, 47-59. Detroit, MI: Visible Ink.
- Levy, D. A. (1999). *Europe's digital revolution: Broadcasting, the EU and the nation state*. London: Routledge.
- Lewellyn, P. G. (2002). Corporate reputation: Focusing the zeitgeist. *Business and Society*, 41(4), 446-456.
- Lewis, S. (2001). Measuring corporate reputation. *Corporate Communications: An International Journal*, 6(1), 31-35.
- Luoma-aho, V. (2006) Intangibles of public organizations: Trust and reputation. In Luoma-aho, V. and Peltola, S. (eds.). *Public Organizations in the Communication Society*, 11-58. Jyväskylä: University of Jyväskylä.
- Luoma-aho, V. (2007). Neutral reputation and public sector organizations. *Corporate Reputation Review*, 10(2), 124-143.
- Luoma-aho, V. (2008). Sector reputation and public organisations. *International Journal of Public Sector Management*, 21(5), 446-467.
- Neville, B. A., Bell, S. J. and Mengüç, B. (2005). Corporate reputation, stakeholders and the social performance-financial performance relationship. *European Journal of Marketing*, 39(9/10), 1184-1220.
- MacMillan, K., Money, K. and Downing, S. J. (2000). Successful business relationships. *Journal of General Management*, 26(1), 69-83.
- MacMillan, K., Money, K., Downing, S. J. and Hillenbrand C. (2005). Reputation in relationships: Measuring experiences, emotions and behaviours. *Corporate Reputation Review*, 8(3), 214-232.
- Mahon, J. and McGowan, R. A. (1999). Corporate reputation, crises, and stakeholder management. *Global Focus*, 11(3), 37-52.

- Mahon, J. (2002). Corporate reputation: A research agenda using strategy and stakeholder literature. *Business and Society*, 41(4), 415-445.
- Mahon, J. and Wartick, S. (2003). Dealing with stakeholders: How reputation, credibility and framing influence the game. *Corporate Reputation Review*, 6(1), 19-35.
- Marcus, A. A. and Goodman, R. S. (1991). Victims and shareholders: The dilemmas of presenting corporate policy during a crisis. *Academy of Management Journal*, 34(2), 281-305.
- McGuire, J. B., Schneeweis, T. and Branch, B. (1990). Perceptions of firm quality: A cause or result of firm performance. *Journal of Management*, 16(1), 167-180.
- Markwick, N. and Fill, C. (1997). Towards a framework for managing corporate identity. *European Journal of Marketing*, 31(5/6), 396-409.
- Miles, M. P. and Covin, J. G. (2000). Environmental marketing: A source of reputational, competitive, and financial advantage. *Journal of Business Ethics*, 23(3), 299-312.
- Mitchell, R. K., Agle, B. R. and Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-888.
- Murdock, G. (1999). Rights and representation: Public discourse and cultural citizenship. In Gripsrud, J. (ed.). *Television and Common Knowledge*, 7-18. London: Routledge.
- Oliver, C. (1997). Sustainable competitive advantage: Combining institutional and resourced based views. *Strategic Management Journal*, 18(9), 697-713.
- Ostheimer, R. (1970). Frequency effects over time. *Journal of Advertising Research*, 10, 19-22.
- Phelan, S. E. and Lewin, P. (2000). Arriving at a strategic theory of the firm. *International Journal of Management Reviews*, 2(4), 305-323.
- Picard, R. G. (2002). Research note: Assessing audience performance of public service broadcasters. *European Journal of Communication*, 17(2), 227-235.
- Post, J. E. and Griffin, J. J. (1997). Corporate reputation and external affairs management. *Corporate Reputation Review*, 1(1), 165-171.
- Riege, A. and Lindsay, N. (2006). Knowledge management in the public sector: Stakeholder partnerships in the public policy development. *Journal of Knowledge Management*, 10(3), 24-39.
- Rindova, V. P. and Fombrun, C. J. (1998). The eye of the beholder: The role of corporate reputation in defining organizational identity. In Whetten, D. and Godfrey, P. (eds.). *Identity in organization: Developing theory through conversation*, 62-66. Thousand Oaks, CA: Sage.
- Roberts, P. and Dowling, G. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, 23(12), 1077-1093.
- Rust, R. and Alpert, M. (1984). An audience flow model of television viewing choice. *Marketing Science*, 3(1), 113-127.
- Shachar, R. and Emerson, J. (2000). Cast demographics, unobserved segments, and heterogeneous switching costs in a television viewing choice model. *Journal of Marketing Research*, 37(2), 173-186.

- Shrivastava, P., Mitroff, I. I., Miller, D. and Miglani, A. (1988). Understanding industrial crises. *Journal of Management Studies*, 25(4), 285-303.
- Stanford Research Institute. (1982). *Changing images of man*. Stanford, CA: Author.
- The Telegraph. (2011, August 10). London riots: BBC apologises for accusing Darcus Howe. Retrieved August 24, 2011, from: <http://www.telegraph.co.uk/news/uknews/crime/8693842/London-riots-BBC-apologises-for-accusing-Darcus-Howe.html>.
- Teece, D. J., Pisano, G. and Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- Treaty of Amsterdam. (1997, November 10). Protocol on the system of public broadcasting in the Member States. Retrieved August 15, 2011, from: <http://eur-lex.europa.eu/en/treaties/dat/11997D/htm/11997D.html>.
- Vendelo, M. T. (1998). Narrating corporate reputation. *International Studies of Management and Organisation*, 28(3), 120-137.
- Wang, Y., Kandampully, J., Lo, H. P. and Shi, G. (2006). The role of brand equity and corporate reputation in CRM: A Chinese study. *Corporate Reputation Review*, 9(3), 179-197.
- Wartick, S. L. (1992). The relationship between intense media exposure and change in corporate reputation. *Business & Society*, 31(1), 33-49.
- Wartick, S. L. (2002). Measuring corporate reputation: Definition and data. *Business & Society*, 41(4), 371-393.
- Webster, J. G., Phalen, P. F. and Lichty, L. W. (2006). *Ratings analysis: The theory and practice of audience research*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Weigelt, K. and Camerer, C. (1988). Reputation and corporate strategy: A review of recent theory and applications. *Strategic Management Journal*, 9(5), 443-454.
- Williams, S. L. and Moffitt, M. (1997). Corporate image as an impression formation process: Prioritizing personal, organizational, and environmental audience factors. *Journal of Public Relations Research*, 9(4), 237-258.
- Zyglidopoulos, S. and Phillips, N. (1999). Responding to reputational crises: A stakeholder perspective. *Corporate Reputation Review*, 2(4), 333-350.

Appendix 1. Inventory of definitions by Barnett et al. (2006, p. 30-32)

<i>Cluster</i>	<i>Citation</i>	<i>Terms</i>
<i>Asset</i>	Goldberg <i>et al.</i> (2003)	An intangible resource
	Mahon (2002)	(Strategy scholars) A resource for the firm (Social scholars) An asset
		Financial soundness
	Miles and Covin (2002)	A valuable but fragile intangible asset
	Fombrun (2001)	Economic asset
	Drobis (2000)	Intangible asset
	Miles and Covin (2000)	Intangible asset
	Fortune AMAC: Fombrun <i>et al.</i> (1999)	Wise use of corporate assets
		Quality of management
		Quality of products or services
		Innovativeness
		Long-term investment value
		Financial soundness
		Ability to attract, develop and keep talented people
		Responsibility to the community and the environment
	Riahi-Belkaoui and Pavlik (1992)	Important asset
	Spence (1974)	Outcome of a competitive process
<i>Assessment</i>	Larkin (2003)	A value judgment
	Lewellyn (2002)	Stakeholders' evaluation of their knowledge of a firm
	Mahon (2002)	An estimation of a person or thing
	Wartick (2002)	The aggregation of a single stakeholder's evaluations (1992 def.)
	Bennett and Gabriel (2001)	Distribution of opinions
	Fombrun (2001)	Subjective, collective assessment
		Judgment of firms' effectiveness
		Aggregate judgments
	Fombrun and Rindova (2001)	Gauge of the firm's relative standing
	Gotsi and Wilson (2001)	Overall evaluation of a company over time
	Bennett and Kottasz (2000)	Opinions of an organization developed over time
	Cable and Graham (2000)	Affective evaluation
	Deephouse (2000)	Evaluation of a firm
	Dukerich and Carter (2000)	Assessments based on perceptions
	Fombrun and Rindova (2000)	General esteem
		Regard in which the firm is held
	Gioia <i>et al.</i> (2000)	Lasting, cumulative, global assessment
	Schweizer and Wijnberg (1999)	A shorthand evaluation about the stock of information about that firm
	Fombrun (1998)	Describes the firm's overall attractiveness
	Gray and Balmer (1998)	A value judgment about a company's attributes

<i>Cluster</i>	<i>Citation</i>	<i>Terms</i>
<i>Assessment</i>	Rindova and Fombrun (1998)	Aggregate assessment of constituents of an organization
	Fombrun and van Riel (1997)	Aggregate assessment of a firm's performance Subjective collective assessment Gauges a firm's relative standing
	Post and Griffin (1997)	Synthesis of the opinions, perceptions and attitudes
	Fombrun (1996)	Overall estimation of a firm Compared to some standard
	Herbig and Milewicz (1995)	An estimation of consistency
	Brown and Perry (1994)	The evaluation of a company
	Dowling (1994)	An evaluation (respect, esteem, estimation)
	Dutton <i>et al.</i> (1994)	Beliefs about what distinguishes a firm
	Fombrun and Shanley (1990)	Public's cumulative judgments
	Bernstein (1984)	The evaluation of what a company does
<i>Awareness</i>	Larkin (2003)	Reflection of a (firm's) name
	Pharoah (2003)	Exists in the eye of the beholder Exists in a million different minds
	Einwiller and Will (2002)	Net perception
	Mahon (2002)	Includes notions of corporate social responsibility
	Roberts and Dowling (2002)	A perceptual representation of a company's past actions and future prospects Global perception
	Balmer (2001)	Latent perception of the organization
	Fombrun (2001)	Collective representation of past actions and future prospects Individual perceptions and interpretations
	Fombrun and Rindova (2001)	A collective representation of a firm's past actions and results
	Hanson and Stuart (2001)	The corporate image over time
	Zyglidopoulos (2001)	Set of knowledge and emotions
	Bennett and Kottasz (2000)	Perceptions of an organization developed over time
	Ferguson <i>et al.</i> (2000)	What stakeholders think and feel about a firm
	Fombrun and Rindova (2000)	Aggregate perceptions
	Miles and Covin (2000)	Set of perceptions
	Mouritsen (2000)	An ambiguous assemblage of hunches
	Stuart (2000)	A set of attributes that observers perceive to characterize a firm
	Balmer (1998)	The perception of a firm
	Fombrun (1998)	Collective representation of past actions

<i>Cluster</i>	<i>Citation</i>	<i>Terms</i>
<i>Awareness</i>	Fombrun and van Riel (1997)	A collective representation
	Post and Griffin (1997)	A collective representation of a firm's past actions and results
		A synthesis of opinions
	Fombrun (1996)	A snapshot reconciling multiple images
		A perceptual representation of a firm's past actions
		Net or aggregate perceptions
		'Net' affective or emotional reaction
	Yoon <i>et al.</i> (1993)	Reflects the history of past actions
	Andersen and Sorensen (1999, 1992)	A shared bundle of attributes
	Smythe <i>et al.</i> (1992)	A corporation's values
	Weigelt and Camerer (1988)	A set of economic and non-economic attributes
	Levitt (1965)	A buyer's perception of how well known, good/bad, reliable, trustworthy, reputable and believable a firm is

Appendix 2. Reputation questionnaire by Luoma-aho (2007, p. 140-142).

1. Please state in a few words or adjectives what first comes to your mind about *the case organisation*.

Next I would like to ask you to rate the case organisation through various statements. Please consider each statement as to how well it describes it. Then circle the number that best represents your opinion.

2. Non co-operative	1	2	3	4	5	Co-operative
3. Not customer oriented	1	2	3	4	5	Customer oriented
4. Partial	1	2	3	4	5	Neutral
5. Closed	1	2	3	4	5	Open
6. For its own good	1	2	3	4	5	For the common good
7. Inefficient	1	2	3	4	5	Efficient
8. Irresponsible	1	2	3	4	5	Responsible
9. Unethical	1	2	3	4	5	Ethical
10. Not under constant development	1	2	3	4	5	Under constant development
11. Unknown	1	2	3	4	5	Well-known
12. Not esteemed	1	2	3	4	5	Esteemed
13. Active	1	2	3	4	5	Passive
14. Finds out customer needs	1	2	3	4	5	Does not find out customer needs
15. States clearly the contact persons	1	2	3	4	5	States unclearly the contact persons
16. High quality	1	2	3	4	5	Poor quality
17. Accessible	1	2	3	4	5	Inaccessible
18. Useful	1	2	3	4	5	Useless
19. Meets expectations	1	2	3	4	5	Does not meet expectations
20. Acts according to clear principles	1	2	3	4	5	Does not act according to clear principles
21. Fair	1	2	3	4	5	Unfair
22. Poor leadership	1	2	3	4	5	Good leadership
23. Low expertise	1	2	3	4	5	High expertise
24. Untrustworthy	1	2	3	4	5	Trustworthy
25. Reactive	1	2	3	4	5	Proactive
26. Static	1	2	3	4	5	Dynamic
27. Bureaucratic	1	2	3	4	5	Flexible
28. Not internationally esteemed	1	2	3	4	5	Internationally esteemed
29. Distant	1	2	3	4	5	Humane
30. Dictatorial	1	2	3	4	5	Engaged in conversation
31. Insignificant research	1	2	3	4	5	Significant research
32. Outdated	1	2	3	4	5	Modern
33. Poorly motivated employees	1	2	3	4	5	Highly motivated employees
34. Slow	1	2	3	4	5	Fast
35. Does not keep to schedule	1	2	3	4	5	Keeps to schedule
36. Communicates its aims unclearly	1	2	3	4	5	Communicates its aims clearly
37. Poor employer	1	2	3	4	5	Good employer
38. Fractured	1	2	3	4	5	Coherent
39. Unable to listen	1	2	3	4	5	Able to listen
40. Lags behind in its field	1	2	3	4	5	A trend-setter in its field

41. Part of the ministry's entity 1 2 3 4 5 Independent

42. What school grade would you give to the case organisation's operations? (scale 4–10)?

Next you are given a chance to freely write about the case organisation:

43. What experiences do you have of dealing with *the case organisation*?

44. What expectations do you have about future dealing with *the case organisation*?

45. What kind of image has *the case organisation* acquired in the public eye?

Please circle the personal information required for the compilation of statistics (circle the corresponding number).

- | | | |
|--|-------------------|---|
| 46. Gender | Male | 1 |
| | Female | 2 |
| 47. Age | 30 years or under | 1 |
| | 31–50 years | 2 |
| | over 50 years | 3 |
| 48. I have contact with <i>the case organisation</i> | Weekly | 1 |
| | Monthly | 2 |
| | Annually | 3 |
| 49. Position | Employee | 1 |
| | Middle management | 2 |
| | Top management | 3 |
| | Expert | 4 |
| | Entrepreneur | 5 |
| 50. Area, province | South Finland | 1 |
| | East Finland | 2 |
| | West Finland | 3 |
| | Oulu | 4 |
| | Lapland | 5 |

Thank you for your valuable assistance!

Appendix 3. Viewing numbers per broadcaster over the past decade

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
BBC	38.50	38.28	36.65	35.21	34.46	34.01	33.54	32.65	33.17	33.19
ITV	24.87	24.66	24.14	24.13	23.12	23.21	23.23	23.13	22.86	23.09
Channel 4	10.81	10.36	10.48	11.00	12.09	11.71	11.57	11.24	11.18	11.31
BSkyB	6.04	6.35	6.45	6.36	6.73	6.36	6.02	6.88	6.61	6.71
Channel 5	6.29	6.46	6.57	6.43	5.87	5.99	6.08	6.12	5.91	5.92
UK Channel Mgt	2.17	2.27	2.50	2.68	2.99	3.15	3.46	3.73	3.86	3.93
Discovery	1.08	1.20	1.39	1.58	1.39	1.17	1.21	1.30	1.55	1.57
Walt Disney Co Ltd.	0.60	0.60	0.68	0.65	0.89	1.04	1.26	1.37	1.26	1.37
Turner	1.02	1.18	1.23	1.07	0.90	0.87	0.81	0.82	0.80	0.97
Nickelodeon	0.79	0.79	0.88	0.94	1.08	1.09	1.20	1.12	0.86	0.86
Paramount	0.29	0.31	0.28	0.28	0.45	0.51	0.54	0.66	0.68	0.70
MTV	0.72	0.83	0.89	0.90	0.77	0.67	0.65	0.72	0.61	0.69
CSC Media Group	0.01	0.10	0.23	0.42	0.51	0.52	0.48	0.50	0.66	0.65
NBC Universal	0.39	0.47	0.60	0.58	0.48	0.62	0.70	0.68	0.57	0.58
Box Television	0.62	0.62	0.67	0.61	0.55	0.62	0.56	0.59	0.50	0.54
CBS ChelloZone	0.06	0.13	0.13	0.16	0.26	0.30	0.28	0.28	0.39	0.51
AETN	0.25	0.22	0.22	0.21	0.25	0.33	0.39	0.40	0.43	0.47
Dolphin TV	-	-	-	0.01	0.06	0.10	0.13	0.13	0.14	0.15
Living TV Group	1.38	1.41	1.73	1.97	2.03	2.29	2.36	2.50	2.45	-
Others	4.12	3.78	4.29	4.83	5.14	5.44	5.53	5.18	5.53	4.79

Appendix 4. BBC One reputation survey

This survey contains questions regarding BBC 1 and the British Public. Please note that it is important that you have been a British resident for at least 5 years in order to participate in this survey. If you are not a British resident please leave this page. All answers are confidential and cannot be traced back to the participant. The survey takes approximately 10 minutes to complete. This survey is part of a M.Sc. Graduation project at the University of Iceland. Any questions regarding this survey can be emailed to bbc.dissertation@gmail.com.

What's the first word that comes to mind when you think of BBC 1?

-----new page-----

Below you will find a list of statements related to BBC 1. Please select the number that best represents your opinion of how accurately you believe the statement describes BBC 1 (1= Strongly disagree, 4= Neutral, 7= Strongly agree).

- | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|
| 1. BBC 1 is valuable to society | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 2. BBC 1 is independent from any political influences | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 3. BBC 1 educates the public on important issues within British society | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 4. BBC 1 helps preserve the national culture | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 5. BBC 1 represents today's Britain well | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 6. BBC 1 presents issues in society fairly without being partial | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 7. BBC 1 is interactive and engages in conversation with the public | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 8. BBC 1 treats people of all social and racial layers in society equally | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 9. BBC 1 provides variety and different shows to watch | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 10. The programmes shown on BBC 1 are clearly different from those shown on commercial channels | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 11. BBC 1 cares for Britain | (1) | (2) | (3) | (4) | (5) | (6) | (7) |

12. BBC 1 is a a channel I like even if I do not watch it
 (1) (2) (3) (4) (5) (6) (7)
13. BBC 1 is informative and educates the public where needed
 (1) (2) (3) (4) (5) (6) (7)
14. BBC 1 provides fresh and inventive programmes
 (1) (2) (3) (4) (5) (6) (7)
15. BBC 1 presents content in a professional manner
 (1) (2) (3) (4) (5) (6) (7)
16. BBC 1 is in touch with the British public
 (1) (2) (3) (4) (5) (6) (7)
17. BBC 1 is accessible
 (1) (2) (3) (4) (5) (6) (7)
18. BBC 1 invites debate about important issues
 (1) (2) (3) (4) (5) (6) (7)
19. Overall, BBC 1 provides a good amount of programmes that are enjoyable and entertaining
 (1) (2) (3) (4) (5) (6) (7)
20. BBC 1 sets the standard for commercial channels
 (1) (2) (3) (4) (5) (6) (7)
21. BBC 1 is imaginative
 (1) (2) (3) (4) (5) (6) (7)
22. BBC 1 is a respectable channel
 (1) (2) (3) (4) (5) (6) (7)
23. BBC 1 is owned by the British public
 (1) (2) (3) (4) (5) (6) (7)
24. BBC 1 offers good value for money
 (1) (2) (3) (4) (5) (6) (7)
25. BBC 1 takes a paternalistic stand towards the public
 (1) (2) (3) (4) (5) (6) (7)
26. BBC 1 supports good causes
 (1) (2) (3) (4) (5) (6) (7)
27. BBC 1 looks like an appealing workplace
 (1) (2) (3) (4) (5) (6) (7)
28. BBC 1 appears to be well managed behind the scenes
 (1) (2) (3) (4) (5) (6) (7)
29. BBC 1 understands what it needs to do now in order to do well in the future
 (1) (2) (3) (4) (5) (6) (7)
30. BBC 1 has a clear vision
 (1) (2) (3) (4) (5) (6) (7)

31. Takes full responsibility for its services

(1) (2) (3) (4) (5) (6) (7)

32. The news and documentaries shown on BBC 1 are trustworthy

(1) (2) (3) (4) (5) (6) (7)

33. BBC 1 operates independently from the ministry's entity

(1) (2) (3) (4) (5) (6) (7)

34. BBC 1 provides high quality independent journalism

(1) (2) (3) (4) (5) (6) (7)

What grade would you award BBC 1 overall on the content it broadcasts? (1= Unacceptable, 7= Excellent)

(1) (2) (3) (4) (5) (6) (7)

Below are the most watched channels in Britain. Please select the one you feel informs, educates and entertains Britain the most.

(BBC 1) (BB 2) (ITV 1) (Channel 4) (Channel 5)

What gender are you?

(Male) (Female)

Which of the following age groups do you belong to?

(16-24) (25-34) (35-44) (45-54) (55-64) (65+)

Where are you from?

(Scotland)	(North East England)	(Eastern England)
(Northern Ireland)	(North West England)	(Greater London)
(Wales)	(Torkshire and Humber)	(South East England)
	(West Midlands)	(South West England)
	(East Midlands)	

Which political party do you feel best represents your views?

(Conservative)	(Labour)	(Liberal Democrat)
(Other)	(Unsure)	(Rather not say)

Which Ethnic group would you say you belong to? Your answers are confidential, please consider that it is important to have a sample that is representative of the population of Britain today.

(White)

(Mixed)

(Asian or British Asian (incl. Indian, Pakistani, Bangladeshi, Other Asian)

(Black or Black British (incl. Black Caribbean, Black African, Other Black)

(Chinese)

(Other ethnicity)

(Rather not say)

Thank you very much for your time and kind consideration. If you have any additional comments please leave them in the comment box below:

.....

Appendix 5. Universities contacted for study participation

University of Aberdeen
University of Bradford
University of Bristol
Durham University
University of Edinburgh
University of Essex
Keele University
University of Lancaster
Orkney College
Oxford Brookes University
University of Sheffield
University of Stirling
University of Sunderland
University of Sussex
University of Wales, Newport