

# Extending the Television Brand: An Examination of Why Consumers Use Broadcast Network Web Sites

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*Framed by the technology acceptance and customer-based brand equity (CBBE) models, this study investigated how audiences intend to use broadcast television network Web sites. Drawing upon the results of a survey (N = 178), this research found that perceived ease of use and perceived enjoyment significantly influence intent to use broadcast Web sites. Findings also reveal that CBBE plays a significant role as a mediator between motivations and behavioral intention to use broadcast networks' Web sites. It is concluded that as the medium of television evolves, networks' Web sites should be conduits for sustained brand allegiance and broadcasters should make more strategic use of their Web sites.*

As the television broadcasting market becomes more fragmented and an increasing number of channels and Web sites compete for audience members' attention, television broadcast outlets are seeking to establish marketing strategies that differentiate them from their competitors when it comes to providing news. The proliferation of Internet, satellite, and cable news outlets in the last 4 decades has forced television broadcasters to reconsider how they attract viewers and how they cultivate brand loyalty (Lin & Cho, 2010). Compared to other products and services, branding broadcast television presents a unique set of issues. Branding and marketing for most consumer goods may involve promoting the product itself, such as a car. However, branding television means promoting and developing a network's corporate owner, channels and services, and individual programs (Johnson, 2012, p. 4). Promoting the latter two components—the network and individual programs—is important when it comes to television's relationship with the Internet. It is simply not enough, from a broadcaster's perspective, for Internet users to quickly click on a television news Web site for updates on a breaking story and then ignore the site

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afterward. Broadcasters seek long-term brand relationships with consumers (Ha & Chan-Olmsted, 2001).

Research from national surveys such as the Pew Internet & American Life Project paints a picture of ongoing change within the news industry. It should come as no surprise that consumers have increasing preferences for online news and news from social networking sites (Rosenstiel, Mitchell, Purcell, & Raine, 2011). Although television and television Web sites remain top sources of breaking news among adults, research shows that viewership of local television news by people who are younger than 30 has declined (Pew Research Center, 2012; Rosenstiel et al., 2011). This decline in young viewers is of significant concern to broadcasters because it could lead to billions of dollars of lost advertising each year (Stelter, 2012).

Broadcasting companies have tried to determine how to best manage their brand strategies with the push toward media convergence, and the importance of brand equity has particularly been emphasized in the professional and scholarly literatures (Chan-Olmsted, 2011). Brand equity refers to the intangible assets of the brand as a marketing effect (Aaker, 1991, p. 16). The concept of customer-based brand equity (CBBE) provides a unique vantage point for understanding consumer responses to marketing efforts and consumers' relationships with brands. CBBE suggests that if a consumer has a high level of brand awareness and a positive brand image, they are more likely to select the brand and have higher brand loyalty (Keller, 1993). Additionally, favorable brand attitudes and awareness about a company decreases that company's vulnerability to other firms' competitive marketing actions (Keller, 1993). Although CBBE has been examined in multiple marketing contexts, there have been few CBBE-related studies about branding effects in response to Internet-based media. With the Internet's dramatic growth, television, newspaper, and other legacy media managers have shown interest in extending brand equity to their Web sites. This shift invites questions about audience perceptions of media Web sites and how these perceptions influence brand attitudes. Specifically, strengthening brand equity is important for television broadcast networks to grow their on-air products and programming offerings. This study investigates why audiences use broadcast network Web sites and how CBBE affects the use of such sites.

## Literature Review

As telecommunications companies, cable outlets, and Internet services offer integrated content and Web services, traditional broadcast companies should recognize that the Internet is an important strategic tool with which to gain competitive advantage (Chan-Olmsted & Park, 2000). Organizations, especially broadcast companies, should create a synergistic strategy to enable their investments to benefit from the value of related services and channel extensions (Barua, Konana, Whinston, & Ying, 2001). Furthermore, local television brands can enjoy considerable goodwill with consumers in their markets on breaking news, times of severe weather, and other episodic events (Malone, 2013). The challenge "is making a station brand

meaningful for a digital native with a cornucopia of apps, social media options and games at their fingertips ... and little, if any, connection to a legacy TV station" (Malone, *para.* 4). Two early experimental studies investigated consumer preferences for television programming based on several factors (Leshner, Reeves, & Nass, 1998; Nass, Reeves, & Leshner, 1996). Crucially, Leshner et al. (1998) found that people who watch one channel gave higher similarity ratings to news stories in a newscast compared to people who watched the same content on multiple channels. This research suggests television channels as sources influence consumer behavior and interest in content. Extending this perspective on sources, we sought to explore the influences on consumers' motivations to use broadcast network Web sites. We consider two perspectives, the motivational model in human behavior and the concept of customer-based brand equity. The former framework helps us understand why people are motivated to engage in certain behaviors (such as using a Web site), while CBBE explains the relationship between consumers' attitudes toward brands and their brand loyalty.

### **Theoretical Background: Motivational Model**

Motivation plays an essential role in explaining human behavior, and social scientists, particularly mass communication scholars, have paid close attention to investigating what motivates to people communicate with other people and to utilize communications technologies. Reeve (1996, p. 2) held that motivation is associated with internal values that provide energy and direction for people's behavior. Energy relates to aspects of activation and intention: the strength, intensity, and persistence of human behavior (Lee, Cheung, & Chen, 2007; Ryan & Deci, 2000a). Direction also provides a specific purpose for the behavior (Lee et al., 2007). In this context, many types of motivations have been found to affect decisions. A helpful framework to understand human motivation is self-determination theory (Deci & Ryan, 1985; Ryan & Deci, 2000b), which distinguishes between types of motivation based on the goals that give rise to an action. Extrinsic motivation describes behavioral motivation that derives from outside influences rather than the behavior itself. In this sense, human behavior is motivated to achieve another goal (Ryan & Deci, 2000b). In contrast, intrinsic motivation refers to performing the task for the task's own sake (Ryan & Deci, 2000b). Intrinsic motivation addresses the desire to perform the task because of the enjoyment it provides.

Of central interest to this study is the motivational model that Davis (1989) and Davis, Bagozzi, and Warshaw (1992) developed to explain the adoption of technology. This model combines the extrinsic motivators explained by the technology acceptance model with an intrinsic motivator in the context of technology adoption. To explain extrinsic motivation, the technology acceptance model (TAM) posits two external variables—perceived usefulness and perceived ease of use—in the adoption of information technology. TAM was adapted from the theory of reasoned action, which holds that behavior is predicted by the behavioral intention

to perform a behavior (Fagan, Neill, & Wooldridge, 2008). Ease of use is often an antecedent of perceived usefulness (Fagan et al., 2008). Perceived usefulness refers to "the prospective user's subjective belief that using a specific application system will increase his or her job performance within an organizational context" (Lin & Lu, 2000, p. 199). The perception of high usefulness allows users to increase positive relationships with system usage. In other words, the user perceives that using the system would offer positive benefits for performing tasks. Perceived usefulness has notable effects on users' attitude toward online media and is a significant influence on intention to use online media (Chen, Gillenson, & Sherrell, 2002). Building upon this, Chen et al. (2002) explored consumer behavior using a non-profit organization's online store and showed that perceived usefulness was the main construct in determining customers' attitudes about using the online store. Other research has observed that perceived usefulness is a critical predictor of behavioral intention to use the organization's Web site (Koufaris, 2002). Also, Vijayarathy (2004) investigated behavioral intention to use online shopping based on adults' responses and found that perceived usefulness has a positive influence on the attitude of the online retailer and customer intention toward using the online retailer. Additionally, perceived usefulness was a determinant of intention to use third generation mobile phone networks (Suki & Suki, 2011). These studies confirm that perceived usefulness is a significant construct in explaining motivation and behavioral intention to use Web sites.

Previous studies have concluded that perceived ease of use affected intention to use information technology extensively. Perceived ease of use is "the degree to which the prospective user expects the use of the target system to be free of effort" (Lederer, Maupin, Sena, & Zhuang, 2000, p. 270). Given this definition of perceived ease of use, some researchers have suggested a significant effect of perceived ease of use on behavioral intention to use in the context of IT adoption. For example, Karahanna and Straub (1999) found that the use of a Microsoft Windows-based system is motivated by perceived ease of use, and Gefen and Straub (2000) also proposed that perceived ease of use has a direct, overall impact on intention to use IT. Additionally, perceived ease of use was positively related to behavioral intention to use computers at work (Fagan et al., 2008).

Likewise, the constructs of perceived usefulness and perceived ease of use have been confirmed as important factors in affecting media usage. Davis (1989) explored the technology acceptance of email to develop and validate the scale items for extrinsic motivations. The study revealed that perceived usefulness and perceived ease of use were significantly interrelated with both current and future usage of email as a new technology. Thus, perceived usefulness and perceived ease of use played critical roles as determinants of media usage.

From the intrinsic motivation perspective, individuals may derive feelings of fun and enjoyment from their behavior. Such intrinsic motivation suggests that the activity itself is interesting, engaging, or satisfying (Deci & Ryan, 1985; Lee et al., 2007). This implies that the use of technology that capitalizes on the entertainment factor may provide enjoyment for users relative to technology adoption. As a typical

example of intrinsic motivation, perceived enjoyment includes some aspects in the context of broadcast television Web site usage. The first of these is that such Web sites provide interactivity with other users for entertainment purposes. This characteristic allows users to enjoy the tasks they perform in the online environment. For example, audiences can present their opinions about the content provided by broadcast networks through e-boards provided by the Web sites, and they can receive replies from other users or executives of those networks. Such active participation may stimulate curiosity among audiences to find the answers they want and to increase their enjoyment of the Web sites involved. Also, unlike their television broadcasts, the Web sites operated by broadcast networks deliver different formats and content. In other words, these Web sites provide additional photos and video clips that are not available in television broadcasting. Through these additional features provided by the broadcast networks' Web sites, users may derive even greater enjoyment. Therefore, perceived enjoyment is useful in measuring motivation for using Web sites. This is because the Internet media addresses the characteristic of playfulness, and some researchers have studied the use of perceived enjoyment as a motivation variable in the context of technology adoption.

In this aspect, prior research has found repeatedly that motivation derived from the Web site has a positive influence on behavioral intentions (e.g., Cyr, Hassanein, Head, & Ivanov, 2007; Fang, Chan, Brzezinski, & Xu, 2005; Thong, Hong, & Tam, 2006; Wu, Chen, & Lin, 2007). Such behavioral intentions include intention to use the Web site, intention to revisit the Web site, and intention to recommend the Web site (Balabanis & Vassileiou, 1999). Users have a greater intention to revisit a Web site because of their memorable experiences (Joines, Scherer, & Scheufele, 2003). In this context, previous research held that the interactive features of Web sites were important factors in leveraging audience attitudes toward such sites (Fiore & Jin, 2003).

The current study expected that broadcast networks' Web sites were evaluated based on users' perceptions of their perceived usefulness, perceived ease of use, and perceived enjoyment. This leads to the following hypotheses.

- H<sub>1</sub>: Perceived usefulness of broadcast networks' Web sites will positively affect behavioral intention to use those Web sites.
- H<sub>2</sub>: Perceived ease of use of broadcast networks' Web sites will positively affect behavioral intention to use those Web sites.
- H<sub>3</sub>: Perceived enjoyment from using broadcast networks' Web sites will positively affect behavioral intention to use those Web sites.

## **Broadcast Networks' Web Site Usage and Building Customer-based Brand Equity**

Brand equity is identified as consumers' perceptions of branded and unbranded products or services, and these varying perceptions of brand can influence the long-

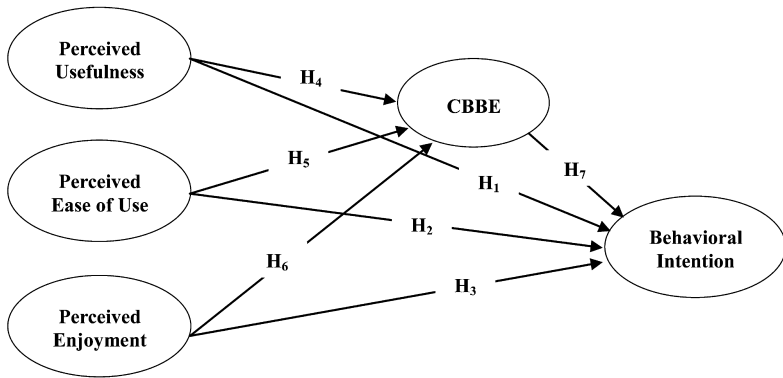
term relationship between customers and the brand (Yoo & Donthu, 2001). The establishment of strong brands has been recognized as a useful competitive strategy across a variety of markets (Aaker, 1996). Powerful brand strategy and marketing leads to customer-based brand equity (CBBE), which yields a different effect on consumers' perceptions of the brand (Keller, 1993). The CBBE perspective suggests that consumers' brand knowledge is not just the facts about a brand; brand knowledge includes all of the thoughts, feelings, perceptions, images, and experiences about a brand that become linked to the brand in consumers' minds (Keller, 2009). Additionally, it was argued that "CBBE occurs when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favorable, and unique brand associations in memory" (Keller, 2008, p. 53). It is helpful to understand brand building as an ongoing process. This process starts when consumers first identify a brand and associate it with a particular need; after exposure to marketing content, this association continues to the point where consumers have an active (product or service-purchasing) relationship with the brand (Keller, 2009). Aaker (1991, p. 16) proposed five dimensions of brand equity: brand loyalty, brand awareness, perceived quality of brand, brand associations, and other proprietary brand assets. Brand loyalty refers to customers' willingness to buy or use a focal brand as a primary choice (Yoo & Donthu, 2001). Brand awareness addresses how customers recognize or recall a brand within a certain product or service category (Aaker, 1991, p. 19). Thus, brand recognition and recall are used to measure brand awareness. Perceived quality is defined as the customer's judgment of the quality or superiority of the brand; therefore, this construct depends on the customer's subjective evaluation of product or service quality (Aaker, 1991, p. 19). Brand associations represent anything in a customer's memory that is linked with a brand, and brand image is one of the brand associations that help strengthen the relationship between customers and a brand (Aaker & Keller, 1990). Other proprietary brand assets include logos, trademarks, channel distribution, and others (Aaker, 1991, p. 21). These brand assets also have an influence on customers' use or choice of a specific brand.

Brand equity has been studied in multiple contexts, and CBBE has generally been applied to marketing. Citing Keller (1993), Fombrun and Van Riel (1997) argued that the value of products and services is increased by CBBE. Also, Tauber (1988) found that a brand leverages the cost control of the product as well as its business growth strategy, while Aaker (1991, pp. 16–18) suggested that CBBE helps enhance profit and value based on an organization's increased market share. In this context, media researchers also consider brand equity with respect to media management. Using a survey, Chan-Olmsted and Kim (2001) investigated how television managers perceive branding strategy and found that managers see it as a very useful tool for managing the image of broadcast networks. Furthermore, Chan-Olmsted and Kim (2002) then compared audience perceptions of the brand images of public television and cable networks. The results showed that public television still holds a positive brand image without being diluted by cable networks. Therefore, branding strategy has a strong influence on the perceptions of television station managers as well as audiences.

In applying brand equity to broadcast networks, Ha and Chan-Olmsted (2001) suggested that national broadcast networks' brand equity affects the use of their Web sites from a brand extension perspective. Furthermore, the authors investigated viewers' responses to the sites' potential to generate interest in TV commerce from a marketing perspective. These findings will help create marketing and advertising strategies intended to draw audiences. Thus, it can be explained that the Web sites of broadcast networks act as brand extensions of local broadcasting networks, and it is important for those networks to implement media management strategies for the Internet. In this sense, the current study investigates how audiences use the broadcast networks' Web sites. To explain broadcasters' integration of the Internet into their services and products, Chan-Olmsted and Ha (2003) investigated a framework of Internet business models for broadcast television stations and explored how television executives assess Internet business models. This study of commercial broadcast television stations in the United States showed that television stations emphasize their online activities to build audience relationships rather than to pursue profits from online advertisements. This suggested that television broadcasters perceive that online activities support the value of television stations' offline assets, such as brand equity. Thus, these findings confirm that broadcast networks as a channel extension are important in explaining the management of broadcast networks. From the consumer's perspective, news organizations that actively seek to build their brand—and that see increases in their brand equity—may expect to enhance their credibility with their audiences (Oyedeji & Hou, 2010). As an early representative example, Flamer (2000) considered Weather.com, the Web site for The Weather Channel. Todd Walrath, chief operations officer of Weather.com, said that The Weather Channel became a powerful brand by leveraging its Web site. He contended that this made a significant difference in peoples' lives because they easily obtained information about the weather in real-time (Flamer, 2000). From this case, a logical argument can be made that broadcast television networks can extend their reach to media such as the Internet, and that well-made Web sites can satisfy audience needs.

The current study examined the relationship between networks' CBBE and audience perceptions of broadcast networks' Web sites. In particular, the study explored whether CBBE was a mediator for using the broadcast networks' Web sites. CBBE was posited as a mediator in our model because it is considered an effect of brand knowledge on consumer response to the marketing of a brand (Keller, 1993). This knowledge is influenced by how a consumer perceives the brand (which includes their motivation). Our hypothesis is also based on the TAM, which primarily demonstrates the belief-attitude-intention relationship for predicting users' adoption of technology. In recent research related to the TAM, scholars have extended its applicability to the Internet. The current study used CBBE to explore the attitude between users' beliefs (motivation for using the Web site) and behavioral intentions to use the Web sites of broadcast networks. This literature background led to the following hypotheses.

**Figure 1**  
**Measurement Model**



H4: Perceived usefulness of broadcast networks’ Web sites will positively affect broadcast networks’ CBBE.

H5: Perceived ease of use of broadcast networks’ Web sites will positively affect broadcast networks’ CBBE.

H6: Perceived enjoyment of broadcast networks’ Web sites will positively affect broadcast networks’ CBBE.

In addition, the motivational model suggests that attitude prompts behavioral intention to use the technology. Thus, the following hypothesis is derived from previous studies.

H7: Broadcast networks’ CBBE will positively affect behavioral intention to use their Web sites.

Based on the hypotheses presented, Figure 1 advances the predicted outcomes in the measurement model. As can be seen, the independent variables have a positive effect on the dependent variables.

## Methods

This study drew upon a survey using a self-administered questionnaire. The survey was distributed to undergraduate students at a major university in Florida. This sample was selected for two related-reasons: Younger media consumers have decreased the amount of television news that they watch in recent years (Rosenstiel et al., 2011) and broadcasters and industry experts have sought to counter this



trend through innovative and multi-platform programming (Stelter, 2012). The CBBE model holds that a brand's power exists in consumers' cumulative experiences with a brand over time (Keller, 1993). If television networks can build brand loyalty, or at least improve brand attitude, with younger television viewers, the CBBE model would suggest that this relationship may continue in a positive direction for years.

Overall, 182 students participated in the survey and were compensated for their time with supplemental course credit. Of the 182 questionnaires collected, 4 incomplete responses were dropped from the analysis. The 178 participants ranged in age from 18 to 25, with a mean age of 20. Female participants (67.4%,  $N = 120$ ) outnumbered male participants (32.6%,  $N = 58$ ). In addition, the respondents watched television an average of 6.6 hours per week and visited the broadcast networks' Web site an average of 3.1 times per week.

## Conceptual Measures

The questionnaire consisted of questions derived from the literature about perceived usefulness, perceived ease of use, perceived enjoyment, customer-based brand equity, and behavioral intention to use broadcast networks Web sites. All questions about the independent and dependent variables were measured using a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). In addition, the reliability of all scales was measured by Cronbach's alpha. Cronbach's alpha reliability coefficients of all scales were above the minimally acceptable level of 0.7 (Nunnally & Bernstein, 1994, pp. 264–265).

### *Perceived Usefulness.*

Perceived usefulness refers to the effectiveness of using broadcast networks' Web sites. The scale includes the three items adapted from Lederer et al. (2000): "The Web site provides timely information for my job," "The Web site provides relevant information for my job," and "The Web site provides accurate information for my job." Cronbach's alpha of the new scale was 0.95.

### *Perceived Ease of Use.*

Perceived ease of use has been found to influence technology usage, especially usage of the Internet. Davis (1989) originally suggested the definition of how users adopt the technology with less effort. In the context of the Internet, the current study employed the scales developed by Teo, Lim, and Lai (1999): "The information I want is easy to find within the Web site," "The Web site displays a visually pleasing design," and "The Web site uses terms that are familiar to me." Cronbach's alpha for the scale was 0.80.

*Perceived Enjoyment.*

To test the extent to which the activity of using the broadcast networks' Web sites is enjoyable, perceived enjoyment was measured by using a scale developed by Davis et al. (1992). To measure the perceived enjoyment, the respondents were asked to respond to the following three statements: "I am excited when I use the Web site," "I enjoy using the Web site," and "I am pleased when I use the Web site." Cronbach's alpha for the scale was 0.87.

*Customer-based Brand Equity.*

This study assessed four variables related to customer-based brand equity in the broadcast networks: brand awareness, perceived quality, brand loyalty, and brand association. These four dimensions of brand equity were suggested by Yoo and Donthu (2001) and adapted from Aaker (1991). The items for CBBE are: "The likely quality of the broadcast network is extremely high," "I can quickly recall the symbol or logo of the broadcast network," "I can recognize the broadcast network," and "I consider myself to be loyal to the broadcast network." Cronbach's alpha for the scale was 0.70.

*Behavioral Intention to Use.*

Initially respondents were asked to select from among a choice of five networks in the United States (ABC, CBS, FOX, NBC, and PBS) which network they watched the most. From there, our survey program automatically tailored questions to respondents about their intended use of the broadcast network Web site. For example, those respondents who initially indicated that they watch ABC television received questions about their intention to use the ABC network Web site. Behavioral intention to use refers to the likelihood a person will engage in a given behavior (Ajzen & Fishbein, 1980, p. 42). To assess this, the study used three variables related to users' behavioral responses to the broadcast networks' Web sites: "I plan to use the broadcast networks' Web site if I have an opportunity to use the Web site," "I intend to use the broadcast networks' Web site in the future," "All things considered, I intend to use the Web site frequently in the future." Cronbach's alpha for the scale was 0.85.

## Results

The data were analyzed using bivariate correlation, and AMOS 7.0 to test the research hypotheses. The results are presented as follows.

First, bivariate correlation analysis was conducted to test for statistically significant positive relationships between the variables. Hypotheses predicted positive relations among motivators, CBBE, and behavioral intention to use broadcast networks' Web sites. The results showed that all variables have a significant positive relation except

for perceived usefulness, as shown in Table 1. Specifically, behavioral intention was positively related to perceived enjoyment ( $r = 0.61$ ), perceived ease of use ( $r = 0.58$ ), and CBBE ( $r = 0.46$ ). CBBE was also positively related to perceived enjoyment ( $r = 0.40$ ) and perceived ease of use ( $r = 0.44$ ). However, perceived usefulness did not have a significant relationship to other variables. Thus, the first hypothesis that perceived usefulness will positively affect behavioral intention was not accepted. Also, according to the result of bivariate correlation, the fourth hypothesis that perceived usefulness will positively affect CBBE was not supported.

Second, to test the proposed model, structural equation modeling (SEM) was used. SEM serves purposes similar to multiple regression, but is a more powerful way to extend the general linear model (GLM) of which multiple regression is a part (Garson, 1998, p. 11). Additionally, SEM provides modeling of interactions, nonlinearities, correlated independents, and measurement error. This study performed SEM by using AMOS 7.0. AMOS has been used among researchers in recent years because it is especially useful to test the fit of a research model. The estimation procedure of AMOS 7.0 employed maximum likelihood estimation. To assess the overall fit of the research model, six indices were used:  $\chi^2$ ,  $\chi^2/df$ , the goodness of fit index (GFI), the normed fit index (NFI), the root mean squared error of approximation (RMSEA), and the comparative fit index (CFI). Table 2 shows the level of acceptable fit and the fit indices for the study's proposed research model. All values satisfied the recommended level of acceptable fit;  $\chi^2/df$  ratio of 1.23, GFI = 0.93, NFI = 0.94, RMSEA = 0.036, and CFI = 0.99 were within acceptable ranges. These findings indicated a good fit for the proposed research model.

Subsequently, the research model was explored using path analysis of AMOS. Figure 2 shows the measurement model with estimated path coefficients. As shown in Figure 1, perceived ease of use significantly influenced behavioral intention ( $\beta = 0.28, p < 0.05$ ) and CBBE ( $\beta = 0.64, p < 0.05$ ), supporting hypotheses H<sub>2</sub> and H<sub>5</sub>. Perceived enjoyment also significantly influenced behavioral intention ( $\beta = 0.41, p < 0.05$ ) and CBBE ( $\beta = 0.77, p < 0.05$ ), thus supporting H<sub>3</sub> and H<sub>6</sub>. Finally, behavioral intention was influenced by CBBE ( $\beta = 0.46, p < 0.05$ ).

**Table 1**  
**Correlations Between Constructs**

Construct	PENJOY	PU	PEU	BI	CBBE
PENJOY	1.00				
PU	0.12	1.00			
PEU	<b>0.70*</b>	0.12	1.00		
BI	<b>0.61*</b>	0.15	<b>0.58*</b>	1.00	
CBBE	<b>0.40*</b>	0.02	<b>0.44*</b>	<b>0.46*</b>	1.00

Note. \* $p < .01$ .

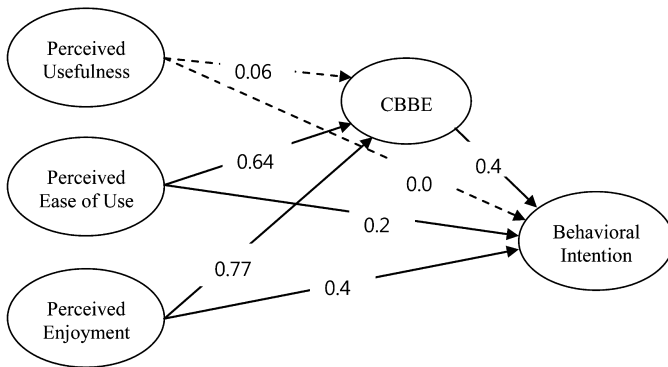
**Table 2**  
**Fit Indices of the Proposed Research Model**

Fit Index	Recommended Level of Fit	Proposed Research Model
$\chi^2$	n.s at P < 0.05	108.00, P > 0.05
$\chi^2/df$	<5	1.23
GFI	>0.90	0.93
NFI	>0.90	0.94
RMSEA	<0.05	0.036
CFI	>0.90	0.99

These findings support the hypothesis that perceived enjoyment has the strongest impact on behavioral intention followed by perceived ease of use, but perceived usefulness was not found to be a significant predictor of behavioral intention. Therefore, H<sub>1</sub> was not supported. The findings also indicated that perceived enjoyment has the strongest impact on CBBE followed by perceived ease of use, but perceived usefulness was not found to be a significant predictor of behavioral intention. Thus, H<sub>4</sub> was not supported. In addition, CBBE was shown to have an impact on behavioral intention to use broadcast networks' Web sites.

Consistent with the motivation model, this study's proposed model revealed that intention to use broadcast networks' Web sites is a function of perceived ease of use and perceived enjoyment. In particular, it can be explained that CBBE is a mediator between motivators (e.g., perceived ease of use and perceived enjoyment) and behavioral intention to use broadcast networks' Web sites.<sup>1</sup>

**Figure 2**  
**Measurement Model**



Note. Dotted line indicates non-significant relationship.

## Discussion

This study explored audience intentions to use broadcast networks' Web sites based on their motivations and CBBE. In order to determine how audiences who have watched broadcast television use broadcast networks' Web sites, this study employed the motivational model, which addresses intrinsic and extrinsic motivation. Also, the role of CBBE has been emphasized in decision making among people, such as buying a product or using a certain service. In view of these two perspectives, this study suggested a measurement model to investigate seven hypotheses. Findings from this study reveal that perceived ease of use, perceived enjoyment, and CBBE are important predictors of the use of broadcast networks' Web sites. In addition to highlighting the theoretical implications of this model, this discussion also considers the applied brand-building issues that can be considered by both television network Web site managers.

### Theoretical Considerations

The first part of the research model attempted to explain users' intentions to use broadcast networks' Web sites from the motivation perspective. To do this, the study adopted the refined motivational model to explain the acceptance of new technologies. Previous research demonstrated the importance of employing the motivation perspective to understand user acceptance of new technologies (e.g., Davis, 1989; Davis et al., 1992). Research into the use of IT applications, such as email, Web sites, mobile phones, and other technologies has shown that the motivational model provides effective theoretical background to explain their usage. Thus, since broadcast networks' Web sites are extended from traditional media and television broadcasting, it is worthwhile to examine how audiences use those Web sites. The results of this study showed that both extrinsic (i.e., perceived ease of use) and intrinsic (i.e., perceived enjoyment) motivators have an important role in the formation of intention to use broadcast networks' Web sites. However, in this study, perceived usefulness was not accepted to explain the motivation for behavioral intention to use, although most findings were consistent with previous research (Davis et al., 1992). Perceived ease of use among extrinsic motivators remained a dominant factor affecting users' behavioral intention, and perceived enjoyment also was found to have a significant impact on behavioral intention to use broadcast networks' Web sites. However, perceived usefulness was not shown to affect users' intention to use, in contrast to previous studies. This result assumed that online broadcast networks' content is similar to the content derived from watching television, so Internet users do not seem to perceive usefulness of information on broadcast networks' Web sites to be important compared to the usefulness of information on other Web sites that provide information. Thus, it is understandable that perceived usefulness does not affect users' behavioral intention to use in that audiences do not make an effort to search for useful information through broadcast networks' Web sites.

Subsequently, the second part of the research model explored whether the motivations of broadcast networks' Web sites affect audiences' CBBE. The results were similar to the results for the relationship between motivators and behavioral intention to use broadcast networks' Web sites. In other words, all motivators influenced CBBE except for perceived usefulness (Figure 2). In addition, the relation between behavioral intentions in this study had statistical significance at the level of 95%. Previous studies predicted that CBBE would affect broadcast networks' Web site usage, because audiences, in particular young people, have moved to the Internet. In this sense, it is meaningful to attempt to figure out the relation between them. The results showed that two constructs, behavioral intention to use and CBBE, have a positive correlation and, of special importance, that audiences' CBBE toward the broadcast networks' Web sites impact on users' intention to use their Web sites, depending on the measurement model. We suggest that enhancing the ease of use and a news networks brand's relationship with consumers will increase the likelihood that they will use broadcast networks' Web sites.

### **Media Management Implications**

This study has relevance to broadcast network managers. Like other legacy media, the so-called "Big Four" networks in the United States—ABC, CBS, FOX, NBC—are now situated in a converged media environment and have seen aspects of their business model challenged by the rise of interactive technologies. In order to compete with new media news outlets, these broadcast networks (along with public broadcaster PBS) have sought to direct consumers to their Web sites in recent years. In light of this study's findings, we argue that rather than bombarding users with information and interactive features, broadcasters should simplify their Web sites. Television Web site designers need to better account for consumers' usability and navigability needs when designing these sites. At a certain level, if a site is easy to use and appeals to a consumer's intrinsic and extrinsic motivation, it will contribute to enhanced perceptions of the overall television brand. As a source, a television network enhances brand equity when consumers are able to easily utilize a network's Web site. Thus television brand development extends across platforms, which is a point that has not previously been addressed in the literature. We encourage broadcasters to make it easier for consumers to comment on stories, connect with on-air talent, and easily search for news of consumers' immediate interest. Moreover, broadcasters should specifically target younger audiences via the Internet in order to build sustainable and long-term brand relationships. Although this study addressed national broadcasters, findings can be applied to local markets. If broadcast networks and their affiliates are to grow their brands amid so many media choices, they must focus on younger generations of consumers. In particular, making sites easy to use and enjoyable to use should enhance perceptions of these Web sites and thus enhance brand equity of news networks.

## **Conclusions**

Combined, CBBE and the motivation model offer insight into why people use broadcast television network Web sites. This study represents one of the very few attempts to investigate users' adoption of broadcast networks' Web sites using the refined motivational model. Findings from this study indicate that perceived enjoyment and perceived ease of use positively influence CBBE and subsequently, CBBE has a positive association with behavioral intention. In conclusion, a Web site has to offer some sort of clearly recognizable benefit to a consumer and this, in turn, should shape how consumers view the Web site as a distinct brand. A brand's value is recognized not only by brand awareness and other traditional measures of brand equity, but through appeals to consumers' interests such as their ability to enjoy a particular product. Brand equity may be enhanced with Web sites when sites are perceived as consumer-centered. That is, developing or continuing relationships with consumers online should partially be considered a function of Web site design. This study is one of the first to draw these links with respect to television network Web sites, which is important given the technological and economic changes that are confronting the broadcast industry. National research shows that episodic events such as severe weather naturally draw information-hungry audiences to television Web sites. Our research extends this by indicating that several motivational factors—notably, perceived ease of use and enjoyment—are important in sustaining Web site use beyond a particular news context. Signs point to television's evolution in our converged media environment, shifting from simply a channel or set of regularly aired programs to a holistic brand with multiple message delivery options and multiple reasons as to why consumers would find it appealing. In short, television branding is complex and multi-faceted. We have demonstrated that television brand loyalty is partially contingent on users' self-interest and their ability to enjoy one part of the overall television experience, a network Web site. As more Web applications develop and broadcasters devote more resources to their Web sites, it will be worthwhile to further study audience perceptions of television network Web sites and how CBBE is established.

## **Limitations and Suggestions for Future Research**

Although this study advances the literature with respect to television branding and motivations for network Web site use, there were several limitations. Subjects recruited in this study were not representative of the entire audiences who watch broadcast networks and who use their Web sites. College students tend to be more affluent and have more access to the Internet compared to other audiences. This limits the generalizability of our study's findings. Additionally, this study considered students' intent to use broadcast network Web sites at a single point in time, not their actual usage of these sites. Researchers who are interested in exploring this

population may ask students to keep journals of their media use behaviors over an extended period of time. The CBBE model suggests that brand building involves multiple steps that start once a consumer associates a brand with particular needs (Keller, 2009). Thus it would be worthwhile to study the effects of CBBE on broadcast network Web site use over a series of weeks or months to better understand this process.

Even with these limitations, this study's findings offer insight for future research. Although this study explored the motivations for Web site usage based primarily on the TAM, there can be a variety of motivations from other perspectives. Thus, future research should further evaluate specific motivations that explain behavioral intention to use news Web sites. Additionally, this study focuses on broadcast networks in general rather than on specific broadcast networks (e.g., ABC, CBS, FOX, NBC, and PBS). In this regard, future research is needed to explore the use of specific broadcast networks and whether each reveals different user motivations, CBBE, and behavioral intention to use the Web sites of those broadcast networks.

## Note

<sup>1</sup>We also compared frequent users with infrequent Web site users. Although the literature on SEM suggests that post-hoc modification may be helpful if the original model has been misspecified, this analysis did not find any significant difference between these two groups. Thus there was no need to re-specify the model after this test.

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