

Brand-Building of Pay TV Channel

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Abstract

It's important for content of Pay TV Channels to be specialized, individualized and branded which becomes the purpose of specialization and individualization. Only with strong brand effect, can Pay TV Channels succeed in competing with Free TV channels and other media. Differentiation founded on TV brands will be beneficial not only for enhancing brand awareness and customer satisfaction, but for establishing TV media's strategy system. For instance, in 2004 to 2008, China DTV Media, China's leading Pay TV operator, put up a brand evaluation system containing market share, brand awareness, brand loyalty as measuring standards, with which the brand-building has been token up during market operation.

Actually, in the long-term development, many Free TV brands have been created in China. Among winners of the Top Ten Programs awarded by China Broadcasting and Television Association in 2005, there are five TV programs, all of which are free programs, including Law Online (in CCTV), Nanjing Alive (in Nanjing Broadcast Television), Night News (in Heilongjiang TV), True Love Story (in Hebei TV) and The Past (in Hubei TV) (Zhang Junchan & LuiPeng, 2006).

While compared with Brand-Building on Free TV Channels, in China, Pay TV Channels hasn't walk the path of Brand-Building really. How can it move on better? In this section, there will be some analysis about it.

Keywords: Brand-Building, Pay TV Channels, Brand Innovation, Brand Image

1. Brand Concept and Evaluation of Pay TV Channel

Brand, one kind of intangible asset that can produce premium and accretion for owners, is often denoted by some carriers like brand names, terminologies, symbols, marks, designs portfolios etc. to be distinguishable from other competitive products and labor services. Besides, brand appreciation is often derived from consumers' impression on the brand carriers.

Brand means the fundamental for the company and the name card for products. Moreover, for consumers it is a simplification for long-term dependable use value, making it possible for products and services distinguishable from others.

It also stands for popularity, persuasion, competitiveness, and in a way, reputation that leads to brand loyalty. Just like holding a trump card for a company, strong brands can be helpful for the company to enjoy higher market shares, brand loyalty, Brand Premium certain lower cost in a sense.

Moreover, for consumers, brands can be useful in making choices. With the information explosion, information content tends to be homogenous. And as the appearance of Digital Pay TV Channels, the number of TV channels increase rapidly. For example, a sport fan may have to face more than 5 sub- focus PaySport Channels. Most of them

are of similar product positioning, similar price. So brand may become the main base for choice. For many audiences who never tire of seeing the some channels and programs. This is mainly because of the brand effect of such TV products that are often attractive for audiences even with higher price. Thus brand is the key rule for enterprises to win in the complicated competitive situation. This is also true for media, in other word, only with creating and expanding the brand value can media enhance the brand loyalty and obtain more capitals to win broader space for development.

And when focusing on the brand content of Pay TV Channels, there are several parts should be considered, just as following:

1.1 Content Products

Content products mean content that contains columns and programs of Digital Pay TV Channels. That is to say, it refers to programs that are personalized, professional and wonderful enough to attract specific target audiences. TV programs are basic frameworks and elements of Channels so audiences' cognition of channel brands is often based on their recognition about TV programs and channels.

TV columns are essential parts of excellent channels. For example, in 2004, guided by human rights activist Ansar Burney, an HBO team for Real Sports with Bryant Gumbel used a hidden camera to document slavery and torture in secret desert camps where boys under the age of five were trained to race camels, a national sport in the United Arab Emirates (UAE). This half-hour investigative report exposed a carefully hidden child slavery ring that bought or kidnapped hundreds of young boys in Pakistan and Bangladesh. These boys were then forced to become camel jockeys in the UAE.

The documentary won a Sports Emmy Award in 2004 for "Outstanding Sports Journalism" and the 2006 Alfred I. DuPont-Columbia University Award for Outstanding Broadcast Journalism. It also brought world attention to the plight of child camel jockeys in the Middle East and helped Ansar Burney Trust to convince the governments of Qatar and the UAE to end the use of children in this sport.

HBO Documentary is an excellent column that effectively enhances the channel's subscription rate, popularity, reputation and also helps to expend the brand effect in the public mind. Moreover, good columns can not only create good programs, but produce good TV hosts, which turn out to be important parts of the channel's brand. All in all, to form brand images of channels, it is necessary to create representative elite columns and run them well.

1.2 Logo Image

As the external image of brands, logo image is the base and key element in spreading brand awareness and brand reputation. Logo images of Pay TV refer to channel identification system that is the aggregation of various kinds of iconic symbols including station caption, catchphrase, and propaganda etc. All columns, programs and channels have their exclusive image designs, or called the basic signs. Exclusive Channel identification system, as an overall concept, is useful for audiences to memorize and identify the channels, and it is of great help in founding an overall style and good image. Besides, it is important in creating brand image of channels. There are several essential elements of it.

First of all, station caption is the basis and sign to identify TV channels, and it is also the memory point in audiences' mind. Station captions should either be able to show the spirit and characteristic of channels, or be scientific and beautiful formation. Good station captions are often easy to identify and has profound messages.

Generally speaking, station captions that are concise, vibrant, and can represent certain region image or cultural characteristic are better in making distinctive impressions for audiences. For example, by using golden rather than three-primary color (Red, Blue and Green), the station caption of Phoenix Chinese Channel created the special pattern---a circle formed by a flying and rotating phoenix. It is a bright and splendid logo with rich flavor of modern life and shows the glamour of Chinese traditional culture. (Li Yao & Hu Rui, 2002).

Initially, the meaning of BTV's (Beijing TV) logo is to cover the earth with three satellites. While in 2001, BTV was merged with BCTV (Beijing Cable TV) into a new Beijing Television. Then it collected its station caption through a public caption design collection, and it gained more than 2,000 projects, among which some good designs were chosen. However, after several discussions, the company decided to use the original one but reduced the number of signal line ways in the pattern. Now the word "TV" in the caption is divided off and no longer close to each other. The reason is that, with the widely recognition and media ideal of global communication, identification of the logo has been stable and legible enough to show either the TV's characteristic or the communication technical feature of Satellite Television.

Another kind of logo image is catchphrase which is more than a short sentence. It not only contains the wisdom and creation of media staffs, but is beneficial for creating brand images. For instance, the catchphrase----“Tell your own Story” has made Eastern Space-time mindful to Chinese audiences. “Be accurate, balanced and deep” is the used by BBC, while the Wall Street use “Show the fact with accurate and fair” as its catchphrase.

Finally, propagandas that are important to show the channel’s self-image can be expression of brand content of channels. It is of great effect in many aspects such as shaping the channel’s image, expressing its feature, reflecting the service philosophy, displaying the internal trait and enhancing the position in audiences’ mind etc. For example, some image promotion ideas of CCTV, like “Transmit Civilization and Promote Innovation”, “Tangible World while Infinite Scenes” show the image both of the country and party in a way of highlighting their traits of dignity, grand and magnificent.

1.3 Corporate Image

Corporate images refer to staff-image and service-image etc. Staff-image means staff’s conduct, diathesis, manner, skill, attitudes, outlook, managers’ leaderships and additionally, the hosts’ style and deportment, all of which can reveal the channel’s brand content. And service-image not only contains the serviceability of programs content but images shown through every department’s service behaviors.

1.4 Culture image

Media culture is the soul and spiritual protector of brand image. All the secrets of brand can be discovered through its culture. As the famous socialist Michel Vilette (1996) said, “Management refers to all the society to create an image with general-culture mode.” Therefore, culture image is the most important part in brand-building of TV channels. Values, concepts, management philosophies, job moralities, conducts and specifications, which audiences could feel when watching programs, make up contents of channel brand. And they are of great and delicate effect for audiences to choose or purchase Pay TV channels.

And to evaluate the brand of Pay TV Channels, some aspects should be considered as following:

1) Brand Popularity

A successful brand of Pay TV Channels should have certain amounts of subscribers, or potential subscribers who have seen it.

2) Brand Satisfaction

A successful brand of Pay TV channel must be more capable to meet its target audiences’ need; Audiences are satisfied with the fit-to-purpose situation between the program position of Pay TV Channels and their own demand; even with the existence of advertisement, the Pay TV Channels can still meet the advertiser’s demand.

3) Brand Reputation

Successful Pay TV Channels’ operation modes and programs should be widely agreed in the society.

4) Brand Loyalty

Pay TV Channels should have certain scale of viewer group. They not only subscribe Pay TV Channels but also watch them regularly and understand the positioning and development situation. Besides, they are concerned about changes of the channels and, even more, often point out the problems and put forwards suggestions.

2. Brand-building of Pay TV Channel

Nowadays, brand-building of Pay TV Channels in China is still in its infancy. During this period, there are national brands commingle with regional brands, and market factors interlace with non-market factors. Besides, many brands of Pay TV Channels overlap each other with fuzzy brand recognition, and good brands and bad brands are mixed together. For that matter, successful methods in the world are to seize the main business of Pay TV and manage it carefully. Then to make their brand the best of relative field rather than get into unfamiliar fields. For example, the famous documentary program Discovery doesn’t go into TV play, while HBO, although sometimes broadcast sports meetings, mainly considers TV play as the fundamental. (Yu Fang, 2010).

2.1 Base the Brand Positioning on Audience Survey

Audiences rather than only competitors should be considered as the market orientation when operating the brand of Pay TV Channels. It is very easy to get into passive position to keep one’s own style when concerning competitors too much as the base of operation strategy. It would probably be led by the nose and become market follower. For this matter, it is important for Pay TV to make accurate brand positioning basing audience surveys. Brand positioning

means strategy designed for brands and make it antique and valuable for target consumers, which is as important as the parents of a brand. And brand positioning mainly aims not only to find the best place both in TV market and audience's mind for brands, but to found the hotspot, interest-spot, viewpoint and selling point for it. Substantially, positioning is essential for TV media to form certain features and individuation, as well as to build certain image to meet the needs, desires, preference of audiences.

Famous TV stations or channels often have clear brand positioning. For instance, the brand positioning of CNN is to broadcast Global and Professional news (Peng Jixiang, 2006); while Shandong Satellite considers itself as A Satellite TV Channel That Never Say Goodbye to You; In addition, Sichuan Satellite launched the Unique Channel of Chinese Story Channel (Luo Guansheng, 2005 October)" in September, 2005; after revision on October 20th, 2003, the new economic channel, which aims to provide information For common people, For China's Economy, considers economic information to be its core content and want to become a professional service channel that show clear channel brand for all audiences (Chen Yibao, 2005 September 8).

Therefore, only if the brand is of definite positioning and distinctive character, can it attract definite target consumer group. In the same time the definite positioning can make it possible for consumers to catch the products' feature and distinguish them from similar products then finally the products can own stable consumer groups. Positioning shows the identification of media brands and endows them emotional and reasonable significance. For consumers, positioning is also the most optimum and key memories about media brands. Only when the brand is definitely positioned, can it get into certain grade and become the symbol of consumer's cultural taste and therefore be accepted by them for the satisfaction both emotionally and rationally.

Furthermore, brand positioning can lead to the differentiation, which makes it better to succeed in the competition. For instance, after audiences investigation, Lecture Room, a program of CCTV, found that audiences' opinion toward the program is that, "the program just like a famous female professor between 40-year-old to 60-year-old, and he must be person who is modest, knowledgeable, amiable, humor, rigorous, and leading a simple, reclusive life. "Consequently, the brand identification of Lecture Room was set as a knowledgeable wise man that holds unique point of views and considers spreading both China's bright traditional cultures and scientific concepts of history as his responsibility. Thanks for this brand image, Lecture Room become more distinctive from others (Wan Wei, 2010). Another program---Happy Camp is also benefit from the brand identification. Every time the program starts, it begins with the words -----Happy Camp, Happy Day, which is also its market position.

It is such differentiation market positioning that helps the program to create and cultivate definite character and individuality.

However, brand positioning can't be achieved through consumer surveys just one or more times, as consumers' value and demand is always changing or developing. Therefore, it is required to keep moving on the survey and always concern about consumers' conceptions that are often changing with the times. When the original brand can't fit with new market environment, it should be canceled, or replaced. For instance, Happy Hour in Zhejiang TV is set up under the requirement of Happy Tide. In the beginning, it was popular and gained high audience rating. However, after several years, as audiences' taste changed and many similar programs appeared, the program was poor of strength and finally be replaced by the new brand ---- Great Challenge after a prompt decision(Zhan Chengda, 2004).

Just like other products, brand has its life cycle, that is to say, it should go through incubation period, growth period, mature period and then recession period. Thus it is required to observe market changes in a dynamic view, to meet the future demand rather than follow the trend blindly. The motivation of brands lies in constant innovation and always be ahead of the market, all of which are derived from constant consumer surveys.

2.2 Premise Brand Strategy on SWOT Analysis

Brand operation of Pay TV Channels should be started premising on careful SWOT analysis. SWOT is a kind of analytical method used for confirming the competitive strength, weakness, chances and threats of the organization itself and then makes it possible to combine organization strategies with both internal and external resources organically.

Confirming the resource strength and weakness of the organization clearly and understanding the chances and threats clearly is fatal for making organization's future development strategies. The basic train of thought in making strategy is to develop advantages, overcome disadvantages, use chances and then dissolve threats. Besides, it is required to think about the past, d to look forward to the future basing on the current situations.

For example, after carefully analyze the strength, weakness, the external chances and threats, Legal Theater, the program of CCTV found its advantage lies in the predominant communication platform which is matchless for other

TV stations in China. Besides, after seeing the whole television market in China, Legal Theater found itself to be the only pure program majors in law lectures. It uses a more flexible way to dictate something that can't be seen on other law programs. And it often chooses flexible topics. However, it has some weaknesses, such as being lack in forming its own brand enhancing the ability to be distinguishable and memorable for audiences. Although it has many viewers, few of them can blurt out its name. Also, the program's internal quality needs to be enhanced, so does its influence. Besides, guest speakers have not yet formed the personal brand effect and sometimes the way of storytelling is too simple.

Its chances lay in that the existing audience rating and relatively high satisfaction that the program has gained helps it to own strong quality basis for creating brand image. Secondly, in the nationwide there still no programs that can compete against it, which will help it to be the top Law-popularizing TV program in China.

However, there still are several threats that the program must focus on. For one thing, the success the program has achieved will attract many imitators because the storytelling method is easy to copy and even surpass if the quality could not enhanced. On the other, although without flexibility in storytelling method, other programs is better in their attractive pictures and in some way, will scramble audiences of Legal Theater. The conclusion is that, brand-building is the best way for Legal Theater to seize opportunities in existing strengths, avoid the weakness and fight against the challenges. And only with the actual brand strategy, can the program remain invincible in the competition(Wei Shuqing, 2010).

2.3 Brand-building—A Systematic Project

System, which is consisted of parts that connect and restrict with each other, is an organic integrity of certain function. The concept of system includes following parts: Firstly, it is consisted of several elements; secondly, it has certain constructions and system is an integrity of constructive elements which are connecting and restrict with each other. And the construction of system means the relatively stable connecting methods, organizing orders and the uncontrolled conditions between elements inside; thirdly, it should be of certain function, or in other word, of some purposiveness. From the concept of brand we can know that, brand-building is a systematic project, and its popularity, reputation, satisfaction and also the awareness etc. should be considered carefully.

For example, China TV Media (CDM) is a pay TV broadcasting platform invested by China Central Television and authorized by the State Administration of Radio, Film and Television. It considers the market shares, popularity and awareness as the three main aspects in brand construction. Market shares refer to the percentage of enterprise's sales volume (or salesroom) among similar products, and it not only reflects directly the consumers' satisfaction about products and services offered by the enterprise, but also shows the market position of one's products. Market shares also refer to abilities of market controlling. The higher market shares mean the stronger ability of operation and competition. As the expansion of market shares, one can earn some kind of monopoly, which helps to bring monopoly profit and competitive strength.

When confronting the completion of four Pay TV Channel operations, by April 2008, CDM owns 40 integrated channels, making it the platform that has most channel inheritances and covers the most widely contents. The abilities of sending information to users through 192 cable TV network companies, covering more than 80 million cable TV users and more than 20 million digital TV users, owning more than 4 million online pay users has made CDM not only the top integrated channels owner but the owner of largest number of total contract users, and also the company that owns the highest market shares for the main business revenue.

CDM also tried to enhance the brand popularity, which means the organization's public awareness level and public understanding. Popularity becomes the objective standard to evaluate the fame of organization, and it mainly focus on the quantity---- scope and depth of the organization's influence to the public. It is the key property of a brand. But it is impossible to increase sales only with popularity, especially for new products.

It is important to enhance the brand popularity and bring forth actual sale profit in the fiercely competitive segment market. Brand popularity means the ability for potential buyers to remember or link the brand to certain products. It refers to the relationship between products categories and brands. And when trying to enhance the brand popularity, CDM assembles the strength of CCTV, then integrate and expand promotional channel resources, and it uses the promotion methods including television, internet, opinion and propaganda to push the brand transmitting.

Moreover, brand awareness is included in CDM's endeavor of brand-building. When consumers show bias rather than randomness repeatedly in making purchasing decisions, there comes the brand awareness, which is a behavioral process and mental process (decision and evaluation). It is not only depended on the brand quality, brand popularity, brand association and transmission of products which can form the brand awareness, but also related closely to the

characters of consumers and their experiences of product using.

Enhancing the brand awareness is important for enterprises to survive and develop, and to expand the market shares. In order to achieve higher brand awareness, CDM held the theme activity called "Honor Trip in CCTV" for Pay TV Programs users. For instance, in Nanjing, 2006 to 2007, there are tens of thousands of television audiences subscribed 4 pay programs offered by CCTV through STB (Set Top Box), including The Fun Storm, The Theater, Free Growth and Health Garden. In 2007, five lucky audiences were chosen by random computer selection and sent to Beijing for a visit in China National Radio. All expenses to Beijing were paid by both Nanjing Radio and Television Networks and CCTV Digital Media. During the 4 days in Beijing, they entered CCTV as the visitors in Figure Weekly and took parts in the recording and shooting, then they were given souvenirs with signatures of the hosts. Moreover, they were guided to visit China Meteorological Agency and experienced the whole process of broadcasting weather forecasts. Finally, they visited the Old Story Channel, the Central Newsreels and Documentary Film Studio to know something about the national image archives and many little-known true stories.

By now, Honor Trip in CCTV has been held successfully in GuiZhou, Shandong, and Chongqing. It helps to promote the brand-building of CDM Pay TV effectively and enhanced the sales of Pay TV Channels in many places. Such activities, on one hand, are useful in encouraging the communication between users and channels. On the other hand, it is helpful in expanding CDM's brand influence in regions, and boosts the promotion and sales of Pay TV Channels with enhancing the brand awareness in the same time (Wang Yan, 2008).

Of course, besides Pay TV Channels operation, the channel brands should also be building up, that is to say, to build the images of brand products, which mean product's nature such as entertainments, professional qualities and humane cares. An important detail to mention is that brand images are constituted by product images and corporate images.

Brand image points to features of corporate or its brand that are showed in market and public mind. It reflects especially consumers' evaluation and recognition of the brand. By the way, brand image including brand name, package, patterns and ad designs, is indivisible with brand, because image is the feature of brands and it can reflect the strength and nature of brands. It is important for corporations to focus on forming brand images, which is the foundation of brands. Above all, building brand image has become the goal of brand-building.

2.4 Brand Innovation ----- The Soul of Brand Keeping

Brand innovation, which naturally means to endow brand elements with new ability to create values, is aimed to strengthen vitality for brands through technology, quality, business mode and innovation of corporation culture. It can be divided into quality (or management) innovation, technology innovation, business mode innovation and corporation culture innovation.

Brand innovation is the key to keep the brand of Pay TV Channels and form a media empire, because following and imitation is harmful in creating typical media channels.

Early in 1912, Austrian economist J.A Schumpeter popularized the Creative Destruction in economics in the book *The Theory of Economic Development*. Creation, which Schumpeter believed, is a new production function, that is to say, to introduce the New Combination of production factors and production conditions that hasn't been used. And this kind of combination aims to introduce new products, new processes, exploit new markets, control raw material and achieve new organization for enterprise. While at that moment, it was not concerned by the society.

In the 1950s, as the technology revolution boosted up the economy, people recognized that creation is of great effect to economic development, then, they put more attention to creative theories. Afterwards, there appeared many groups such as the Technological Innovation Group represented by R.Solow, P.Stoneman, and the Systematic Innovation Group represented by Daoglass.C.North; Then in the 1990s, the National Innovation Group represented by B.A.Lundvall and M.Porter appeared.

In the 1980s, Peter Drucker put his study core into innovation. He pointed out that, "Innovation is a new way to meet a useful object. "And according to him, "innovation is not only about technology, but even non-real factors." For example, it was said that, the innovation of containers is not of great technology but more about original ideas to consider freight ship as handling and cargo gears rather than simply Ships. It aimed to cut down the time ocean-going ship spent when anchoring in the harbor. It is such obscure innovation that has saved the shipping industry. Moreover, as it is viewed by Drucker, innovation is of broad ranges, and all behaviors that can change the existing materials' potential ability of innovation can be innovation. Such as new skills and new behaviors that occur in managing, marketing and organization area.

Therefore, to precede innovation, Pay TV should create new abilities and behaviors in management, market sales and organization systems and so on. Like Capital Economic Report, found in 1998, is a program of Beijing TV that consider reporting the economy development of capital as its main content, It is a kind of Talk Show offering large-scales of live information by interaction and studio comment.

And it keeps concentrating on many aspects, such as news around people, seeing through the economic information behind, focusing on problems about capital's economy that is focal, difficult, highlighted and sensitive, and keeps reflecting the change of economy in capital. And after several times of innovation in 2001, it has changed in some following aspects:

Firstly, it was changed from Director-centric to Host-centric. Although being good at the previous way of broadcasting news, the program's distinctive feature and personal affinity was poor. So afterwards, the broadcasting method was changed by choosing two affinity hosts, Chaodong Gao and Yao Changsheng to cohost the program.

Secondly, its value orientation was changed into Livelihoods and Finance. Previously, the program tended to the value orientation of macroeconomic news, while now it focuses more on microeconomic with Highlighting basic necessities of people's life. It means to observe finance from the view of people's livelihood and look into the so-called economic view or something happened in economic from in the aspect of common people.

Thirdly, it was changed in service idea and tried to serve audiences with heart and various interactive ways. The program grafted common interactive methods of radio station onto TV programs, especially information programs and use various kinds of interactive ways. For example, there are many messages sent in everyday, which include mainly three kinds of interaction. First of all, news clues or opinions offered by audiences may be feedback in the program directly or even returned by rewards. Secondly, audiences could send messages or emails to put forward their opinions towards the program or certain reports. The third kind is subtitle appeared that directly answer some useful questions. To assume, Capital Economy Report has changed media staffs' ideas and transformed the former way of "You Say and I listen, or I Broadcast and You Listen".

Moreover, it rebuilt the information platform by the way of interactive live. The platform, Capital Economy Report stays in, offered a speaking platform in which theoretically speaking that all of us can show opinions about something. And after new issues occurred, official version, folklore, profession and media version is all equal and of some importance, so they can put forward suggestions in such platform.

2.5 Creating Brand with Unique Character

Pay TV Channels should highlight the features. As it is reported in the study that when choosing brands, consumers will be subject to the emotional factors which play more roles than product's functions. For instance, the Humanizing Character that comes from the style of television media after a long-term formation can produce different attractions to different audiences. And when being able to be defined the self-image in consumers' mind, the core value of brands can be defined.

Like the Traditional Chinese Medicine in CCTV International's Chinese Channel, a program grew from an obscure small program to a brand program with high public trust and enjoys reputation home and abroad. Firstly, its success is owing to special contents. In China, there are few media can consider traditional medicine as program content. While as the valuable treasure of the nation, Chinese medicine has great influence in the world. So Traditional Chinese Medicine exactly met the need and made it the content of television program. Secondly, it focuses on the quality of programs from topic selection, plate designs to the studio manufactures and communication with audiences. It pursues to precede production with carefully restriction according to the rule both of TV program production and China's traditional medicine, and make the program more exquisite, delicate and nice. It aims to lead well-quality road with best content and formation.

Thirdly, it keeps finding special ideas and methods. The programs achieved jumpstart from normally seeking for medical treatment to time-efficient and contemporary health issues, and then it caught the new trend of human health development. It also made changes from medical skill to health care to discovering, enhancing and transmitting the deep connotation of national culture. Besides, in values dimension, the value of people oriented become the fundamental clues throughout 10 years development of the program, which is evident when the discussing the program's special positioning. And the clue also exists in each step of the program production, like a red thread. It is believed that the respect for live, the concern about health and love for every viewers is the unswerving principle and pursuance of the program.

Finally, the last reason is that the program keeps pace with times, which means that it not only keeps following the latest trend and fashion both of television transmission and the research about China's traditional medicine in

business, but also introduces many new ideas, approaches and methods (Hu Zhifeng, 2010).

2.6 Brand Extension

Brand Extension means one enterprise extends the famous brands or brands of market influence to products that are different from famous products or original ones, aiming to promote new products by the help of successful ones. However, it is not only by borrowing simply the brand name superficially, but mainly focus on the strategic uses of whole brand properties. Brand extension strategies can make it able for new products to march the market successfully by using the market reputation of successful brand, which will help to lower the promotion cost.

And there are three main strategies of brand extension:

2.6.1 Industrial Extension

Analyzing from industrial relativity, industrial extension can be divided into 3 parts, including upward extension, downward extension, and upward-and-downward extension, which is helpful in offering good ways for extension of material origin and product marketing. Another industrial extension is parallel extension between industries that is generally used in product areas with same (or similar) target market and sales channels, same storages and same image characters. Such kind of extension can on one hand be beneficial for sales of new products, and on the other, useful for strengthening brand images. For example, by extending upward, television media can manufacture their own programs and precede all ancillary work needed. While the downward extension means to expand the channel covering rate of family, that is to say, to sell programs and advertisements as well as to connect with consumers itself. But it is infeasible because this may lead to increase in management cost.

Besides, television media can pursue Horizontal Integration, expanding and integrating the business horizontally. It means to precede brand extension laterally basing on the channel brands, program brands and host brands.

2.6.2 Extension in Product Quality

Extension in product quality includes three extending methods as following:

Firstly, upward extension refers to add superior production lines on the original lines, and put products into upgrade market.

Secondly, downward extension means to add lower-quality products into production line and by the help of reputation of superior products, consumers of lower purchasing-power may be attracted out of admiration for the brand. But if the original brand is of high popularity, this kind of extension will be of great risk to damage the brand reputation.

Thirdly, Two-way Extension means to add high grade products on one hand and low grade products and expand the market squad on the other in two directions of the production line, after enterprise with medium grade positioning originally can be able to control market strength.

2.6.3 Diffusion Extension

This kind of extension is important for brands during its infancy. It includes four meanings as following:

Firstly, it means that single brands can be extended to many kinds of products and become series brand; Secondly, brands of one country or one region can be spread to the world and become international brand; Thirdly, One brand can be extended again and produce the other one; Finally, brand products can be extended to the enterprise and make it a brand enterprise.

And what should be concerned is that brand extensions should enable not only the relativity between extended products and original products but share the resources and benefits. The original purpose for brand extension is to use existing brand resources fully, expand the brand's use value, create products addition to main ones under lower cost, and to border both the operation ranges and revenue sources of Pay TV Channels. Extension lines of Pay TV Channels should include industries such as information industry, press industry and publish industry etc. Media in America can pay much attention to brand extensions. Like the Business Weekly. It has 3 main production lines, and each of them can be further divided into many products such as press and TV media (Zhou Zhong & Li Boyun, 2011 November 30). Another example is Discovery, an American Pay TV channel that owns many chain stores in the region selling videos, VCDs and tapes of National Geographic. By promoting media products, they aim to build up the relationships with audiences in a new generation and become easier to seize the brand reputation in different environment, also to spread the effect and popularity, and then extend the brand.

While for Pay TV Channels, brand extensions can follow two methods. One is to develop new products basing on brand resources. It includes 3 parts: Firstly it refers to the program itself and is feasible for popular programs to sell

tickets or CDs to audiences taking parts in the studio. Secondly, it is about the relative products such as CDs, picture albums, films or TV plays that are made for players, concerts that are entirely registered by famous hosts, and relative costumes, items, computer games. Thirdly, there are the shapes of service which refers to offering consumers with experiential entertainments such as setting up theme restaurants, clubs and bookshops etc.

And the second method is to promote brand products to the market. For propagandas, there can be relative activities combined with television programs to promote brand products; for organizational form, there can be especial organization that responsible for marketing promotion of brand products basing on TV channel. And even to found brand brokerage firms and carry through business activity as legal entity.

At present stage, some famous Pay TV Channel in China are still in its initial period, especially some de-massified and professional channels which can't be recognized in the market within short time and is difficult for them to earn profit. Therefore, bundling with influential brand is a good strategy for them.

By the help of effects of traditional brands and extending the products and services, in other word, to use the brand properties of famous brands to enhance self-brand values is an efficient strategy for media in their infancy. For instance, Games, in Liaoning TV Station, is the first nationwide Game channel of Pay TV in China. And its brand strategy is to bundle the channel brand with Liaoning TV Station. Besides, it has opened up new market by the help of either the brand effect accumulated by Liaoning TV Station in a long-term, or cooperation with famous brands. Another case is CCTV, who extended the original traditional TV channel products to the network brands of CCTV.com as well as Boutique Channel in Digital Pay TV.

2.7 Event Marketing

Event marketing is the approach and method that can attract interests and concerns of media, social groups and consumers by planning, organizing, and using figures or events that are of news value, social influence and celebrity charm. It aims to enhance the brand popularity, brand reputation of enterprise or products, and can help to build a good brand image and eventually boost the promotion of products and services.

Because this kind of promotion way is of wide audiences and strong abruptness, it can achieve best and biggest effect in a short time and is able to save large amount of propaganda cost for the enterprise.

And recently it has become a popular method of public relations and market promotions home and abroad which are constituted of news effect, advertising effect, public relationship, consumers' relationship and image transmission. Besides, it can not only create chances for new products marketing and brand displays, but build brand recognition, brand positioning and help to form the promotion methods that can enhance brand popularity and reputation fast.

Event Marketing is sometimes called Activity Marketing in China. Briefly speaking, it is to spread events and gain advertising effect by obeying to news regulation, creating events of news valued and some specific operation. After the end of 1990s, the rapid growth of internet has brought great opportunities for event marketing, and once by the internet, events or topics can be easily spread and gain widely attention, which results in the teeming of event marketing cases.

For example, *Tales of Creating Wealth*, an economic program orchestrated carefully by CCTV, has been watched and appreciated by audiences since July 18th, 2005. The program, in a form of story, mainly focus on various life stories in the world for seeking property, and it focus on the life-changing and mental experiences when people pursuing their dreams and expresses healthy conceptions of wealth. In the same time, the program published books with the name. *Tales of Creating Wealth* produced many event marketing cases during 2005 to 2007. Like the Third Session of Chinese Private Enterprise Summit held in November 4th, 2005, and the China's First Commercial Group Summit in May 20th, 2005 etc. And in 2007, the event marketing activities become richer.

Like the essay activity called *New Wealth Ideas* on January 1st, the *China's Top Ten Cities Popular by Migrant Workers Awards* in Wenzhou, Zhejiang Province on February 9th, the large-scale public welfare party aiming to raising sports education fund for the Hope Project in Qingdao, Shandong Province on March 29th, and the workshop about brand construction of program in Beijing on July 18th. Such activities of event marketing gain strong public feedback and transmit the healthy, positive brand image of the program to audiences.

For example, the large-scale night show "Warm Spring in 2007: hand in hand with Wealth, Fly Together with Hope" was held in Qingdao, one of the places where 2008 Beijing Olympic Game was held. And many group such as local government, China Youth Development Foundation, CMBC (China Merchants Bank Co), and the Uni-President Enterprises Corporation etc. All the steps from the previous enterprise solicitation, the press conferences parties recording to media tracking after the show are carefully arranged. Although the show was put out on TV for just one

hour, the activity was later become a great news event in the society, which helped the program to earn high brand popularity, brand reputation and brand effect(Ren Xue'an, 2007).

2.8 Diversification Based on Brand

Diversification means to using more than two kinds of operating strategies in the same time, and it is also called Diversified Operation. Enterprises that use diversified strategies often take part in various kinds of productions and promotions activities of products or services. If enterprises want to use diversification methods, it should firstly choose diversified directions, in other words, to choose the most efficient diversified way in certain situation. Diversification operations restrict not only the expansion of products arranges but the expansion of productions and market scales, and it aims to spread risks, avoid the business market to influence profits, and make full use of production potential and marketing potential etc.

And once a brand is formed, the brand value will then be owned. By the brand, the brand effect can be used and diversified expansion which means the diversification of channel can be preceded, and also it is possible to seek broader capital cooperation and derivative operations to create new profit points by getting brand licenses. For example, American Idol has its copyright sold to many countries and earned great revenues. Another model of brand operation is HBO, who not only recommend itself by the typical sentence "It's not TV, it's HBO", but extended the operations to films and TV plays manufacture etc. The movie "Elephant" achieved the Golden Palm in Cannes International Film Festival, 2003. All of such non-main business has strengthened and intensified the brand positioning and strength of HBO. Besides, there is one more example that helps to understand diversification. It is the Old Story in Digital Pay TV Channel, a relatively narrow-audience channel that mainly aims to collect historical materials. And in many places it gains good sales performance and come to the top bank among the audience rating of more than 60 Pay TV Channels in Beijing. The channel organizers support the promotion of channel brand by opening Old Story Restaurants, operating the Old Story Pictorial and investing the high-definition Documentary movies called Secretary Visit (Meng Xiangpiao. 2009).

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