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COMMON THREAD OF SUCCESS: CONNECTING, RELATIONSHIPS, COMMUNITY,
NETWORKS

by

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B.A., Southern Illinois University

2007

A Research Paper

Submitted in Partial Fulfillment of the Requirements for the

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Department of Mass Communication and Media Arts

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RESEARCH PAPER APPROVAL

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A Research Paper Submitted in Partial Fulfillment of the Requirements

for the Degree of

Master of Science

in the field of Professional Media and Media Management

Approved by: Robert Spahr

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KATHERINE WEST, for the Master of Science degree in Professional Media and Media Management, presented on January 14, 2016, at Southern Illinois University Carbondale.

TITLE: COMMON THREAD OF SUCCESS: CONNECTING, RELATIONSHIPS, COMMUNITY, NETWORKS

MAJOR PROFESSOR: Robert Spahr

This paper shows that success centers around connection to community, and relationships within a network. Three case studies presented, include the 1950's conflict between Robert Moses and Jane Jacobs, the non-profit organization charity: water, and the e-commerce business Amazon.com, highlighting the common thread of success. Storytelling, communication biases, and motivation were identified as three main factors that aided in the community connections supporting their success. These factors were then applied to WSIU Public Broadcasting as an example, with the theory that they could effectively be applied to any organization. The key for success is connection, so each time these supporting factors will be part of that formula in their own way.

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TABLE OF CONTENTS

<u>CHAPTER</u>	<u>PAGE</u>
ABSTRACT.....	i
ACKNOWLEDGMENTS.....	ii
CHAPTERS	
CHAPTER 1 – Introduction.....	1
CHAPTER 2 – Jane Jacobs vs Robert Moses	2
CHAPTER 3 – Charity: water	6
CHAPTER 4 – Amazon.com.....	9
CHAPTER 5 – Supporting Factor #1: Storytelling.....	10
CHAPTER 6 – Supporting Factor#2: Communication Bias	13
CHAPTER 7 – Supporting Factor #3: Motivation	16
CHAPTER 8 – WSIU Project: Application	18
CHAPTER 9 – Public Media: Comparative Analysis	20
CHAPTER 10 – WSIU Public Broadcasting: Phase One	21
CHAPTER 11 – WSIU Public Broadcasting: Phase Two	22
CHAPTER 12 – WSIU Public Broadcasting: Phase Three	24
CHAPTER 13 – Conclusion	25
REFERENCES	26
VITA	28

CHAPTER 1

INTRODUCTION

This paper will show that success centers around connection to community, and relationships within a network. Three case studies will be presented, including the 1950's conflict between Robert Moses and Jane Jacobs, the non-profit organization charity: water, and the e-commerce business Amazon.com. Robert Moses was an ambitious builder, who encountered the grassroots advocate Jane Jacobs in a battle over the building of an expressway in Greenwich Village. In a simplified way, this paper will show that Moses vs Jacobs tells the story of a battle between community connection and technological efficiency. This paper will discuss charity: water who discovered that millennials are interested in investing rather than donating – finding a solution to the distrust that has been plaguing non-profit organizations. It will highlight the sense of community that investing in a common cause forms, both through giving and receiving stakeholders. This paper will explain how Amazon.com used algorithm-based communities to help buyers have the most informed online buying experience possible. Once all these stories are told, this paper will explain how three factors aided in the connection they had with their communities: storytelling, biases, motivation, and then it will apply these to WSIU Public Broadcasting, a southern Illinois PBS and NPR affiliate as an example.

CHAPTER 2

JANE JACOBS VS. ROBERT MOSES

Jane Jacobs was a community advocate from Scranton, Pennsylvania who as an adult lived on Hudson Street in Greenwich Village, NY and wrote for the magazine *Architectural Forum* and author of the book, “The Death and Life of Great American Cities.” Jane Jacobs’ saw the value in the natural order of things, especially when it came to cities. In her book, “The Death and Life of Great American Cities”, she wrote about cities as ecosystems, comparing them to the natural ecosystems (Jacobs 1993). She described their similar functionality – both requiring diversity to sustain themselves, and develop organically over time. Jacobs notes that in an ecosystem, “many small and obscure components—easily overlooked by superficial observation can be vital to the whole, far out of proportion to their own tininess of scale or aggregate quantities (1993).” Pointing out that what may be a seemingly small piece, might be the keystone of the ecosystem. Jacobs advocated a message of observation to find the correct balance for each community individually. She maintained that success within an ecosystem came from understanding how it works, not trying to force it to work a certain way – it will not (1993). Her claims were proven through the results of many city projects over many years.

According to Anthony Flint in “Wrestling with Moses,” She was hired at the *Architectural Forum* without architectural experience because of her edgy opinions, but when she disagreed with the urban renewal projects that were spreading across the country there was some “reluctance” when it came to publishing. There were decades of theory behind the urban renewal movement, and so much invested that challenging it

was so serious and misguided that it became a question of patriotism. Planners all over the country were invested in the “economic salvation” of American cities, including one of the most powerful, Robert Moses in New York City. (2011).

The urban renewal projects were tied to the mass exodus from the city to the suburbs, and the theory was focused on making the city “orderly and efficient” (Flint 2011). Moses, like many planners, considered the city a “problem to be solved” (Flint 2011). This idea of solving crowded, congested places was particularly important to Robert Moses. According to Ric Burns and James Saunders in “New York: An Illustrated History,” Moses grew up in a privileged environment within New York City, but was inspired to serve in public works after watching his mother volunteer to eradicate tenement housing (2003). Keeping his early experiences at heart, Moses became an ambitious builder that some say dwarfed the efforts of many of the greatest builders in history. His career spanned five decades, and he was responsible for building hundreds of miles of parkways and expressways, hundreds of parks, playgrounds, and public beaches, hundreds of thousands of units of public housing and complex system of bridges and tunnels, not to mention Lincoln Center, Shea Stadium, the United Nations, and two world’s fairs. (Burns and Saunders 2003).

Not surprisingly Jane Jacobs’ book was essentially the antithesis of what the urban renewal movement touted as truth. She spoke of the busy sidewalks as a ballet, not as being crowded or congested. Jacobs explained, “This order is composed of movement and change, and although it is life, not art, we may fancifully call it the art form of the city and liken it to the dance—not to a simple-minded precision dance with everyone kicking up at the same time, twirling in unison and bowing off en masse, but to

an intricate ballet in which the individual dancers and ensembles all have distinctive parts which miraculously reinforce each other and compose an orderly whole. The ballet of the good city sidewalk never repeats itself from place to place, and in any one place is always replete with new improvisations (1993).” This point of view is a stark difference to what the planners were aiming towards, and is dependent on a strong vibrant community.

A vibrant community is dependent on relationships and connections built up over time. So when Moses proposed to build an expressway through Greenwich Village, Jane Jacobs accepted the role of chairperson on the Committee to Save the West Village. Though Moses took the crowded and choked streets as a challenge – envisioning a “new kind of automobile age city” (Burns & Saunders 2003), the community revolted.

Jacobs was frustrated with the lack of connection the administrators had with the community. According to Flint, she asked, “What kind of administration could even consider destroying the homes of two thousand families at a time like this? With the amount of unemployment in the city, who would think of wiping out thousands of minority jobs? They must be insane (2011).” She could see so clearly how the city ecosystem worked and the decision makers seemed blinded by Robert Moses’s power. The fight to save the village from the expressway was a heated one, and Jacobs was arrested at one point for her outraged behavior at a public hearing (Flint 2011). She was trying to get their attention and drive home emphasize the importance of the situation.

In the end though, the community ties were stronger than the desire for a transportation thoroughway. The community connections were not lost and the businesses remained intact, which would have been the real cost of the expressway. When asked about the displacement of the people during the large scale project, he dismissed it as necessary cost (Burns and Saunders 2003). Moses cared about the public, but valued the theoretical over the actual.

CHAPTER 3

CHARITY: WATER

Charity:water is an organization with the mission to provide “clean and safe drinking water to every person in the world (charitywater.org).” Charity: water works with developing communities to install wells around the world, where the access to clean water is non-existent. They explain that when a community gets access to clean water, it can change everything – Improving health, increasing access to food, improving local economies, and helping kids have more access to education (charitywater.org). All projects are started with the understanding that the community will be a full partner in the process, and expected to maintain the equipment after the installation and training are complete. Charity: water motivates its donors through an investment model.

Hubspot CMO, Mike Volpe, called charity: water a “disruptor” in “HubSpot and charity: water Partner to Transform Non-Profit Marketing” in *PRNewswire* for fundamentally transforming non-profit fundraising with their 100% approach to donations (2013). By using 100% of donations to directly fund water projects, charity: water is able to show the contributors the direct impact they have through photos and GPS. Paull Young, Director of Digital for charity: water explained, “at charity: water we’re trying to build a movement of inspired people committed to solving the world water crisis (Volpe 2013).” They are creating a community of motivated people by fostering emotional investment and intrinsic rewards. The people donating money getting a similar reward to the people receiving the wells of water. As charity: waters continues to show results, they perpetuate the cycle of investment.

Charity: water has a centralized approach to their overall structure, they are based out of New York City and send out teams that travel for each project. This is all possible because of their approach to technology. Charity: water has found a way to engage people and make fundraising a fun personal challenge. By allowing people to run their own campaigns online, they engage an A-typical audience that would not have otherwise been reached. They also find a sense of investment in people that may be more about the challenge than charity: water, but in the end, the result is even better for those who charity: water helps. Part of the draw is that they offer freedom of expression and an outlet for personal competitiveness in exchange for helping others get access to one of life's most basic needs – a win, win.

By opening the doors for freedom of expression, they open the doors for a conversation, and thereby connect more deeply with their participants. They have spent a lot of effort deciphering their target audience and how that audience wants to interact. Charity: water found that while different people value different things, they all want to know where their money is going (Helm 2013). They have answered by providing transparency, helping to create and maintain trust with their investors.

Which addresses the big-picture obstacle that charity: water has faced. They have been able to reach an audience who had become distrustful of charities, and convince them to give. In “How Millennials Are Reshaping Charity and Online Giving” on npr.org, Elise Hu explains that 80 million millennials are coming of age and their spending habits aren't the same as their parents (2014). Amy Webb, Digital Trend Forecaster, says young donors are not interested in donating, they are interested in investing. Though it may seem like semantics, it has a lot to do with the technological

environment they are used to and the emotional investment that they are making (Hu 2014). Charity: water has solved this problem with a unique combination of their 100% approach to donations, visual storytelling, and transparency through technological innovation (Volpe 2013). Charity: water recognized that in order to reach an audience that has been largely unreachable, they would have to take risks. Transparency is not always comfortable, but an honest connection has been the key to their success.

CHAPTER 4

AMAZON.COM

Amazon.com was a visionary company that has now grown into the “Everything store” that we know today. Founder, Jeff Bezos, started out as an online bookstore serving primarily a niche book community, and people without access to specialty items or living in remote areas.

Their ticket to success has been the global preference trends that provide a seamless, and well informed shopping experience. This is the feature that offers suggestions based on your browsing relying on what other users have searched or bought. Intensely user-focused, Amazon.com has always tried to offer an informative buying experience. When They first implemented the user review system there was pushback from the publishers, but according to Brad Stone in “The Everything Store,” Bezos said, “we don’t make money when we sell things, we make money when we help customers make purchase decisions (2013).” Sticking with that theory, they have grown significantly.

They have developed an algorithm-based community through their trending, and have done it in a way that does not feel like advertising. By connecting choices that others have made to current choices, they have connected users. By providing an extensive and diverse review process, they have connected users. By using user generated content, they have made them a vested stakeholder in their part of the community, and thereby making the experience more meaningful and trustworthy.

SUPPORTING FACTORS THAT AID CONNECTION: STORYTELLING,
COMMUNICATION BIASES, & MOTIVATION

CHAPTER 5

SUPPORTING FACTOR #1: STORYTELLING

Connecting through storytelling allows one to paint a picture, impart a message, and in some cases can save lives. Storytelling is a skill that is important in almost every realm of life. Michael Brenner explains In “Epic Content Marketing” by Joe Pulizzi, that stories that focus specifically on what they do for their customers, not about what they sell are the answer to their communication challenges (2014). By focusing on the listener the storyteller is showing interest, and understanding that is an important step for a meaningful connection.

Storytelling is nothing new – effective storytelling was the best way for the earliest humans to pass on information that was vital for survival (Pulizzi 2014). Connecting emotionally with their audience was extremely important since it could mean life or death, arguing that the real power of storytelling is in making the listener part of the story (Pulizzi 2014). The audience cares about themselves, not what the storyteller wants to say. While the need for storytelling hasn’t changed, the delivery and the listener experience has with the emergence of the web, mobile accessibility, and social media (Pulizzi 2014). The tools are changing rapidly, but people are not. Effective storytelling prioritizes the listener regardless of the tool.

With the emergence of new technology what Rick Levine, Christopher Locke, Doc Searls, and David Weinberger point out in “The Cluetrain Manifesto,” is more important than ever, “nothing is more intimately part of who we are than our voice

(2000).” The storytelling told with that authentic form of voice inform the world, and with so much information available at every moment fighting for our attention the more we need authentic voices rather than empty words. In “New Rules for a New Economy”, Kevin Kelly explains that the only real scarcity left is attention (1998), indicating that people are overwhelmed with information. Pratkanis and Aronson point out in “Age of Propaganda” that in our message dense, over-communicated, American environment we have sound-bites and news snippets rather than extended explanations (2007). Each of the cases studied have found their own way to connect with their communities through storytelling.

Charity: water became a success in large part because of excellent visual storytelling. In “Not a Dry Eye in the House: How Scott Harrison Connects, Affects, and Brings People Around His Cause” in *Inc.*, Burt Helm explains the secrets to charity: water’s success (2013). Harrison said, “I know how to get people excited about a story,” and how to embrace the power of visual storytelling (Helm 2013). He has used that skill to create awareness and facilitate action.

According to charitywater.org, Founder, Scott Harrison’s professional background is in event planning and photography (2016). After a volunteer trip as a photojournalist to Liberia, Harrison tested the idea for charity: water by producing a large exhibition of his photographs and video (charitywater.org 2016). He titled the show Mercy, and raised \$96,000 even amid the Katrina crisis (charitywater.org 2016). It was the well told visual story that made it a success. Not long after, he went ahead with the idea and formed charity: water.

Amazon.com has taken a different approach to storytelling, rather than a top down approach, they have taken a collaborative approach. Handing the reins to their users through product reviews and trending paths. The data collected from searches tells a vivid story that means something a little different to everyone based on their personal preferences.

Jane Jacobs and Robert Moses told their story through action as they each advocated for their version of the cause, as they shaped New York City. Moses saw New York as a mural that he was painting, and Jacobs saw the city as an ecosystem dependent on the variety of city life. Jacobs put a high value on observation, and studied how the community worked together. While Moses was smitten with the idea of connecting people to places, envisioning a “new kind of automobile age city” (Burns & Saunders 2003), without regard for the particular community it impacted.

The villagers in her community saw what happened to the Bronx when the expressway was put in, and they did not want that fate to be theirs. They formed the Committee to Save the West Village, and appointed Jacobs as the chairman to advocate to keep their community whole.

Storytelling is essential to connections, which are essential to success. Buyers are attracted to brands they connect with, donors are attracted to causes they support. Stories inform and inspire.

CHAPTER 6

SUPPORTING FACTOR #2: COMMUNICATION BIASES

Knowing that the common thread of success is connecting authentically, then part of that process is choosing the right technology to facilitate the situation. Not all technology does every job equally, each type has its own strengths and weaknesses – its own set of biases. Daniel Rushkoff points out in “Program or Be Programmed” that “writing an email is not the same as writing a letter, and sending a message through a social networking service is not the same as writing an email (2010).” We act differently depending on different situations, and that applies to technology as well (Rushkoff 2010). Choosing the technology that facilitates the connection, rather than choosing technology for technology sake leads to more effective communication and therefore more affective community connections. As technology changes, the need to adapt to how people wish to be connected is becoming a priority.

Jane Jacobs and Robert Moses were fighting over roads and sidewalks. Roads with the bias to isolate and connect to places and sidewalks with the bias of connecting people within a small geographic area. Jacobs saw the sidewalks as the answer to the kind of life she valued, and he saw the rising automobile. In this situation and in his career, Moses was focused intensely on large scale public building that would make a huge impact. He was not focused on how those projects directly affected the lives of those involved.

The bias of the automobile is to put distance between home and work, and when large expressways cut through communities it changes everything. It ruined businesses, displaced large numbers of people, and made it difficult for people to get around without

a car. In a way the infrastructure meant to support the technology forced the technology and all its biases on people, and those who could not or would not participate suffered because of it. When the expressway divided the Bronx, it broke up the community and isolated the South Bronx – changing the dynamic completely.

Charity: water has found that they have continue to work through issues with the technology to adapt to what is most effective. Part of the charity: water business plan is to account for every dollar donated to increase transparency and ownership, but they found that wells need maintenance, tracking equipment malfunctions, and sometime major problems come up. Donors promised transparency with results, expect transparency with results, so some negative feedback started.

Anticipating regular maintenance, they had already trained people within the communities to handle routine repairs. To handle the unexpected issues they opened a branch off of charity: water, called Pipeline. Pipeline is the contingency plan. Pipeline pays for major repairs and innovative research. (charitywater.org 2016).

Amazon.com started out as an online bookstore. They chose to take on shipping for heavy items, like books, as their expertise when there were already established entities selling books online (Stone 2013). Jeff Bezos saw the future in online commerce though, and it was different than what was available. He has created an unprecedented shopping experience for his users, but that has blurred the lines a bit. Under the Amazon model, his customer base becomes an employee of sorts. Though they are not receiving a paycheck, they become part of the dynamic that makes Amazon so valuable. They create trends and search collections. Often people don't know what they want until they see it, and Amazon has become a master at making sure it shows up in

front of their faces. George Anders points out in Forbes “Jeff Bezos Gets It,” that one of Bezos’ maxims states that “our culture is friendly and intense, but if push comes to shove we’ll settle for intense (Anders 2012).” Anders highlights the emphasis where their community priorities lie – with the user.

Communication biases are different in every case, but the important thing is to identify how a particular community is listening. The technology is just the vehicle for the message, so deciphering how to best deliver the is the goal to understanding the communication biases. It will always be a balancing trick between the participants needs and wants, but the key is to find a compromise.

CHAPTER 7

SUPPORTING FACTOR #3: MOTIVATION

Clay Shirky explains in “Cognitive Surplus: How Technology Makes Consumers Into Collaborators,” that science and society are just starting to recognize the power of intrinsic motivation (2011). Alphi Kohn points out in “Punished By Rewards,” that extrinsic rewards are not as powerful as genuine interest that manifests intrinsic motivation, and can undermine the intrinsic motivation that promotes optimal performance (1993). Researchers gave evidence that intrinsically motivated people seek more challenges, are more innovative, and perform better under pressure (Kohn 1993). Millennials tend to act based on personal growth or other intrinsic rewards, often sacrificing extrinsic rewards to attain it.

As the technology shifts, society is revealing that they want more out of their media, they expect a higher degree of involvement. Shirky offers a silly example like LOL Cats: cute cat pictures with cutesy captions, but also a more serious example, like Ushahidi: a site that was originally created to aggregate data tracking where violence was taking place during the disputed presidential election in December 2007 (2011). Shirky identifies the source value in both types of contributions as “designing for generosity” (2011) – an intrinsically based motivation. When people are inspired they want to contribute, and as intrinsic motivation is fostered the need to emotionally invest grows stronger.

Dan Pink explains in “The Puzzle of Motivation” a 2009 TEDGlobal talk, “there’s a mismatch between what science knows and what business does.” Science knows the secret to high performance the drive to do things because they matter, not because

someone will offer a reward or consequence. Intrinsic motivation, autonomy, mastery and purpose are the building blocks of a new way of doing things. (Pink 2009).

The big-picture obstacle that charity: water has faced head on has been to reach an audience who had become distrustful of charities, and motivate them to give. In “How Millennials Are Reshaping Charity and Online Giving” on npr.org, Elise Hu explains that 80 million millennials are coming of age and their spending habits aren’t the same as their parents (2014). Amy Webb, Digital Trend Forecaster, says young donors are not interested in *donating*, they are interested in *investing* (Hu 2014). Though it may seem like semantics, it has a lot to do with the technological environment they are used to and the emotional investment that they are making (Hu 2014). Charity: water has solved this problem with a unique combination of their 100% approach to donations, visual storytelling, tracking, and extended followthrough (Volpe 2013). Paull Young, Director of Digital for charity: water said, “At charity: water we’re trying to build a movement of inspired people committed to solving the world water crisis (Volpe 2013). There are arguments amongst fundraisers that young people do not give charitably, however charity: water saw its highest numbers in 2014, raising more than \$27.9 million.

Intrinsic motivation is more powerful and longer lasting than extrinsic motivation, so the key is to find a way to inspire a community. Millennials place an especially high tendency of highly valuing intrinsic rewards. By finding a way to let them emotionally invest, and inspiration will lead to motivation and action.

CHAPTER 8

WSIU PUBLIC BROADCASTING: APPLICATION

The common thread to success is connecting. Using WSIU as an example the three supporting factors will be applied with theory that these factors could be applied to any organization to attain results. This is merely an example of the process, not prescriptive suggestions.

WSIU Public Broadcasting, southern Illinois PBS and NPR affiliate has the opportunity to connect the public media community the way that Amazon has connected buyers, and the the way that charity: water has connected the socially-concerned, but in order to do that, they will have to strengthen their connection with their supporters, and that includes proactively telling their story, understanding local biases, and harnessing modern motivational strategies.

The mission statement of WSIU Public Broadcasting, a PBS and NPR affiliate based in southern Illinois states, “WSIU Public Broadcasting exists to improve the quality of life of the people we serve. Through programs, services and outreach, WSIU partners with other community organizations to promote positive change, and to support the academic and public service missions of Southern Illinois University Carbondale (wsiu.org/about-us).” The vision statement is “WSIU Public Broadcasting is an essential public resource that combines the power of media with the power of people to strengthen our communities (wsiu.org/about-us).” Very little of the declaration of intentions mention media directly. ‘Improve quality of life’, ‘promote positive change’, ‘support missions’, ‘strengthen our communities’: all powerful statements that promote connection to the community. Applying the three supporting factors: storytelling,

communication biases, and motivation will help WSIU Public Broadcasting make the most of their goals.

Though the largest expenditure from their 2014 audit report was local broadcasting (Kerber, et. al 2014), the overall downturn in funding leads the question – is the current local programming resonating with their community? To apply the three supporting factors, there are questions like these need to have answers. Is WSIU telling their story in a way that the WSIU community can connect with what they are doing? What are the WSIU community's communication biases, and how could WSIU effectively harness them? What is inspiring to the WSIU community, and what are ways that that they could participate as an invested stakeholder?

WSIU is facing extreme economic challenges as the current governor threatens to cut more than 30% of the budget for higher education according to Sam Beard with the Daily Egyptian on February 18, 2015. Those cuts affect Southern Illinois University, who will then pass on more cuts potentially totaling \$500,000 to WSIU Public Broadcasting – half of the funding they receive from SIU according to Greg Petrowich in the Daily Egyptian on March 25, 2015. While there may be no good way to absorb a third of their budget, there are new ways to approach the upcoming challenges that could reach a wider audience and bring in more funding. No final agreement has been reached as of January 2016, and all applicable funding still hangs in the balance.

CHAPTER 9

PUBLIC MEDIA: COMPARATIVE ANALYSIS

The initial NPR flagship station engagement analysis the explains direction each station has chosen to focus and compares it to WSIU. WNET, New York City, NY, has focused intensely on digital. WETA, Arlington, VA, has kept the focus of broadcast front and center. WGBH, Boston, MA ,is very event focused. WSIU, Carbondale, IL, is focused on broadcast, outreach, and digital.

CHAPTER 10

WSIU PUBLIC BROADCASTING: PHASE 1

Phase one focuses on helping WSIU tell their own story by starting with WSIU directly and gradually expanding their focus. By taking a collaborative approach it will allow connections to strengthen and community members to further invest emotionally.

- Focus on telling the WSIU story through media as vibrantly as possible
 - Current to the past, a detailed account of WSIU does and has done
- Connect the WSIU story to the local community storytelling
 - Encourage the community to collaborate on the storytelling
 - use as much visual storytelling as possible
 - launch the release with an event
- Expand the storytelling to public media as a whole, the importance of the concept and highlights and lowlights along the way
 - A national collaborative project
 - Encourage supportive businesses to visibly campaign to raise money for WSIU and compete against each other

CHAPTER 11

WSIU PUBLIC BROADCASTING: PHASE 2

Phase Two is designed to help WSIU focus on their community's communication biases. By researching community preferences, it gives WSIU the opportunity to listen and more confidence in strategic changes.

- Audience research
- Integrate media whenever possible, starting with pledge drives
 - EX: pledge drives on FM
 - Supportive TV spots
 - Supportive packages through corporate support
 - EX: Local restaurants could buy a package to hang flyers and set out table tents through the drives. Businesses with LED signs could buy a package to create awareness of the drive on their sign.
 - Supportive eCards aimed at the community
 - Supportive event that highlights the value WSIU brings to the community (Remote pledge drives, visiting NPR speaker, launch of a PBS Kids initiative, etc)
- Host group fundraisers where attendees can choose a percentage of their donation to go to local participating not-for-profit organizations, including WSIU. It would create a new community based on members who value local not-for-profits, and increase exposure for each organization significantly. It

would be scalable, and each person would have the power to decide where their money went who they support, while connecting the communities.

CHAPTER 12

WSIU PUBLIC BROADCASTING: PHASE 3

The goal of Phase Three is to foster emotional investment through intrinsic motivation. Inspired communities make powerful and invested communities.

- Remote pledge drive competitions
- Offer cause-based media packages through corporate support
 - Ex: an assisted living facility could support WSIU by buying a media package to support a local Alzheimer Walk
- Allow individuals or companies to run their own digital support campaigns, reminiscent of charity: water's birthday campaigns.

CHAPTER 13

CONCLUSION

This paper shows that success centers around connection to community, and relationships within a network. The three case studies presented, included the 1950's Greenwich Village conflict between Jane Jacobs and Robert Moses, the non-profit organization charity: water, and the e-commerce business Amazon.com. Each of these examples showed their strength from connecting with their community. In a simplified way, this paper showed that Jacobs vs Moses tells the story of a battle between community connection and technological efficiency. This paper discussed how charity: water used technology to build an invested community who is inspired to change the world, and how they effectively addressed non-profit conundrum of having two separate audiences – the funders and the developing communities. This paper pointed out how Amazon.com used algorithm-based communities to help buyers have the most informed online buying experience possible. Highlighting how the nature of the self-perpetuating automation naturally continues to build its own community, while also continuing to expand the concept of community. This paper explained that storytelling, communication biases, and motivation were three main factors that aided in the community connections supporting their success. These factors were then applied to WSIU Public Broadcasting as an example, with the theory that they could effectively be applied to any organization. The key for success is connection, so each time these supporting factors will be part of that formula in their own way.

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