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Revenue Losses: Exploring Strategies Required by Managers to Inhibit Movie Piracy

Nana Aishat Shaibu Akaeze
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Walden University

College of Management and Technology

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Nana Aishat Shaibu Akaeze

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Walden University
2016

Abstract

Revenue Losses: Exploring Strategies Required by Managers to Inhibit Movie Piracy

by

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MBA, Devry University, 2010

BSc, Ahmadu Bello University Zaria, 1999

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2016

Abstract

The piracy of movie products resulted in 72,000 lost jobs and \$4.5 billion in lost wages to the United States economy in 2012. The purpose of this multiple case study was to explore what strategies movie corporation managers use to inhibit piracy of movie products to achieve profitability. The sample consisted of 6 movie industry managers who managed movie corporations for not less than 5 years in New York City. The conceptual framework for this study was based on the general systems theory. Data were collected through face-to-face semistructured interviews. Transcript review and member checking were used to ensure credibility and trustworthiness of the interpretation of participants' responses. The 3 major themes that emerged in the study include the perceived effects of movie industry managers' marketing management strategies, legal management strategies, and customer management strategies for inhibiting product piracy. Findings from this study contribute to social change by indicating strategies that other movie industry managers may use to prevent piracy of product, sustain business, and reduce the negative effects of job loss. The results of this study thus may contribute to the prosperity of movie industry leaders, employees, their families, communities, and the local economy.

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Dedication

I want to thank God for good health, mercy, and grace through this journey. I will like to dedicate this study to my mum, Rabiatsu Stella for her encouragement and support since my childhood. I also specially dedicate this to my husband, Dr. Chris Akaeze, who has been through it all with me. I am forever grateful for your love, support, and patience through this rigorous journey. For my children, Chris Jr, Solomon, and Samuel I did this for you, and to demonstrate to you that goals are achievable. You all have given me the most incredible purpose in life anyone could ever imagine. Therefore, go out there dream big, think big, and achieve big. There are no challenges in life that you cannot overcome with God by your side. God allowed the challenges because he already equips you for the challenges.

Acknowledgments

In honesty, I thank my husband, who sacrificed the most of our family time to make this journey a success. My children Chris Jr., Solomon, and Samuel, there are no meaning for the sacrifice without your perseverance. I would like to acknowledge my committee chair, Dr. Charles Needham, committee members, Dr. Robert Miller, and Dr. Alexandre Lazo, University Research Reviewer (URR) for their guidance and support. I am grateful for Dr. Charles Needham, who has advised, guided, shaped, and mentor me as a scholar. His countless hours of reviews and recommendations brought me to this day. Dr. Robert Miller your input to my study made me a better and stronger scholar thank you. Finally, thank you Dr. Freda Turner for your stewardship, commitment, and professionalism with the Doctorate of Business Administration Program Success. This acknowledgement could not be complete if I did not mention my mum Rabiata Stella; I am a trailblazer of education in my family today because of my mum; I grew up in a traditional family environment where it was a taboo for a girl to go beyond high school if at all. With my mum's support, I beat all the odds to get to this point. It was by no means a small input to my life as education was my childhood dream and she supported me to achieve this dream even at the detriment of her marriage. I thank God for my mum who God in his mercy has kept alive to witness this day; Mum this is specially for you thank you I can now write a our story.

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Section 1: Foundation of the Study

Zhuang, Babin, Xiao, and Paun (2014) have noted that researchers, economists, and lawmakers often associate the movie industry with economic growth and job creation in the United States. Information in the Global Piracy Report indicated that illegal copying of movie products in 2012 led to 72,000 lost jobs, \$4.5 billion in lost wages, and \$1.0 billion in lost taxes in the United States (Herjanto, Gaur, Saransomrurtai, & Hock Quik, 2014; Zhuang et al., 2014). The revenue loss to movie corporations is associated with the piracy of movie products (Chavarria & Morrison, 2014). The communication power of the Internet and the development of more sophisticated communication technology have facilitated the easy distribution of pirated products (Rahman et al., 2011; Wohlers, 2012). Although product piracy is an organization-wide issue for movie corporations, the managers are responsible for developing strategies to stop piracy and protect revenue.

Piracy of products affects managers in movie industry corporations. Movie industry corporation managers claim to suffer increased losses from reoccurring product piracy while movie agencies are concerned with monetary and legal issues (Hashim, 2011). Individuals who engage in product piracy exhibit a general lack of regard for copyright owners. Although various technical and legal strategies may alleviate the piracy problem, the extensive adoption of peer-to-peer file-sharing indicates that the product piracy problem may continue to grow (Arias & Ellis, 2013; Hashim, 2011). Managing movie industry businesses requires proactive employee relationship management and the development of appropriate corporation strategies to satisfy the

needs and wants of stakeholders in the industry (Yan Ki Fiona & Rowlinson, 2011). The intent of this study was to explore the strategies managers of movie industry use to stop losses of revenue resulting from product piracy, and to potentially strengthen anti-piracy measures.

Background of the Problem

Movie industry leaders contribute to the U.S. economy by creating new employment opportunities (Zhuang et al., 2014). The film industry is a highly competitive economic sector worldwide (de Prato & Simon, 2014). The industry constitutes an average of 5.49% of the nation's workforce (WIPO, 2013). Movie piracy is the practice of unauthorized copying of intellectual trade secrets from copyright owners without paying royalties to the creators (de Prato & Simon, 2014; Spink & Fejes, 2012). Movie piracy contributes to unemployment by negatively affecting revenues (Zhuang et al., 2014). Product piracy has been a prevalent phenomenon in the movie industry from the early 1980s (Chavarria & Morrison, 2014). Piracy resulted in approximately \$1.55 billion in lost ticket revenues in 2002 and up to \$1.37 billion in 2012 (Gagnon, 2014).

Movie piracy has become a significant problem in the entertainment industry and for stakeholders because of revenue losses (Chavarria & Morrison, 2014). Statistics from the Business Software Alliance (BSA) revealed that the piracy rate is approximately 19%, with potential losses in sales revenue of over \$9.7 billion in the United States (BSA, 2012). Pirated movie products include digital productions available in both virtual and physical markets, shared at minimal cost. The increase in sales of pirated product through

virtual and physical markets associates closely with the movie industry's loss of revenue (Chavarria & Morrison, 2014).

Problem Statement

Piracy of products in the movie industry exceeds 42% worldwide (Chavarria & Morrison, 2014). In the United States, the piracy rate has increased by nearly 19%, which represents a potential loss in revenue of approximately \$9.7 billion to the movie industry (BSA, 2012). The general business problem is that movie corporation managers are losing revenue from ticket sales to online piracy, pirated compact disc-recordable, and digital video disc-recordable (Arslan, 2011). The specific business problem is that some movie corporation managers lack strategies to stop piracy of movie products.

Purpose Statement

The purpose of this qualitative case study was to explore strategies that movie corporation managers use to stop piracy of movie products. The population for the study was six managers from locations in New York who had a minimum of five successful years of experience managing movie products. Some-small business owners sell pirated movie products in Manhattan and Canal Street in New York (Chaudhry, Peters, Zimmerman, & Cordell, 2010). The targeted population was managers from small, medium, and large movie industry corporations in New York who have experienced revenue losses, but have implemented solutions to the problem.

The implication for positive social change includes the potential to provide specific strategies that movie corporation managers use to stop revenue loss from pirated movie products. The benefits of reducing piracy by just 10% could include an addition of

over 25,000 high-tech jobs, and could contribute over \$38 billion to the nation's economy (BSA, 2012). The strategies may include information to stop piracy of products, and may translate to improved revenues and saved jobs. Movie industry could experience revitalization, translating to a more profitable and viable corporations, provide major jobs, and improve the U.S. economy.

Nature of the Study

In this study I used a qualitative research method. Qualitative research is use for describing, understanding, and interpreting complex phenomena (Dworkin, 2012; Elliott & Goh, 2013; Hunt, 2011), and involves best practices for mapping and exploring a specific organizational problem, rather than a large sample of a specific population (Hunt, 2011). Hanson, Balmer, and Giardino (2011) and White, Bissel, and Anderson (2013) noted that, in comparison to mixed and quantitative research methods, qualitative research is best suited to exploring the range, depth, and complexity of participants' perspectives. The mixed method design is a combination of quantitative and qualitative methods to investigate complex phenomena (Cameron, 2011). Quantitative research methods include elaborate research data, and larger sample sizes to reveal an issue (Shah & Douglas, 2013). Birchall, (2014) and Hunt (2011) indicated that the qualitative research method is most appropriate in studies, which includes a researcher using a small sample size.

Gudem, Steinert, Welo, and Leifer (2013) have noted the efficacy of case study design to evaluate the experiences of subjects by collecting data through a series of interviews. A case study design facilitates detailed exploration of current events or

phenomena. Using the case study design, a researcher can acquire data in multiple approaches to evaluate the extent of complex roles and outcomes related to practical events (Amerson, 2011). Case study design is relevant for evaluating the experiences of participants in order to identify how piracy affects movie corporations. In a case study, a detail exploration of the current events or phenomenon is relevant. To explore the interview questions with movie managers in New York, the case study design was most suitable. Using a case study design, a researcher can acquire data in multiple approaches to evaluate the extent of complex roles and outcomes related to practical events (Amerson, 2011).

Research Question

The central research question was: What are the strategies movie corporation managers use to stop piracy of movie products? The intent of this study was to explore the best management strategies, which managers use to inhibit the piracy of movie products. In-depth interviews revealed how piracy affects movie industry revenue and the best strategies to inhibit piracy of movie products.

Interview Questions

The foundation of this study was the loss of revenue associated with piracy of movie products because of lack of strategies to stop product piracy by movie corporation managers. To gain insight into the strategies to stop product piracy, managers in the movie industry received the following interview questions:

- 1) Describe the effect of product piracy on your organization inputs, processes, and output.

- 2) What effective strategies do you use to inhibit product piracy?
- 3) What challenges or conflicts have you prevented in the efforts to inhibit the piracy of products?
- 4) Describe your organization general strategies for managing challenges encountered with products piracy.
- 5) Please describe your sustainable strategy to recover losses from pirating of movie products.
- 6) What strategic goals are you using to innovate threats to product piracy?
- 7) What strategies do you use to train employees to sustain your organization sales, despite the presence of piracy?
- 8) What product improvement technologies have your organization use to inhibit piracy of products?
- 9) Describe the sales strategies that have worked best for your organization to attract and retain customers to prevent them in buying pirated products.
- 10) What additional information can you give that have worked for you to inhibit the piracy of your new ideas by individuals?

Conceptual Framework

Systems theory is the conceptual framework for the study. Hester (2014) described the key constructs of the system theory includes (a) systems that have generalizeable characteristics; (b) all systems have inputs, processes, and output; and (c) systems without well-defined goals often go in many different directions. Problems arise in an organization when any unit of the system is ineffective (Hester, 2014). Ludwig von

Bertalanffy presented the theory important to stakeholder and management in 1937 at the University of Chicago (Drack & Schwartz, 2010; von Bertalanffy, 1950). von Bertalanffy's work is a management theory that integrates positioning of management components and connection into sustainable business strategies (Drack & Schwartz, 2010).

In accordance with Cheng (2012), in the circumstance of increased revenue losses, managers may introduce the systems theory concept to build effective strategies against piracy. Managers use systems theory as a broad perspective to provide understanding of a system population, component of interactive system, network, and organization (Adams et al., 2014; Drack, 2009). Nobles and Schiff (2012) noted that previous researchers have indicated the use of systems theory as an approach to exploring and providing a foundation for understanding the business problems a corporation encounters.

The intent of this research was to apply systems theory to understand the strategies required by movie corporation managers to stop revenue losses from pirated products. This study's contribution to business practice is that managers can use the concept of systems theory to analyze the required strategies to inhibit piracy of products. Managers use the systems theory approach as a learning process to understand how corporations may address issues that affect an industry's revenue (Pickler, 2009). Zaher and Zaki (2014) suggested that applying systems theory to a corporation might serve managers to improve on strategies to stop revenue losses. By applying the concept

of systems theory, managers may provide an accurate description of the business phenomenon to stakeholders in an effort to achieve the desired outcome.

A corporation's management team may use systems theory to explore relationships between an object, a phenomenon, and a primary component of a research strategy (Alhadeff-Jones, 2013). Systems theory is a working and living system that includes the sustainability of a corporation's future revenue (Mangal, 2012; Pickler, 2009). The implementation of systems theory may provide managers a valuable tool to explore how different parts of a system interact, and may potentially solve other parts of the system processing issues. Systems theory provides a systems analysis design for business managers to develop and solve a phenomenon that affects a corporation's revenue and inventory (Fox, 2011). The results of this study may provide managers specific systems strategies to inhibit piracy of movie products.

Operational Definitions

Bootleg. The term *bootleg* is materials created in private or professional recording sessions, by altering the appearance of the original product's image (Gurney, 2013).

Counterfeit. Counterfeiting is the copying of a product and package to deceive consumers into believing that the product and package is genuine (Ravas, 2012).

Entertainment product. The term *entertainment product* refers to product, which the entertainment producers make in various formats including compact discs and digital video discs (Oestreicher, 2011).

Hadopi law. The term includes three major objectives to enforce the copyright law on the Internet through legal actions against pirates (Koster, 2012).

Movie piracy. The term is the practice of illegal copying of movie products for any reason other than backup without explicit permission from and compensation to the copyright holders (Smallridge & Roberts, 2013).

Replication. The term is the production of a movie copy using the original product settings (Pritchard & Funk, 2010).

Systems theory. The term is the approach that provides insight into the questions of why, how, and what in a corporate framework (Adams et al., 2014).

Transferability. The process of transferability involves the assessment and transfer of existing research findings that can apply to the effectiveness of a corresponding or similar research study (Korber, 2014).

Triangulation. The process of strengthening the validity of research findings through collection of data from multiple sources such as face-to-face interviews, email interviews, telephonic interviews, observations, and questionnaires to confirm the findings (Zohrabi, 2013).

World Intellectual Property Organization. The World Intellectual Property Organization is the global forum for stakeholders worldwide to realize the benefits of the IP system (de Prato & Simon, 2014).

Assumptions, Limitations, and Delimitations

Assumptions are facts considered as truthful but not verified, limitations are the weaknesses in the research, and delimitations are the boundaries a researcher can control. Assumptions are components of a study out of a researcher's control, but if not stated, could make the study irrelevant. In a research study, the anticipation that participants will

answer questions truthfully is an assumption. The basic constituents of a study are assumptions and a research problem cannot exist without assumptions (Simon, 2010).

Assumptions

Assumptions in a research are the parts known as irrelevant but are necessary to appear in the study (Simon, 2010). One assumption in this study was that subjects participating in the study understood and answered the interview questions truthfully and to the best of their knowledge. The second assumption was that participants responded to the interview questions honestly, forthrightly, and accurately. The assumption was that losses of revenue because of pirated products purchases affected the movie corporations. The final assumption was that participants possessed basic understandings of piracy and may support the research findings and implement the change.

Limitations

Limitations in a study include external elements that restrict the scope of a study (Kassavou, Turner, & French, 2013). A limitation in this study was that managers of movie corporations in New York might not represent the managers and stakeholders in the movie industry as a whole. Case studies are potentially expensive, complex, and time-consuming because researchers frequently require in-depth data collection in multiple settings for extended periods (Walshe, 2011). However, purposively selecting participants helped mitigate the effect of complexity and eliminate some vulnerable participants.

This study was qualitative consequently; the sample size was six movie industry corporation managers. Another potential limitation was the possibility of partiality or the

inability to generalize from the findings because of subjectivity, inaccuracy, or bias. The reliability of the study was dependent on participants honestly responding to the open-ended interview questions. Participants were comfortable with the interview process and willingly discussed the loss of revenue to the business resulting from piracy.

Delimitations

Delimitations are boundaries researchers control within the study to restrict its scope (Simon, 2010). The interview data came from managers who operate and have knowledge of movie corporations in New York. The results may not apply to other movie corporation managers not operating in New York. The second delimitation was that participants who are neither movie corporation managers, nor have knowledge of the movie corporations, did not participate in the interviews. Last, information obtained from the participants may not reveal other area relating to revenue losses from pirated movie products purchases.

Significance of the Study

Contribution to Business Practice

The findings may help industry managers minimize the effects of piracy on sales, thereby contributing to the improvement of their corporate and industry-wide revenue. Inhibiting the purchase of pirated movie products may also result in efficient distribution channels for original movie products. Movie-industry may experience a revitalization, translating to a more profitable and viable industry, jobs, and a boost to the U.S. economy. Frische (2012) described strategies to document every original author to a movie are vital to getting grants and winning promotions to the industry. In this study, the

plan was to explore strategies used by managers to inhibit movie piracy and thus to increased revenue to sustain the industry and create more jobs for the U.S. economy. The results of the study are of value to business practice because they include clear management strategies for stopping movie piracy from managers in the movie industry. Rahman et al. (2011) suggested that further research was needed to examine factors such as social influence, pricing, economy, and personality to understand the consumer's perception toward purchasing of pirated products. In this study, I interviewed movie corporation managers who have good knowledge of consumer perceptions.

This qualitative research was to fill the gap in literature by broadening the scope beyond how pirated movie products affect revenue losses to the movie corporations. Understanding the experiences of the managers in the movie corporations relative to revenue losses may help to lessen the adverse effects of future losses. Stakeholders in the movie industry may find the results useful for understanding how to inhibit product piracy and make the movie corporations more viable in New York.

Implications for Social Change

Piracy of movie products affects the revenues of the movie industry. The effect of purchases of pirated products in the movie industry is significant losses of revenue to movie corporations (Chavarria & Morrison, 2014). Data from this study may reveal participants insights into the strategies required to stop product piracy. The results of the study may contribute to social change by bringing awareness of how piracy affects movie corporations and encourage respect of copyright owner's property. In addition, the results revealed the ability of managers to sustain industry revenue. The questions in this

qualitative case study provided managers a chance to discuss how piracy has affected the weekly customer base of their businesses. This study may help managers revitalize the entertainment industry, translating to more profitable and viable corporations, jobs, and an improved economy.

A Review of the Professional and Academic Literature

The objective of this study was to explore topics of piracy and movie corporation managers' best business strategies, experiences, and perceptions to stop piracy of movie products. Corporate revenue drastically changes as a result of product piracy (Chavarria & Morrison, 2014). Therefore, the literature review aligns with purpose of the study to explore best strategies, which successful movie corporation managers use to stop piracy of movie products. An extensive review of books and journal articles provided insight concerning the issue of movie piracy. The intent was to identify gaps in previous research literature. In the process, several different topics associated with the issue of piracy emerged including digital piracy, music piracy, software piracy, Internet piracy, and bootlegged products. The organization for the literature review outline is a broad-to-specific style. The review begin with an overview of movie piracy relating to lost revenue and jobs, concluding with an overview of related studies and legal remedies used to stop product piracy.

The primary research libraries and databases include the Walden University Library, ProQuest, Google Scholar, Thoreau, SAGE, and EBSCO Primary. The references in each category are 294 references. The reference table (see Table 1) includes a summary of publications. Conversion of knowledge into value-creating outputs is the

essence of systems theory, which is the conceptual framework for this study. The searches included keywords such as *movie piracy*, *pirated movie products*, *problems in the movie industry*, and *Internet piracy*. Additional keywords included *digital piracy*, *product piracy*, *software piracy*, *piracy in New York*, *copyright piracy*, and *music piracy*.

Table 1

Reference Table

Publications	Published Within 5 Years of Expected Graduation Date	Older than 5 Years	% of Sources
Books	2	3	1.87%
Dissertations	3	0	1.12%
Peer-reviewed articles	277	9	97%
Government websites	0	0	%
Total	0	0	
Total %	96%	4.12%	0%
Total Sources: 294			

The facilitation of literature search for this study includes a research-based peer-reviewed journal articles, dissertations, and books. Searches returned 278 peer-reviewed journal articles, 3 dissertations, and 5 books. The peer-reviewed sources in this study include 97% of the total sources with a minimum of 60-peer reviewed sources in the literature review. Approximately 96% of the sources had a publication date of less than 5-years from the anticipated completion of this study.

Credentials

Using effective management strategies, managers improve a corporation's revenue (Osakwe, 2015). The emphasis on business revenue losses results in a demand for effective managerial strategies (Dayanik & Parlar, 2013). Globalization and the

increase in companies seeking competitive advantage affect the growth of corporation's revenue (Ojiako, 2012). Movie corporation managers' effective management strategies are essential to movie industry performance. Dayanik and Parlar (2013) described managers as employees that companies employ to provide services, support, and products to consumers. Systems theory is an established management theory applicable to diverse fields pertaining to the fragmenting of the enterprise model into different parts (Mostafavi, Abraham, & Lee, 2012). Strategies that successful managers in the movie industry use to inhibit revenue losses because of product piracy are the focus of this study.

Application of Systems Theory

Systems theory involves the assumption that an organization is a system of distinct parts that interact to form a complex whole. Dominici and Levanti (2011) suggested that for a system to be effective, each element including output, profits, and revenue within the system must function together toward the same goals in alignment with the objectives of the system. An organization has parts including employees, assets, products, resources, and information that come together to form a complex system (Dominici & Levanti, 2011). In accordance with systems theory, each part is distinct but interacts to form an organization, and each sub-division derives strength or weakness through association and interaction with other subsystems. Managers use systems theory to understand a system's population, interactive components, network, and organization (Nobles & Schiff, 2012). Digital media industry managers may need to modify existing business models or develop entirely new strategies to address digital piracy. The intent of

this research was to use systems theory concept to understand successful strategies that movie industry managers use to increase revenues and inhibit the sales of pirated products. The systems theory approach composes of many parts which includes systems thinking of an organizational leadership (Mostafavi et al., 2012). An organization is a complete system with various departments and subsystems. An organizational system consists of open, closed, or natural systems. Resale of products through competitors (piracy) has an important effect on movie corporation's distribution, production, and pricing (Mostafavi et al., 2012; Nobles & Schiff, 2012). Reducing the durability of the movie products by pirated products is a threat to the revenue of entertainment industries (Turan, 2011). Nobles and Schiff identified systems theory as a foundation for understanding the business problems corporate leader encounter.

The intent of this study was to apply a systems theory approach to understanding the strategies use by movie corporation managers to stop revenue losses resulting from product piracy. Managers use systems theory approaches to solve ongoing phenomena that affect their corporation's revenue and inventory (Fox, 2011). The alignment of a movie corporation's system dynamics with strategies to stop revenue losses may emerge as themes in the data (Ojiako, 2012). The literature review included movie business topics that provided a foundational understanding of movie piracy phenomenon. This included literature about implementing strategies to stop revenue losses in order to support standard business environment. Identification of themes occurred with qualitative data analysis and strategies which movie corporation's managers use to stop the piracy of movie products emerged.

Creativity and innovation are qualities critical for maintaining a competitive advantage over the pirated products. The results of this study reinforce previous findings about piracy of products, and may assist movie industry managers in introducing approaches to stop product piracy. Copyright violators acquire the attitudes and conduct for product piracy through online communication (Holt & Copes, 2010). The cost of enforcing property rights raises products' prices while diminishing demand (Walls & Harvey, 2010). Rising production costs and falling consumer demand are contributing to the demise of physical markets for pirated digital content in Hong Kong (Walls & Harvey, 2011).

Age may indicate a certain role in digital piracy propensity, though age is not a factor regarding propensity for theft. General morality in an individual is a predictor of stealing, and can prove as a predictor for digital piracy (Yu, 2010). When digital piracy connects to moral justification for piracy, the propensity is higher. Differences in national culture can affect an individual's behavioral intentions to commit piracy (Yoon, 2011). The attitude of individuals toward digital piracy motivates the perceived benefits, perceived risks, and habits. Data collected from 270 students in China revealed that moral obligation is the most influential factor on intention to commit digital piracy (Yoon, 2011). Future studies should include data from outside school environments and include actual behavior in the studies' research models.

Another strategy applied by the movie industry leadership and foreign and U.S. government officials, is anti-piracy law enforcement. There are various levels of anti-piracy law including the Anti-Pirated Products Trading Agreement (APPTA), the U.S.

Digital Millennium Copyright Act (DMCA), and U.S. Stop Online Piracy Act (SOPA). However, anti-piracy laws include loopholes used by individuals to defend their violations of the laws. An example is the immunity granted to One-Click Hosters (OCHs) under the DMCA from liability for copyright violations committed by users (Lauinger et al., 2012).

The Motion Picture Association of America (MPAA) and Recording Industry Association of America (RIAA) have encouraged the seizure of file sharing including server hardware and domain names (Lauinger et al., 2012). Despite the seizure of more than 100 of the largest web sites worldwide, piracy is a continuing problem (Lauinger et al., 2012). The majority of studies on pirated product practice have been quantitative researches with data from students or school environments (Ho & Weinberg, 2011). An issue that has not received adequate attention from intellectual property rights regulatory body is the issue of Internet piracy (Dolinski, 2012). One reason users cite for file downloading from the Internet is to save on high retail prices, which some suggest may need reduction to stop products piracy practice (Dolinski, 2012).

Dolinski (2012) has described recent strategies of lobbying for appropriate laws to inhibit piracy and intensifying the fight against piracy through free educational programs to shame pirates and create public awareness of the phenomenon. In Poland, police use computer software to decode and analyze passwords, read data and recover data. The Polish police engage computer system experts to fight piracy. Despite the entrepreneurial efforts of Internet shops in Europe to offer the opportunity for people to buy music and video files, Internet users still prefer free exchanges (Dolinski, 2012). In the United

States, strict laws, together with the possibility of purchasing original music or films through Internet shops, have resulted in a significant drop of products piracy (Dolinski, 2012).

Managers may use management theories to provide a framework that captures and predicts real-world expectations in a business environment. The findings of different research studies often support, contradict, or provide alternative viewpoints to other studies within various organizational disciplines (Grant, 1996). The intent for this study was to use systems theory to explore data from outside school environments including actual behavior in research conceptions. The system theory constructs reveal that reciprocal relationships exist between the elements that constitute a system (McNamara, 2010).

For this study, systems theory was applicable to explore the movie industry as a system and the strategies managers use to stop piracy. Hester (2014) identified that the key constructs of system theory have generalizable characteristics that move in the direction of goal achievement. Systems relate in a hierarchy within an organization that consists of subsystems operating within a business environment. All systems have inputs, processes, and outputs (McNamara, 2010). For a system to work properly, it must have controlled strategies that accept information about system outputs and evaluate that information based on some criteria related to the goals of the system (Dominici & Levanti, 2011).

Competitive Advantage Theory

The primary proposition of Porter's (1980) theory of competitive advantage is the analysis of competitors, evaluation of substitute products, and identification of suppliers, buyers, and measurement of competitive rivalry. Managers can develop value by creating competitive strategies. In contrast, systems theory is an established management theory applicable to diverse fields in an organization pertaining to the fragmentation of the enterprise model into different parts (Mostafavi et al., 2012). A firm's management concept may include systems theory as a unique set of resources and capabilities for managers to meet demands in a competitive environment.

Managers incorporate the systems theory concepts approach in a firm to achieve long-term competitive advantage (Grant, 1996). Resources in a firm may come in the form of strategies, employees, policies, processes, documents, and culture. Systems theory consists of broad perspectives with the provisions of a basis for defining a resource. System theory consists of provisions for understanding a system population, component of interactive system, network, and organization (Nobles & Schiff, 2012).

Managers may build capabilities in an organization through the consolidation of resources into a distinction of tangible and intangible resources (Rapp, Trainor, & Agnihotri, 2010). Systems theory is a management theory with the postulation that expertise and knowledge creation to a firm are primary sources of competitive advantage (Rapp et al., 2010). Managers in movie corporations may use the systems theory concept to acquire, analyze, and explore required strategies by obtaining the benefits associated with theoretical management framework.

Contingency Theory

Contingency theory spans from the systems approach to recognizing numerous factors that may influence performance. Managers using contingency theory approach claim to define management strategy with skepticism (Issa Mahmoud, Othman, & Mohd Noor, 2014). In accordance with the contingency theory approach, the optimal organizational design is contingent on strategy, among other factors. Contingency theory approach is in alignment of no one best way to manage an organization; consequently, all business situations are different, and each event comes with a different set of problems (Issa Mahmoud et al., 2014). In contrast to contingency theory, systems theory includes all components, working in harmony and coordination to ensure the success of the larger system in an organization (Adams et al., 2014). The choice of systems theory over contingency theory is because management strategies are part of the corporate system of a firm (Adams et al., 2014; Islam & Hu, 2012).

Chaos Theory

The approach of chaos theory is that any system can exist without any specific direction or predictability (Thamizhchelvy & Geetha, 2015). In accordance with the concepts and principles of chaos theory, managers can examine the conditions and operating environment of an organization. Managers cannot predict the deterministic nature of an organization and a long-term prediction of a strategic decision is practically impossible (Sanial, 2014). To compare chaos theory, managers use systems theory approach to predict interactions between social aspect of business and technological changes. Managers develop a new strategy for stopping revenue losses and the ripple effect to an organization (Adams et al., 2014).

Complexity Theory

Scholars specified that certain forms of emergence occur from a change in an organizational system as a common characteristic of the complexity theory approach (Shakouri, Teimourtash, & Teimourtash, 2014). Shakouri et al. suggested that complexity theory is the local interaction of the components of a defined system. The local interaction results in patterns of interaction producing unexpected managerial decisions of the system. Complexity theory is not a unified theory with a single, widely accepted standard definition. Complexity theory is use by managers to describe the actions and interactions of complex systems through appreciating and understanding the entire components of the system (Shakouri et al., 2014). Complexity theory is not on the specifics of a particular system interaction, but on the universal and shared emergent patterns in the available data. Managers use such data for providing practical insight involving future potential interactions among system components.

In contrast, managers use systems theory approach to focus interdependent components that contribute to or compromise the effectiveness of management strategy (Adams et al., 2014). Managers use systems theory approach for providing insight into the questions of why, how, and what of a phenomenon. Systems theory is most appropriate to explore the strategies that managers of movie corporations lack to stop revenue losses. The exchange of strategies across a corporation is an interaction of success within the business environment (Adams et al., 2014).

Some managers in an organization explore information to improve decision-making, solve problems, and develop competitive strategies (Adams et al., 2014).

Managers in organizations use sources of information to reduce business loss of revenue and minimize uncertainty. Manager's efficient acquisition of strategic relevant information may facilitate improvement in an organization competitiveness and achievement for higher revenue (Ferreira, Raposo, Ricardo, Dinis, & Arminda, 2012). However, the systems theory concept is a reasonable theoretical lens for exploring the strategies required by movie corporation's managers to stop piracy of movie products.

Potential themes and insights to the research problem result from the assessment of literature about movie entertainment and product strategies. Each theme relates to the phenomenon on what strategies some movie corporation leaders and managers use to succeed against product piracy and remain profitable. The resultant potential themes include distribution channels, lack of business strategies, and production technology. Additional themes include lack of effective marketing and training. Other potential themes include government regulations and the Fair Use Act. Potential themes or perceptions for further exploration may include the role of laws and enforcements.

Comparing and Contrasting Different Points of Views

Global piracy report estimate that un-authorized copying of movie products in 2003 led to 109,000 losses of jobs, \$4.5 billion lost wages, and \$1.0 billion lost taxes in the United States (Arias, 2013; Corsaro, 2012; Rahman et al., 2011; Yu, 2014). Piracy of movie product by individuals negatively affects industry revenues and other areas such as intellectual property theft and decrease in total sales to movie industry (Albinsson, 2013; Arias, 2013). The results of the research studies about piracy indicate substantial revenue losses as high as 40 % reported by some copyright owners because of on-line piracy

(Wing, 2012). The broadband with high-speed Internet connection in homes is the primary facilitation of piracy, because with the increased speed often comes an increased facility for larger movie downloads (Wing, 2012). Piracy is a phenomenon prevalent in the movie industry since the early 1980s (Chavarria & Morrison, 2014). Statistical results indicate that movie sales fell from 755 million units in 1999 to 458 million units in 2011 (Porter, 2012).

Although most previous studies about movie piracy were quantitative, a minimal number exist of sufficient qualitative case studies on how managers can stop revenue losses (Bridy, 2011; Yu, 2014). The effect on all media sales, including television, movies, and print media, is estimated at \$12.5 billion annually (Massad, 2014). The nearly 40 % of global market declines in movie sales is directly attributable to the pervasiveness of digital piracy. Global movie sales dropped from \$25.5 billion in 1998 to \$18.4 billion in 2008, representing a \$6.9 billion in lost revenues in the movie industry alone (Massad, 2014; Moore, 2013).

Piracy practice by individuals may contribute to the reasons why producers raise original product price (Ho & Weinberg, 2011). Piracy of products has become a significant issue for the entertainment industry worldwide (Wells, 2012). Movie industry stakeholders employ legal means to prevent pirates with no success. Much effort by the music and film industry stakeholders' is to reduce widespread supply and demand of movie piracy in file-sharing networks (Wells, 2012). Online piracy has become increasingly widespread, and past actions taken against illegal file-sharing and downloading are effective (Bridy, 2011). The lack of effectiveness is because of the large

scope of Internet access to consumers (Bridy, 2011). A literature gap exists in qualitative studies regarding research about movie piracy (Yu, 2014). Advancements in technology results in increasing piracy practice, prompting actions by authorities to reduce the practice using copyright laws. Individual use of high-speed Internet may explain the growth of entertainment piracy. In the United States alone, online sales of goods and services increased from \$160 million to \$3.2 billion from 1999 to 2003 (Jena & Goldman, 2011).

Piracy of movie products is primarily attributable to the failure of some entertainment corporation managers to explore innovative business models to reach potential consumers (Scaria, 2013). In the effort to curbing piracy-practice, the US government official created two bills, Stop Online Piracy Act (SOPA) and Protect IP Act (PIPA). The bills, introduced to the senate, are to protect intellectual owners by inhibiting access to overseas websites where many pirated products are available (Bambauer, 2012; Roelse, 2011; Stanton, 2012). Individuals or groups who engage in piracy and counterfeiting practice undermine the innovation and creativity related to entertainment global competitiveness (Roelse, 2011). U.S. Trade Representative Roelse posited that piracy adversely affects American workers, businesses, and are threats to entertainment entrepreneurs around the world (Roelse, 2011).

Prior to the Internet and related technological developments, movie, music, and video products had high fix costs and high revenue (Meissner, 2011; Waldfogel, 2012). With the advent of Internet, file sharing networks distribution through on-line to the audience has an increase of 86.4% for pirated products (Corsaro, 2012; Kigerl, 2013).

The music industry stakeholders estimates that 95 % of music downloads from the Internet are pirated products (Bateman, Valentine, & Rittenburg, 2013). Movie producers seek redress to ensure intellectual property rights of investors and stakeholders under the copyright laws (Chen & Chen, 2011; Corsaro, 2012).

In the effort to prevent product piracy, the Congressional members from the United States passed the Stop-Online-Piracy Act, which includes deterrence for using advertisements and paying facilitators in violation of the act (Adams, 2012; Corsaro, 2012; Moore, 2013). Movie piracy-practice is a significant and continuing problem; approaching epidemic proportions (Corsaro, 2012). Pirated products constitute 5-7% of global trade and stakeholders estimate software piracy at a higher rate (Asongu, 2013; Hsiao-Chien & Wang, 2012). Income loss from the piracy of movie products in 2005 was \$1 billion in revenue, including film, Internet, DVDs, and other forms of piracy products (Aleassa, Pearson, & Mcclurg, 2011).

The piracy of products costs U.S. producers of movie and studios approximately \$6 billion annually (Ho & Weinberg 2011). Piracy of products was a reason for the decline in sales of about 31% music products between 2004 and 2011 (Moore, 2013; Smallridge & Roberts, 2013). However, movie-piracy inquirers have not adequately considered a significant number of variables. Leaders from movie companies lost \$1 billion in revenue in 2005, because of piracy of diverse entertainment products (Aleassa et al., 2011). Movie producers from the studios lost \$1 billion in revenue to film piracy in 2005, with approximately \$4.8 billion of that sum resulting from piracy abroad (Aleassa et al., 2011).

Individual sales of Illegal cinema tickets accounts for the largest losses and a problem for the entertainment industry in the United States. The stakeholders in the entertainment industry are anxious about the lucrative foreign markets, where U.S. films can gross more than double the domestic income (Aleassa et al., 2011). The significance of international revenues to music industry economic health is for directing antipiracy programs that may facilitate law-enforcement efforts. Antipiracy programs include lobbying Congress to strengthen copyright protections and international trade agreements. The lobbying pressures foreign governments to take severe measures against piracy of media, movie, and software products (Aleassa et al., 2011). From a continuing lack of regulation and ineffective enforcement of copyright laws abroad, people often operate with impunity, making progress in the enforcement difficult (Aleassa et al., 2011).

Music-piracy

Music piracy is the practice of copying and distributing unlicensed copies of music or software productions (Arias, 2013; Bateman et al., 2013). Music piracy-practice by individuals creates loss of revenue to copyright holders (Arias, 2013; Corsaro, 2012). The digital revolution affects the music industry because of the high demand and the unique characteristics of its main product. After the creation of Internet, the demand for audio files such as MP3, for music shifted from CDs to digital files, resulting in a rapid move to the use of digital distribution channels from traditional business (Arias, 2013). To stop piracy practices, some agency officials advocated replacing copyright laws with a government sponsored system for music distribution (Arias, 2013).

Copyright infringement by individuals has plagued the record music industry with a high negative effect on the industry revenue (Arias, 2013). Results indicated that 20% to 33 % of all music sales shifted from CDs to digital distribution in 2005 to 2008 (Arias, 2013). Revenues from digital music files increased 6 times from 2004 to 2009. Retail sales of recorded music on physical media decline over 45% (RIAA, 2007). Leaders in entertainment industry stress the importance of alleviating entertainment product piracy for music corporations (Arias, 2013). In addition, the advent of peer-to-peer (P2P) networks affects the distribution channel of digital products (Arias, 2013; Gould, 2014).

Individuals use the P2P networks to share information, digital content, storage space, various computing processes, and resources (Arias, 2013; Gould, 2014). With the introduction of the Internet technology, music industry leaders encounter the threat of piracy. Music industry producers noticed the revenues increase prior to 1999, but with increase technology, revenues steadily decline in both the U.S. and international markets (Arias, 2013; Waldfogel, 2012). Music sales in the physical market declined while the growth in online digital music sales has slowed to 6% in 2010 because of product piracy (Arias, 2013). Some government authorities responded to the decline by increasing the enforcement of piracy laws.

The results of the entertainment industry analysts revealed significant revenue losses by individuals who pirate recorded music for sale and private consumption. The primary methods of music piracy include copying music from original CDs and downloading music files from the Internet. The practice of illegally downloading music is

a problem for the music industry. Legal loopholes by individual using the Fair Act translate to problems of music piracy (Arias, 2013). A vacuum exists in research of the populations potentially involved in piracy practices among college students. Data results from previous research indicate that college students are most likely to engage in file sharing (Arias, 2013). Some students who earned high grades in school engaged in music piracy. Profits in the music industry from selling individual copies of music files or compact discs (CDs) continue to decline (Arias, 2013; Meyer & Van Audenhove, 2012). Individual characteristics may influence action toward downloading while consistent messaging, surveillance, and campaign against illegal downloading may likely curb piracy practice (Meyer & Van Audenhove, 2012).

An individual downloader has revealed minimal concern for the law through peer-to-peer networks despite legal actions (Arias, 2013). The practice of peer-peer use by online audiences of music reduces the probability of buying music by 30% based on researcher's data in Europe (Arias, 2013). Downloader's who have less ethical concerns, engaged in illegal piracy of entertainment products if they know no risks or consequences exist of being caught (Bateman et al., 2013).

The results of research findings show that intellectual property theft costs the U.S. taxpayers more than \$100 billion annually (Arias, 2013; Bateman et al., 2013; Meyer & Van Audenhove, 2012; Wu & Yang, 2013). The commercial value of illegally used software in China is estimated at \$7.6 billion dollars translating to 79% in 2009. Approximately 67% of Taiwan's population used the Internet in 2009 translating to an estimated 15.4 million users, according to officials from the International Intellectual

Property Alliances (IIPA) (Wu & Yang, 2013). Entertainment leaders continue to suffer from high- levels of Internet piracy especially in the movie and music industries (Arias, 2013; Wu & Yang, 2013). The future business model of the music industry may change because of the advent of high-speed Internet. David Bowie, an entertainment producer advised managers that musicians and actors should tour more to earn back some revenue losses from piracy (Arias, 2013). The future market for music may consist of online stores with considerably lower prices and lower profitability to keep the entertainment business revenue growing and lower the individual intent to pirate (Yu, 2014). Some college students unconventionally download movies on social-networking websites despite viewing the act as illegal and unethical (Arias, 2013; Bateman et al., 2013; Yu, 2014).

The piracy practice by individuals is a replication in reality, and illegal downloading is not wrong or un-ethical (Waldfogel, 2012; Yu, 2014). Individuals who illegally download entertainment products are less likely to consider the practice as wrong. Active music and movie fans are also, more likely to engage in downloading than passive fans (Waldfogel, 2012; Wu & Yang, 2013; Yu, 2014). Napster online service managers recognize that no infringement, whether vicarious or contributory can monitor file sharing (Bridy, 2011; Kigerl, 2013). Research results indicate that hardship occurs by individual and does not have a direct effect on music piracy and that self-control is a salient predictor of file sharing (Arias, 2013).

Software-Product Piracy

Software piracy is the illegal and unauthorized duplication, sale, or distribution of software products (Aleassa et al., 2011). Industry analysts from the Software Publishers Association and the Business Software Alliance devised investigative campaigns by operating piracy hotlines, filing lawsuits, and engaging in educational campaigns with the intent to stop the practice worldwide (Aleassa et al., 2011). Leaders in BSA estimates that 35% of software is from illegal means and results in a loss of more than \$31 billion for software producers (Aleassa et al., 2011). More than 41% of the PC software packages installed in 2008 worldwide were unauthorized copies (Aleassa et al., 2011). An estimate of piracy rates by stakeholders is at 21% in the United States, 92% in Vietnam, and 90% in China.

Software manufacturers are concerned about preserving the income stream from the industry. Entertainment product leaders implement copyright protection to control the use of illegitimate software (Corsaro, 2012; Kartas & Goode, 2012). The findings of a research commissioned in 2003 by RIAA managers, consists of 12% individual admitting to illegal P2P file sharing (Bateman et al., 2013). People who practice software piracy were blamed for a 30 % decline in global music sales from 2004–2009 (Bateman et al., 2013).

The sales volume of illegal entertainment products estimated by Motion Picture Association of America managers revealed that at least 600,000 movie files on the Internet each day is on P2P networks. Pirating of digital media software is increasingly influencing the music and movie industries worldwide (Bateman et al., 2013). The entertainment business leaders use copyright law to protect the expression of ideas by the

producers (Arias, 2013). Smaller, poorer, and less technologically developed countries have higher software-piracy rates (Kigerl, 2013). Leaders in the industry must establish policies that focus on wealthier nations as targeting pirating behavior (Kigerl, 2013). In the case of software-piracy rates, GDP capita relative to piracy at the national level is higher than local (Kigerl, 2013).

McCall (2011); Waldfogel (2012) indicated that research results revealed that countries with increasing rates of property rights violations tend to have lower growth rates, whereas countries with strong governance with enactment of policies that protect property rights exhibit increasing growth. Aleassa et al. (2011), indicated researcher's results indicate that individual attitudes toward software piracy and subjective norms were significant predictors of intentions to pirate software products. Government leaders issue production licenses to protect software-copyright owners (Aleassa et al., 2011). The loss of software piracy in 2008 was about \$53 billion, an increase from \$48 billion in 2007 (Aleassa et al., 2011). File sharing software is popular since the emergence of Napster, a foremost and pioneering P2P file sharing Internet service organization, in late 90s. An estimation of 70 million users exchange billions of music files across the Internet (Panas & Ninni, 2011).

Internet piracy by individuals decreased the sales revenue of entertainment products such as movies, music, and digital products (Panas & Ninni, 2011). Study results indicate that wealthier nations with higher income have stronger legal protections and stronger law enforcement against copyright infringement (Kigerl, 2013). While nations with low per capital income are prone to cultures more conducive to copyright

infringement, the nations with high per capital income have low rate copyright infringements (Kigerl, 2013). The number of pirated software installed by corporate business leaders in developed nations tends to have the highest software rate (Kigerl, 2013), thereby inversely affecting the revenue of software industry stakeholders. Leaders within the global business environment rely on information technology compelling the need for proper protection of digital software piracy products (Chan & Lai, 2011; Panas & Ninni, 2011).

The unauthorized production of software by individuals or business representatives for resale or for use in the workplace is unethical and an illegal practice (Chan & Lai, 2011). The World Customs Organization leaders reported software piracy as a global problem responsible for illegal software valued at approximately \$512 billion in 2004 and accounting for 5 % to 7% of world trade (Chan & Lai, 2011; Peerayuth & Elkassabgi, 2011). The results of the BSA report revealed worldwide average piracy rate in 2008 was 41%, resulting in annual revenue losses for the entire software industry (Chan & Lai, 2011). The results of the BSA reports also revealed that for every 2 dollars spent on legitimate software purchases; approximately one dollars' worth of software come illegally (Chan & Lai, 2011).

The spread of pirated software takes place in illegal markets, especially in developing countries where software is publicly and conspicuously display for sale (Chan & Lai, 2011; Peerayuth & Elkassabgi, 2011). Stakeholders need assurance for revenue sustenance to stay in business. Low intellectual-property-right protection, represented by high piracy, can reduce a firm's incentive to invest in innovation (Chan & Lai, 2011;

Peerayuth & Elkassabgi, 2011). When investors cannot receive a sufficient return on investments, they will not invest in future innovation. Software piracy adversely affects local resellers and service firms, which lowers government tax revenues, and increases the risk of cybercrime and security problems (Chan & Lai, 2011; Peerayuth & Elkassabgi, 2011).

The software piracy phenomenon is economically destructive for companies that market software worldwide (Asongu, 2013; Chan & Lai, 2011). In 2008, China's software piracy rate was 80%, compared with the worldwide average of 41%, which translates to an annual financial loss of US\$6.7 billion. China is the second most affected nation for software piracy in 2008. More than 70% of China's software products come from the United States (Chan & Lai, 2011). The results of previous research indicate that no developing country is immune to software piracy, which translate to losses of revenue to the national economies (Aleassa et al., 2011; Asongu, 2013). The prevalence of software piracy also has a negative effect on the business performance of genuine software developers and vendors (Chan & Lai, 2011). The use of pirated software products has become detrimental for creative innovations, necessitating a growing importance on intellectual-property-rights protection to promote innovation (Asongu, 2013; Chan & Lai, 2011).

Many scholars devote minimal attention to piracy, technological advancements and economic development as the facilitation for piracy of software (Arias, 2013; Asongu, 2013). Concerns regarding how intellectual property rights affect the processes of economic development and growth are multidimensional and complex (Andrés &

Asongu, 2013). Chinese citizens tend to believe that software piracy practice is a contributor to the decrease interests and rights of software manufacturers. Chinese citizens also believe that software piracy damages the software industry (Chan & Lai, 2011). The production of unauthorized copies of software by individuals or business representatives for resale, at workplace, schools, or homes, is an unconventional common practice and illegal (Asongu, 2013; Chan & Lai, 2011; Kigerl, 2013).

Pirates used software to defeat copy protection for mobile devices (Arias, 2013). The uninterested attitude toward piracy, perceptions of friends and behavior regarding pirated products motivate the practice to continue (Chan & Lai, 2011; Waldfogel, 2012). Ethical ideology, public self-consciousness, and low self-control moderate the effect of variables on the intention to pirate (Waldfogel, 2012). Movie industry manager's surveillance and litigation efforts have driven some users from open peer-to-peer sharing to full secrecy (Meyer & Van Audenhove, 2012). The activities of modern small-business owners affect the relationship between the juridical, political, and legal processes against a Swedish file-sharing site (Meissner, 2011). File sharing is ethically problematic, but individuals do not consider sharing of files unethical because of the positive and negative aspects (Asongu, 2013; Meissner, 2011; Meyer et al., 2012).

The film industry manager has a moral responsibility to control file sharing, not the individual file sharer (Asongu, 2013; Meissner, 2011; Meyer et al., 2012). Significant and positive relationship exists between factors that influence consumers' intention to purchase and use pirated software (Norazah, Ramaya, & Norbayah, 2011). Managers of the entertainment industry in China need to overcome weaknesses in managerial

strategies by focusing on international markets, where China is strong (McManus, 2011). India business practitioners offer some practical lessons for China's emerging software industry and the managerial problems (McManus, 2011). Software piracy rates in Jordan were estimated at 58% for 2008 (BSA), and revenue losses were estimated at \$22 million in 2008 (Aleassa et al., 2011). Software piracy - practice by individuals or organizations has negative consequences such as loss of jobs, taxes, and higher software prices (Aleassa et al., 2011).

Digital Pirated Products

Digital piracy is a unique Internet crime because most people perpetrate the practice rather than reflecting as a victim in pirating digital products (Phau, Lim, Liang, & Lwin, 2014; Yu, 2014). Digital piracy-practice by individuals accounts for worldwide financial losses in billions (Wu & Yang, 2013; Yu, 2012). Digital piracy- practice by individuals continues to grow with individuals producing easily replicable digital products, such as movies and music products without acknowledging copyright holders (Taylor, 2012; Wu & Yang, 2013). The rapid transfer of networking technologies such as the Internet and P2P have led to an enormous increase in the number of digital products copied and distributed without the authorization of copyright holders (Arias, 2013; Turan, 2011).

Digital piracy of entertainment product ranges from illegal copying, and sharing of movies, to downloading of entertainment products across peer-to-peer networks (Phau et al., 2014). The easy access of locating, purchasing, receiving, and consuming pirated digital products online are attractive for consumers, leading to opening of numerous

online stores for digital content (Phau et al., 2014). The results of previous studies indicate consumer spending for digital content in the U.S. increased to \$2 billion in 2005, which translates an increase of 15 % according to (Phau et al., 2014). Individual piracy-practice translates to a negative influence on the nation's economy and losses of profit for the entertainment industry (Taylor, 2012).

Digital products are goods or services that individuals convert into a sequence of binary digits. The ability of distributing a product digitally without needing any physical help may alter the supply chain and business models for digital products. Estimates of pirated products by leaders range from \$58 billion to \$250 billion (Phau et al., 2014). The growth of digital piracy is from the use of high-speed broadband Internet access, availability of anonymous peer-to-peer networks, and large storage software at low cost (Phau et al., 2014). Individuals using high-speed Internet share files across the Internet, which causes an increase of activity in the online community.

The online community is an audience with download capability enhancing the increasing pervasiveness of digital distribution channels (Phau et al., 2014). The rapid advancement and dissemination of P2P networks by individuals have led to a potential increase in the number of digital products copied and distributed. Piracy of digital products, (i.e. CDs or DVDs), has always been a serious issue for managers. However, digital piracy of products has become a serious threat for copyright owners with the elimination of physical distribution requirements of pirated products through the Internet. Free downloading of entertainment products has led to losses of millions of dollars among the producers (Yoon, 2011). In accordance with Yoon (2011), digital piracy may

continue to pose a significant threat to the entertainment industry and the growth of the digital media industry. Software piracy by individuals is an unethical behavior and estimated revenue losses increase from \$50.2 billion in 2008 Business Software Alliance (2009) to \$11.4 billion (Yoon, 2011).

The consequences of P2P networks and illegal file sharing for the music industry is not promising to the US economy. The International Federation of the Phonographic Industry leaders (Arais, 2013) has declared unauthorized file sharing as the major reason of the global drop in audio CD sales. Global music piracy by individuals causes \$12.5 billion of economic losses and 71,060 U.S. jobs lost every year (RIAA 2010; Arias, 2013). Transferring digital music is a common practice, especially among the college population because of the shrinking sizes of audio files made possible by the audio files such as MP3 or MPEG-4. With the growing availability of Internet connections and improvements in the encoding format of digital files, transferring and sharing larger files expand the scope of digital piracy threat to the stakeholders.

Copyright owners responded to piracy in different ways depending on the industry, but the stakeholders have concentrated efforts mainly on preventive strategies. The first preventive strategy includes taking legal actions against perpetrators and through technological solutions such as digital rights management (DRM) systems. However, software engineers design digital piracy technology to prevent hackers. The International Federation of the Phonographic Industry leaders (IFPI) posited that despite all endeavors to mitigate digital piracy, study results revealed that more than 40 billion files were transferred to individuals illegally in 2008 (Arias, 2013; IFPI, 2009).

Individual access to the Internet may facilitate a form of piracy-practice and allow practitioners to remain anonymous (Yu, 2014). Digital piracy affects distributors and consumers in the fields of recorded music, movies, and software (Arias, 2013; Yoon, 2011). Individuals who pirate can download products without cost or licensing (Arias, 2013; Vida, Majeta, Kuker-Kinney, & Penz, 2012). Efforts to limit piracy include promoting public awareness through consumer education and protecting intellectual property rights through legal actions against individuals and operators of networks that facilitate digital-piracy activities (Meyer & Van Audenhove, 2012; Vida et al., 2012).

Subcultural demands by leaders create conditions under which other goals predominated over consumer's ethical belief not to pirate (Arias, 2013; Yoon, 2011). College students are likely to follow the social-learning process, which increases the desire to engage in digital piracy-practice (Arias, 2013; Yoon, 2011). Individuals' perceived benefits, perceived risks, and habits, influence attitudes to engage in digital piracy (Yoon, 2011). Digital piracy by individuals represents a growing threat to the welfare of producers, managers, and the entertainment industry (Vida et al., 2012; Yoon, 2011). Individuals with higher-levels of education tend to have a superior tendency to pirate digital products (Yoon, 2011).

Leaders in the digital industry decided to enforce the copyright law through legal actions against people who pirate products in the United States and the UK (Oguer, 2011). The United States government officials and the UK officials chose prosecution against piracy, whereas Brazil officials considered the choice of global license, and Belgium leaders studied both options (Blankfield & Stevenson, 2012; Oguer, 2011).

Individuals use online anonymity as a cover to escape legal action (Larsson et al., 2012). Peer relationships and social interactions influence the context to pirate; however, an appropriate punishment may serve as a deterrent to piracy practice (Wholers 2012; Yoon, 2011).

While the exact loss for digital piracy products remains inconclusive, industry leaders estimates the income loss from \$30 billion to \$75 billion in music, movies, and software rising up to \$240 billion by 2015 (Vida et al., 2012). Stealing and digital-piracy downloads are two separate concepts of concerns to industry experts, consultants, publishers, and representatives (Bateman et al., 2013). Digital piracy and stealing is essentially the same level that individuals use to justify the intent of pirate digital products (Bateman et al., 2013). Digital-piracy theft is not a direct result of stealing, whereas stealing other products associates with high theft (Bateman et al., 2013). Individual attitude toward piracy is significant in the Middle East particularly among college undergraduate students in Kuwait is at 60% while the United States is at 20% (Al-Rafee & Dashti, 2012).

With the emergence of the digital technology, individuals gain more access to Internet and prevention of piracy is difficult to stop by the entertainment leaders (Wholers, 2012). Previous research findings indicated that individual's intent to pirate digital music might associate with the audience social acceptance to piracy in Russia, Kazakhstan, and Kyrgyzstan (Arias, 2013; Panas & Ninni, 2011). For women, attitude, subjective norms, perceived behavioral control, and perceived equitable relationships were significant to piracy-practice in the U.S. (Panas & Ninni, 2011; Yoon, 2011). A

common relationship exists between digital-piracy intention formation and subsequent individual behaviors (Taylor, 2012). Individual perceived technical risk is less influential in cognitive processes, but has a negative influence on future piracy intent (Taylor, 2012; Vida et al., 2012). Information, knowledge, and effective business strategies may inhibit digital piracy-practice.

Movie-Piracy

Despite laws to stop movie piracy, many copyrights holders view individual's piracy-practice as the greatest contemporary challenge to the entertainment industry (Blankfield & Stevenson, 2012). With Internet access to a majority audience, rising costs and falling demand of pirated products may contribute to the demise of physical movie distribution markets. Social interaction by peers associates with a more holistic understanding of movie piracy-practice (Downing, 201); however, individual access to the digital environment has made the unauthorized copying of movie products visible and easy to obtain. Taiwan and France officials have enacted strict laws to curtail pirating of movie products (Bateman et al., 2013). In the United States, 51% of students living on campus engage in illegal P2P sharing, at least 42 % attempt to transfer contents of copyrighted media within the first 6 weeks after production of movies (Bateman et al., 2013).

French authorities are struggling against Internet piracy with the Hadopi law (Koster, 2012). The government leaders use Hadopi law to enforce copyright laws on the Internet through legal actions against violators, by educating Internet users, and by facilitating the development of Internet services (Koster, 2012; Meyer & Van Audenhove,

2012). The enactment of Hadopi law in France by authorities revealed the modest positive changes from French Internet users (Koster, 2012). Leaders of the Motion Picture of America (MPA) Community of Digital Artists (CODA), Wanda Films, Enlight Media and Letv Films in 2010, announced a joint declaration in Beijing to fight online piracy (Gunkel, 2013). Blankfield and Stevenson (2012) estimated the worst infringing country is the U.S. at 32.71%, Netherlands 19.02%, and Hong Kong at 15.32%.

The highest three infringing countries are responsible for close to 70% of illegal content. The UK is only responsible for 0.88% of infringing domains, but also poor in about 40% compliance terms. United States legislation, such as the Protect Intellectual Property Act (PIPA), condemns foreign websites for posting infringing content that is available within the U.S. websites (Blankfield & Stevenson, 2012). In the bid to curb piracy, French government authorizes copyright holders to monitor their network against copyright infringements (Meyer & Van Audenhove, 2012). Legal boundary exists between Internet piracy and transfer of files through the Internet (Meyer & Van Audenhove, 2012). Corporate managers may preserve entertainment products by intensifying the fight against Internet piracy through educational programs as well as lobbying for appropriate laws.

The results of individual legislative acts to fight Internet piracy raised salient questions in a digitizing world (Meyer & Van Audenhove, 2012). Pirated movie production has a significant effect on the international economy (Wu & Yang, 2013). The willingness by individuals or groups to pirate may not necessarily translate to actual piracy, but assumptions to obtain copies of movies for free leads to the downloading of

software products (Downing, 2011). The knowledge of constant surveillance by entertainment managers may deter citizens into behaving according to certain norms and surveillance is part of the French government law to curb digital products piracy (Meyer & Van Audenhove, 2012). Individuals who pirate movies seriously threaten the income of the entertainment stakeholders (Asongu, 2014).

A need exists to segment and identify consumers of pirated products by the channels of acquisition (Ho & Weinberg, 2011). As part of an ongoing effort to decrease digital piracy, researchers from diverse fields proposed various models such as marketing drivers, prices, product availability and distribution channels to understand the strategies to stop digital piracy practice and the factors that influence individual intention to commit piracy (Yoon, 2011). Some entertainment leaders approached piracy from a number of perspectives, which includes deterrence, differential association, subcultural and macro-cultural theories. However, no research exists that has specifically focused on the losses of revenue because of purchases of pirated movie products (Downing, 2011). Some studies indicate that deterrence sections minimal effect on piracy; therefore, the strategies required by movie managers to stop piracy are the intent of this research.

Internet- Piracy

The rapid development in information technology (IT) is a global issue with effect on the economy (Giannetti, 2014; Tian & Martin, 2013; Wang, Lian, Yan, & Wang, 2013; Wu & Yang, 2013). Collusion-resistant program is design by software- engineers to enable entertainment owners to detect any unauthorized copies and trace it back to the dishonest user (Garcia-Hernandez, Feregrino-Uribe, & Cumplido, 2013). Managers using

collusion-resistant fingerprinting technology seem to have a practical solution to the piracy problem through the Internet. A significant amount of all Internet traffic come from the use of peer-to-peer sites, and most of the activity involves illegal entertainment of product file sharing (Elton, 2014). The losses of revenue to entertainment products because of online piracy are a serious problem worthy of significant effort and attention from copyright industries and entertainment leaders (Elton, 2014).

Despite the billions of dollars in revenue losses in the movie and music industry, most of the collusion-resistant fingerprinting by leaders only attributes to digital images and few to audio signal (Garcia-Hernandez et al., 2013). Internet piracy is on the rise, which includes the increase in technological advancement with broadband Internet connections. With the information technology system, expansion along with high Internet service, individuals or groups can have high capacity storage systems of perfect copying of digital content. The World Intellectual Property Organization (2014) leaders, describe copyright industries as an exclusive right granted for an invention. Online piracy is the sharing of entertainment content, such as record music, movies, eBooks, and computer software in violation of copyright laws from the Internet (Elton, 2014).

Individuals increase access to high-speed Internet causes serious problems, such as unauthorized copying and distribution of digital products (Garcia-Hernandez et al., 2013; Turri, Smith, & Kemp, 2013). Increased use of computer features, and development of new software by engineers, continue to increase the practice of online piracy. Wang et al. (2013) described the legality of digital products piracy is a main

concern for the leaders in the entertainment industries. Wang et al. posited that past research efforts yielded diverse methods for curbing piracy, including digital watermarking, regarded as a valid solution. Managers can use digital fingerprinting applications to identify illegal users by extracting the fingerprint of a suspicious pirated product (Garcia-Hernandez et al., 2013).

Motion Picture Association of America (MPAA) managers in 2012 filed a lawsuit in U.S. District Court in Medford seeking up to \$180,000 each in damages from 34 people accusing them of pirating movies off the Internet (Spech, 2013). Individuals, who engage in Internet piracy, condition their mind away from illegitimately acquiring digital content without permission from the copyright holders (Gurney, 2013). MPAA managers wrote in a lawsuit that many people believe in justifying the theft of copyright holders contents (Spech, 2013). Entertainment industry leaders have experience serious threats to the traditional revenue sources (Waldfogel, 2012). While individual piracy behavior is prevalent online, much of piracy has gone unnoticed by U.S. government officials because of the large scope of individuals involved, as well as the amount of privacy granted to Internet users. Through the growing popularity and use of file sharing, the United States Federal Government officials attempt to place a decision upon online piracy perpetrators that may charge the individual's wrongdoing. Previous policies by government officials to stop online piracy has been unsuccessful in controlling the increase in piracy behavior, and inconsistencies exists in the literature that focuses on the influence of Internet piracy upon the entertainment Industry (Spech, 2013).

The denial of responsibility, denial of injury victims, and appeal to higher loyalties was a strong predictor of piracy among an individual moderate user. The appeal to higher loyalties was the most significant predictor among high pirated products (Hinduja, 2012; Nakassis, 2012; Spech, 2013). Producers using Internet sources as a sole marketing tool may experience low marketing concepts (Gamble & Gilmore, 2013). The use of Internet broadband by individuals constitutes a relevant and contemporary marketing context because of the existence of interactive technology and changing consumer preferences regarding their interaction with entertainment products thereby promoting digital product piracy.

Research results indicate that strong effective commitment from the entertainment managers could prove valuable in reducing digital piracy (Turri et al., 2013). Previous data indicated that when consumers self-identify with a brand of entertainment products, and have formed emotional ties, they realize that digital piracy might have increased loss effects on the artist. Individuals may have emotional connection to an artist and resist participating in products piracy (Turri et al., 2013).

Related Studies

Product counterfeiting is growing internationally in scope, scale, and a threat to the movie industries' revenue. Global economic effect on the entertainment industry is in the hundreds of billions of dollars because of the piracy of entertainment products (Spink & Fejes, 2012). Although, the entertainment industry leaders create a growing awareness of counterfeiting products in the developed and developing countries, the high growth of counterfeit products range from public health vulnerabilities such as pharmaceuticals

products, food additives, consumer products, automobile replacement parts, and consumer electronics (Spink & Fejes, 2012). Research results reveal that individual and organizational managers are perpetrating the infringement of product counterfeiting regardless of the awareness of the entertainment and law enforcement agents (Kallendorf, 2013; Spink & Fejes, 2012; Zimmerman, 2011). Spink and Fejes (2012) indicated that previous research findings in March 2012, by government leaders enforce copyright act on the Internet against pirates. The results also indicated a steady decline in use of illegal peer-to-peer sharing in France since the Hadopi law went into effect.

Seventy one percent of Internet users agreed to stop downloading illegal content if they received a warning from Hadopi (Elton, 2014). While theorists and practitioners have made diligence efforts, managers lack a scholarly qualitative method approach to support strategies that government leaders may use to prioritize resources toward regulations of counterfeit entertainment products (Spink & Fejes, 2012). Online piracy, counterfeiting, and the role by the United States government officials is to curb the problem of movie piracy related to intellectual property theft, which costs the U.S. economy more than \$100 billion annually (Bekir, Harbi, & Grolleau, 2013; Coluccio, 2013; Schvoerer et al., 2011; Spink & Fejes, 2012). The misperception of product counterfeiting interprets as a non-serious crime (Spink & Fejes, 2012).

Spink and Fejes (2012) revealed emerging links of a profits funding international organized crime that propelled product counterfeiting to a higher issue for the U.S. governments. Illicit production in pirated goods ranks third in the listing of criminal activities worldwide (Schvoerer et al., 2011; Wiedmann, Hennigs, & Klarmann, 2012).

Piracy of products is the second illegitimate business compared to illegal drug distribution and trafficking of guns (Schvoerer et al., 2011). Spink and Fejes (2012) indicated that an audit of the financial compliance of shareholders to movie production indicated that some shareholders might lose value because of strategic, operational, and business risks to pirated products. In the attempt to quantify counterfeit trade, researchers, government agency official have relied on alternate resources such as available customs seizure of counterfeit products data (Spink & Fejes, 2012). Under some plausible circumstances, an individual practicing piracy may benefit by increasing the firm's profit, especially from pirated digital products (Bekir et al., 2013).

Some individuals use Internet software to anonymously counterfeit products and avoid government laws that protect copyrights holders (McCall, 2011). Countries with increasing rates of property-rights violations tend to have lower growth rates of counterfeiters, whereas countries with strong governance enact policies that protect property rights and exhibit increasing growth. Pirates create and present pirated products with the same design as the originals, which could increase consumer's interest to devalue original products (Bekir et al., 2013). Piracy-practice by an individual or group can facilitate the fashion cycle by destroying the status value of the original product, generating demand for new items from the original producer (Bekir et al., 2013; Evans, 2011; Nakassis, 2012). Many counterfeiters operate both legitimate and illegitimate small business. Some counterfeiters often operate a genuine legitimate business and have an illegitimate office to use when a fraud opportunity arise (Spink & Fejes, 2012).

The objective of the study is to explore the experiences and perceptions of managers of the movie industry in New York. Data collection through face-face interviews, telephone, and emails may expose the strategies of counterfeiters and preserve revenue losses from the entertainment industry (Alamro & Rowle, 2011). Individuals use documents and technological changes to alter the way an audience listens and access sound recordings (Ravas, 2012). Authorized producers unable to meet consumer's high demand of entertainment products create a vacuum for pirates to produce copies of the same products. With high demand from audiences, some producers would print out- recordings for well-known artists, and still pirates would create counterfeit recordings to constitute for a lack of legitimate sales. Counterfeit copies of entertainment products are much easier to create than the original copies (Ravas, 2012).

The story of counterfeit books comes from Tune-Dex cards in the 1940s, bootlegged versions in the 1950s, and 1960s, which culminated into printing of hard copies of the real book Lanham according to an expert from the Scarecrow Press (cited in Ravas, 2012). Bootlegged song sheets originated in the late 1920s, which translate to illegal copies from pirates and distribute to legitimate sales of sheet music in the United States adversely affecting the revenue of the copyright owners. Sheet music was the medium for sale by copyright owners and many consumers wanted only the lyrics to songs so they could sing them with the radio or with recordings. The high price of sheet music from producers contribute to consumers seeking other means to obtaining entertainment products at a reduce cost because of the increasing popularity of radio and recorded music (Ravas, 2012). Studies results reveal that book authors and publishers,

increase efforts to stop college students from downloading illegal copies of books from online sites (Zimmerman, 2011). Research results disclose that bootleg distributors in the past would print song sheets and easily locate individuals to sell or buy them.

In an effort to stop book piracy, producers and publishers encourage consumers to create a free account and download a free software program to access digital books with a computer (Zimmerman, 2011). With the advent of computers and its related technologies, individuals and audiences breached copyrighted products and material daily.

Entertainment leaders, and regional economic groups unveiled a study revealing that entertainment piracy cost area companies \$5.2 billion in lost revenue and 106,000 jobs in 2005 . Copyrights holders would use legal remedies-such as claims of copyright infringement, unlicensed vending, and trade violations-to stop bootleg song sheet distributors and vendors (Ravas, 2012). Previously, carrying around boxes of Tune-Dex cards was impractical for consumers and the lack of portability of boxes of Tune-Dex cards by the producers increase counterfeit books. Copyrights holders and music publishers initially pursued those distributing illegal duplicated books for infringement of copyrights, despite the legal cost to the offender, bootleggers practice persist (Ravas, 2012).

Transition Summary

Section 1 was an introduction to the foundation of the study and the background, business problem, purpose statement, research questions, conceptual framework, the issue of product piracy and its effect on movie corporations. Section 1 included a description of the qualitative multiple case-study design and related concepts associated

with the business problem of identifying the require strategies to stop pirated movie products in New York. Section one also included (a) interview questions;(b) assumptions, limitations;(c) delimitations; (d) the significance of the study; and (f) a review of the professional literature on the issue of movie piracy.

Section 2 includes the method and design discussion which include movie piracy from the managers perspective and experiences. Section 2 also includes information of a careful examination and evaluation of the data-collection techniques. The proposed steps also cover the consent, assent, research ethics, Institutional Review Board (IRB) approval, accountability, and trustworthiness of data, and the research process. The findings have the appropriate details and interview analysis in Section 3. Section 3 also includes the discussion on implications for social change, research reflections, and recommendations.

Section 2: The Project

With the Internet and the development of the communication technology, consumers have easy access to pirated products (Rahman et al., 2011). This section includes details of the research findings on movie piracy and its effect on movie corporations in New York. It includes the method and design of the study, the role of researcher, data collection procedures, selection of participants, and the ethical considerations. Finally, clarification on using open-ended interview questions to explore qualified participants' strategies and experiences related to movie piracy may give an in-depth understanding of the phenomenon.

Purpose Statement

The purpose of this qualitative case study was to explore strategies that movie corporation managers use to stop piracy of movie products. The target population was comprised of small, medium, and large movie corporation managers in New York City. Some small business owners sell pirated products in Manhattan and Canal Street in New York (Chaudhry et al., 2010). The targeted population for the case study is managers of movie corporations in New York.

Role of the Researcher

Cui (2012) indicated that in a qualitative study, a researcher asks probing questions and chooses the research method. The role of the researcher is to collect, select, and interpret data. To ensure ethical protection of participants, information from the study did not receive exposure to any other person and pseudonyms ensured participant anonymity.

Qualitative research is a product of cooperation between participants, researchers, and their relationships to create effective communication processes related to the research (Cui, 2012). The Belmont Report principles include the responsibility to protect vulnerable individuals (Brody et al., 2014). The 1979 Belmont Report ask all researchers to avoid harm and to ensure that participants have an understanding of the risk and benefits of the study (Brody et al., 2014). The Belmont Report provides ethical guidelines for researchers working with participants, and encourages them to take responsibility for any ethical issues that might affect prospective participants (Brody et al., 2014).

The use of coding techniques as a substitute for subjects' names, ages, or genders displays professionalism to protect participants' anonymity (McCarthy, Chiang, Schmidt, & Deneff, 2015; Mori, Kappen, Dilger & Swanson, 2014; Xu & Storr, 2012). I avoided using questions that diverted concentration from the interview script to avoid bias. Collected data is stored in a safe for 5 years before the final destruction of the data. Chmutina, Zhu, and Riffat (2012), Huchcroft, McGowan, and Mo (2013), and McMakin et al. (2011) indicated that to avoid bias in research, close associates of the researcher may not participate. In this research, to avoid problems of possible bias in the screening method; colleagues, relatives, or close associates did not participate in the study.

Kragelund (2013) noted that a researcher conducting interviews should explain in detail the course of the interview and provide guidelines for the type of questions participants should expect during the interview session. Sparling, Wilder, Kondash, Boyle, and Compton (2011) and Stiefel, Berney, and Singy (2012) recommended the recording of interview responses. The research-instrument is central to the collection,

collation, and analysis of data and presentation in the final section (Xu & Storr, 2012). I provided these guidelines, conducted the face-to-face interviews, and recorded each interviews sessions.

The connection as a previous distributor in the African movie industry provided me with a detailed understanding of the piracy issues encountered by participants. I work and live in New York, the location of the study. Shopping in Canal Street in Manhattan, New York, where most marketing and business activities take place, I decided to explore the experiences of movie corporation's managers to discern strategies required to stop revenue loss to the purchases of pirated movie product. Khan (2014) indicated that researchers use qualitative research methods to view and analyze a qualitative set of data with a combination of multiple sources to address all aspects of a phenomenon. The use of a qualitative method by researchers enhances readers' understanding of the issue and concludes the research with relatively valid and generalizable outcomes.

The population for the study included six managers. Participants willingly responded to the face-to-face interview questions. Edda, Stilwell, and Ngulube (2011), Fukuda, Shimizu, and Seto (2015) and Xu and Storr (2012) used telephone and email data collection process to select and access their participants. I collected data through face-to-face interviews and required each participant to sign and return a consent form via email, or fax. In research, a need exists to implement facts instead of relying on personal views. Based on Chia-Huh, Hung-Bin and Ming-Yang (2012) observation that researchers should avoid using identifying terms for participants the use of pseudonyms for

participants and computer-assisted qualitative data-analysis software CAQDAS provided an additional level of analysis.

Castleberry (2014), Hens, Nys, Cassiman, and Dierickx (2011), and Rademaker et al. (2012) have suggested that the use of NVivo 10 software may reveal collaborative sources of data analysis. In the process of data collection, qualitative researchers have a more complex role in research compared to quantitative and mixed method researchers (Rademaker et al., 2012). Cui (2012) indicated that qualitative researchers are primarily a measuring instrument and may become personally involve in the phenomenon under study. Quantitative researchers have a limited role in the real data collecting process. researchers must take appropriate measure to design, plan, and obtain the necessary permissions from the university involve regarding interviewing the participants (Edda et al., 2011; Fukuda, Shimizu, & Seto, 2015; Xu & Storr, 2012).

To implement the study, I prepared a list of individual email addresses, and set up face-to-face interviews with six participants. This sample size provided a sufficient base for exploration. The role of a researcher and the participant are essential to the analysis of data and its interpretation (Xu & Storr, 2012). The principles of analysis must remain in accordance with a modified method (Miles, 2013). The analysis must continue until the classification of all data collection emerges into similar themes (Loughlin, 2012). The research findings include oral quotations from participants' responses in Section 3 of the study, following Walden University guidelines.

Participants

Participants of the study included the population of small, medium, and large movie corporation managers in NYC. Six managers of small, medium, and large movie corporations operating their businesses in New York participated in this study. The selection of managers was because of their successful strategies to prevent losses of revenue from piracy. Akadiri and Olomolaiye (2012), Katz and Vinker (2014), Misigo and Kodero (2014), and Velupillai (2012) have noted that a purposeful sampling of the population allows the selection of study participants based upon a give phenomenon—in this case, movie piracy.

Bethea, Murtagh, and Wallace (2015), Lee King (2012) and Teferra and Shibre (2012) used purposeful sampling to select 30 participants of which 13 were professionals working in the field of the research phenomenon. I used purposive sampling because the value of a purposive approach to participant selection related to the needs of the study. Carson and McIlpatrick (2013), Lee King (2012), and Velupillai (2012) have suggested that the use of purposeful sampling in research is to provide scholars appropriate participants who meet the criteria for the interview. I selected participants based on the criterion that they had at least 5 years experience in movie production business. Participant selection related to successful strategies and perspectives that support the study sample relevance to exploration of the phenomenon (Roser, Pfister, Tatagiba, & Ebner, 2013; Viswanathan & Jain, 2013). The primary strategy used to solicit participants for the study was to send letters and email notifications to managers of movie corporations holding management positions for 5 years or more in the United States.

To gain access to participants, I contacted managers of movie corporations by phone and email. Carson and McIlfatrick (2013), Lee and King (2012), and Velupillai (2012), used e-mail address to contact and gain access to participants. In this study, I requested that participants provide a preferred contact e-mail address, phone number, and a time that they could review the study information to establish a relationship. I built trust, ensured confidentiality, and guarantee anonymity by attaching pseudonyms (letters and numbers P1 – P12) to each participant's name. The opinions and experiences of entertainment managers were potentially beneficial to the discernment of this research.

I identified the participants and established rapport with them through communication, which enhanced trust. Participants were comfortable with the interview process and had insight about the phenomenon of movie piracy. I established a working relationship with the selected participants by providing an introduction of myself and the purpose of the study. My initial communication with the participants established the relevant background for stopping movie piracy. Yu, Abrego, and Sonderegger (2013), perspective of participants regarding the phenomenon during the interview process may allow researchers to gain access into the natural settings, focus on context, and shared experiences.

The research study method and design have an ethical component that includes the creation of and adherence to a set of ethics (van Kamp & Davies, 2013). The ethical components of this study included participant informed consent and agreement (see Appendix A). To meet these goals, I scheduled and conducted face-to-face interviews and sent email notifications for the participants to complete. The informed consent process

included information regarding participants' right to privacy, right to refusal, and right to discontinue participation at any time. This study did not include any vulnerable populations such as minors under the age of 18, mentally or emotionally disabled persons, subordinates or persons under my direct supervision, and friends. Data protection procedures included data coding to ensure participant anonymity, and data storage in a password-protected computer hard drive and off-site cloud backup. I will secure all study data for 5 years before destroying the data with an electronic shredding machine.

Research Method and Design

In this section, I review the description and analysis of the research method and design to clarify the choice of one method and design over others.

Research Method

For this study, I used a qualitative research method. One reason for conducting interviews is to obtain unique and comprehensive information from the participants undergoing the interview (Tuominen, Tuominen & Jussila, 2013). Tuominen et al. indicated that qualitative research serves to enhance data and to address the themes obtained from the participants. The primary goal for using a qualitative research method is to explore patterns by establishing the meaning and themes of a phenomenon. Variable manipulation does not occur in non-experimental research; rather, variables occur naturally. Amsal, Kumar, and Ramalu (2014) indicated that researchers use qualitative studies because research variables are not controlled. A qualitative method was suited to

this study because it allowed me to explore the strategies that managers of movie corporations use to stop movie piracy.

Based on the goal to determine the strategies movie corporation managers use to stop revenue losses from the purchase of pirated products, the qualitative method was the most suitable research method for the study. The justification for selecting qualitative rather than quantitative or mixed methods was by the preference to collect multiple sources of data. To approach the problem of movie piracy and explore the required strategies managers lack to stop the practice, qualitative research was the most appropriate method (Tuominen et al., 2013) because it provided a means to explore and understand the meaning individuals or groups give to a problem.

From the description of Malina, Hanne, and Selto (2011), mixed method researchers employ emphasizes on both qualitative and quantitative approaches to create a research outcome stronger than either method individually. Malina et al., described scholars as using mixed method process, combine quantitative and qualitative methods to explore more complex aspects and relationships of the research phenomenon. The use of the mixed analysis is when the researcher seeks to answer research questions through a quantitative standpoint relying on qualitative data. The analysis help a researcher address the research question(s) (Malina et al., 2011). In mixed method approach, a common strategy is in need, including asking practical questions, and developing a firm grasp of the phenomenon (Wengstrom, & Dewar, 2011). Research with the quantitative and mixed method research design requires a large sample size.

Toloie-Eshlaghy, Chitsaz, Karimian, and Charkhchi (2011), described researchers as using qualitative research strategies to interpret and reveal perceptions and meanings of the phenomenon under study. The preferred method of the study was the qualitative method not quantitative or mixed method because researchers use qualitative method as a means to involve directly with the participants (Toloie-Eshlaghy et al., 2011). With qualitative method, a researcher is committed to addressing the data in the ordinary language of the subjects, including both nonverbal and verbal forms of the language (Slife & Melling, 2012). Masue et al. (2013), described scholars as using qualitative approaches to explore the how and why of questions in research, rather than the what, when, and where. Using the qualitative method, I obtained data by interviewing participants face-to-face in semistructured interviews. From the description of Paine, Sheard, Olson, Piccininni, and Dwelly (2011), on qualitative research method, I used a qualitative method approach to reveal the experiences of the subjects than other methods.

With a qualitative method the researcher is the primary instrument in data collection, a researcher can adjust interview questions as each interview progresses (Masue et al., 2013). The qualitative methods include a thorough exploration of the phenomenon and increase the study's objectivity. The data collection is descriptive and expressed in words rather than numbers (Frels & Onwuegbuzie, 2013; Masue et al., 2013). Whereas the qualitative research method can serve to enhance the researcher in exploring the human experience, the quantitative research method is data driven (Allwood, 2014; Lach, 2014). Allwood (2014); Maher and Sherwood (2014) used

qualitative research method to explore different ways of interviewing participants to reach across barriers of origin, race, sex, occupation, income and nationality.

Qualitative research involves careful planning, respectful engagement, conscientious analysis, and deliberate presentation (Sinkovics & Alfoldi, 2012; Willner, 2011). Qualitative research design includes possible transparency by detailed reporting of the research process. The basic idea of using qualitative method is to involve the reader in as many details about the phenomenon as possible and enable the reader to interpret the research details, to understand the context and specific phenomenon under study (Willner, 2011). I used a qualitative method to seek an in-depth understanding from the managers based on an insider's experience and perception of the phenomenon.

Research Design

I used the case study research design for the study. A case study design is an increasingly popular approach among qualitative researchers (Barratt, Choi, & Li, 2011; Hyett, Kenny, & Dickson, 2014). Using a case study design has a level of flexibility that researchers may not have with other research methods such as grounded theory; phenomenology, narrative, and ethnography design (Hyett et al., 2014). Hyett et al. indicated that using a case study design allows a researcher to develop the research questions to suit the phenomenon. Case study design was the preferred design to explore the strategies that movie corporation's managers use to stop movie piracy as opposed to grounded theory, phenomenology, ethnography, and narrative. A case study was appropriate because the study needed adequate contextual description of a phenomenon. A narrative design was not appropriate for this study because the objective was to explore

strategies required by managers to stop pirated products purchases and not to provide contextual description of the phenomenon.

In ethnography research design, a researcher has much to do with the rich descriptive of a phenomenon, the design is difficult to standardize and enhance, the approach require data for a phenomenon, and provisions of answers are elusive in other research design (Stinnett, 2012). Ethnography was not useful because the intent for the study was not to study people and cultures, rather to explore experiences and perspectives of the participants. Tolhurst (2012) described when using an ethnography design, scholars must find methods to preserve the most valuable aspects of traditional ethnography while simultaneously attempting to answer the critical demands of the phenomenon under study (Stinnett, 2012). In accordance with Tolhurst (2012), grounded theory includes the development or expansion of a general theory; grounded theory selection is not appropriate for this study. Phenomenology research design is the enhancement of the researcher to acknowledge experiences of human life and emphasize the understanding of the experience of people involved in a phenomenon; whereby the research methods are the methods of philosophy (Reiter, Stewart, & Bruce, 2011).

Reiter et al. (2011) explored the nature of human experiences and the meaning that people attached to their experiences. Phenomenology design is about the experiences of others in a phenomenon. The real-life modern phenomenon differentiates case-study design from other designs, justifying the use of the case study design. In this study, the focus was to explore the strategies that movie corporation's managers use to stop revenue losses to the purchases of pirated products. The case-study design served as a voice to

research participant's experiences through interpersonal interaction, and gain insight into movie corporation leader's decision-making practices, and dialogue with the researcher (MacDonald, Bath, & Booth, 2011). Another factor that differentiates case-study design from other designs and justifies its use in this research study is the interview analysis (unit of analysis). The unit of analysis defined the case study, unlike in other designs; the unit of analysis clarifies the phenomenon under study (Sánchez-Rodríguez & Spraakman, 2012).

Saturation is the point when nothing is new and data is at the point of diminishing returns (Sigua, Chase, & Albano, 2014). To ensure data saturation, I observed data for repetition and stopped interviews with participants. Gudem et al. (2013) indicated that research analyst use case study design to evaluate the experiences of subjects in a phenomenon by collecting data through a series of interviews and observations to identify strategies required by movie corporation managers. In a case study, the intent is to give a detailed exploration of the current events or phenomenon.

The multiple-case study design was most suitable in exploring the interview questions to enable the movie managers in New York, give insight, and explain how piracy affects a movie corporation's revenue unlike narrative, phenomenology, ethnography, or grounded theory. A multiple-case-study design is used to carefully study the phenomenon of interest from different sources of evidence and yield general results (Daugherty & Custer, 2012). Using a case study design, Amerson, (2011) and Walshe et al. (2012) noted that a researcher can acquire data in a multiple approaches to evaluate the effect of complex roles and outcomes related to practical event. Hyett et al. (2014)

mentioned that using a narrative design, a researcher needs to provide narrative stories, drawings, and deep description to relate the connection, experience, and a sense of the phenomenon.

Tolhurst (2012) indicated that researchers using grounded theory design assume that data represent objective facts about a phenomenon. Using a ground theory method (GTM) approach to study human experiences and perspectives, the researcher is a central part of the phenomenon (Tolhurst, 2012). The limits or boundaries of the case study design are the defining factor of case study method, which allows a researcher to explore the experiences and perspectives of the participants. Case study method maintains deep connections to core values and intentions, explanation of the relationship between methodologies and methods, particularistic, descriptive, and interpretive and provide details on the phenomenon under study (Gearity, 2011).

Gearity (2011) indicated that scholars use case study design to explore multiple sources such as people or observations of interactions that occur in the physical event. Research analysts use multiple data collection to further verify, develop, and understand the phenomenon context and emergent theme. Gearity posited that using a case study design in qualitative research allows scholars to explore a real-life, multiple bounded systems over time, through detailed, in-depth data collections, and case themes. Gearity indicated that researchers use case study to provide insight on an issue and advance understanding of the phenomenon of interest.

The plan for this qualitative research was to use the case study design to explore the successful strategies by movie corporation's managers to stop pirated movie products,

and to acquire data in multiple approaches. The multiple-case-study design was the most appropriate design to explore successful strategies by movie corporation's managers to stop revenue losses to purchases of pirated movie products. From the description of Gearity (2011), the multiple-case study design will allow detailed exploration and collection of data from participant using multiple sources for the interview.

Population and Sampling

The population of this research was managers of movie corporations in New York. The initial contact was through email and phone numbers listed from the corporation's website and through the office receptionist. Purposive sampling technique involves studying information-in-depth to gain insights and understanding rather than empirical generalizations (Wekesa, 2013). The use of purposeful sampling was appropriate for this study to select managers of the movie corporations with the required experiences in the industry. Crutzen, Viechtbauer, Kotz, and Spigt (2013), Jin, Guo, Zhan, and Pan (2013), and Khalid, Gislason, and Hansen (2014) discovered that researchers in the past used eligibility criterion to select participant that have experiences relative to the phenomenon. The eligibility criteria for selecting participants includes individuals working in the movie industry as a manager or have at least have five years or more work experience in the movie industry.

Purposeful sampling is studying groups of individuals with specific characteristics (Adegbehingbe, Paul-Ebhohimhen, & Marais, 2012; Misigo & Kodero, 2014). Akadiri and Olomolaiye (2012), Chaudhry et al. (2010), and Khalid et al. (2014) indicated that purposive sampling is to select participants who meet criteria of a research. If the sample

size in a study is too large, the data becomes repetitive and, redundant (Zhang & Zhang, 2013). Massawe, Lusingu, and Manongi (2014), Mbeje, Moleki, and Ganga-Limando (2014), and Odhiambo, Musyoka, and Matu (2013) indicated that purposive sampling is potentially suitable to select a reasonable number of participants in a research study. At the convenience of the participants, the settings for the interviews were through face-to-face and at the location of the participant's choice.

Agarwal and Strubler (2013), AlSehaimi, Patricia, and Koskela (2014), and O'Reilly and Marx (2011) suggested the common sample sizes of up to 30 participants for qualitative studies. O'Reilly and Marx recommended that qualitative scholar's should follow the concept of saturation to determine the appropriate sample size in a research. I used sampling logic to determine the appropriate sample size to obtain the widest range of information and perspectives on the phenomenon. A sample size might vary depending upon the complexity of a research; the determinant of the sample size for this study was upon using the theory of saturation (Agarwal & Strubler, 2013). As suggested by Dworkin (2012), six participants are appropriate number to find the point of data redundancy.

Nonrandom purposive sampling is appropriate when choosing the samples in a deliberate manner (Khalid et al., 2014). Twenty participants is the sample size at which saturation occurs for qualitative studies (Liu, Beaver, & Speed, 2014). I explored the experiences of six movie industry managers through semistructured interviews in this study. Fuller, Percy, Bruening, and Cotrufo (2013), Knapp, Hagedorn, and Anaya (2014),

and Lovrics et al. (2014) described experiences of the participants in a research as a criterion to select a participant.

Saturation is the point when researchers do not realize any addition of new information and data is at the point of diminishing returns (Liu, Beaver & Speed, 2014). Liu et al. (2014), Lwo and Chia-Tzu Lin (2012), and Shipman, Clarke, and Sarangi (2014) posited that data is at point of saturation when no additional details are available from participants. I observed the data for repetition and then stopped interviews with participants. Replication logic is incorporated in the design of a multiple-case study to achieve accurate replication (i.e., the results are the same or similar between case studies) (Khalid et al., 2014). The participant group consisted of movie managers and producers in the movie industry older than 18 and have knowledge of pirated movie products. All participants came from managers of movie corporations in New York. The participants for the interviews possessed information and insight concerning the challenges resulting from the purchase of pirated products and the loss of industry revenue. The criteria for participant selection included (a) managers from at least year 2010 to 2015 in the movie industry, (b) managers with experience in fields related to movie product purchase, and (c) managers who have implemented successful strategies to prevent piracy. I selected participants who matched the criteria, instrumental, and active in the industry.

Ethical Research

The consent procedure was the initial form document that the willing participant signed (Wright, Koornhof, Adeyemo, & Tiffin, 2013). Ells and Thombs (2014), Omondi

and Mkhize (2014), and Wright et al. (2013) used letter and numbers to substitute for names to protect the identity of participants. I ensured the document did not include names or any other identifiable information of individuals or organizations to promote anonymity of the participants. In a research study, a need exist to anticipate possible ethical issues that might arise during a study and make all efforts possible to protect the research participants (Ells & Thombs, 2014). After establishing initial contacts with potential participants, participants had the opportunity to ask questions regarding the study or call the Walden University representative for clarity, but none of the participants called Walden University for any clarification.

The Walden University participant consent form includes the researcher's name, the sponsoring institution, contact information with telephone numbers, and email addresses (see Appendix A). Cutcliffe and Zinck (2011), McCarthy Petrosniak and Varpio (2013), and Mussa, Sweed, and Khan (2014) used a consent form to explain the intent of a research to the participants. For this study, I explained the process of participants in a research study; therefore, presenting brief background of the research, and explained the intent of the study. Signatures on the consent form indicated that participants' accepted the criteria of the study and agreed to participate. The interview notice to participant lasted for two weeks. Potential participants decided to agree with the participation or disagreed within the period.

Participating for the interview was voluntary and participants could withdraw without duress. Byrne-Davis et al. (2010), Rosenthal (2011), and Tideman and Svensson (2015) posited that researchers used informed consent to ensure participants understand

the information and make individual decision. I informed participants of their rights to take part in the interview sessions and their right to withdraw from the interviews at any time, but none of the participant withdrew from participation from the study. Participants could change their responses at any time during the duration of the study or in an interview, but only one participant asked for adjustment to some of the interview data. Participants who agreed to participate in the interviews did not have any incentive or monetary payment. In a research study, the important stakeholders are the research participants and the researcher. Informed consent is one general method use to maintain an ethical and legal standard to protect those participating in research (Mussa et al., 2014; Stinnett, 2012). Garnier, Combe, Jost, and Theraulaz (2013), Mussa et al. (2014), and Tideman and Svensson (2015) indicated that researchers must plan to use all possible measures to avoid bias by following the research protocol.

Some of the significant ethical issues that a researcher should consider include bias, incorrect reporting of information, participant's integrity, and maintaining confidentiality (Mansour, 2011; Mussa, et al., 2014; Stinnett, 2012). According to Mussa et al. (2014), informed consent is use by scholars (see Appendix A) as a principle to guide, standardize, and control participation in research involving education and information exchange. To protect participants, one ethical protection is to ensure the social responsibilities of not breaking laws and causing any physical harm to participants (Wright et al., 2013). Wright et al. indicated that an individual conducting a research must ethically safeguard participants before, during, and after the completion of the participatory research.

Mussa et al. (2014), Naini, Lewis, Rajanna, and Weir (2013), and Wright et al. (2013) described that participants in a research must understand the process to protect their information. I informed participants the data is secure in a location for 5 years and data destruction will occur with the use of an electronic shredding machine at the end of the 5-year period. Participants received a written copy of the Informed Consent Form (see Appendix A) to ensure participants understand the nature of the study, and expectations of the participants. The consent form included the IRB approval number 12-10-15-0278038 and its expiration date. Participants' signatures on the consent form will indicate that participants' rights are receiving protection throughout the research study.

The interview did not begin without participant's approval and a signed consent form. Omondi and Mkhize (2014) indicated that individuals using a qualitative research method must follow ethical guidelines that include numerous distinctions of participating in the research. Hoti, Hughes, and Sunderland (2012), Omondi and Mkhize (2014), and Wright et al.(2013) described that to ensure confidentiality participants can use substitute names. In this study, I maintained confidentiality by using numbers and letters. The generalized categories included enough contextual information about each interview participant without compromising ethical and privacy guidelines (Hoti et al., 2012; Omondi & Mkhize, 2014; Wright et al., 2013).

Data Collection

Instruments

The appropriate instrument selected is to collect relevant data to answer research questions or series of sub-research questions relating to a specific business problem in a

study (Reid & Chiu, 2011). An appropriate instrumentation is critical in qualitative research. The instrumentation strategy of the study involved semistructured interviews of movie corporation's managers in New York. A researcher in qualitative study is the primary data-collection instrument and consequently must identify any bias and assumptions before the start of the study (Peredaryenko & Krauss, 2013). The main instrument in a case study is the researcher who manages the exploration in-depth experiences, and perspectives of the research participants, and the meanings they attribute to these experiences (Peredaryenko & Krauss, 2013).

Semistructure interview is a common method used by qualitative researcher to collect adequate research data (Kantar (2012); Ochola & Kariuki, 2013; Peredaryenko & Krauss, 2013). I used the interview method for data collection in this study. In-depth interviewing in case-study research is to clear the ability of the interviewer to explore specific subjects about participant's opinions and insights concerning the phenomenon (Peredaryenko & Krauss, 2013). The data collection process of the study includes face-to-face semistructured interviews with open open-ended questions see (see Appendix B). Described by Peredaryenko and Krauss, semistructured interview has a set of open-ended questions that may permit spontaneous and in-depth responses from movie corporation's managers (participants) for the study interview. Flexibility and adaptability are essential to enhance data collection as the study evolves (Peredaryenko & Krauss, 2013). From the description of Bancel and Mittoo (2011), Peredaryenko and Krauss (2013), and Yu, Cadeaux, and Song (2012), a researcher should ensure flexibility to promote a comfortable atmosphere for the research participants. I remained flexible and adaptable

throughout the study to provide thorough information relevant to participants' understanding and opinions on the subject matter.

Kantar (2012), Ochola and Kariuki (2013) and Peredaryenko and Krauss (2013) used semistructured interview questions to build a rapport with the participants and received in-depth responses from participants experiences about the phenomenon. I used the interview guide, semistructured with open-ended questions, and tape recorders as instrument tools during the interviews with the participants. Instruments are the means to develop and measure distinguishing features, variables, or information of significance in facial expression, behaviors, conduct, and subjective characteristics Carolini (2012) used semistructured interviews to understand the adequacy, accessibility, and affordability of water, sanitation facilities, and waste management practices in a business environment.

Ellenbecker and Kazmi (2014) used semistructured interviews to describe the state of development in bachelor's-to-doctoral-degree nursing programs and provided baseline data for future researchers to explore the program outcomes. Black, Palombaro, and Dole (2013) posited that semistructured interviews assist content analysis for enhancing trustworthiness, credibility, transferability, and confirmability of data analysis in a study. Interviews are an appropriate method for researchers to study the affairs of others in a phenomenon of interest (Black et al., 2013). I used face-to-face semistructured open-ended interview questions to collect the data and obtained in-depth responses from participants. Interviews lasted between 30 and 40 minutes with each participant (see Appendix C). Previous research results indicated interview protocol as a method for gathering information from participants in a study (Shuchman, 2014). The in-depth

interview procedure involves (a) creating a semistructured qualitative questionnaire with the interview questions, (b) conducting interviews, and (c) subsequently analyzing the responses for patterns, relationships, and themes (Eberman et al., 2011; Shuchman, 2014; Wilson, Birks, and & Alexander, 2013). I did not design the instrument to allow calculation of scores; the instrument facilitated the identification and evaluation of emerging themes.

The responses from the participants revealed the strategies that movie corporation managers lack to stop revenue losses because of purchases of pirated movie products. Researchers use semistructured in-depth interviews to explore and illuminate knowledge hidden in participants (Schönfelder, 2011). I used the semistructured interview approach to measure participants understanding of revenue losses to the purchases of pirated movie products in the movie industry. The data-collection instrument and the process for the application of the instrument will enhance and strengthen the reliability and validity of the research study (Canuto et al., 2013; Peredaryenko & Krauss, 2013; Stipp & Kapp, 2012). To ensure the notes match with participant's views, I reviewed with the participants after each interview. The participants had the opportunity to amend the notes to reflect their answers during the interview session, but only two participants asked for the rephrasing of the interview transcript words, which I did.

The application of the instrument followed a case-study guide to transcribe the responses from the in-depth, open-ended questions obtained from recording of the face-to-face interviews collected from the participants. The use of a semistructured face-to-face, email, and telephone interview method with open-ended questions will help

triangulate the data collection for a research study (Fuller et al., 2013; Sedoglavich, 2012). Belliveau (2012), Canuto et al. (2013), and Fuller et al. (2013) used member checking to ensure data collection is trustworthy. I asked participants to review the data and interpretation after the interview to establish trustworthiness and repeat questions and interpretations in each stage of the interview with the participants.

Previous research results revealed the use of pilot studies and promote protocols, refine processes essential to develop and improve valid research questions (Tang, 2013). The construct validity, internal validity, and external validity will further increase the technique of theoretical triangulation (Chen, Galfalvy, & Duan, 2013; Myrick & Feinn, 2014; Peredaryenko & Krauss, 2013). Data came from managers in the movie industry. The instrument used for the data collection added to, and enhanced constructs validity. The exhaustive formulation of the interview questions modified from Miles (2013) and the proper administration of the instrument to the participants established and contributed to the validity of the instrument against threats of validity.

As suggested by Crott et al. (2013), Menictas, Wang, and Louviere (2012), and Peredaryenko and Krauss (2013), in-depth interviews from multiple participants (i.e., a large information pool) produced informative and rich data that provides answers to the study's central research question. The participants' responses (raw data) to the open-ended questions in the instrument will remain available by request and stored in a safe for 5 years with the tapes, backup notes, and e-mails generated during the data collection. I will destroy the data after 5 years.

Data Collection Technique

I used semistructured open-ended interview questions and an electronic recording device to collect data from the participants during interview section (see Appendix C). Peredaryenko and Krauss (2013), Tardif (2012), and Terry, Garey, and Carey (2014) used semistructured interview questions to collect data from participants in qualitative research. The use of face-to-face open-ended semistructured interview questions avoided restrictive responses from the participants. The advantages of open-ended interview questions are (a) to make participants comfortable, (b) allow the researcher to identify participants conducts, and beliefs, (c) provide accurate and clear answers, and (d) allow participants to ask questions (Barbu & Isaic-Maniu, 2011; Tang, 2013). Open-ended semistructured questions have disadvantages which includes (a) irrelevant information, (b) interviewer may lose control, and (c) create perceptions that the interviewer is not serious (Sim & Lewis, 2012; Sircar-Ramsewak, 2010). I completed the National Institute of Health Certificate for protection of human participants (see Appendix D). In this study, a pilot study was not necessary because I used member checking to ensure participants established the response to the interview questions and asked participants to review the data and provide their interpretation to establish trustworthiness. Fuller et al.(2013), Reilly (2013), and Stewart, Polak, and Richard (2012), revealed that to ensure participants check the veracity, and clarity, researchers should repeat questions and the interpretations with the participants. From the description of Patwardhan, Nemade, and Srivastava (2012) and Reilly (2013), the inquirer of a research study often need member checks to ensure credibility and assess results.

Qualitative interviewing is a tool used to capture the voices and the way people make meaning of their experiences with the phenomenon (Rabionet, 2011). I grouped the interview questions into appropriate categories and list them in the order they are likely to appear. Participant's response to the questions provided the required verifiable data to avoid selective bias and the misinterpretation of observed items. Data collection from six participants in a research may take weeks with each participants taking average of 30-40 minutes (Lawanto & Santoso, 2013; McDermott & Cargo, 2013; Tang, 2013). Researchers used a transcription service to collate the research data for accuracy (Hrastinski & Aghaee, 2012; Tang, 2013; Ziólkowska, 2012). I transcribed the record of interview with participants into text. After the completion of each interview, the participant verified the field notes for accuracy. I imported the verified interview notes into QSR NVivo10 software to analyze unstructured data. Using QSR NVivo10 included identifying themes and trends in the data. Participants did not receive payment or any incentives. All participants were excited about the study; two participants in particular requested a final copy of the study report.

Data Organization Technique

The NVivo software served to organize the qualitative data collected through the interviewing instrument for this study. Future use in other potential research may expand on the incomplete areas to solve potential subjective factors of qualitative data analysis (Hemmings & Al-Sheikh, 2013; Lo, 2014; Qian, 2011). From the description of Fuller et al. (2013), Stauder (2013), and Stewart et al. (2012), the use of field journal is appropriate for researchers to avoid missing responses from participants in the data. I used a journal

to record my understanding of the issue from the participant interviews; participant's information remained in chronological order by date, and time, to enable categories and definitions to responses. The data remained locked in a safe along with all the field journals and notebooks. After the collection of the data, different categories and themes emerged by labeling and categorizing the data. The field data will remain stored and maintained for 5 years and destroyed with an electronic shredding machine after five years.

Data Analysis Technique

The use of triangulation techniques by scholars is to facilitate the gathering of the data application through multiple sources and a combination of several research methodologies in the same phenomenon. With data triangulation, from the description of Cope (2015), the potential problems of construct validity through multiple measures and processes to draw conclusions of the same phenomenon types of triangulation methods includes; theoretical triangulation, data triangulation, methodological triangulation, and investigator triangulation. Methodological triangulation involves using more than one type of method to study a single phenomenon (Marques et al., 2011).

Methodological triangulation was suitable for this research study. The use of methodological triangulation by previous scholars is to collect data through multiple sources of data; interviews, audio recording; past and present organization documents (Junk, 2011; Marques et al., 2011). Lloyd (2011), Marques et al. (2011), and Salzborn, Brosig, and Schmidt (2011) used methodological triangulation and documents to analyze the data process and interpretation from participant. I used methodological triangulation

with face-to-face semistructured interviews by asking participants the same interview questions. The data interpretation and analysis process is a knowledge sharing process, and a unique opportunity to understand the underlying phenomenon involving the researcher and the participants (Aravindan & Maiti, 2012).

Data analysis in this qualitative multiple-case study was essential to the complete process of open-ended data collection through in-depth interviews. The process is nonlinear because scholars move back and forth between data collection and analysis. The use of data-analysis process includes rich information that involves making sense of text and images from the collected data (Zach & Munkvold, 2012). Data analysis of case studies is repetitive and dynamic, with flexibility to enable the researcher to take advantage of the uniqueness of a specific case (Zach & Munkvold, 2012).

Qualitative researchers frequently use thematic analysis as a data-analysis method to discern the relationship among themes and create a thematic record (El-Jardali, Ataya, Jamal, & Jaafar, 2012). Data analysis is a process of developing themes and patterns emerge from interview transcripts (raw data) rather than empirical analysis in which the researcher analyzes and modifies the data to some preexisting framework (Zach & Munkvold, 2012). The analysis of data collected reflected participants' description of their successful strategies and experiences with movie corporations as well as their decision-making practices to stop pirated movie products.

The intent of the analysis is to understand, represent, and interpret the data (Zach & Munkvold, 2012). Data analysis commenced by reviewing the interview audio and transcribing it into writing before forming the themes related to the qualitative research.

Yin (2014) drafted a method for analyzing data in qualitative studies, including multiple case study research designs. The process includes analyzing the data on various levels from general to specific. The analysis of the interview data started from transcribing interview recordings into a text format and organizing the raw data. Coding data collected from participant interviews consist of reviewing the interview questions and carefully processing the transcripts through repetition searching for data that supports or contradict themes in the literature (Denzin & Lincoln, 2011). Canuto et al. (2013), Lawanto and Santoso (2013), and Zapata-sepúlveda, López-sánchez, and Sánchez-gómez (2012) collated and coded data from research participants. I collated and arranged the data in sequence codes to represent each participant. Collating and coding of the data developed by using identified themes to match the codes of the entire body of data.

The QSR NVivo 10 software is a qualitative program for data analysis (Zapata-sepúlveda et al., 2012). The use of QSR NVivo10 software expedited thematic coding; facilitate the development of qualitative thematic content analysis, and the categorization of the collected data during the analysis stage (Zapata-sepúlveda et al., 2012). I used QSR NVivo to assist with the coding, referencing, counting, sorting, simplifying the analysis and developing themes.

Reliability and Validity

Reliability

Reliability is the ability to replicate, and establish a research study to show accuracy and appropriateness of the data (Barnett, Ridgers, Zask, & Salmon, 2015; Gill, Jones, Zou, & Speechley, 2012; Mangioni & McKerchar, 2013; Reimers, Jekauc, Mess,

Mewes, & Woll, 2012). For this study, the reliability and validity was established with the use of data analysis, transcript review, member checking, interpretation, and the techniques use in coding. Mangioni and McKerchar (2013) indicated that researchers use validity and reliability of data analysis to interpret and categorize the themes in research data. The fundamental challenge in qualitative research is establishing confidence, expectations, and trust in the theoretical insights that a researcher proposes to explain of the phenomenon under exploration (McCarthy et al., 2013).

Qualitative research reliability and analysis is to check the validity and consistency of the questionnaire. Qualitative research includes the validity, and reliability of the method used in exploring the phenomenon (Street & Ward, 2012). To verify the reliability of the study, I explored the audio recorded and transcribed accurately the in-depth interviews. Credibility, transferability, dependability, and confirmability are the criteria to establish trust, in addition to a number of practical strategies that include letting participants guide the study, and using participants' words in the theory (Street & Ward, 2012). I obtained a credible set of data from participant's pertaining their experiences and the effect caused by piracy to the movie industry.

To ensure interview transcripts are error free and define the codes to reflect the purpose of the research study, Clausen (2012), Lawanto and Santoso (2013), and Zapata-sepúlveda et al. (2012) recommended the use of QSR NVivo 10 software in a research study. I took notes during the interviews on a notepad to ensure consistency throughout the study. Aust, Diedenhofen, Ullrich and Musch (2013), Lawanto and Santoso (2013), and Street and Ward (2012) indicated to establish reliability in a study, researchers should

avoid to ask leading questions. I did not use leading questions during interview sessions, I provided participants the comfort to answer interview questions freely while ensuring that no deviation exist from the research method.

Validity

To improve validity, the description of study findings, self-monitoring, routinely employing serious checks on the questions, and clarification of researcher's role is relevant in a research study (Aust et al., 2013). Multiple data collection method and field notes from the study served as evidence to enhance validity. Credibility, dependability, confirmability, and transferability are the strength to true interview conclusions (Mangioni & McKerchar, 2013).

Credibility

Credibility refers to the truth of a research data and the researcher's interpretation and representation of the data (Cope, 2014). During the analysis of data, I described and verified the research findings with the participants to enhance credibility. A qualitative study is credible if individuals share the same experience in the phenomenon (Cope, 2014). To support credibility when reporting a qualitative study, engagement, methods of observation, and audit trails are important (Andaleeb, Rahman, Rajeb, Akter, & Gulshan, 2012; Cope, 2014; Okonta & Rossouw, 2014).

Credibility is a criterion that extensively enhances the significance and plausibility of the research results admitted as valid research evidence of the findings (Amado, Arce, & Fariña, 2015). Extended commitment and determined examination enhances the credibility of research findings. Increased confidence in credibility occurs

through data consistency from differing methodologies (Cope, 2014). Rapport built through engagement with participants in the field-enhanced credibility of the research results. Participants checked and approved all aspects of the interpretation of the data after the transcription of interviews as a way of finding if the data analysis was in alignment with the participant's experiences to avoid assumptions.

Dependability

Dependability is the reliability of the data over similar conditions in a research study (Cope, 2014; Polit & Beck, 2012). The findings in a research study is dependable if replicated through the researcher's process. The descriptions of participant's experiences and perspectives are similar, when another re- searcher concurs with the decision trails at each stage of the research process (Cope, 2014). Dependability is a collective technique integrating diverse research data that attributes to availability, reliability, and maintainability; dependability is the stability and consistency that integrates research data (Norros, Norros, Liinasuo, & Seppänen, 2013). While an audience may not agree with the interpretations of some research results, a dependable study enables the reader to understand and accomplish the rationale behind the conclusions.

A rigorous research audit trail is instrumental to achieving dependability (Houghton, Casey, Shaw, & Murphy, 2013). Scholars use software research tools such as NVivo to review data and provide a comprehensive audit trail to depict decisions made during the research processes. I used member check to enhance the dependability in the study by providing the opportunity for participants to check and approve any aspects of my interpretation of the data. Participants confirmed their interview responses to

determine if the data analysis is in alignment with the participant's experiences (Norros et al., 2013).

Transferability

Transferability is the research findings that can apply to other research settings or groups (Cope, 2014; Houghton et al., 2013; Polit & Beck, 2012). The intent of a qualitative study is sufficient if the results have meaning to individuals not involved in the study and readers can associate the results with their own experiences (Cope, 2014). Houghton et al. (2013) indicated that a researcher must provide an appropriate description of findings enabling the audience to select informed decisions regarding the transferability of the results to their precise context.

Transferability is the extent to which researchers can achieve measured effectiveness of an applicable intervention in another setting of the findings to their specific contexts (Houghton et al., 2013). I used a detailed portrait of the research settings to collect enough information from the subjects so that readers can make informed decisions regarding transferability, and applicability of the research findings. I addressed transferability of the study through thick description of data and findings to allow readers and future researchers to evaluate the relatedness to individual contexts.

Confirmability

Confirmability includes the researcher's ability to demonstrate how research data represent the participants' responses and not the researcher's biases or viewpoint (Cope, 2014; Polit & Beck, 2012). Scholars can demonstrate confirmability by describing how conclusions and interpretations were established, and exemplifying the findings were de

rive directly from the data (Cope, 2014). Confirmability is a criterion for integrity, neutrality, and accurateness of research data. In reporting qualitative research findings, credibility can exhibit rich quotes from the participants who describe each emerging theme (Cope, 2014; Yin, 2011).

Scholars use confirmability as an alternate perspective to validate, challenge, or extend existing findings by describing how conclusions and interpretations were established (Cope, 2014). NVivo software includes generation of customized queries allowing confirmation of confirmability in the neutrality and accurateness of the research data (Haas et al., 2012; Houghton et al. 2013; Yin, 2011). Yin (2011) described scholars as using the NVivo software to confirm all findings to support reported themes. A field diary is an important tool reflecting rationale in the decision-making process, instinctive perspectives, and challenges encountered during the research process (Houghton et al., 2013). Along with recording of the interview, I took notes during interview proceedings. Yin (2011) indicated that scholars use the analysis in a field diary to support confirmability as the concept of objectivity, demonstrate quality, and provide insight into the selection of identified themes.

From the description of Black et al. (2013), Cope (2014), and, Yin (2011), researchers use transparent steps for all data collected to develop a detailed research reports. I addressed confirmability by keeping a transparent description of the research steps taken from the start of the research to the development and reporting of the findings. Scholars keep an audit trail and use triangulation for confirmability of research data (Tang, 2013).

Saturation

In qualitative research, regardless of the sample size a researcher chooses to use, saturation is the point when data is redundant (Carlsen & Glenton, 2011; Marshall et al., 2013). Curry (2009), Nitecki and Abels (2013), and Rabinsky (2013), described that previous research results demonstrate that six participants is typically an accurate sample size at which saturation occurs when data become repetitive and the data is at the conclusion of diminishing returns. Carlsen and Glenton (2011) and Marshall et al. (2013) described saturation occurs when all data collection and analysis becomes repetitive process from the five managers (participants) of movie industry in the study. I observed for repetition and stopped interviews to ensure data saturation.

Transition and Summary

The objective of Section 2 was to describe the primary data-collection method for the research study, including in-depth interviews with a purposeful sample of movie corporation managers in New York. I identified successful strategies that characterize the management strategies required by managers in the U.S. movie industry preventing the losses of revenue to pirated movie products. Section 2 of the research project includes the restated purpose statement, role of the researcher, and a description of study participants, research methods, ethical procedures, and design. In addition, Section 2 included the population and sampling methods, the data-collection instruments and processes, data organization, and data-analysis techniques, and the research questions as well a description of reliability and validity of the instruments. Section 3 includes presentation of research findings, a discussion of the application of study to professional practice,

implications for social change, recommendations for action and further study, reflections, summary, and the conclusion of study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In Section 3, I summarize the results of the study in relation to the central research question and conceptual framework. The purpose of this qualitative multiple case study was to explore the strategies movie corporation managers use to stop the piracy of movie products. I used systems theory as the conceptual framework for this study, and conducted semistructured interviews with six managers of movie corporations in NYC who had been managers in the movie business for up to 5 years. The semistructured interview questions led to substantive exchanges regarding participants' perceptions and relevant experiences. The targeted population for this study was six managers of successful small, medium, and large organizations in NYC who had been managers in the movie business for up to 5 years.

I did not use actual names of the participants during data collection. Saturation occurred by the fifth interview. I entered the data into the NVivo qualitative analysis software tool, which was an appropriate way to organize data, discover strategies, and help answer the overarching research question. The data analysis led to 14 themes that I classified into four categories: technological strategy, customer management strategy, marketing strategy, and legal strategy. This section includes a summary of the data analysis, applications to professional practice, implications for social change, recommendations for further studies, and reflections on my experience.

Presentation of the Findings

Participants responded to 10 interview questions that I designed to answer the following research question: What are the strategies movie corporation managers use to stop piracy of movie products? The four main themes that emerged were (a) technological strategies, (b) customer management strategies, (c) marketing strategies, and (d) legal strategies. Other subthemes also emerged under the four main themes. The technological strategies included product differentiation, technological innovation, and product quality. The customer management strategies included customer satisfaction, price management, and target marketing. Under marketing strategies, the subthemes that emerged were distribution channels strategy, product availability, product awareness strategy, and free educational programs. Legal strategies included a proprietary strategy, deterrence strategy, and enforcement strategy.

Data collected for this study came from semistructured interviews with six movie industry managers. The four main themes that emerged as well as the frequency and percentage of occurrence appear in Table 2. The two strategies with the highest percentages were marketing strategies and legal strategies. The high percentages indicate that the strategies are significant for achieving success and are important as a holistic approach to inhibiting product piracy and improving financial performance.

Table 2

Frequency of Occurrence of Four Main Strategies for Movie Piracy

Themes	<i>n</i>	%
Marketing strategy	20	35
Legal strategy	16	28
Customer management strategy	12	21

Technological strategy	9	16
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Marketing Strategy

Marketing management strategies included (a) target marketing, (b) distribution channels strategy, (c) product availability strategy, and (d) price management strategy (see Table 3). Pricing policy management is an issue that affects consumer behavior (Camarero, Antón, & Rodríguez, 2014). Participants' responses to Interview Questions 2, 3, 4, 5, and 7 revealed strategies used by industry managers to inhibit product piracy and improve financial performance. The responses indicated that movie industry managers should focus on distribution channels with a goal to make product available to consumers at low costs.

Table 3

Frequency of Occurrence of Marketing Management Strategies Subthemes

Subthemes	<i>n</i>	%
Price management strategy	9	16.2
Product availability strategy	6	10.1
Distribution channels strategy	4	6.1
Target marketing strategy	1	2.1

According to all participants, managers should saturate the market with their product to eliminate the vacuum in supply that pirates use. One participant stated, "Flooding the markets with original products will reduce the product piracy incidence," which will help fill the vacuum while encouraging the creativity of movie practitioners. Participants indicated that reorganizing distribution channels could lead to fewer incidents of product piracy. One participant suggested the "outright sales of products to distributors . . . [and] giving regional rights of distribution to different distributors to

release at the same time to avoid piracy in certain areas.” Participants also noted the role of marketing strategies in inhibiting the piracy of movie products and improving revenue.

Participants also indicated that financial resources are essential for preventing piracy of products. One participant stated,

Piracy is not something one recovers from if you do not have a strong financial background. . . . Money is required to play smart, under produce, and undersell our movies in order to beat whatever price the pirates put up, though we sometime end up with extreme low quality products.

Findings also indicated the cost of production and the price of movie products are incentive systems that are effective for discouraging the practice of piracy, and for encouraging consumers to buy original products rather than pirated copies. According to one participant, “Cheap CD and DVD sales seem to be the only way that has worked so far.” Another participant noted, “The method been used is low cost production, an example is after production, the producers use the low quality CDs to mass produce their movies, then it’s sold at the cheapest rates possible, then distributing en-masse.”

Anafo (2014) has demonstrated the significance of marketing strategies in increasing patronage, and recommended their adoption in organizations. My analysis of the participants’ responses indicated that managers’ adoption of appropriate marketing strategies contributes to inhibiting product piracy and improving the financial performance of movie corporations. Participants mentioned that movie industry managers should encourage marketing practices such as cheap CD sales that seem effective against product piracy and that they have found effective in inhibiting the practice.

Legal Management Strategies

Banerjee (2011) identified regulatory enforcement that consists of monitoring and penalizing pirating firms that illegally reproduce copies of copyrighted products as a type of antipiracy measure. The themes that emerged from the data analysis included (a) proprietary strategy, (b) deterrence strategy, and (c) enforcement strategy (see Table 4). The second main theme relates to the laws, enforcement, and deterrence strategies used by entertainment managers to inhibit piracy practice and that lead to improved financial performance. Participants' responses to Interview Questions 2, 3, 4, and 8 revealed the legal strategies used by movie managers to inhibit piracy practices in their companies (see Table 4).

Table 4

Frequency of Occurrence of Legal Management Strategies Subthemes

Subthemes	<i>n</i>	%
Deterrence strategy	11	19.3
Enforcement strategy	3	5.3
Proprietary	2	3.5

The findings of this study indicated that movie managers understood the strategies that help to prevent product piracy. Effective regulatory laws act as deterrents to curb higher levels of piracy (Das, Mukhopadhyay, & Bagchi, 2014). Four participants agreed that registering new ideas or products ahead of time was a strategy that worked to inhibit the piracy of new ideas, and to sustain the ideas. One participant stated, "I do believe though that once the copyright commission improves and works hand in hand with other international copyright bodies, a little control can come out of it." All six participants also

agreed that enforcing existing laws was a good way to reduce piracy practice to a minimal level.

One participant stated, “We also have poor governmental system, as it seems the organizations that were put in place to monitor, and if possible curb, piracy do not take it seriously.” Of all the legal management strategies, the deterrent strategy was the one that all participants agreed could stop the practice of product piracy; however, participants cautioned that the public would need to participate to achieve success. One participant responded, “No one reports the pirates and the operation location to the authorities.” All participants posited that law enforcement bodies and government agencies need stiffer punishment for offenders. In response to the question on how to recover losses from pirated movies, a participant asserted, “The only chance one may have is to arrest the pirates, charge them to court, and lay claims.”

Koster (2012) indicated that laws were effective in stemming the loss of revenue to copyright holders. Walls and Harvey (2010) contended that pirates are no match for the laws of economics and that street-level enforcement, in addition to other approaches, may cause physical hard-goods markets for pirate films to disappear entirely. The analysis of participants’ responses from this study also indicated that involving the government and local authorities might inhibit product piracy and lead to severe penalties that deter pirates. Piracy is ineffective when it occurs within effective task force systems and efficient legal systems.

The purpose of this qualitative case study was to explore strategies that movie corporation managers use to stop the piracy of movie products. The movie industry is

important to the U.S. economy (Zhuang et al., 2014). Some movie industry managers may not understand the best strategies required to curb product piracy and improve sales to sustain a profitable business. Movie piracy is a significant problem in the entertainment industry and for stakeholders because of revenue losses (Chavarria & Morrison, 2014). The sales lost from pirated tickets in the entertainment industry amounted to approximately \$1.55 billion in 2002 and \$1.37 billion in 2012 (Gagnon, 2014). Four themes emerged from the study: (a) marketing management strategies, (b) legal management strategies, (c) customer management strategies, and (d) technological management strategies. The findings may serve as the basis for developing successful strategies movie managers can use to inhibit product piracy to improve sales and achieve profitability in NYC. The results could become a guide for movie industry managers struggling with finding successful strategies and practices to curb product piracy and improve sales.

I conducted semistructured interviews to gain insights into strategies that movie managers need to succeed against product piracy and to improve sales. Participants in this study were six movie corporation managers with at least 5 years of experience in managing movie production in NYC. The conceptual framework for this study was the systems theory. The data collected included 14 emergent themes that I placed under four categories: (a) marketing management strategies, (b) legal management strategies, (c) customer management strategies, and (d) technological management strategies. Responses from participants indicated that marketing management strategies were pivotal for inhibiting product piracy and improving sales for the success and survival of their

businesses. An effective price management strategy, strategically planned distribution channels, and making product readily available to consumer facilitate the purchase of original products.

Participants also indicated that copyright laws exist but authorities lack the control to enforce such laws. The participants noted that if the individuals from the copyright commission can collaborate with other individuals from international copyright bodies, some control might result. Participants advocated for an effective task force system and effective legal system to create awareness that piracy is inimical to business. Registering product and keeping ideas to oneself until they are ready for actualization was another significant legal strategy that participants said contributes to success.

Participants provided insights into the strategies movie managers need to inhibit product piracy and improve sales. The results could guide movie industry managers who are working with issues of product piracy to improve upon their strategies and practices. The findings related to the systems theory from the conceptual framework of this study. The implication for positive social change included the potential to sustain movie industry jobs, reduce the unemployment rate, and reduce crime. Recommendations from this study consist of strategies that can benefit current and future movie industry managers by inhibiting product piracy, improve sales, and increase sustainability. In addition, this study's findings could provide movie managers with a practical guide to change and improve strategies that could improve sales and promote growth. I had the opportunity to interview movie industry managers who had been in business management for more than 5 years in NYC. Conducting the study widened my understanding of

doctoral research and the movie business sector of the economy. Conducting this study also broadened my understanding of the piracy of movie products from the perspective of industry managers. Some participants noted that devising stricter laws to safeguard intellectual property and to punish violators of laws related to information and communication technology more strictly could reduce piracy rates and improve business success.

Customer Management Strategy

A strong connection with customers is important to customer satisfaction (Gürel, 2014). The third theme that emerged from the analysis of participants' responses was customer management strategies. Customer management strategies included (a) product awareness strategy; (b) customer satisfaction strategy, (c) free educational programs, and (d) public awareness strategy (see Table 5). Participants indicated that movie managers need an awareness campaign on their product to reduce the purchase of pirated copies. Das et al. (2014) suggested actuating attitudinal changes about inappropriate copying behavior through awareness campaigns. Managers must inform customers about where they can purchase original copies to discourage purchases of pirated movies. Customers need information on the approved distributors and retailers who provide original movie products through immense product awareness campaigns. One participant said, "Well you need to invest in a lot of public relations (PR) and advertise to let your clients know the right places to get the originals of your products." Another participant concluded, "Publicity and mass media awareness on the quality between the original and pirated" are

the best sales strategies to attract and retain customers and prevent customers from buying pirated products.

Table 5

Frequency of Occurrence of Customer Management Strategies Subthemes

Subthemes	<i>n</i>	%
Customer satisfaction	4	7.0
Product awareness	3	5.3
Public awareness strategy	3	5.3
Free educational programs	2	3.5

The participants also advocated free education courses to enlighten people about the effects of piracy on the products, sales, producers, and the industry in general. The findings indicated that customer satisfaction about the quality and price of products serves to discourage them from purchasing pirated copies. All participants agreed that low pricing is a major reason why customers purchase pirated movies and advised that producers find a way to sell at competitively low prices. According to one participant, “It becomes a bit worthless to pirates, as most people would rather buy the cheap original than buy the pirated copy.” Participants’ responses to the interview questions also showed that customer management practices influence and inspire consumers to purchase original copies and meet targets, which improve the financial performance of an organization.

Scholars acknowledge the pivotal role of customers in organizations success and the direct correlation between customer satisfaction and the sustenance of business organizations (Nazari, Divkolaei, & Sorkhi, 2012). A customer orientation strategy is a necessary part of an organizational environment (Webster & Hammond, 2011). Sahin

Dölarslan (2014) noted that customer satisfaction and perceived value directly influence the loyalty behaviors. My analysis of participants' responses indicated that effective customer management skills and strategies of movie managers were critical contributory factors to stopping product piracy and improving the financial performance of an organization. One participant advised, "Keep the consumer aware of your regular high quality standard products, and they will look out for it when purchasing a product." According to the findings of this research study, an essential tool to achieving financial performance is effective customer management strategy, customer service, perceived value, and customer satisfaction. Alsemgeest and Smit (2013) discovered that a relationship exists between customer satisfaction strategy and profitability of a business and that a determinant of profitability is retaining customers. Customer satisfaction leads to an increase in repurchase intentions as well as a favorable reputation of a business (Alsemgeest & Smit, 2013). All six participants noted that many business managers work diligently to acquire new customers, but the customer relationship often stops. Managers should form company strategies based on well-analyzed customer demands and expectations to instill a perception of high quality in the customers' minds and to stand out among the rivals (Gürel, 2014).

Technological Management Strategies

Herjanto et al. (2014) posited that two types of technological innovation could protect businesses from the threat of piracy: antipiracy-driven innovation and differentiation (quality)-driven innovation. The fourth main theme is the technological management strategies movie managers use to inhibit product piracy and improve

financial performance. Technological management strategies include (a) product differentiation strategy, (b) product quality strategy, and (c) technological innovation strategy (see Table 6). Participants' responses to Interview Questions 2 and 6 revealed that channeling resources to improve the production technology helped successful managers to inhibit product piracy. Movie managers' adoption of innovative technology reduced the copying of original product, though all participants indicated the approach is expensive.

Table 6

Frequency of Occurrence of Technological Management Strategies Subthemes

Subthemes	<i>n</i>	%
Product differentiation	4	7.0
Product quality	3	5.3
Technological innovation	2	3.5

The findings from this research study indicated that movie industry managers' ability to use innovative technology helped to inhibit piracy of their products but did not result in improved financial performance. All participants mentioned the cost of technological inventions and innovation transfers to the final product, which made original products more expensive than what consumers could afford. According to one participant, "I generally believe that shooting on celluloid with cinema quality in mind will help inhibit these pirates." In response to the questions about product improvement technologies that they use to inhibit the piracy of products, one participant recommended the "continuous usage of high quality standard products. . . . This will keep the consumer aware of your regular standards and will look out for it when purchasing a product."

The research study findings indicated that product improvement technologies inhibit product piracy but involve enormous costs of production that result in original products being too expensive for consumers. The resultant prices of products may discourage consumers from buying original products. Herjanto et al. (2014) proposed and justified creating digital products to propagate innovation. My analysis of participants' responses indicated that technological management strategies helped to reduce copying of products and improved sales of original products. Banerjee (2011) posited that investing in anti-copying technology by the producer of a copyrighted product might prevent copying.

The participants noted that some technological strategies include using Red Box, Blu-ray, and Digital Cinema Package (DCP). One participant stated, "Usage of high quality DVD or VCD which can be identified easily and cannot be dubbed is an effective strategy that has worked to inhibit product piracy more than anything else." Three participants mentioned various innovative anti-copying features such as content protection, copy prevention, and copy restriction that have helped them to prevent copying of their material. Managers can actuate attitudinal changes about product piracy by encouraging increased and secure broadband use (Das et al., 2014). The participants said efforts were in place to prevent the reproduction of films for copyright reasons. Four participants gave mixed reviews regarding the technological strategies because although participants reduced product piracy by using these strategies, the enormous cost transferred to customers canceled all benefits.

Summary of Themes

Adams, Jones, Lefmann, and Sheppard (2014) indicated that system theory provides insight into the questions in a research study. An enterprise system is a system of autonomous departments within an organization that function under centralized management and solve common economic or social tasks in scopes of activities (Masliankoa & Maistrenkoa, 2012). The participants in this study confirmed that product piracy is causing a loss of profit and talent in the movie industry. According to one participant, "Piracy basically is a scourge of any industry, and when you now put it into the perspective of the creative industry, then it's a virtual killer. It's made a lot of us close down shop as a result." Another participant stated,

Major effect of piracy is reduction of sales of the numbers of copies of the original product. Keeps co-operate investors away from investing for fear of the product being pirated thereby reducing the return on investment. The reduction of the director's creative works (picture quality, sound, etc.) because of piracy, caused picture frames drops, which will make the final product not suitable for broadcast. The reduction of creative works results to the final consumer believe that the creator did not do a good job and keep investors away.

Business models of diverse enterprises are base elements for the most adequate and reasonable reaction to a change in an enterprise's socioeconomic environment. Adams et al. (2014) recommended a systems-focused approach to articulate interdependent components that contribute to or compromise the effectiveness of programs. To achieve desired results, this system-focused reaction should consider

enterprise features. In this study of successful strategies used by movie industry managers, the defined system included tangible and intangible elements within broader organizations that connect to form a system. Systems theory served as the framework to view movie corporations as whole systems to identify leaks in the system that lead to product piracy, and to recommend solutions.

Ho and Weinberg (2011) classified strategies that managers have employed to limit piracy into three major types: technological, legal, and marketing approaches. These strategies comprised three of the four main strategies that emerged from exploring and analyzing the interview data in this study. Arias and Ellis (2013) and Hashim (2011) suggested that technical and legal strategies will hinder the piracy of products but may not stop it. Semistructured interviews with participants revealed how piracy affects movie industry revenue and supports technological and legal strategies as two strategies to inhibit the piracy of movie products. The strategies of lobbying for appropriate laws to inhibit piracy include free educational programs and creating public awareness of the phenomenon to inhibit the piracy of products (Dolinski, 2012). Yoon (2011) confirmed distribution channels, marketing drivers, product prices, and product availability are factors that influence individual intention to commit piracy, which conform to the strategies to stop product piracy. The two major strategies to inhibit product piracy that emerged from data analysis were marketing management strategies and legal management strategies.

Applications to Professional Practice

The piracy of movie products has become an increasingly complex phenomenon. Movie piracy affects various stakeholders, including movie industries, distributors, and consumers. Identifying the most effective business strategies is important for managers in the movie industry to inhibit the practice and to improve profitability. The efforts to curtail the piracy of movies include promoting public awareness through consumer education. Vida et al. (2012) indicated that deterrent strategies are inadequate to curb product piracy and suggested protecting intellectual property rights through legal strategies. Piracy of movies is a widespread problem that involves illegally copying and sharing movie products (Phau et al., 2014). Piracy of products results in a loss of \$250 billion and is a source of increasing concern for the movie industry in the United States. This qualitative multiple case study involved interviews with six managers who had successfully managed movie production businesses in NYC for at least 5 years.

The purpose of this qualitative case study was to explore strategies that movie corporation managers use to stop the piracy of movie products. The movie industry is important to the U.S. economy (Zhuang et al., 2014). Some movie industry managers may not understand the best strategies to curb product piracy and improve sales to sustain a profitable business successfully. Movie piracy is a significant problem in the entertainment industry and for stakeholders because of revenue losses (Chavarria & Morrison, 2014). Sale losses from ticket piracy in the industry were approximately \$1.55 billion in 2002 and \$1.37 billion in 2012 (Gagnon, 2014).

Four themes emerged from the study. The findings may serve as the basis for successful strategies developed by movie managers to inhibit product piracy and improve sales to achieve profitability in NYC. The results could serve as a guide for movie industry managers struggling with creating successful strategies to curb product piracy and improve sales for sustenance.

The conceptual framework for this study was the systems theory. Data collection resulted in 14 emergent themes that I placed under four categories (a) marketing management strategies, (b) legal management strategies, (c) customer management strategies, and (d) technological management strategies. Responses from participants indicated that marketing management strategies are pivotal to inhibiting product piracy and improving sales for the success and survival of businesses. Effective price management strategies with strategically planned distribution channels serve to make original products readily available to consumers. The participants indicated that if the copyright commission can work with other international copyright bodies, some control might emerge. Participants also advocated for an effective task force system and efficient legal system that could increase awareness that piracy is unfavorable to business. Registering new products and keeping new ideas confidential until they are ready for actualization are other significant legal strategies that participants said contribute to success.

Participants provided insights into the strategies movie managers need to inhibit product piracy and improve sales. The findings relate to systems theory, which served as the conceptual framework of this study. The implication for positive social change

includes the potential to sustain movie industry jobs, reduce the unemployment rate, and reduce the crime rate. The recommendation from this study includes strategies that can benefit current and future movie industry managers by inhibiting product piracy, improve sales, and increase sustainability. In addition, results of the study could serve as a practical guide for movie managers to change and improve strategies that could improve sales and promote growth. Conducting this research broadened my understanding of doctoral research, the movie business sector of the economy, and the piracy of movie products from the perspective of industry managers.

Most studies on movie piracy are quantitative, and researchers frequently conducted them through the lenses of criminology, law, sociology, and behavioral sciences. This study included a business management perspective on the piracy of products. Furthermore, data collection took place outside school environments, whereas data collection for a majority of previous piracy research did not include factors outside school environments. The findings build upon existing literature and provide rich data for existing knowledge on business strategies that contribute to the success of industry managers.

Improving the business strategies used by movies industry managers will lead to improved opportunities to inhibit the piracy of movie products, develop a competitive advantage, and increase the profitability and growth of the movie business.

The strategies identified most frequently as contributing to curbing the piracy of product and facilitating movie business success were marketing strategies. In this study, marketing strategies included actions specific to pricing, product availability, and

distribution channel strategies. To exploit product markets, managers must develop a marketing plan and cope with the information inherent in markets (Anafo, 2014).

Managers use marketing strategies to communicate information to targeted audiences, stakeholders, or the public (Rosca, 2011).

A review of the literature included research on strategies used by successful managers to inhibit the piracy of movie products (Arias & Ellis, 2013; Hashim, 2011; Ho & Weinberg, 2011; Vida et al., 2012). Ho and Weinberg (2011) noted marketing, technology, and legal management strategies serve to inhibit the piracy of products, and the findings of this study included customer management strategies as another type of effective strategy. The research results fill a gap in knowledge pertaining to successful strategies required by movie industry managers to inhibit the piracy of products and improve profitability. The data obtained from the study may be useful to existing and prospective movie industry managers.

Participants provided recommendations, which included developing and monitoring detailed market management strategies and enforcing copyright laws. Other recommendations were to identify and develop customer management strategies that include improving product awareness, developing a product quality brand, and differentiating the products in a way that consumers can recognize. Additional recommendations include starting a business only if an individual is willing to commit the required funds, time, and effort to anti-copying technologies.

Piracy costs U.S. movie studio managers \$6 billion annually (Ho & Weinberg, 2011). To succeed in inhibiting product piracy and achieving profitability, movie industry

managers will need to develop the required core competencies and implement strategies that include marketing, legal, customer, and technological management. Movie corporation managers should educate consumers regarding the challenges of product piracy, collaborate with government to enforce laws, and increase public awareness on the importance of purchasing original products. Based on the findings, governments and movie managers should make significant efforts to educate the public regarding the effect of piracy on industry revenue. Movie producers also need to provide cheaper alternatives to capture low-income consumers likely to purchase pirated movies. Through education and control strategies, consumers' perceptions and attitudes on piracy of movies should improve.

Implications for Social Change

Successful movie business managers contribute a significant portion of up to \$10.2 billion in revenue to the U.S. economy annually (Derrick, Williams, & Scott, 2014). The piracy rate is approximately 19%, with potential losses in sales revenue of over \$9.7 billion to the movie industry in the United States (BSA, 2012). The revenue losses in turn result in the termination of a significant number of movie production businesses. Product piracy affects the revenue of movie corporations and local, state, and national economies by reducing the sales of original products. The piracy of products results in loss of sales, income, and creative talent and can result in collapse of the movie industry.

The information and knowledge gained from understanding the strategies required for movie industry managers to succeed in inhibiting product piracy are applicable to

both new and established movie corporations. The information gained from this study may serve as a guide for movie corporation managers to reduce product piracy and increase opportunities for success. This research may lead movie managers to change the way they plan, lead, and manage their businesses. An increase in the success rate of movie industry managers will serve to create positive social change by increasing jobs; increasing sales revenue; increasing creative talents; reducing unemployment rate; and thereby creating successful, sustainable, and resilient businesses benefitting employees; their families; other businesses; communities; and the local, state, and federal government.

Recommendations for Action

The intent of this study was to provide managers in NYC with strategies to inhibit product piracy and increase business success. Krajcovic (2015) noted that strategies serve as a means for achieving set objectives and goals. The information provided in this study may contribute to building a sustainable and profitable movie industry. Based on the findings of the study and the emergent themes, I recommend that existing and potential movie industry managers review the information in the study and capitalize on opportunities to integrate the strategies into their businesses. Prospective new business managers may review the information in this study and integrate the strategies identified into their business planning. Mitchelmore and Rowley (2013) noted that business leaders, who engage in strategic planning, compared to those who do not, are more likely to achieve higher sales growth, return on assets, profit, and employee growth.

Four recommended steps for action identified from this study may lead current and future movie managers to inhibit product piracy and profitability. Existing and aspiring movie managers should focus on (a) market management strategies, (b) legal management strategies, (c) customer management strategies, and (f) technological management strategies. Responses from participants indicated that a different management approach is fundamental for success in curbing product piracy in the movie industry environment. When managers select and apply the right strategies, many business entities become successful in the market and the business managers overcome competitors. Therefore, business managers should consider strategies as a method of their successful establishment in the market (Krajcovic, 2015). I will disseminate the findings of the study through scholarly journals and business journals. I will present the findings at Motion Pictures Association of America workshops and conferences, and offer written materials to chambers of commerce and business incubator programs. The goal is to provide new knowledge to the business and academic environments.

Recommendations for Further Research

The purpose of the study was to explore the strategies that movie industry managers use to curb the product piracy and improve revenue in NYC. The results of the study indicated marketing, legal, customer, and technological strategies are important to curbing product piracy and thereby improving sales and revenues. To further this research, I recommend conducting quantitative studies that could provide additional data and expose a different perspective regarding the importance of these strategies to movie corporations for profitability and growth. The study included small, medium, and large

movie organizations in NYC, which has a heterogeneous population. An important recommendation for further study is to explore how factors such as government regulations, education, and type of unemployment affect the strategies used for success by movie industry managers. Useful information may result from interviewing movie managers in homogeneous geographical locations in the United States. Subsequent researchers should analyze the study to further the research and probe into the successes and experiences of movie corporation managers. The results of more research with other variables could include additional rich data on business success for movie managers to analyze.

Reflections

The doctoral study experience at Walden University involved an opportunity to learn from the research participants. However, I did not expect the challenges related to the amount of time needed to schedule and conduct the interviews. The initial attempt to obtain participants' commitment was challenging, even after e-mailing introductory letters. Some participants were responsive and accommodating, whereas others expressed an interest in participating in the study but had limited time and availability. Other participants were reluctant because they thought their headquarters might not approve of their participation.

Despite the challenges encountered, the data collected is valuable information for movie managers, business practitioners, and future researchers. I did not have any preconceived notions regarding product piracy, strategies, and practices of movie managers. All participants were comfortable with the research proceedings and had

abundant knowledge regarding the movie production business. I obtained the data through semistructured interviews.

All participants responded to each question and followed research proceedings in compliance with ethical research standards throughout the process. I asked the interview questions in the same order and did not introduce bias into the data collection or data analysis process. The interview process was energizing, as the participants exhibited an eagerness to respond to the interview questions. Participants articulated an interest in continuous learning and were anxious to receive a copy of the completed study. I appreciated the passion expressed by the participants in sharing their experiences. The study results enhanced the understanding of movie production businesses and stimulated interest to conduct further research on product piracy.

Summary and Study Conclusions

Piracy of products is a significant problem in the movie industry and for stakeholders because of its negative effect on revenue (Chavarria & Morrison, 2014). The sales loss to piracy from ticket sales in the movie industry was approximately \$1.55 billion in 2002 and \$1.37 billion in 2012 (Gagnon, 2014). The purpose of this qualitative case study was to explore strategies that movie corporation managers use to stop the piracy of products. The movie industry is important to the U.S. economy (Zhuang et al., 2014).

Marketing and technological management strategies may serve as the basis for movie managers. Managers need to develop successful strategies to inhibit product piracy, improve sales, and achieve profitability in NYC. The results of the study could

serve as a guide for movie industry managers who struggle with developing successful strategies to curb product piracy and improve sales for business sustenance.

I conducted semistructured interviews to gain insight into strategies that movie managers use to succeed against product piracy to improve sales. The participants in the study were six movie corporation managers with at least 5 years of experience in managing movie production in NYC. The conceptual framework for the study was the systems theory. Data collection led to 14 emergent themes that I placed under four categories: (a) marketing management strategies, (b) legal management strategies, (c) customer management strategies, and (d) technological management strategies. The participants indicated that marketing management strategies are pivotal to inhibiting product piracy and improving sales for business success and survival. Effective price management strategies with a strategically planned distribution channel strategy are important for managers to inhibit piracy of products to enhance the purchase of original products.

The participants indicated that copyright laws are effective when authorities have the will to enforce laws. The participants also noted that laws are effective when the copyright commission can collaborate with other international copyright bodies. A majority of the participants then advocated for an effective task force system and an effective legal system that could create awareness that piracy is damaging to business. All participants noted registering new products and keeping new ideas confidential until the ideas are ready for actualization are strategies that contribute to success.

Participants provided insight into strategies that movie managers need to inhibit product piracy and improve sales. The results could guide movie industry managers who are working with issues of product piracy and need to improve their strategies and practices. Results from the findings related to the systems theory, which served as the conceptual framework of the study. The implication for positive social change included the potential to sustain movie industry jobs, reduce unemployment rate, and decrease crime rates. Recommendations from this study consist of strategies such as marketing and technological strategies that can benefit existing and future movie managers by inhibiting the piracy of products to improve sales and sustainability. In addition, the study results may serve as a practical guide for movie managers to change and improve strategies that in turn improve sales and promote business growth. Conducting this study improved my understanding of the movie industry sector of the U.S. economy. Results from this study also broadened my understanding of strategies managers use to address the piracy of movie product from the perspective of industry managers.

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Appendix A: Informed Consent

CONSENT FORM

You are invited to take part in a research study related to the Strategies Required by Movie Corporations managers to stop losses of revenue to purchases of Pirated Movie Products. The researcher is inviting Movie Corporations managers in the industry. The participants are purposely sampled because of their expertise in the industry. This form is of a process called “informed consent” to allow participant understand the study before deciding whether to take part.

A researcher named Nana Shaibu Akaeze, who is a doctoral student at Walden University Minneapolis, Minnesota, is conducting the study.

Background Information:

The purpose of this qualitative case study is to explore strategies that movie corporation managers use to stop piracy of movie products in New York

Procedures:

If you agree to be in the study, you will:

- Sign a consent form (this document)
- Answer questions in an audio-taped face-to-face interview or by telephone.

The interview will take approximately 40 minutes.

- Review a transcript of the interview to verify the accuracy.

Here are some sample questions:

- Describe the effect of product piracy on your organization inputs, processes, and output.
- What effective strategies do you use to inhibit product piracy?
- What challenges or conflicts have you prevented in the efforts to inhibit the piracy of products
- Please describe the distribution and marketing channels of your products that are successful to prevent and alleviate pirating of movie products.
- Describe your organization general strategies for managing challenges encountered with products piracy.

Voluntary Nature of the Study:

The study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. If you decide to join the study now, you can still change your mind during or after the study. You also may stop at any given time during the study.

Risks and Benefits of Participating in the Study:

Participating in the study would not pose a risk to your safety or wellbeing. Children will not be involved. The possible benefit of your participation is expected to provide valuable data and information to the field of business, financial management and for those who manage movie industry

Payment:

There is no payment provided for participation in the study.

Privacy:

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. In addition, the researcher will not include your name, your title, or anything else that could identify you in the study reports. During the course of the research, all computerized collected data is protected. Raw data and notes will be locked in a safe in the researcher home office. After the completion of the research, the computer data will be transferred to a portable password protected hard drive, jump drive, and locked in a safe with raw data and notes. The collected data is secure for a period of 5 years as required by the Walden University.

Contacts and Questions:

You may ask any questions you have, or if you have questions later, you may contact the researcher Nana .A. Shaibu Akaeze via Telephone [REDACTED] or email nana.shaibuakaeze@waldenu.edu. If you want to talk privately about your rights as participants, you can call Dr Leilani Endicott she is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 3121210. Walden University's approval number for the study is 12-10-15-0278038 and it expires on 12/31/2016

The researcher will give you a copy of this form to keep for your record.

Statement of Consent:

I have read the above information, and I understand the study well enough to make a decision about my involvement. By signing below, I understand that I am agreeing to the terms as described above.

Printed Name of Participant _____
Date of Consent _____

Participant Signature _____
Researcher's Signature _____

Appendix B: Email Invitation letter

Dear (Participant, Name)

My name is Nana A. Shaibu Akaeze. I am pursuing Doctorate of Business Administration (DBA) through Walden University in Minneapolis. My doctoral study project title is **Revenue Losses: Exploring Knowledge Required by Managers to Inhibit Movie Piracy**. I am interested in learning the knowledge required by managers of movie corporations to stop revenue losses regarding the purchase of pirated movie products. The findings of best strategies to stop revenue losses to the movie industry may serve to prevent movie industry future adverse effects. Further researchers may expand on the strategies to discover specifically how the industry will restructure its strategy to stop revenue losses. As a movie corporation manager, producer, and director, you are well inform to help with the study because you are in the movie industry. The interview will be limited to 40 minutes and will be schedule at your convenience and your desire location. Your participation and information is secure with Walden University's confidentiality guidelines. Your participation will be valuable to provide the required data to best analyze the strategies require by Movie Corporations. If you decide to participate, I will send you a consent form via email that explains your rights during the process and the purpose of the doctoral study. I will conduct interview through face-to-face, email or telephone. At the end of the study, I will share results and findings with participants, scholars, and other stakeholders. Participation in the interviews is voluntary, and the right to decline to take part or stop at any time during the interview will be respected. Please

advise if you have any questions or require any additional information. My contact information is [REDACTED] nana.shaibuakaeze@waldenu.edu.

Thank you for your time and consideration.

Nana S. Akaeze (Walden University DBA student).

Appendix C: Interview Questions

This section include the semistructured interview questions that I will use during the interview, section 3 consists of the themes and results of the study.

Time of the interview: _____

Date: _____

Place _____

Interviewer Nana .S. Akaeze (Researcher) Interviewee (S 01)

The purpose of this qualitative case study is to explore strategies require by Movie Corporations managers to stop losses of revenue to the purchases of pirated movies in New York

Questions

1. Describe the effect of product piracy on your organization inputs, processes, and output.
2. What effective strategies do you use to inhibit product piracy?
3. What challenges or conflicts have you prevented in the efforts to inhibit the piracy of products?
4. Describe your organization general strategies for managing challenges encountered with products piracy
5. Please describe your sustainable strategy to recover losses from pirating of movie products.
6. What strategic goals are you using in regards to innovate threats to product piracy?
7. What strategies do you use to train employees to sustain your organization sales despite the presence of piracy?
8. What product improvement technologies have your organization use to inhibit piracy of products?
9. Describe the sales strategies that have worked best for your organization to attract and retain customers to prevent them in buying pirated products.
10. What additional information can you give that have worked for you to inhibit the piracy of your new ideas by individuals?

Appendix D: Protecting Human Subject Research Participants

