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Successful Marketing Strategies Employed by Traditional AM/FM Radio Stations

Shaquilla Nicole Smith
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Walden University
2018

Abstract

Successful Marketing Strategies Employed by Traditional AM/FM Radio Stations

by

Shaquilla N. Smith

MBA, University of Phoenix, 2011

BA, University of West Florida, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2018

Abstract

An increase in Internet radio adverting spending is negatively affecting the revenue of traditional radio stations. Some general managers and sales directors at traditional radio stations lack marketing strategies to compete effectively with Internet radio. Grounded by the attitude toward the ad theory, the purpose of this qualitative case study was to explore marketing strategies that successful general managers and sales directors used at traditional radio stations to compete effectively with Internet radio. The population consisted of 8 general managers and sales directors at traditional radio stations located in southeast Florida, who demonstrated success in developing marketing strategies to compete with Internet radio. Data were collected from semistructured face-to-face interviews and marketing campaign literature. The process of member checking improved the credibility of the analysis and interpretations. Data were analyzed using thematic analysis to identify keywords, phrases, and concepts. The process led to the following 4 key themes: (a) evolution of Internet radio, (b) traditional radio and Internet media platforms, (c) marketing strategies to yield results, and (d) effectiveness of marketing tactics. The findings from the study may contribute to positive social change by providing knowledge useful in improving the lives of consumers by providing targeted messages regarding needed goods and services through free media.

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Dedication

First, I thank God for giving me the strength and determination to pursue a doctoral degree. I dedicate this research to my dear parents for providing my life's foundation and principles to achieve goals in life. To my sister, who cheered me along the way and reminded me that obtaining a DBA has always been my childhood dream. I pray that my journey to earn a DBA will inspire and motivate professionals to achieve their dreams in life.

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Section 1: Foundation of the Study

The broadcast radio industry is going through an evolutionary period. Although there has been a steady increase in AM/FM radio, traditional media platforms continue to suffer from reduced advertising budgets (Jeziorski, 2014). Today's broadcast radio stations continue to face an increase in competition from Internet radio advertising. The competition to attract advertisers and listeners remains a challenge for traditional radio stations. This trend may force the broadcasting industry to become more efficient in offering effective marketing strategies to advertisers (Zoll, 2015).

Background of the Problem

AM/FM radio stations continue to make a concentrated effort to remain competitive by offering marketing strategies to attract more advertisers. Approximately 75% of radio advertisers purchase advertising at the local and regional level (Jeziorski, 2014). Buyers of radio advertising include advertising agencies, businesses, and media brokers (Zoll, 2015). Broadcast radio stations have been slow to adopt the use of the Internet as a broadcast media platform and e-commerce medium.

In 2016, broadcast radio stations experienced its fourth consecutive year of advertising revenue growth (Zoll, 2015). However, Internet radio is growing and continues to attract more advertisers. In 2016, Pandora generated total revenue of $638 million from advertising revenue (Zoll, 2015). If traditional radio can strategically redefine itself by offering enhanced marketing strategies, advertisers will increase spending, and radio will thrive (Pluskota, 2015).

Problem Statement

A growing number of traditional AM/FM radio stations continue to incur losses in advertising revenue as advertisers deviate from the medium to Internet radio (Pluskota, 2015). Broadcast radio advertising revenue declined by 1% in 2015 compared with a 12% increase in Internet radio revenue (McLane, 2016). The general business problem that I addressed in this study is that increased advertising spending in Internet radio is negatively affecting the revenue of traditional radio stations. The specific business problem that I addressed in this study is that some general managers and sales directors at traditional radio stations lack marketing strategies to compete effectively with Internet radio.

Purpose Statement

My purpose in this qualitative multiple case study was to explore marketing strategies some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. The target population was radio station general managers and sales directors located in southeast coast of Florida. From that population, eight to 12 individuals participated in the study. Participants included general managers and sales directors at AM/FM radio stations that have demonstrated success in developing marketing strategies to compete with Internet radio. The implications for positive social change include sustainability of radio as a free media for consumers.

Nature of the Study

I chose a qualitative method for the study. Using the qualitative method enables researchers to develop a deep understanding of a phenomenon in a setting (Neuman,

2014). Quantitative methods are effective in conducting research involving variables but not effective for measuring observations or lived experiences (Hewege & Perera, 2013). Using the mixed methods can minimize any inherent weakness in a qualitative or quantitative study (Hewege & Perera, 2013). There were no variables to examine or compare; so, neither quantitative or mixed method was appropriate for the study. A qualitative method is most appropriate for the study.

I chose a multiple case study design for the study. A case study is most appropriate for the study because the design enables researchers to focus on individual cases rather than methods of inquiry. Using a case study design also provides researchers with additional flexibility compared with other qualitative designs (Hyett, Kenny, & Dickson-Swift, 2014). The use of ethnographic designs allows the researcher to focus on the investigation of social groupings, social customs, behaviors, and practices that define a culture (Percy, Kostere, & Kostere, 2015). The ethnographic design was not appropriate for this study because the participants were general managers and sales directors from traditional AM/FM radio stations. The use of a phenomenology design was not appropriate for this study. The use of the design provides limitations to the exploration of the targeted population (Hyett et al., 2014). By using a multiple case study design, I gained an in-depth understanding of marketing strategies some general managers and sales directors at traditional radio stations use to compete with Internet radio.

Research Question

What marketing strategies do some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio?

Interview Questions

1. How would you define Internet radio?

2. What strategies have you used to compete with Internet radio?

3. What strategies have been most successful?

4. What are the least successful strategies for competing with Internet radio?

5. What strategies do Internet radio marketers offer that you find difficult to match?

6. What are the best marketing strategies to keep current traditional radio media buyers from switching to Internet radio?

7. What specific marketing tactics are used to assess the effectiveness of strategies to achieve expected outcomes for media buyers?

8. What other information regarding traditional radio and Internet marketing strategies would you like to share?

Theoretical or Conceptual Framework

The attitude toward the ad theory was the conceptual framework for the study. Attitude toward the ad theory is an important construct for explaining ad-based persuasion mechanisms in the process through which the use of advertising influences brand attitudes and purchase intentions (Christian, Zdeněk, & Lucie, 2014). In 1981, Mitchell, Olsen, and Shrimp introduced the theory's five elements: (a) ad cognitive, (b) brand cognitive, (c) attitude toward the ad, (d) attitude toward the brand, and (e) purchase intention (Christian et al., 2014). Some marketers use attitude toward the ad to aid in the

development of advertising effects and marketing strategies. There are three vital roles in developing effective marketing strategies to include: (a) providing important information, (b) reaching target customers of a specific demographics, and (c) persuading them to act (Khan, 2014). The conceptual framework theory was appropriate for exploring marketing strategies some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio.

Operational Definitions

Average quarter hour: Average number of people listening to a station for at least 5 minutes during a 15-minute timeline (Aland, 2017).

Cume person: Total number of people who listen to a radio station for at least 5 minutes (Aland, 2017).

Daypart: Radio station advertising timeslot (Aland, 2017).

Internet media platforms: A media platform includes microblogs, social networking websites, blogs and online forums (Osatuyi, 2015).

Marketing campaign: A properly designed marketing campaign increases the number of multichannel customers and increases average customer profitability (Montaguti, Neslin, & Valentini, 2015).

Marketing strategies: Marketing strategy components include market segmentation, marketing positioning, and marketing mixes. Value builds on the quality of products, brand name, product availability, service level, pricing concepts and positive reputation (Biong & Silkoset, 2014).

Media buyer: Researches, investigates and negotiates advertising rates. Barters bonuses or add-ons for advertisers (Lake, 2017).

Rating: The percentage of total listeners for a station divided by the total population in an area (Aland, 2017).

Terrestrial radio: A radio signal that travels the land, broadcasts from a land-based station and is received by land-based receivers (Abramson, 2014).

Traditional radio: A station which broadcasts a signal that originates from a ground station and is picked up by a radio receiver (Abramson, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are necessary elements in research studies because they are required to conduct a study (Scherdin & Zander, 2014). Assumptions influence how the field evolves regarding theory development and cumulative advancement of knowledge (Scherdin & Zander, 2014). I made three assumptions in this study. My first assumption was that general managers and sales directors at most traditional radio stations use marketing strategies. My second assumption was that participants would discuss relevant topics and provide additional resources. My third assumption was that participants would understand the interview questions, provide unbiased answers, and be honest with their answers.

Limitations

Limitations often come up by not having enough resources to conduct a study (Emmanuel, 2013). Limitations are potential weaknesses of the study. The first limitation

was that the sample size, which consisted of radio station general managers and sales directors located in southeast coast of Florida. The second limitation was that participants would have different educational backgrounds and experiences. Third, participants may not have been able to disclose information regarding all marketing strategies due to corporate policy.

Delimitations

Delimitations are boundaries established by the researchers (Dutra, Ripoll-Feliu, Fillol, Ensslin & Ensslin, 2015). Delimitations result from specific choices made by the researcher. A delimitation in this study was it included eight to 12 participants in the Ft. Lauderdale, Florida, region. Participants were limited to providing answers based only on the questions asked and their experiences within the company. Participants must answer questions in the appropriate time allotted.

<center>**Significance of the Study**</center>

The significance of the study could be the identification of marketing strategies that general managers and sales directors at traditional radio stations can use to compete effectively with Internet radio. Traditional AM/FM radio stations that are not active in streaming online are most vulnerable to a loss of advertising revenue compared with broadcasters that implement streaming strategies to increase advertising revenue (Zoll, 2015). The findings of this study could lead to redefined marketing strategies that can improve advertising revenue of traditional AM/FM radio stations.

The Value to the Business

The findings from my study could assist traditional radio general managers and sales directors in choosing a strategy to compete with Internet radio by developing and implementing effective marketing strategies. Traditional radio stations continue to experiment with new strategies such as online streaming to counter the threat of Internet radio (Zoll, 2015). The medium has been a platform to provide results for advertisers (Spotts, Weinberger, & Weinberger, 2014). However, the survival of traditional AM/FM radio stations could hinge on how well they position themselves with new marketing strategies (Zoll, 2015). The value of these new marketing strategies could increase traditional radio advertising revenue.

Contribution to Business Practice

Business practices may improve by identifying new marketing strategies that general managers and sales directors at traditional radio stations can use to compete effectively with Internet radio and increase advertising revenue. Traditionally, general managers and sales directors at AM/FM radio stations have relied on market research surveys conducted by third parties such as Nielsen Media, to determine possible marketing strategies (Goldfarb, 2014). This study may be of further value to broadcasters as it could provide insights for an increased understanding of how to develop strategies to engage advertisers and increase revenue.

Implications for Social Change

The findings from the study could contribute to positive social change by supporting the sustainability of radio as a free media for consumers. AM/FM radio as a

medium of advertising continues to provide marketers a platform to deliver targeted messages to consumers in both rural and urban areas (Ayimey, Awunyo-Vitor, & Gadawusu, 2013). As people increasingly turn to AM/FM radio as their source of information, listeners' dependence on the radio as a source for decision making information also increases. The potential social benefit is that by attracting more advertisers, listeners will be better informed and make better purchasing decisions. The findings from the study may contribute to positive social change by providing knowledge useful in improving the lives of consumers by providing targeted messages regarding needed goods and services through free media.

A Review of the Professional and Academic Literature

I have organized the literature review into subsections related to the topic. The literature review features important themes related to the research question and the conceptual framework. As a strategy for finding research, I searched Google Scholar, ProQuest Central and Science Direct. The use of Google Scholar enabled a comprehensive search of multiple databases related to the study. The themes that I used were *attitude toward the ad*, *marketing strategies*, *traditional radio marketing*, *Internet radio marketing*, *and advertisers*.

In the literature review, I provide an overview development for the attitude toward the ad theory. A review of AM/FM radio and Internet radio marketing. The next section consists of a brief review of how advertisers can use attitude toward the ad theory to connect with consumers. The multiple case study includes 121 references. The number

of peer-reviewed references published in the last 5 years represent 85.95% of the references. The frequency of the sources appears in Table 1.

Table 1

Frequency of the Study Sources

Sources	Outside of 5 years	Within 5 years	Total
Peer-reviewed publications	5	104	109
Non-peer-reviewed publications	2	5	7
Books	3	2	5
Total	10	111	121

Attitude Toward the Ad Theory

Attitude toward the ad theory is an important construct mediating the effects of advertising on brand attitude and purchase intention (Mackenzie & Lutz, 1989). The theory influences brand attitude both directly and indirectly through its effect on brand cognitions (Lutz, Mackenzie, Lutz, & Belch, 1983). Attitude toward advertising includes consumers' attitude toward emotions about an advertisement. The attitude toward the ad theory is a key construct that can be used to predict consumers' attitude toward the brand. The theory mediates the relationship between consumers' attitude toward the brand and their purchase intention (Mackenzie & Lutz, 1989). By using this conceptual framework, I gained a better understanding of marketing strategies some traditional radio stations use to compete with Internet radio.

The attitude toward the ad approach is a model that uses important constructs to determine consumer buying choices. Shrimp (1981) examined how advertising influences

consumers' buying choices. For years, researchers have tried to determine whether attitude toward the ad on consumer decisions are effective compared with studies that have been identified by previous researchers. Chattopadhyay and Nedungadi (1992) examined the persistence of advertising effects as a processing delay between ad exposure and response. The authors determined that advertising effects do not persist in several instances. Through time, as a consumer's memory fades, its effects on ad attitude will dissipate. Some marketers use attitude toward the ad's key constructs to create marketing campaigns. Mitchell et. al (1981) introduced attitude toward the ad theory's five elements: (a) ad cognitive, (b) brand cognitive, (c) attitude toward the ad, (d) attitude toward the brand, and (e) purchase intention (Christian et al., 2014).

Ad cognitive. Attitude towards advertising is significant to marketers. The Internet has transformed the way consumers communicate and has changed common perceptions of advertising. Duffett (2015) investigated the evolution of how social media connects consumers, marketers, and brands. This trend has contributed to research about social media marketing platforms and the influence it has on their ad cognitive attitudes that lead to consumer buying behavior. Duffett (2015) found that Internet advertising has a positive effect on ad awareness compared with some traditional media platforms.

Ad cognitive affects buying behavior in ad exposure and purchase intentions. Büttner, Florack, and Serfas (2015) examined advertising effects and constructs of self-control. Consumer policies intending to prevent undesired advertising effects can use interventions that strengthen advertising key messages. Büttner et al. (2015) found that self-control in consumption decisions is relevant to shopping and consumption. In

general, ad cognitive can affect how consumers respond to traditional and modern advertisements.

Consumers responses to emotional appeal ads may vary. Septianto and Pratiwi (2016) investigated how low-level construal consumers with close psychological distance can feel an emotional ad more compared to those with high-level construal. Consumers with low-level construal can positively relate to an emotional appeal ad, and they evaluate ads with an emotional appeal more favorably than an ad with the cognitive appeal. This effect does not occur to consumers who interpret information at a high-level since they focus on the central and positive features of different ad appeals (Septianto & Pratiwi, 2016).

Mental imagery and transportability tend to influence a person's degree of ad cognitive. Zheng (2014) examined the influence of individual traits on ad cognition while listening to radio advertisements. Zheng (2014) determined that a higher level of ad cognitive leads to a more persuasive influence on a person's response to radio advertising. Lee and Cho (2015) researched the correlation between effective advertisements and a consumer`s need for ad cognition in the Internet of Things. Typically, when people have a higher need for ad cognition, they show a more positive attitude toward the advertisement. Lee and Cho (2015) determined that consumers may have a different attitude towards advertisements based on their need for ad cognition.

Brand cognitive. Previous researcher suggested branding takes a cognitive approach to brand management. For example, Taute, Peterson, and Sierra (2014) investigated how effective modern branding results from the creation of both a

cognitive and an emotive bond between the brand and consumer. The authors evaluated the relationship between cognitively driven perceived needs and affective responses on brand attitude and purchase intentions. Brand attitude serves as a mediator between the need for achievement and purchase intent (Taute et al., 2014).

Competitive advertising messages influence consumer responses to marketing campaigns. Barone and Jewell (2014) examined how advertising tactics can influence consumers interpretation of brand attitudes. The overall effect of advertising and branding persuasion can change based on the consumer's demographics. Barone and Jewell (2014) determined that brand attitudes contribute to advertising effectiveness for innovative brands.

The incorporation of humor in advertising may lead to positive brand recognition. Khan and Khan (2013) examined the effect of advertising and branding cognitive on the advertising persuasion process and explored the role of mental imagery in humor. The research included the correlation between the effect of interaction between advertising and mental imagery of humor. Makasi, Govender, and Rukweza (2014) determined that advertising affects brand awareness, brand loyalty, brand association and perceived quality. Humor is an essential ingredient in advertisements that influence the process of building brand recognition. Khan and Khan (2013) identified the effect of humorous advertising on brand recognition to consumers. Humorous advertisements were found to be more effective than nonhumorous advertisements (Khan & Khan, 2013).

Attitude toward the ad. There are attitudinal differences toward advertising to specific demographics. Dianoux, Linhart, and Vnoucková (2014) examined consumers'

attitude toward advertising. In some cases, the concept of attitude toward advertising is too broad. There may be attitudinal differences toward advertising in general among consumers depending on the type of advertising. In result, some consumer perceptions of attitude toward advertising are more optimistic when compared to other groups in different regions (Dianoux et al., 2014).

Although there is a growing number of contemporary media platforms, traditional advertising remains the most dominant form to which consumers are exposed. Consumers tend to have a mental image of traditional media platforms. Flores, Chen, and Ross (2014) determined that television advertising persuades changes in consumers' attitudes toward advertising when compared with radio advertising. Typically, high-involvement products are significantly more appealing than low-involvement products. Flores et al. (2014) determined products are more appealing to consumers when marketers focus on the theme.

Consumer satisfaction has an important role in the relationships with perceived value, usefulness, and confirmation of continuance intention. Hsiao and Chang (2014) examined the drivers of loyalty in marketing campaigns. Hsiao and Chang (2014) determined that perceived value, usefulness, and satisfaction directly influence continuance intention in marketers. Celebi (2015) conducted research to learn about consumer motivations toward social media, their attitudes, and behaviors toward Internet advertising. Facebook groups are used more by individuals who enjoy the quality of life, peer influence and structure time. Celebi (2015) determined peer influence and structure time significantly predicts the use of Internet communication features.

Advertising messages may influence consumer buying behavior. Izquierdo-Yusta, Olarte-Pascual, and Reinares (2015) analyzed key factors that create new opportunities for commercial messages by utilizing consumer attitudes toward advertising. The research evaluates the influences of control, reference groups, perceived added value, and the relationship of effects with intentions toward advertising. Izquierdo-Yusta et al. (2015) determined positive ad attitudes influence consumers to receive advertising messages.

Attitude toward the brand. Attitudes toward ads often have a direct influence on brand attitudes. Muehling (1987) investigated the context of comparative advertising. Some brands are affected by consumers toward attitude toward advertising. Muehling (1987) determined that the transfer of effect from ads to brands occurs for the sponsoring brand. Attitude toward advertising has no measurable effect on attitudes toward the competitive brand.

Due to recent technological advancements, the mobile medium has become an effective channel for brand communication. Varnalie (2014) investigated how mobile marketing messages can transform into attitudinal reactions toward the advertised brand. Varnalie (2014) found that short message advertising is the most primitive and widely used version of mobile marketing. Attitude toward advertising and attitude toward the brand are mediating roles in the relationship between advertising value components and purchase intention.

The process of managing online marketing strategies is an important component in advertising. Jung, Kim, and Kim (2014) researched methods to determine the

relationships between perceived benefits in using online brand communities, attitudes, revisit intention, and brand trust. Jung et al. (2014) concluded that social media has informational benefits and positive influences on attitude toward the ad.

Many factors influence the effectiveness of emotional appeals in advertising. Panda, Panda, and Mishra (2013) investigated the use of emotional appeals in advertising to build a favorable attitude towards a brand. The authors explored the areas where emotional appeals would work and identified potential failed strategies. Panda et al. (2013) suggested a future direction of research in advertising appeal and its influence on brand attitude formation.

Purchase intention. Purchase intention includes advertising value and flow experience. Kim and Han (2014) examined how flow experience influences credibility, entertainment, and incentives. Advertising value has a positive relationship with credibility, entertainment, and incentives. However, consumer irritation may affect the flow experience. Kim and Han (2014) identified key constructs of smartphone advertising models, influential factors for effective advertising to marketers and advertisers.

Most marketers have acknowledged that their advertising campaigns may only have a limited effect on intention-to-purchase. Duffett (2015) investigated the influence of behavioral attitudes towards social media to determine whether demographic constructs have an influence on intention-to-purchase. Marketers should be prepared to adapt their advertising campaigns when targeting consumers. Duffett (2015) confirmed that advertising has a positive influence on consumer behavioral attitudes. Sometimes consumers will make purchase decisions rationally. Sledge (2015) explored advertising

effectiveness and determined consumer make purchase decisions from information they receive from advertisements.

Consumer's attitudes toward advertising messages are vital in assessing the effectiveness of advertisements. Lu, Chang, and Chang (2014) examined consumer attitudes toward advertising messages and purchase intention in online readers. Blog posts can be a vital online marketing tool for marketers. Lu et al. (2014) determined products recommended in blog posts have higher brand awareness. Consumers have highly positive attitudes toward sponsored recommendation posts, which improves purchase intention. The directly-monetary and indirect monetary benefits received by the bloggers have no significant effect on readership attitudes.

Some products have more emotional appeals in advertisements. Akbari (2015) explored the effect of different advertising appeals on advertising attitude and consumer purchase decision. There are beneficial insights of advertising appeals for advertising practitioners and academics on designing different products. Akbari (2015) determined that both advertising appeals have a positive effect on advertising attitude and purchase intention.

Social media can influence consumer purchase intentions. Amornpashara, Rompho, and Phadoongsitthi (2015) investigated the relationship between people's purchase intentions and how they use social media. Amornpashara et al. (2015) determined key factors that influence people's purchase intentions to include (a) the recreational message, (b) the involvement in the recreational message, (c) commercial advertising, (d) the group to which people aspire to belong and (e) perceived ease of use.

Some marketers lack knowledge of the factors affecting an advertisement's ability to influence attitudes and guidelines for how an advertisement can target specific demographics. Sunde (2014) investigated the effectiveness of rational and emotional advertisement appeals in obtaining positive attitudes and purchase intentions toward consumer goods and services. Sunde (2014) determined that emotional ads are more effective than rational ads when it comes to producing positive attitudes toward the ad. The emotional ad with an additional message also produces more positive attitudes toward the ad in comparison to ads with an additional message. The use of social media networking has changed the creation of marketing campaigns on the Internet. Social media is changing traditional marketing communications processes. Murphy (2014) examined how consumers' interactions with user-generated content and brand-generated content affect brand attitude and purchase intention. Murphy (2014) identified marketing tactics for managers to include knowing your audience and being active on social media.

The interest in an advertising media platform may influence consumer purchase intention. Poalses and Joubert (2014) investigated the process of advertising campaigns and how consumers engage with advertisements. Consumers from the affluent, middle and mass economic markets engage, utilize and interpret various forms of new and traditional advertising media because of profound differing dynamics encapsulating the lived experience of time. Poalses and Joubert (2014) recommended by understanding consumers' attitude towards advertising and the media in which it features; marketers can develop better marketing strategies.

Attitude toward the ad theory has received support from many researchers. The

marketing arena is a complex, challenging environment populated by an increasing number of media platforms and technology advances. Therefore, some researchers use alternative marketing theories to advance knowledge of effective marketing strategies. Some alternative theories include business to business marketing theory and relevance theory.

Alternative Theories

Attitude toward the ad theory has received support from many researchers. The marketing arena is a complex, challenging environment populated by an increasing number of media platforms and technology advances. Therefore, some researchers use alternative marketing theories to advance knowledge of effective marketing strategies. Some alternative theories include business to business marketing theory and relevance theory.

Business to business marketing theory. The business-to-business marketing theory includes personal relationships and interactions between sales representatives and customers (Huotari, Ulkuniemi, Saraniemi, & Mäläskä, 2015). This traditional marketing approach describes contact between sales representatives and customers as effective customer relationship management. In traditional marketing campaigns, the audience is passive, while interactive marketing communication tools, such as social media, engage their audience to become an active party in content creation n (Huotari et al., 2015). Marketing communication and branding have emerged as important constructs in business-to-business B2B marketing. Diverse tools of social media have been the subject of increasing research for B2B marketing because they provide faster and more

personalized interactions between customers and suppliers and deepen relationships (Huotari et al., 2015).

      The relevance theory. The relevance theory was proposed in the late 1980s by Sperber and Wilson to extend the inferential model of communication (Fatima, 2016). The relevance theory proposes that the understanding of humor requires more effort on the part of readers when compared with other communication methods (Fatima, 2016). The major propositions of the relevance-theoretic approach to humor are humorous effects arise when a listener or reader can resolve a conflict between what is said. The relevance theory is the central and single most important requirement for successful comprehension of any communicative act (Fatima, 2016). The relevance theory reveals that the audience interprets metaphors according to their background and inferential knowledge (Djafarova, 2016). Complex metaphors require more processing effort from the consumers. The need for alternative marketing theories is changing buyer behaviors and an emphasis on conversations and connectedness.

Traditional Radio Stations

      Radio is one of the most dominant media platforms in the world. It has the highest reach when compared to other media platforms. Overall, traditional radio has proven itself to be effective when marketing products and services. Kumar (2015) explored the contribution of radio to society. Radio has established itself to be the strongest media platform in bridging the communication gap between consumers and marketers (Kumar, 2015). Kumar (2015) examined how radio advertisement affects listeners of AM/FM stations and responses to radio advertisements. The influence of AM/FM advertisements

makes a positive effect on radio listeners (Kumar, 2015).

Often, traditional radio stations target specific demographics to offer marketing strategies. Srinuan (2013) examined whether radio stations have been successful in targeting advertisers and listeners by using market research. Srinuan (2013) determined that consumer user profiles of competing brands do not differ greatly. In radio advertising, marketers often contract announcers who speak with an accent to promote products and services that are stereotypical of a speaker's background. Ivanič, Bates, and Somasundaram (2014) examined the impact of using accented announcers on listener evaluations of credibility; attitude toward the spokesperson; and the purchase likelihood of an advertised product or service.

Challenges. AM/FM radio must consider themselves to be part of a broader Media Listening Experience (MLE) comprised of streaming, podcast, and satellite listening options to remain competitive (Pluskota, 2015). In doing so, the radio industry needs to consider changing its model to one that can compete with Internet radio. Some AM/FM radio stations have moved online because the Internet is a viable method of broadcasting programming. Pluskota (2015) investigated the growing number of traditional stations that are only broadcasting on the Internet. The transition from FM broadcasting to the Internet points to concentrated efforts by stations that have an interest in expanding reach. Traditional radio stations that have limited advertising revenue switch to Internet radio broadcasting (Pluskota, 2015).

Internet radio is a bridge between traditional and digital media platforms. Internet radio advertising offers media buyers with cost-effective and creative media buying

solutions with clear tracking and reporting (Kilpatrick, 2014). Internet radio offers accurate analytics when compared to traditional radio. Media buyers can use effective Internet radio analytics to measure reach more effectively and to serve ads to a more targeted audience. Traditional radio ads are sold by the number of spots and the time of day when they air (Kilpatrick, 2014). Internet radio offers media buyers great value proposition alternatives for advertising to include branded channels and playlists. Although traditional radio stations continue to face challenges, the media platform offers brand integration and promotions.

   Opportunities. The combination of traditional radio and streamed broadcasting can increase advertising revenue and listenership (Jeziorski, 2014). The survival of traditional radio stations may depend on its ability to incorporate streaming options (Jeziorski, 2014). Although AM/FM radio maintains a level listenership, traditional radio stations must continue to dominate the radio listening market by using advertising revenue as a performance metric (Zoll, 2015). Interactive ads are a value-added platform offered by some radio stations. Traditional radio is an effective media platform, which can cover a large population within low cost and in short span of time (Li & Leckenby, 2004). It can act as a community voice, fostering information exchange at the community level, and as an effective catalyst towards formal and non-formal education. Radio reaches a wider audience than any other medium platform. For example, there are an estimated 94 radios per thousand people in the least developed countries, ten times the number of televisions. Traditional radio has been gaining momentum in the developing countries. Many developed countries such as the USA and India have set up specialized

FM Radio stations exclusively for education (Chowdhury & Reza, 2015).

Positive feedback between consumers and advertising ads may influence an initial advantage in consumer usage of products and services. Fu, Ma, Ting, and Wildman (2015) investigated Internet search services that provide platforms for consumers and advertisers. There has been no research to establish whether two-way feedback between the consumer and paid advertising sides of a search platform exists (Fu et al., 2015).

Traditional media platforms have been rivals of Internet radio for some time. Srinuan (2013) analyzed research to determine the growth rate of radio advertising. The expenditure of radio did not increase much between 2007 and 2011 because other media platforms were able to reach consumers more effectively. There is intense competition to maintain market share and to earn more revenue from advertisements. Srinuan (2013) determined broadcasting regulations and policy must be fair, transparent and more liberal to create competition and economic efficiency in the emerging convergence era.

Radio advertisements air to the standards of a specific advertiser. The objective is to maximize revenue for the company. Venkatachalam, Wong, Uyar, Ward, and Aggarwal (2015) explored the implementation of an optimization suite to facilitate the scheduling of radio advertisements for one of the largest media companies in the United States. Advertisers offer different types of flexibility for demand fulfillment. Venkatachalam et al. (2015) determined that the scale of inventories, fair and equitable distribution, flexibilities, and other complex criteria from the advertisers necessitated the development of sophisticated software to generate rosters for the placement of advertisements.

Marketing Strategies

Some marketers face challenges when marketing products and services. Creative marketing strategies may enable effective advertising results (Zoll, 2015). Often, marketers use models to analyze marketing strategy decisions to launch for successful marketing campaigns. Zoll (2015) analyzed marketing strategies used by advertisers in developing branding messages and strategies that may lead to successful campaigns. There is a need for more structured methodologies in determining the success of marketing campaigns (Zoll, 2015).

Marketing managers often use consumer attitude models such as awareness, consideration, and preference as performance indicators to represent their brand's effectiveness and marketing strategies. Tapp and Spotswood (2013) explored the connection between marketing actions, attitudinal models, and sales revenue. The research evaluates how marketing actions affect sales performance through their differential impact on attitudinal metrics. In general, marketing relationships are stable over time but differ across brands and product categories. Tapp and Spotswood (2013) determined a verifiable explanation for differences in marketing elasticities and an actionable connection between marketing and performance-based models.

Online retailers and managers can benefit from effective marketing strategies to acquire new customers and to achieve long-term performance objectives. Askari (2016) examined the current state of online marketing practices to identify the development of effective marketing strategies. Askari (2016) determined that marketers must use effective marketing strategies to obtain performance results. Al-Debei, Akroush, and

Ashouri (2015) examined consumer attitude toward online shopping marketing strategies. A structured online survey was used to target online shoppers of reputable online retailers. Al-Debei et al. (2015) determined that trust and perceived benefits determine consumer attitudes toward online shopping marketing strategies.

The use of effective marketing strategies may increase revenue for tourism marketers who target consumers to visit destinations. Ryu (2014) evaluated the impact of implementing online marketing strategies in the tourism industry. Ryu (2014) determined that implementing online marketing strategies helps expand cultural tourism in rural areas and the hospitality industry. Jungbok (2015) analyzed marketing strategies to show the feasibility of adopting for-profit marketing strategies to nonprofit organizations. Marketing campaigns for nonprofit organizations include fundraising and promotional strategies (Jungbok, 2015).

Some marketers are persuaded to use social media platforms in marketing campaigns. Changes in consumer behavior trends have forced firms to restructure their marketing strategies to target the digital world. Tiago and Veríssimo (2014) examined the benefits of digital marketing and social media. A firms' digital marketing presence enables marketers to offer effective digital marketing strategies. To improve digital marketing engagement; marketers must focus on building relationships with their customers (Tiago & Veríssimo, 2014). In today's marketing environment, more attention is on media than on message factors. Creativity, which has been shown to impact the success of a product seems to be receiving secondary attention from marketers. Belch and Belch (2013) examined the value of creative advertising, and why marketers are not

focused on message strategies. Belch and Belch (2013) determined that creativity will continue to remain an important factor in marketing communications in the future.

Advertisers use various marketing tactics to create successful marketing campaigns. Stolyarova and Rialp (2014) examined models used by advertisers for making advertisements attractive and creating interest among consumers. The research evaluates various possible dimensions of messaging that are applicable in an advertisement. Stolyarova and Rialp (2014) analyzed the measures to compare the efficiency of advertising channels. The synergy effect was found in certain combinations of media while the Internet was found to be the second least effective advertising channel. The adaptation of marketing strategies is critical to the success of business ventures and marketers. Helm and Gritsch (2014) determined firms tend to make on-going changes to their marketing campaigns and pricing strategy to obtain effective outcomes.

 Some marketing strategies can reveal some interesting and important issues in advertising communication with potential consumers, which in turn can generate some further discussions. Djafarova (2016) investigated the role and interpretation processes of visual metaphors in advertising using a pragmatic approach. Complex metaphors require more processing effort from the consumers. Djafarova (2016) determined that contributes are developed in theoretical knowledge of advertising by applying a pragmatic approach to the research area.

AM/FM radio station marketing. A block advertising model offers airtime in blocks to a single customer. Plummer and Cochran (2014) found most AM/FM radio stations offer spot airtime marketing strategies to advertisers to generate advertising

revenue. Typically, blocks of airtime run from 30 to 60 minutes with multiple schedules for recurring time and day intervals. Spot rates cost approximately $30 to $40 per minute and run about once per hour for a week. Plummer and Cochran (2014) determined that selecting an appropriate revenue approach in conjunction with cost containment tactics will increase profitability.

There is a need for more structured methodologies in determining the success of marketing campaigns (McCreery & Krugman, 2017). Some marketers face challenges during the process of creating effective campaigns to market products and services. Creative marketing strategies may enable effective advertising results (McCreery & Krugman, 2017). Often, marketers use models to analyze marketing strategy decisions to launch for successful marketing campaigns. McCreery and Krugman (2017) analyzed marketing strategies used by advertisers in developing branding messages and strategies that may lead to successful campaigns.

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It is effective to run advertisements on the radio during the morning and evening day parts. Although morning and afternoon dayparts offer the most exposure, media buyer's select the best time to advertise on the radio based on the targeted demographics of the marketing campaign (Aland, 2017). The average quarter hour is the number of people listening to a day part. A radio station's cumulative reach is the number of people who listen to a radio for at least 5 minutes (Lake, 2017).

Traditional radio stations compete with Internet radio to offer marketing solutions to media buyers. Zoll (2015) examined effective marketing strategies offered by traditional radio stations. Zoll (2015) determined that radio is a portable medium with most listening taking place outside of the home. Many radio stations use technology to host marketing sporting events and conduct remote broadcasts in their communities. Zoll (2015) analyzed the evolution of how technology has improved the broadcast radio

industry. Social Media websites such as Facebook allow consumers to post videos and reports to their Facebook page. Increased reliability, improved sound quality, as well as access to millions of titles have enabled stations to provide more diverse programming. Zoll (2015) determined that the Internet and smart phones have driven a revolution of change in broadcast radio.

Listeners and marketers have an emotional connection with radio, and it's growing physical connection through technology. Long et al. (2015) analyzed how radio stations create marketing connections for consumers and advertisers. Long determined that radio has a place in our current age. A growing number of AM/FM radio stations expand marketing reach through High Definition Radio. Hameed (2013) examined how digital broadcasting holds great promise for marketers, including more channels of entertainment, improved audio quality, improved ability to send textual data to receivers, and a signal resistant to static interference. Hameed (2013) determined High Definition Radio offer consumers more choices of audio programming compared to analog radio.

Traditional AM/FM radio must prepare for the growth of Internet radio (Denevan, 2014). For example, iHEART media's portfolio includes traditional broadcasting. The company is also developing their streaming presence which gives them additional advertising revenue opportunities and exposure to listeners who may have low awareness of their traditional radio stations. Apple's Itunes is in a good position. Their library of media gives them a competitive edge to offer more to listeners and advertisers. Denevan (2014) discovered that although broadcast radio offer streaming of their radio stations, Internet radio can grant advertisers with more options to include specific marketing

strategies. Denevan (2014) concluded that traditional radio could change its delivery method based on technology. They should have a local, emotional connection to that station. The use of websites may be an important promotional tool for reaching and engaging targeted demographics. Abramson (2014) explored how radio station websites can be a valuable tool for offering marketing strategies to marketers. Typically, websites support promoting main off-line business. Abramson (2014) determined websites can offer effective marketing strategies for radio stations.

Internet radio marketing. Internet radio advertising emerged as the most economical marketing method because of easy accessibility, cost-effectiveness, and flexibility. Bok (2014) analyzed strategies to evaluate Internet radio advertising and marketing strategy effectiveness. Bok (2014) found factors influencing internet advertising effects and practical contribution by developing an internet advertising strategic model. Marketers view Internet radio as an effective marketing media platform to roll out ad campaigns. Mayakkannan and Senthilkumar (2016) investigated the importance of Internet radio marketing strategies. The goal of advertisers is to make their ads more involving. Interactive advertising allows customers to become more involved because they initiate most of the action. Experiences during this interaction can drive brand attitudes. Mayakkannan and Senthilkumar (2016) found that web advertising is moving away from the banner ads. Marketers are experimenting with new forms such as games and interactive product demonstrations.

Often, marketers use Internet radio advertising to brand products and services. Kumar (2015) examined solutions to enhance the understanding of Internet radio

marketing. The research evaluated the relationship between advertising values, attitude and behavioral responses towards Internet advertising. Kumar (2015) determined Internet marketing should be related to an advertiser's characteristics and values.

Gao, Wang, Luan and Chua (2014) researched to find out how consumers perceive traditional and mobile marketing opportunities. The research evaluated the influence of mobile advertising on consumers' preference, they divided them into two categories, electrical equipment, and non-electrical, so that we could see the advertisements' strategies among different companies. To make the comparison more objectives, we also introduce some other renowned websites as parameters determined that advertisements from the Internet radio are prevalent among marketers (Gao et al., 2014). Crain (2014) analyzed the evolution of online advertising to clarify its role in the reconfiguration of commercial media. The research explored strategies in online advertising and how it evolved today. Crain (2014) determined that online advertising is an ongoing evolutionary development.

New technologic developments have changed the operational structure of traditional radio. Kuyucu (2014) examined how the demand for marketing strategies has increased in Internet radio compared to traditional radio. Radio has been affected by new media. New media which has been created by the new technologic developments have created new forms of distribution. Kuyucu (2014) determined that new media has affected the advertising revenue of traditional radio.

The Internet's technological advances have taken advertising in a new direction. Stole (2014) explored emerging trends affecting digital advertising. The research focused

on the important consequences for how scholars think about internet policy issues and how media scholars think about the changing relationship of advertising to content production. Stole (2014) determined that nearly all of what is transpiring reflects some of the basic methods developed by marketers beginning a hundred years ago. More listeners are consuming radio online through computers and mobile devices. Ogutu, Ogutu, and Njanja, (2014) examined the effect of internet marketing on attitude towards internet advertising. In the online world, the more listeners you have, the more it costs to provide the service. Ogutu et al. (2014) determined when you add in the problems of data capping policies the argument forecasting the end of broadcasting begins to unravel.

New media. Social-media is a communication tool for amusement and an important component in marketing strategies to advertisers. Öztamur and Karakadılar (2014) analyzed the role of social media marketing strategies for small and medium-sized businesses. Typically, marketers engage with their customers online and use social media as a strategic tool for social network marketing. Öztamur and Karakadılar (2014) found there are common problems with using formal language during the customers' communication process and creating unattractive content lacking richness to attract their customers' attention in their social media activities.

Some marketers require that marketing campaigns be highly focused when targeting specific demographics. Csikósová, Antošová, and Čulková (2014) examined how the advances in database management and communication technologies have accelerated the ability of marketing to become more direct, highly focused, and increasingly interactive. Csikósová et al. (2014) determined that professionals in

marketing communications have worked to reach a profitable balance between science, technique, and creativity.

The growth of Internet marketing has created a platform for businesses to attract and retain customers. Cross, Belich, and Rudelius (2015) analyzed the organizational structure in which marketing managers make segmentation decisions. Cross et al. (2015) determined different marketing strategies are used to reach different demographics. In general, advertising strategies offer businesses effective methods to obtain marketing objectives. Pikas and Sorrentino (2014) analyzed online advertising and its effectiveness to test the consumer's perception of online advertising on popular social web pages.

Advertising and effective marketing strategies contribute to the success of some firms. McAlister, Srinivasan, and Cannella (2016) analyzed advertising's influence on a firm's sales and value. Advertising cannot build brand equity for a cost leader because such a firm has no point of difference on which to build. McAlister et al. (2016) determined that the indicator of differentiation versus cost leadership should enhance future analyses of marketing's effect on firm-level outcomes using archival financial data.

Advertisers

AM/FM radio stations continue to incur losses in advertising revenue as advertisers deviate from the medium to Internet radio (Pluskota, 2015). Pluskota (2015) analyzed effective marketing strategies traditional radio stations can use to increase revenue. Traditional radio stations can use effective marketing strategies to yield results. Khan (2014) determined there are three vital roles in developing effective marketing

strategies to include: (a) providing important information, (b) reaching target customers of a specific demographics, and (c) persuading them to act.

Providing important information. Consumer behavior involves people and what they purchase, why and how they purchase and how to market to specific demographics. Gilaninia, Taleghani, and Karimi (2013) analyzed important consumer behavior factors in successful marketing and advertising strategies. The emergence of new media platforms has persuaded researchers to explore effective strategies. Gilaninia et al. (2013) determined effective marketing strategies to target consumer's buying behavior and purchase intentions.

Some researchers use regression models to focuses on the relationship between market values and marketing campaigns. Xing (2014) investigated the capital aspect of advertising regression models. Some regression models are developed to increase advertising revenue. Xing (2014) determined effective marketing regression models can increase revenue.

A company's advertising effectiveness can increase over time through branding messages. Estévez and Fabrizio (2014) examined how advertising effectiveness can be defined and measured. Some evaluation indicators focused on consumer's perceptions of products and services. Estévez and Fabrizio (2014) determined three key performance indicators to include: (a) recall, (b) brand image and (c) buying intention.

Reaching target customers of specific demographics. Technology has influenced the evolution and power of advertising. Due to technological advances, advertisers must develop creative and innovative strategies to reach their demographics.

McCreery and Krugman (2017) examined how media platforms influence the marketplace and methods advertisers use to reach consumers. McCreery and Krugman (2017) determined effective buying habits of today's media consumers and how they respond to creative advertising messages.

Some advertisers use accented spokespersons to promote products and services. Ivanič et al. (2014) examined the impact of using an accented spokesperson to influence the purchase of an advertised product or service. Ivanič et al. (2014) determined accented spokesperson can persuade positive consumer emotions and product attitudes in advertisements.

Some models assist marketers in evaluating the process of advertising bidding behavior in consumer research. Long et al. (2015) explored advertiser bidding behavior through performance-based models. Some models suggest bidding behavior may be a hidden construct in the advertising process. Bidding behavior models can simulate advertisers' bidding sequence, and provide a good forecasting method for advertisers' bidding, and help search engines to develop appropriate auction mechanism by predicting advertisers' bidding sequences (Long et al., 2015).

Persuading them to act. The creation of new media platforms can decrease traditional ad prices. Anderson and Jullien (2016) explored models of new advertising media platforms. Anderson and Jullien (2016) determined that some traditional media platforms may offer weak advertising messages that deter consumers to new media platforms.

The Internet enables advertisers to target potential customers through advanced

technology. Riefa and Markou (2015) explored the effectiveness of traditional and online marketing campaigns. Riefa and Markou (2015) determined there is a need for more targeted marketing campaigns to influence consumers.

Sponsored search-engine advertising is a dominant marketing platform. Nekipelov (2014) examined how sponsored search advertising attracts advertisers. Some advertisers focus on marketing campaigns that influence immediate sales that are referred by clicks and branding messages. Advertisers may experience different results when advertising on sponsored search advertising media platforms. Cheng (2015) determined advertisers can enhance marketing outcomes through sponsored search media platforms.

Some studies on the effects of exposure to advertising have focused on the reception of conscious processes. Andreoli, Veloso, and Batista (2014) explored the branding aspects of advertising messages. There are different levels of the attention process in brand advertising. Andreoli et al. (2014) determined there are different levels of attention process in advertising can affect branding stimuli.

Product placement has become essential in marketing campaigns. Papp-Vary (2015) analyzed pricing models for product placement in marketing campaigns. The average budget of American blockbuster movies has now reached 100 million US dollars. Papp-Vary (2015) determined factors that affect the cost of a specific product placement marketing campaigns to include three basic groups: (a) barter agreements, (b) paid (c) placements, and (d) cross promotions.

Humor can improve consumers' attitudes in marketing campaigns. Eisend, Plagemann, and Sollwedel (2014) explored the effectiveness of gender stereotyping in

humorous and nonhumorous marketing campaigns. Some research suggests humor in stereotyped advertising influences women more than men. Women evaluate gender portrayals more favorably and are more credible in humorous ads than in nonhumorous ads. Eisend et al. (2014) determined factors to influence the gender-role and humor research in marketing campaigns.

The process of developing creative ads is an important component in marketing campaigns. Lehnert, Till, and Carlson (2013) examined the effectiveness of creative advertising messages in marketing campaigns. Models were used to evaluate the effectiveness of commercials in advertising campaigns. Lehnert et al. (2013) determined that creative advertisements can increase the recall of messages through repeated ad exposures.

Advertising ad congruence is the integration of entertainment into advertisements. Laroche, Kiani, Economakis, and Richard (2013) investigated ad congruence in marketing campaigns. Ad congruence may play a significant role in the process by increasing the personal relevance of the advertisement. Laroche et al. (2013) determined that ad congruence affects consumer responses to advertisements.

Some factors may influence consumer responses to marketing campaigns. Ryu (2014) investigated how consumers respond to advertising messages when listening to multiple media platforms simultaneously. Participants with higher media multitasking propensity may have better overall and affective attitudes toward the brand following exposure to ads with weak messages. Participants with lower media multitasking propensity have better overall and affective attitudes following exposure to ads with

strong messages. Ryu (2014) determined that participants' level of media multitasking correlates to recall of products and services.

Summary and Transition

The section of the study includes information on the foundation of the study, assumptions, limitations, delimitations, and the significance of the study, as well as the background for the research. The foundation and background of the study include the basis of the phenomenon of marketing strategies to compete with Internet radio. The problem statement includes a statement of the general and concrete business problem, and the purpose statement includes a description of the research method, design, and participant sample. An investigation into the literature supports the presentation and reasoning of the research problem. The review includes the conceptual framework, marketing strategies, traditional radio marketing, Internet radio marketing, and advertisers. Section 2 covers the following: an outline of the research sections in detail participant recruitment, data collection, and analysis. Section 3 includes a formal presentation of the research findings and recommendations for the practical application of the collected information.

Section 2: The Project

My objective in this research project was to explore marketing strategies that some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. While conducting the literature review, I did not discover as much research focused on specific radio marketing strategies as I had expected to find. General managers and sales directors at traditional radio stations in southeast coast of Florida, participated in semistructured interviews. I identified new innovative marketing strategies designed for AM/FM radio stations. Section 2 includes the purpose of the study, the role of the researcher, the research method, the research design, and an explanation of why the research method and design are appropriate for this study. This section includes a detailed discussion of the population and sampling, ethical research, data collection, data collection techniques, data organization techniques, data analysis, and reliability and validity.

Purpose Statement

My purpose in this qualitative multiple case study was to explore the marketing strategies that some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. The target population consisted of radio station general managers and sales directors located in southeast coast of Florida. From that population, I invited eight individuals to participate in the study. Participants included general managers and sales directors at AM/FM radio stations that have demonstrated success in developing marketing strategies to compete with Internet radio.

The implications for positive social change include sustainability of radio as a free media for consumers.

Role of the Researcher

A qualitative researcher observes what occurs naturally in people (Neuman, 2014). As a researcher, my role was to gather data from study participants and ethically analyze collection findings. Ethical research includes causing no harm to participants, ensuring voluntary consent, and ensuring participant anonymity and confidentiality (Khan, 2014). I previously worked in the broadcasting industry as a marketing and advertising executive. Currently, I own and operate an FM radio station in the Metro Atlanta area, an AM/FM radio station in Central City, Kentucky, and two Internet radio stations.

I complied with all ethical protocols established in the Belmont Report (1979) regarding the ethics and principles of research involving human subjects. I complied with all ethical protocols outlined in the Belmont Report. The Belmont Report described three fundamental principles of the ethical treatment of human research subjects as (a) respect for persons, (b) doing no harm including maximizing benefits and minimizing risks to participants, and (c) fairly distributing justice across research participants.

Efforts are made by researchers to put aside their knowledge, beliefs, values, and experiences to accurately describe participants' life experiences (Chan, Fung, & Chien, 2013). My previous experience and working industry knowledge did not affect the objectivity or interpretation of this study. I did not have direct or personal relationships with study participants.

Participants

The criteria to evaluate participation in research includes the evaluation of participant's industry experiences and knowledge (Trimble & Lazaro, 2014). Therefore, the study included four eligibility criteria to ensure participants are representatives of the target population. Research involves relationships with people who are eligible participants of the project (Trimble & Lazaro, 2014). The four eligibility criteria were (a) participants work at a traditional radio station in the United States, (b) participants are salaried employees, (c) participants are employed in a general manager or sales director role, and (d) participants take part in weekly marketing strategy initiatives.

Participant selection should have a clear rationale to fulfill a specific purpose related to the research questions (Trimble & Lazaro, 2014). Some researchers encounter challenges when recruiting participates (Katigbak, Foley, Robert, & Hutchinson, 2016). I used professional contact lists from industry trade organizations. I contacted potential participants by telephone and email. Once potential participants accepted the invitation to participate in the study, I explained the confidentiality and criteria. I also informed participants of the required interview time commitment of 60 minutes via a conference call. The important elements of participatory research include a research topic and interview questions (Trimble & Lazaro, 2014). Research participants should be able to provide clear and focused answers to the research questions (Cleary, Horsfall, & Hayter 2014). I provided a questionnaire to establish working relationships with the participants and obtain information about their professional background and current profession.

Research Method and Design

The qualitative research process revolves around and draws from, the study's

selected theory at every step. The research process includes (a) identifying the need for

the study, (b) establishing the study focus and research questions, (c) interviewing

participants, (d) observing in the field, (e) analyzing and interpreting the data, (f)

preparing data and selection of the research design (Goldberg & Allen, 2015). My study's

method and design aligns with the research question: What marketing strategies do some

general managers and sales directors at traditional radio stations use to compete

effectively with Internet radio?

Research Method

Some researchers use the study's research method to delineate a study as

qualitative, quantitative, or mixed methods (Caruth, 2013). I used a qualitative method

for the study. Researchers use the qualitative method to develop a deep understanding of

a phenomenon in a setting (Neuman, 2014). Qualitative research methods are inductive in

that small numbers of individuals are studied before theories develop. Qualitative

research methods use inductive or a deductive way. Both inductive and deductive content

analysis processes involve three main phases: (a) preparation, (b) organization, and (c)

reporting of results (Elo et al., 2014). Quantitative methods are effective in conducting

research involving variables but not effective for measuring observations or lived

experiences (Hewege & Perera, 2013). Using the mixed methods can minimize any

inherent weakness in a qualitative or quantitative study (Hewege & Perera, 2013). There

were no variables to examine or compare, so quantitative or mixed-method approaches were not appropriate. A qualitative method was most appropriate for this study.

Research Design

I used a multiple case study design for the study. A case study was most appropriate for the study because the design enables researchers to focus on individual cases rather than methods of inquiry. Using a case study design also provides researchers with additional flexibility compared to other qualitative designs (Hyett et al., 2014). Conducting a comprehensive multiple case study can be time and resource intensive in qualitative research (Hyett et al., 2014). Some researchers use ethnographic design in research to focus on the investigation of social groupings, social customs, behaviors, and practices that define a culture (Percy et al., 2015). The ethnographic design was not appropriate for this study because the participants were managers and directors from traditional AM/FM radio stations. The use of a phenomenology design was not appropriate for this study. The use of the design provides limitations to the exploration of the targeted population (Hyett et al., 2014). By using a multiple case study design, I gained an in-depth understanding of marketing strategies some general managers and sales directors at traditional radio stations use to compete with Internet radio.

Population and Sampling

Sampling is central in the process of qualitative research methods (Robinson, 2014). The participants chosen for this study contributed to a deeper understanding of marketing strategies used by some traditional radio stations to compete with Internet radio. The participants (a) worked as general managers and sales directors, (b) had

experience in actively creating marketing strategies to compete with Internet radio, and (c) had coordinated effective marketing campaigns. I identified and recruited participants through contact leads obtained from industry networks. The interviews with the participants allowed for in-depth exploration of their professional experiences.

Sampling in research may be challenging. Purposeful sampling in qualitative research promotes the examining of different conceptualizations (Robinson, 2014). Robinson (2014) recommendations for purposeful sampling include the following: (a) define the target group precisely for the research, (b) collect data from a broad range of locations, (c) eliminate categorical prejudice, (d) locate hidden or hard to reach members of the target group, and (e) ensure the accessibility or ease of recruiting for the segments of the population.

Qualitative interviews range from formal interviews to include surveys through the Internet, over the telephone, or in face-to-face interaction to a more informal conversation conducted for research purposes (Brinkmann, 2014). I conducted semistructured qualitative interviews via Skype or telephone. In a semistructured interview, the researcher provides structure based on their research interests and interview guidelines but works flexibly with the guide to allow room for the respondent's descriptions and narratives (Brinkmann, 2014).

Ethical Research

In qualitative research, there are reasons behind individuals' opinions and quality of interpersonal factors involved in any research environment (Neuman, 2014). Ethical

decision-making processes in qualitative research focus on the identification of ethical dilemmas and the recognition of the moral issues (Neuman, 2014).

I followed the guidelines of data collection by respecting the participants in my study and by not putting them at risk. Ethical standards also require that researchers not put participants in a situation where they might be at risk of harm because of their participation (Khan, 2014). Walden University requires researchers to follow IRB guidelines to protect against the violation of human rights.

Once I received IRB approval (No. 04-10-18-0307778), I proceeded to contact marketing directors via telephone and email to explain the purpose of my study. I provided potential participants with an invitation letter to participate in the study, the intent of the study, and the benefits of the study. Each participant received a copy of the consent form that the participant signed at the time of the interview. The consent form included identification of the researcher, the sponsoring institution, the criteria for participation, the purpose of the research, possible benefits for participating in the study, participant involvement, and the risk.

Typically, the participant's confidentiality and identifying information will not be made available to anyone who is not directly involved in the study (Khan, 2014). I informed the participants that they may withdraw from the study via telephone or written notification at any time. I included my contact information to participants in the event they have questions or concerns. There were no incentives for participating in the study. The data retention plan include storage of the data on a password protected the external hard drive and Microsoft OneDrive. Additional documents will store for 5 years. I will

delete data from electronic and paper files by destroying and shredding the documents after 5 years of storage.

Data Collection Instruments

The researcher is the primary instrument for data collection and analysis in qualitative research (Cleary et al., 2014). The data collected in a qualitative study can be massive because the data set includes a lot of information. The process of data collecting and analyzing involves careful and sensitive interpretation at each stage (Neuman, 2014). The qualitative methodology is used by researchers to collect data by using interviews and focus groups (Wright, Wahoush, Ballantyne, Gabel, & Jack, 2016). Qualitative researchers often are the instrument in research studies. I collected data by observing and interviewing participants. I found relevant documents to examine. I evaluated data by reading notes to make sense of the information.

Data Collection Technique

Data collection is critical to the research process to enhance the quality of a study (Robinson, 2015). *Data collection* is defined as the systematic gathering of data for a purpose from various sources, including, interviews, focus groups, observation, existing records, and electronic devices (Robinson, 2015). It is imperative to determine the extensiveness of data collection processes to include breadth, depth, and scope when planning a qualitative study (Cleary et al., 2014). Some challenges of data collection include the process of designing an interview guide, how to formulate questions in an interview for the participant and staying focused on the research topics during the interviews.

Data collection involves systematically gathering information in an accurate and reliable manner (Cene et al., 2015). I collected the data through structured qualitative interviews. I contacted the participants by telephone and through email to set appointments for their interviews. After receiving responses verbally, via e-mail or telephone from participants, I developed a relationship with the participants before the interviews. The participants received consent forms via email. I recorded the interviews and analyzed documentary evidence to support the claim of successful strategies.

Data Organization Technique

Qualitative research consists of various sources of information including interviews, field notes, video recordings, images, documents, press clippings, and photographs (Corbin & Strauss, 2014). NVivo software allows researchers to collect, organize, and analyze data. Coding data around themes is a key characteristic of qualitative research. NVivo labels these storage containers as nodes. Nodes can represent anything that the researcher wants them to be and grants easy organization and reorganization of themes in the data (Corbin & Strauss, 2014).

Qualitative data such as words, pictures, and body language reveal more information about human thoughts and behaviors than numbers and algorithms (Neuman, 2014). I organized and categorized data collected from participants by including the raw data collected from the interviews with notes after each interview conducted. I asked individual participants the same questions. I recorded the interview data using NVivo software to organize and code the data before grouping the data by similar themes and verifying by confirming their representativeness of the data (Sotiriadou, Brouwers, & Le,

2014). The participants returned consent forms, which informed them of the privacy guidelines of the study. The participants' names or any other personal identification will remain anonymous to anyone other than me. I saved the data to an external hard drive and will destroy it after 5 years and will not provide access to the raw data to anyone else.

Data Analysis

The use of triangulation includes multiple methods in qualitative research to develop an understanding of a phenomenon (Carter, Bryant-Lukosius, DiCenso, Blythe & Neville, 2014). Triangulation is a qualitative research strategy to test validity through the convergence of information from different sources (Carter et al., 2014). In this qualitative multiple case study, I incorporated methodological triangulation by using multiple types of data to include interviews and qualified sources.

In qualitative data analysis, themes are developed to capture and unify the nature of the phenomenon (Houghton, Murphy, Shaw & Casey, 2015). The handling of qualitative data can be overwhelming, with traditional approaches involving large amounts of paperwork. Computer-assisted qualitative data analysis software (CAQDAS) has been developed to assist in the handling, storage and manipulation of the data (Houghton et al., 2015). The software allows for quick and easy retrieval of data and provides a comprehensive approach to management.

I used a computer-assisted qualitative data analysis software (CARAS) method for data analysis by using NVivo to assist in coding the themes from the interviews. QSR NVivo can assist with effective case study research data analysis (Houghton et al., 2015). Coding is a descriptive construct designed by the researcher to capture the primary

content or essence of the data (Noble & Smith, 2015). In research, coding does not constitute the totality of data analysis, but it is a method used to organize the data, so the messages portrayed by the data may become clearer to the researcher (Noble & Smith, 2015). The knowledge gained from the personal experience of interviewing will assist in coding through the ability to learn the stories and experiences of each participant. The interview questions were the method to collect data from traditional radio marketing professionals.

Reliability and Validity

The most important standards of research are validity and reliability (Gheondrea-Eladj, 2014). Research validity and reliability are common concepts in qualitative research to establish credibility. In general, validity in qualitative research includes producing findings that are trustworthy and defensible (Olson, McAllister, Grinnell, Walters, & Appunn, 2016). I took the necessary steps to use reliability and validity in the research study.

Reliability

Assessing the reliability of study findings requires researchers and professionals to make judgments about the research about the application and appropriateness of the methods undertaken to reach the conclusions. Reliability is the consistency of the analytical procedures, including accounting for personal and research method biases that may have influenced the findings (Noble & Smith, 2015). The essence of reliability in qualitative research lies in consistency. External reliability refers to the replicability of a qualitative study, and internal reliability refers to inter-rater reliability in qualitative

coding or observation (Gheondrea-Eladj, 2014). There are five approaches to enhancing the reliability of process and results: (a) refutational analysis, (b) constant data comparison, (c) comprehensive data use, (d) inclusive of the deviant case and (e) use of tables (Leung, 2015).

Validity

Validity is the precision in which the findings accurately reflect the data (Noble & Smith, 2015). Validity in qualitative research means appropriateness of the tools, processes, and data. Whether the research question is valid for the desired outcome, the choice of methodology is appropriate for answering the research question, the design is valid for the method of sampling and data analysis is appropriate, and the results and conclusions are valid for the sample and context. Validity applies to both the design and methods in research (Gheondrea-Eladj, 2014). In assessing the validity of qualitative research, the challenge can start from the ontology and epistemology. The concept of the individual is seen differently by humanistic and positive psychology due to differing philosophical perspectives (Leung, 2015).

Credibility. The essence of every qualitative research study is credibility. It involves establishing that the results of qualitative research are credible or believable from the perspective of the participants in the research to convincingly rule out alternative explanations (Cope, 2014). If a study is not credible, the efforts expended by the researcher, donor(s) and other stakeholders in executing it is evident (Asiamah, Mensah & Oteng-Abayie, 2017). The credibility of qualitative findings relies on technical collection in data collection and analysis. Information about the researcher such as

personal connections to the setting and study, training as an observer of the phenomenon under study, and the perspective brought to the setting are analyzed (Cope, 2014). As the primary tool of the research, qualitative researchers use sensitivity, insight, awareness, instinct, and intuition to guide the direction and decision making to develop trustworthiness and credibility (Cope, 2014).

Confirmability. The process of confirmability achieves truth value, consistency, and applicability when the truth is a linked to the researchers' philosophical position, experiences, and perspectives (Noble & Smith, 2015). Confirmability, which is like objectivity can only occur when credibility, transferability, and consistency have occurred in research. Researchers use confirmability to demonstrate that the findings of a study are emerging from the data and not from their own predisposition (Noble & Smith, 2015).

Confirmability refers to the degree of objectivity of the researcher in data collection and reporting. The researcher ensures that the data is not about the characteristics or preferences of the researcher (Mabuza, Govender, Ogunbanjo & Mash., 2014). The researchers should be aware of their reactions and pet theories that may influence how they interpret the data during the analytical process. Qualitative research does not claim to be free of subjectivity but should strive to be conscious thereof and to describe how the researchers have accounted for the subjectivity as part of the research process.

Transferability. The degree to which the findings in one study apply to another setting is transferability (Caruth, 2013). The researcher provides details about the study to enable transferability to different contexts, but it is up to participants from those contexts to determine whether the findings are relevant (Neuman, 2014). In transferability, the ability of others to judge whether the findings of the study transfers depend on a detailed description of the study setting, the selection of participants and the findings (Mabuza et al., 2014).

I have researched demographic information of traditional radio stations and provided this information in the literature review. The recruitment criteria for the participants included a direct professional relationship with traditional radio stations through their experiences in marketing strategies. To ensure that I adhere to proper triangulation and validity methods, after completing the interview and transcribing the results, I utilized bracketing and member checking for assuring the study's accuracy and validity.

Transition and Summary

In Section 2, I restated the purpose of the study. I also discussed the role of the researcher, participants, research method and design, population sampling, ethical research, reviewed the instruments I used, discussed data collection and analysis procedures, and study validity including external, internal, and statistical conclusion validity.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In Section 3, I present the findings of the research study. I collected interview data from eight general managers and sales directors at traditional radio stations. The section includes (a) an introduction with a restatement of the purpose statement, (b) the presentation of findings, (c) a discussion of the study's application to professional practice, (d) a discussion of the implications for social change, (e) recommendations for action, (f) recommendations for further research, (g) reflections, and (h) a conclusion.

My purpose in this qualitative multiple case study was to explore marketing strategies that some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. Applying methodological triangulation, I collected data from semistructured interviews, document review, and field notes from participant observation. General managers and sales directors from eight radio stations served as participants for this study. The participants cited trade magazines, industry conventions, and research agencies as the top resources on which they actively use to gain a competitive advantage to compete with Internet radio. I reviewed each participant's research notes on those platforms along with their organization's previous marketing strategies as part of the document review process. I also took notes during interviews to record nonverbal cues observed during the interview to support data collected.

I compiled and organized data in a Microsoft Excel spreadsheet and, then, used NVivo software to code the data into themes. Using thematic analysis, I examined the

interview responses to identify recurring central themes. I analyzed the document reviews and observation to support and contextualize the findings. The emergent themes revealed (a) strategies used by traditional radio stations and (b) the participants' opinions, knowledge, and judgments about marketing strategies to explain the central research question and to triangulate and validate interview data. In the Presentation of Findings section, I reveal marketing strategies some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio.

Presentation of the Findings

The overarching research question for this study was: What marketing strategies do some traditional radio stations use to compete effectively with Internet radio? I interviewed eight participants from eight traditional radio stations. Each participant answered eight open-ended questions concerning marketing strategies to compete with Internet radio. I also reviewed current marketing strategies for each participant from previous marketing campaigns. Also, I recorded my observations during each interview.

Participant 1 is the sales manager of an FM radio station and, at the time of the study, had been involved with radio marketing and sales for approximately 20 years. Participant 2 is a general manager with 15 years of industry experience. Participant 3 is a sales director and with 10 years of industry experience. Participant 4 is a sales director with 8 years of industry experience. Participant 5 is a general manager at an AM radio station with 17 years of industry experience. Participant 6 is a sales director with 5 years of experience. Participant 7 is a general manager with 13 years of experience. Participant 8 is a sales director with 9 years industry experience. Each participant indicated that

social media play an important role in increasing sales for their radio stations.

The findings of this study supported attitude toward the ad theory. Attitude toward the ad theory is an important construct for explaining ad-based persuasion mechanisms in the process through which the use of advertising influences brand attitudes and purchase intentions (Christian et al., 2014). Mitchell et al. (1981) introduced the theory's five elements: (a) ad cognitive, (b) brand cognitive, (c) attitude toward the ad, (d) attitude toward the brand, and (e) purchase intention (Christian et al., 2014). Some marketers use attitude toward the ad to aid in the development of advertising effects and marketing strategies. There are three vital roles in developing effective marketing strategies to include (a) providing important information, (b) reaching target customers of a specific demographics, and (c) persuading them to act (Khan, 2014). The participants' responses and themes aligned with the attitude toward the ad theory. The following themes emerged from my analysis of the semistructured interviews and document reviews: (a) evolution of Internet Radio, (b) traditional radio and Internet media platforms, (c) marketing strategies to yield results and (d) effectiveness of marketing tactics.

Theme 1: Evolution of Internet Radio

Some participants described Internet radio as a digital audio service that some media buyers use to roll out targeted ad campaigns. The participants expressed concern regarding the steady growth of Internet radio and often referred to the media platform as an evolution of radio broadcasting. Participant 3 believed that Internet radio has challenged traditional radio stations to revamp marketing campaigns. Participant 5

indicated that traditional radio stations have been forced to adapt Internet radio's streaming options to attract listeners and advertisers. Participant 1 suggested that AM/FM radio stations must conduct ongoing research on the evolution of Internet radio to remain competitive. Participant 8 was concerned that more cars will connect to digital services in the future. Participate 6 believed that traditional radio stations must innovate and learn from other media and take control of its path to maintain its unique position with advertisers, audiences, and other stakeholders into the future. Internet radio advertising emerged as the most economical marketing method because of easy accessibility, cost effectiveness, and flexibility (Zoll, 2015).

Theme 2: Traditional Radio and Internet Media Platforms

Advertisers can reach target audiences through traditional and Internet radio media platforms. Although AM/FM has been a media platform used by advertisers for decades, Internet radio continues to offer advertisers a different approach to attracting customers. Participant 5 mentioned advertisers should know the differences and similarities between traditional and Internet radio media platforms. Participant 3 reinforced that both traditional and Internet media platforms use ad targeting strategies to make advertising more effective to media buyers. Participant 1 said traditional radio has a more competitive advantage because of the creative concept of commercials in marketing campaigns. However, Participant 4 is concerned that Internet radio media platforms may be more precise for targeted ad campaigns when compared with traditional radio. Participant 7 suggested that it is important that advertisers research the difference in ad clusters on Internet radio and traditional media platforms because there is a difference. In

traditional radio, ad clusters are often several ads that span several minutes, with longer blocks of music in-between. Internet radio services usually only have one or two ads between songs, using much smaller blocks of time. However, they are more frequent between songs (Kilpatrick, 2014).

One of the main differences between traditional and Internet radio is the human connection. Participant 8 believes consumers who listen to AM/FM radio stations may become attached to the personality or host and come to trust them. Participant 6 mentioned radio personalities are key to advertising campaigns that include events and concerts because they can promote the event and listeners tend to buy from personalities that endorse events. Participant 3 suggested in Internet radio platforms, all songs are coming through a screen, and there is no interaction with another person. In result, there is not the same loyalty to a station, and that can be a big drawback from an advertiser's perspective. Participant 1 mentioned traditional radio listener loyalty could be used effectively by advertisers. Both traditional and Internet radio have their benefits and drawbacks, and the way advertisements target listeners also have their strengths and limitations (Jeziorski, 2014).

Theme 3: Marketing Strategies to Yield Results

AM/FM radio stations continue to make a concentrated effort to remain competitive by offering marketing strategies to attract more advertisers. Approximately, 75% of radio advertisers purchase advertising at the local and regional level (Jeziorski, 2014). If traditional radio can strategically redefine itself by offering enhanced marketing strategies, advertisers will increase spending, and radio will thrive (Pluskota, 2015).

Ad cognitive. Ad cognitive affects buying behavior in ad exposure and purchase intentions (Büttner et al, 2015). Ad cognitive can affect how consumers respond to traditional and modern advertisements. Typically, when people have a higher need for ad cognition, they show a more positive attitude toward the advertisement. Participant 2 suggested that to compete with Internet radio, the station has doubled its online listening audience in the past years and uses online apps to promote the station. Participant 5 mentioned most traditional radio stations have evolved and supported new technologies, such as streaming, as the broadcasting industry continues to evolve. Participant 3 mentioned streaming had been an influential tool because it is effective for driving online sales as it helps drive consumers to company and product websites to become customers. Participant 8 suggested that streaming and terrestrial radio fit perfectly into an omnichannel marketing strategy. Overall, the participants suggested the most effective way reach target audiences is to integrate multiple media channels and build a compelling consumer experience across all platforms including all audio and digital elements of streaming and AM/FM radio.

Brand cognitive. Competitive advertising messages influence consumer responses to marketing campaigns. Brand attitude serves as a mediator between the need for achievement and purchase intent (Taute et al., 2014). Despite the rising popularity of Internet radio, more than 90% of Americans still listen to traditional AM/FM radio (Zoll, 2015). Participant 1 noted that to compete with Internet radio, placing ads at the right time is key to an advertiser's success because most radio listeners tune in before school or work in the morning. Participant 7 suggested on-air radio contests have been effective

for years. Participant 6 alluded that on-air radio contests are key to attracting potential customers. Traditional radio includes content and distribution revolutions creating more entertainment and information on more platforms through smartphones, gadgets, Internet streaming, and podcasts.

Attitude toward the ad. Typically, positive ad attitudes influence consumers to receive advertising messages (Izquierdo-Yusta et al. 2015). In some cases, the concept of attitude toward advertising is too broad for traditional radio stations to compete with Internet radio. Participant 5 suggested every year fewer people listen to tradition radio due to the number of commercials. Participant 1 mentioned consumers often complained about repetitive music in rotation by AM/FM radio stations. Participant 7 suggested some listeners do not enjoy programming music elements by traditional radio stations. These factors can influence listening hours the interfere with advertising messages.

Attitude toward the brand. Some brands are affected by consumers toward attitude toward advertising (Muehling, 1987). Attitudes toward ads often have a direct influence on brand attitudes. The study found that the most engaged Internet users also listen to Internet radio. These people are also twice as likely to respond to an Internet ad as those who don't listen to Internet radio. There are some strategies that Internet radio marketers offer that traditional radio finds difficult to match. Participant 4 suggested that Internet radio advertising rates are more affordable than its AM/FM counterparts. Participant 8 mentioned Internet radio allow radio personalities and hosts create a radio show with professional services for a small monthly fee. Participant 4 suggested that Internet radio may grow beyond traditional radio because live radio may broadcast once.

Participant 1 noted the biggest advantages of Internet radio marketing include (a) passive customer acquisition, (b) affordability, (c) adaptability, and (d) niche. Participant 6 mentioned digital marketing is more flexible and responsive than traditional strategies.

Purchase intention. Some consumers make purchase decisions from information they receive from advertisements (Sledge, 2015). Purchase intention includes advertising value and flow experience. Often, traditional radio stations use strategies to keep current traditional radio buyers from switching to Internet radio. Participant 4 noted that advertising interruptions while reading text or watching videos are too frequent in Internet radio, and that figure holds steady across age groups. Participant 8 suggested traditional radio is an excellent way to target key audiences as well as helping advertisers build a brand identity. Participant 8 noted traditional radio listeners are already in the purchasing mindset, a message regarding sales or new products is far more likely to make an impact. Participant 7 suggested targeting ads to key audiences through station placement and time slots allow advertisers to promote businesses and services to consumers are ready to spend. Participant 5 noted a great radio ad includes strategic placement and knowledge of the advertiser's brand identity.

Theme 4: Effectiveness of Marketing Tactics

Traditional radio stations use specific marketing tactics to assess the effectiveness of strategies to achieve expected outcomes for media buyers. Many traditional radio stations offer marketing campaigns outside of commercials. Some marketing tactics include live event sponsorship, digital promotions, community involvement, social media promotion and full-service design (Gio, 2015). Participant 6 noted these tactics allow

businesses to streamline their integrated marketing strategy and be more cost effective with their marketing budget by taking advantage of bundled packages offered by traditional radio stations. Participant 1 suggested that traditional radio stations can provide live radio coverage before, and during the event.

Participant 7 noted integrating radio campaigns with digital promotions allow advertisers to expand their reach as well as the frequency of their reach. Participant 3 suggested radio stations c promote social media websites and encourage people to enter online contests by driving traffic to the advertiser's website. Participant 5 noted another digital option with radio stations are digital ads on websites. Participant 8 suggested stations can also help with E-blasts through email to their loyal listeners. Participant 4 noted that traditional radio stations strongly relate to their local reach and are where people get their information about local events, area happenings, and even emergencies. Participant 8 noted nearly every advertising medium, including radio, is taking on some form of social media integration with their marketing messaging. Radio stations are now helping businesses with their social media marketing more than ever. First, stations can promote social media posts from their station's platforms. Stations can mention this hashtag both on-air and on their social accounts to help it get traction. Radio station marketing opportunities are moving far beyond ads these days. Integrated marketing is the wave of the future, and in many cases, radio stations are in a unique position to help businesses achieve just that.

Applications to Professional Practice

My purpose in this qualitative multiple case study was to explore marketing strategies some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. Based on the research question and interpretation of interview responses, I identified four main themes: (a) evolution of Internet Radio, (b) traditional radio and Internet media platforms, (c) marketing strategies to yield results and (d) effectiveness of marketing tactics. The findings from the study indicated general managers and sales directors at traditional radio stations used effective marketing strategies to compete with Internet radio. The interviews showed this study may be of further value to broadcasters as it could provide insights for an increased understanding of how to develop marketing strategies to engage advertisers and increase revenue.

Implications for Social Change

The findings from the study could contribute to positive social change by supporting the sustainability of radio as a free media for consumers. AM/FM radio as a medium of advertising continues to provide marketers a platform to deliver targeted messages to consumers in both rural and urban areas (Ayimey et al., 2013). As people increasingly turn to AM/FM radio as their source of information, listeners' dependence on the radio as a source for decision-making information also increases. The potential social benefit is that by attracting more advertisers, listeners will be better informed and make better purchasing decisions. The findings from the study may contribute to positive social change by providing knowledge useful in improving the lives of consumers by providing targeted messages regarding needed goods and services through free media.

Recommendations for Action

In this qualitative multiple case study, I explored marketing strategies used by general managers and sales directors at traditional radio stations to compete effectively with Internet radio. The recommendations from this research study may aid traditional radio station (a) general managers, (b) sales directors, and (c) advertisers who rely on marketing strategy and competitive advantage. Traditionally, general managers and sales directors at AM/FM radio stations have relied on market research surveys conducted by third parties such as Nielsen Media, to determine possible marketing strategies (Goldfarb, 2014). The findings of this study will be used as a resource guide for general managers and sales directors at traditional radio stations to gain access to industry trends.

The findings of this study could lead to redefined marketing strategies that can improve advertising revenue of traditional AM/FM radio stations. I recommend general managers and sales directors at traditional radio stations use the findings to support implementing marketing strategies to compete with Internet radio. There are three vital roles in developing effective marketing strategies identified from the study to include (a) providing important information, (b) reaching target customers of a specific demographics, and (c) persuading them to act (Khan, 2014). Internet radio is growing and continues to attract more advertisers. In 2016, Pandora generated total revenue of $638 million from advertising revenue (Zoll, 2015). General managers and sales directors should conduct on-going research about the evolution of Internet radio. General managers and sales directors should enhance communication and correlate with traditional radio and Internet media platforms. The use of effective marketing strategies to yield results

and effectiveness of marketing tactics will increase traditional radio revenue.

The significance of the study could be the identification of marketing strategies that general managers and sales directors at traditional radio stations can use to compete effectively with Internet radio. Business practices may improve by identifying new marketing strategies that general managers and sales directors at traditional radio stations can use to compete effectively with Internet radio and increase advertising revenue. My goal is to distribute this research study to broadcasters and publish it in peer-reviewed journals to be available to students and researchers. This study may be of further value to broadcasters as it could provide insights for an increased understanding of how to develop strategies to engage advertisers and increase revenue.

Recommendations for Further Research

The three limitations of this study were the study design, policy for collecting specific information from participants, and the sample size. The sample in this study, which consisted of eight general managers and sales directors, may not represent the entire perspective of, and every insight into, at traditional radio stations. The geographical region was southeast coast of Florida, which restricted the pool of participants for the multiple case study. The delimitation of the scope was targeted marketing strategies used by general managers and sales directors at traditional radio stations for the first 5 years. Future researchers could explore how traditional radio stations and Internet radio broadcasters can correlate to increase revenue for advertisers.

A recommendation for further research is to use multiple interview platforms, including Facetime interview sessions, to save time when interviewing participants.

Using alternative interview platforms may help researchers to have sufficient time for data collection and data organization. Additional research may also expand the knowledge from the findings of this study.

Reflections

My passion for developing and implementing effective marketing strategies for advertisers was the reason I decided to pursue a doctoral study. A review of the existing literature revealed many theories and strategies to help understand the fundamental knowledge of marketing strategies general managers and sales directors at traditional radio stations can use to compete effectively with Internet radio. The gap in the literature cultivated my vision to explore the phenomenon of effective marketing strategies used by general managers and sales directors at traditional radio stations. My perspective and knowledge of marketing strategies expanded during this extensive research process. The findings of this study affected me professionally and confirmed my belief about the importance of preparedness in marketing strategy development efforts and the power of continuous learning to maintain profitability and sustainability in business.

Conclusion

In this qualitative multiple case study, I explored marketing strategies some general managers and sales directors at traditional radio stations use to compete effectively with Internet radio. The study consisted of data collected from face-to-face, semistructured interviews with general managers and sales directors at traditional radio stations. Four themes emerged: (a) evolution of Internet Radio, (b) traditional radio and Internet media platforms, (c) marketing strategies to yield results and (d) effectiveness of

marketing tactics. Some of the participants expressed concern regarding the steady growth of Internet radio and often referred to the media platform as an evolution of radio broadcasting. The participants believe that to survive, traditional radio stations must innovate, learn from other media and take control of its path to maintain its unique position with advertisers, audiences and other stakeholders into the future. Advertisers can reach target audiences through traditional and Internet radio media platforms. Although AM/FM has been a media platform used by advertisers for decades, Internet radio continues to offer advertisers a different approach to attracting customers.

Participants emphasized the need for advertisers to know the differences and similarities between traditional and Internet radio media platforms. One of the main differences between traditional and Internet radio is the human connection. All the participants indicated that most traditional radio stations have evolved and supported new technologies, like streaming, as the broadcasting industry continues to evolve. In conclusion, the multiple case study involved an approach to capture insightful knowledge from general managers and sales directors at traditional radio stations about the marketing strategies that they used to compete with Internet radio.

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Appendix A: Interview Protocol

The following constitutes the Interview Protocol. An Interview Protocol informs the

study's participants of the step-by-step order of events to take place during the interview

session. While every effort will be made to follow the protocol as written, unforeseen

circumstances during the interview may warrant altering the protocol in some manner. If

questions are not answered, the researcher may ask for a second interview to finish the

questions, or to follow-up on some of the questions answered in the first interview.

Before the interview, the researcher will

Provide the participant a copy of the interview protocol, consent form,

and interview questions and confirm each document was read and understood;

Schedule time, place, and date with the interviewee; and answer preliminary concerns

and questions of the participant.

During the interview, the researcher will

Obtain a signed consent form, if not already obtained in advance;

Confirm if the participant agrees to be recorded;

Remind the participant involvement is voluntary;

Remind the participant they may back out at any time;

Advise participant the researcher will take notes in a journal;

Remind participant responses are confidential;

Address any concerns regarding the consent form; and ask the interview questions that were provided in advance.

After the interview, the researcher will

Thank the participant for taking part in the interview;

Transcribe the data and determine if a second interview is necessary;

Send the transcript to the participant for review;

Send summary of themes identified in analysis and make updates based on participant feedback (member checking);

Schedule a second interview for follow-up (if necessary);

Receive affirmation from participant regarding accuracy of the transcription and accuracy of data interpretation (via e-mail or telephone);

Convert paper documents to digital format;

Save files to a thumb drive and lock in a safe for 5 years; and

Destroy data after 5 years. After publication, the researcher will

Send the participant a summary of the findings and an electronic copy of the completed study if requested; and

Advise the participant of the publication.

Appendix B: Semistructured Interview Questions

How would you define Internet radio?

What strategies have you used to compete with Internet radio?

What strategies have been most successful?

What are the least successful strategies for competing with Internet radio?

What strategies do Internet radio marketers offer that you find difficult to match?

What are the best marketing strategies to keep current traditional radio media buyers from switching to Internet radio?

What specific marketing tactics are used to assess the effectiveness of strategies to achieve expected outcomes for media buyers?

What other information regarding traditional radio and Internet marketing strategies would you like to share?

Appendix C: Email Invitation Letter

Dear Candidate:

Hello, my name is Shaquilla Smith. I am a doctoral student at Walden University in the Business Administration program. I am conducting research on successful marketing strategies employed by traditional AM/FM radio stations in the Ft. Lauderdale, Florida area, and I am inviting you to participate in the study.

Participation in this research includes reviewing and signing a consent form which will take 10-minutes. The consent form will provide study background information, sample interview questions, procedures, risks and benefits, compensation, confidentiality and contact details. Next, a face to face 60-minute interview will be scheduled at a confirmed location. The interview results will be transcribed into a word document and saved to a secure electronic file. If you agree to participate in the study, your total time commitment will be between 60 – 80 minutes.

The findings from the study could assist traditional radio general managers and sales directors in choosing an effective strategy to compete with Internet radio.

If you have any questions or would like to participate in the research, I can be reached at xxx-xxx-xxxx or xxxxxxxxx.xxxxx@waldenu.edu. Thank you for your consideration. I look forward to hearing from you.