Gordon Institute of Business Science
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The job to be done for the FM and digital radio audience

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Abstract

FM radio in South Africa has come under severe pressure from digital disruption, with the exponential acquisition of audiences on digital platforms. To determine if a new technology will be accepted by users, perceived ease of use and perceived usefulness aids as a guiding principle. The technology literature is limited to the physical and technological aspects of the product and insufficiently describes the emotional and physical needs of the user. However, studies have been conducted to determine why people use certain digital products and for what gratification.

This study explores the job to be done for the audiences of digital platforms. Semi-structured interviews were conducted with 20 participants who listen to FM radio in South Africa. The study found that digital radio needs to confirm the aspect of technology acceptance, as well address specific values to satisfy the audience. The key difference between FM radio and digital radio was that digital radio offers more immersive and in-depth content which the user is able to personalise according to their needs. To advertise effectively, radio stations must offer advertising that has authentic messaging and bespoke advertising content that sells an experience to the audience.

This study contributes to the literature by combining various theories and frameworks into one model for acquiring audiences. A framework is presented that will help radio station managers in creating audience acquisition strategies for both FM and digital radio, as well as creating more effective advertising.

Keywords

Value Pyramid, Digital Disruption, Job to Be Done, Digital Radio, FM Radio

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Johannes Daniel Mostert
7 November 2018

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CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

The job to be done for any product is what an individual seeks to achieve beyond its existing task to experience (Christensen, Hall, Dillon & Duncan, 2016). This study explores the job to be done of existing and potential audiences of both FM and digital radio audience in South Africa so that radio station managers can be equipped to disrupt the industry for survival. FM radio has enjoyed great success throughout its existence in South Africa, and currently almost 70% of the population listens to radio with the industry generating R6.9 billion in revenues (Bratt, 2018). Radio advertising in 2016 only grew by 0.6%, and the annual compound growth rate for radio from 2016 – 2021 is estimated at 3.9%, as opposed to internet advertising growing at 12.9% (PricewaterhouseCoopers' Entertainment and Media outlook: 2017 – 2021, 2017). It is also estimated that internet advertising will generate R8.1 billion and radio only R5.38 billion from 2016 to 2021.

While radio still has a healthy audience, technological innovations and digital platforms are accumulating mass audience at exponential rates and poses a potential threat to FM radio. Globally, FM radio took 38 years to acquire 50 million users, whereas the internet only took four years (Dadson, 2017). Pokémon Go, a game on mobile devices, achieved 50 million users in just 19 days (Nelson, 2016). With digital platforms growing at exponential rates and advertising revenue being shifted towards digital platforms, FM radio is facing a real threat on its profitability and sustainability.

As the majority of South Africans live in poverty (Gous, 2018), it cannot afford for an industry to collapse resulting in vast loss of jobs. Therefore, the FM radio industry at large will need to disrupt in order to afford it a chance of surviving the digital revolution. As the Double S-Curve suggests, companies or industries need to disrupt themselves to sustain profitability and existence (Christensen, 1992).

This study therefore aims to provide insights in how FM radio stations can disrupt themselves to remain relevant, and therefore remain in business and profitable. Existing literature and studies have been conducted on mass media and how to acquire audiences. However, the literature has not focused on sub-categories of the internet, with the exception of social media, or mass media other than television and newspapers. The majority of the studies were also conducted in established markets and not emerging markets. The

technology acceptance model, which has widely been adopted as the go to model for establishing whether new technologies and systems will be accepted by audiences (Rad, Nilashi & Dahlan, 2017), is limited in addressing the emotional and psychological needs of the end user. Through an exploratory study, this research paper identified beyond technology acceptance models what the digital radio audience's needs and wants are.

The findings of this research paper will allow radio station managers to become ambidextrous in building radio stations that cater to both the FM radio and digital radio audience. Radio station managers should not cannibalize their existing business model by shifting it entirely to digital, but rather, develop strategies to execute a Double S-Curve strategy to increase their chances of survival in an ever-threatened industry.

1.2 Definitions

Frequency Modulation, or FM radio, is the transmission and reception of electromagnetic waves of radio frequency, especially those carrying sound messages (Altunian, 2018). Radio broadcast therefore refers to the technical mechanism or method in which the signal is transmitted. This definition could then include among others, AM Radio, FM Radio, cellular phone connections, and short wave communication.

For the purpose of this study, the term radio, FM Radio, traditional radio or terrestrial radio, refers to frequency modulation radio or amplitude modulation, or any form of radio in which a broadcaster, the radio station, transmits an audio signal through FM or AM which is received and transcoded on a consumer's radio. FM radio in this context refers to FM or AM broadcasting in which sound is transmitted from a radio station to an audience through frequency modulation or amplitude modulation waves at a consumer level.

Examples of FM radio stations include radio stations from the South African Broadcast Corporation (SABC) such as, but not limited to, 5FM, SAFM, Radio 2000, and Metro FM (Radio station for every language, n.d.). FM radio is completely free, and most, if not all cars in South Africa include a radio.

Internet radio is audio being broadcast by means of the internet instead of radio waves or satellite signals. Both the radio stations and the audience need to have an internet connection, or be connected. Terrestrial radio has geographic limitations, whereas internet

does not. Internet radio can be accessed on either a computer, a mobile device, or any smart device connected to the internet. (Internet Radio, n.d.) At the time of this research, there were several pure internet radio stations such as CliffCentral.com, Touch HD, and 2oceansvideo Radio within South Africa. A search online will reveal that the number of internet only radio stations globally is in the thousands. Many FM radio stations also broadcast, or stream, their traditional radio audio on the internet, which could also be considered internet radio.

Podcasts are on demand audio pieces, and are different to all other forms of radio mentioned above which are linear in nature. With podcasts, consumers can choose what they want to hear, when they want to hear it, without having to wait for the radio station to play it. Podcasts are available over the internet, and users are usually able to download these locally to their devices. (Hamm, 2017) The vast majority of the stations mentioned above make their content available in some form of podcast.

For the purpose of this research, digital radio will include internet radio and podcasts. Internet radio is to include FM radio streaming services on the internet, as well as podcasts offered by any radio station. The focus of this research is not on the status or the definition of the radio station, but rather the user preference of a specific platform. Internet radio will also not have any geographical limitations, as the internet is available worldwide and the South African audience is able listen to internet radio from any country.

1.3 Background to the Research Problem

Digital disruption has brought upon a variety of new media outlets that challenge traditional media such as television, radio and magazines. One of the critical challenges to radio came with the success of the iPod (Berry, 2006). Enabling listeners to curate and have their own music player put tremendous pressure on the FM business model. Recently, FM radio again faced a threat in the form of digital (internet) radio and podcasts (Porter, 2015). Digital radio's appeal lies in that unique content can be created and curated and that the listener can playlist the content as he or she wishes. Linear programming, and the listeners having to wait to for a specific time to hear what they want to hear is seemingly becoming outdated. Listeners want to listen to what they want to listen to, when they want to. From an advertiser's perspective, digital radio allows for more accurate data that is provided timeously and also allows for programmatic advertising. Programmatic advertising is when an advertiser can

target an exact target market based on fact and data (Marshall, 2014). FM radio stations have made attempts to adapt to digital radio business – largely due to the nature of the business already focusing on audio content. However, given that FM radio has enjoyed success, not much has been given to build digital audiences. The real-world problem therefore is whether digital radio (in South Africa) is able to deploy strategies to build significant user bases (critical mass) in order for it to be attractive for advertisers.

The first radio station in South Africa was set up December 29, 1923 by South African Railways in Johannesburg and broadcast on shortwave or amplitude modulation (AM) (AM vs. FM, n.d.). The first frequency modulation (FM) (AM vs. FM, n.d.) broadcast occurred on December 25, 1961 (Mishkind, n.d.). Since its inception, radio has become the most consumed form of media in South Africa, with 39.5 million radio listeners (The Broadcast Research Council of South Africa, 2018). According to Statistics SA, in 2017, South Africa had an estimated population of 56,52 million people (Statistics South Africa [Stats SA], 2017). Radio, in its current form of FM, therefore has mass in the form of its audience, as almost 70% of the population listens to radio, and the industry is generating R6.9 billion in revenues (Bratt, 2018).

Radio generates revenue through means of advertising. This means, radio stations do not only compete against other radio stations, but also against other forms of media competing for advertisers' budgets including television, print, billboards and the internet. Throughout the years, radio stations have had to adapt strategies to compete against evolving technologies, such as television which made its first broadcast in 1926 (Davis, 2017). In 1994, the first banner displayed on the world-wide web (Young, 2000). The banner ad was an innovative way of advertising to users on the internet, whereby a banner that usually had some graphic illustration is displayed on a website, the user clicks on the banner and is taken to the advertiser's website. As found by Hoban and Bucklin (2015), online display advertising has a small, positive and significant effect on the purchasing stages. Furthermore, it was also suggested that online advertising helps with brand building. While banner advertisement was one of the first ways to advertise on the internet, the internet has grown its advertising revenue share exponentially. In 2016, internet advertising in South Africa generated R3.95 billion in revenue (Dicey, 2017).

At 41% of market share globally in 2017, digital advertising overtook television advertising revenues which was at 35% of the market (Kafka & Molla, 2017). According to Statista (2018), internet advertising revenue grew 15.2% from 2016 to 2017, and radio advertising spend only grew 3.4%. According to PricewaterhouseCoopers' Entertainment and media outlook: 2017 – 2021 (2017), internet advertising revenue in South Africa from 2015 to 2016 grew by 22.9%, and radio only by 2.4%. Using forecast data until 2021, the compound annual growth rate of internet advertising will be 10.6%, while radio will only grow at 3.9%.

Internet advertising is therefore becoming a serious competitor in the advertising industry. In 2016, the second largest spender on marketing Unilever, shifted 24% of its advertising budget to internet or digital marketing (O'Reilly, 2016). A yearlong study conducted by both Nestlé and Unilever revealed that for every £1 spent on digital advertising, an average of £1.93 was returned on the investment (Stewart, 2017).

Parallel to threatening advertising revenue, new media is also related to the decline of audience in traditional media. The severity in declining audience can be seen in the print industry. In the United States of America, print media circulation fell 10% from 2015 to 2016 (Barthel, 2017). In the United Kingdom, print circulation declined 37% from 2015 to 2016 (Kanter, 2017). Daily newspaper circulation fell 11.9% year-on-year from 2016 to 2017 and total circulation fell 6% (Manson, 2017).

This drop in circulation corresponds with a significant decline in revenue. In the United States of America, revenue from print media fell from $67 billion in 2000 to $16.4 billion in 2014 (Jarvis, 2015). In the United Kingdom, the decline is predicted to be from £1.5 billion ($1.6 billion) in 2009 to £533 million ($722 million) in 2019. According to PricewaterhouseCoopers' Entertainment and Media outlook (2017), newspapers in South Africa is the only media outlet that is forecast to have negative growth (CAGR) from 2016 to 2021 at -4.2%. Given the drastic decline in print revenue, newspapers have attempted to make up the difference through digital advertising or subscription revenue. Publications offered their print content online at a nominal fee, and also tried to sell their online audience to advertisers. However, the digital revenue injection is not matching the loss in print revenue. For example, in the United States of America, digital online contributed to $3.4 billion of revenue from 2000 to 2014, with the loss being $50.4 billion. With the significant loss of revenue, the industry is at risk, and as such, several newspapers have filed for bankruptcy or shut their doors. The

ripple of effect of newspaper companies closing their doors is a loss of jobs and a loss of income. According to Pew Research centre, from January 2017 to April 2018, 36% of the largest newspapers in the United States had to reduce its workforce (Grieco, Sumida & Fedeli, 2018).

With the example of the print industry, it is evident that digital can disrupt an industry in the most severe way. Furthermore, media advertising market share in South Africa indicates that revenue growth for radio is slowing down, contrasted with digital (internet) growing at exponential rates. This is further supported with big advertising spenders deliberately shifting marketing budgets from traditional media to new media, such as digital. Therefore, it is evident that the radio industry at large in South Africa is facing the problem of losing revenue due to innovation in technology and shifts in the environment.

As seen in Figure 1 below, the rate of disruption is increasing at an exponential rate, with digital being at the core. Radio took 38 years to reach 50 million users worldwide, whereas Angry Birds, a game on for mobile devices, achieved the same number of users in only 35 days (Dadson, 2017). Internet search giant Google, was launched in 1998 and achieved instant success with over 500000 searches per day. Of recent times, more than 2.3million searches are conducted daily (D'Onfro, 2016) and Google generated more than $31.15B dollars in quarter 1 of 2018 (Lynley, 2018).

Figure 1: Reaching 50 million users: the journey of internet and non-internet products.

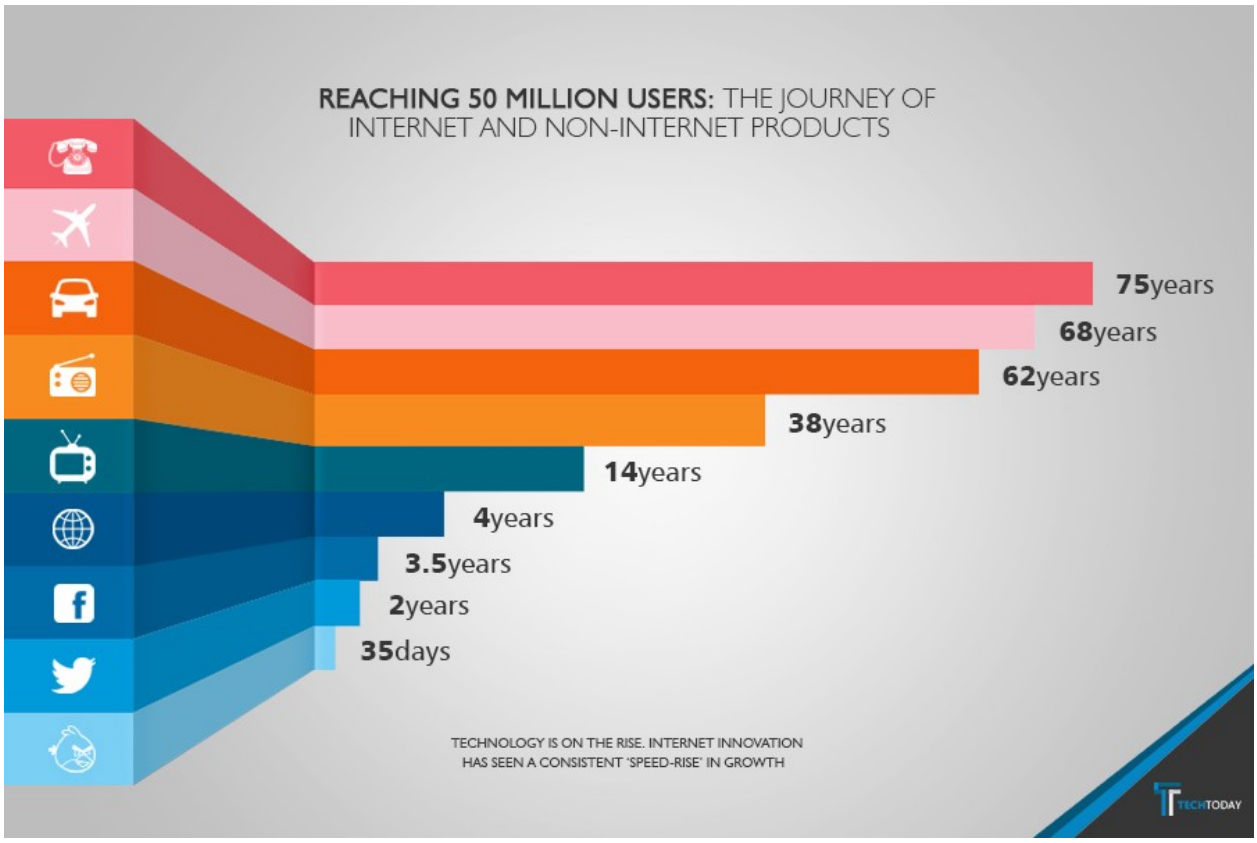

Figure 1. Reaching 50 million users: the journey of internet and non-internet products. From Medium. Retrieved from https://medium.com/techtoday/reaching-50-million-users-the-journey-of-internet-and-non-internet-products-7a531d36f4ea. Copyright 2017 by Medium.

YouTube, a video-sharing website, was founded in 2005, and acquired by Google in 2006 for $1.65B. The website has become the go to platform for online video content, with over 1 billion users and over 1 billion hours of content watched daily on the platform (Google, n.d.). It is estimated that YouTube would have generated $27.4B by 2020 (Klein, 2018). YouTube has been very successful in building critical mass and generating revenue from advertisers since inception.

Apple Podcast was launched in 2005, an offering as part of the Apple iPod ecosystem (Apple Takes Podcasting Mainstream, 2005). Apple podcasts is a combination of both professional and user-generated podcasts, that can be downloaded in the Apple ecosystem, either through iTunes or directly on an Apple mobile device. Currently, there are over 525 000 active shows on the platform (Locker, 2018). In 2015, SoundCloud, an online audio platform

where users could upload their own audio content, was launched in 2008 and has over 175 million active monthly users (Shead, 2017). SoundCloud has struggled with revenue, offering their services and products for free or at very low costs to users, with no additional revenue from advertising.

Online music streaming has been gaining tremendous momentum of late. Apple started offering an online music streaming platform in 2015, which has acquired almost 40 million subscribers (Hall, 2018). This platform, again, as part of the Apple ecosystem, allows subscribers to choose their own music and stream it over an internet connection to their device. Spotify, a very similar product, offers both a paid for and free product. The music streaming service has 170 million active users, 75 million which are paid subscribers (Welch, 2018). The amount of content offerings on digital platforms has increased rapidly, in line with digital disruption and innovation. The number of digital content providers and platforms online is plentiful and consumers are spoilt for choice. Traditional, non-internet media, is being challenged drastically in its fight for an audience.

1.4 Significance of Research

With the radio industry's competition landscape changing through technological disruption and innovation, there is a need for executives and senior management to gain a deeper understanding of the environment in which they operate. Historically, advertisers were limited in choice of outlet to convey their messages. As described above, advertisers are shifting marketing budgets towards new media, which leaves the radio industry at large is under threat. This requires radio stations to disrupt themselves to create sustainable businesses. The study aims to provide radio stations managers with a toolkit to acquire digital radio station audiences, along with strengthening its core FM radio offering.

With established theories in innovation, disruption, job to be done, and the Value Pyramid, this research aims to build a comprehensive framework combing these theories in an attempt to propose a model of innovation for FM radio stations in South Africa. Despite studies being conducted on the convergence of newspapers and magazines into the digital age, very few studies have been conducted to examine the application of the above theories to FM radio stations. The research can serve as a foundation for future quantitative studies.

1.5 Scope of the Research

While multi-sided platforms are applicable to a variety of industries, this research will be limited to the radio and advertising industry. Radio business in South Africa is limited by frequency modulation (FM) to the borders of the country. Therefore, radio businesses are confined to conducting operations based on the footprint of their transmissions. With 21 million internet users (Shapshak, 2017), and 38.3 million radio listeners in South Africa (This is how many people are listening to South Africa's most popular radio stations, 2016), it is evident that critical mass will be reached to satisfy the conditions of a multi-sided business platform. In Gauteng alone, radio reaches 9.2 million people (The Broadcast Research Council of South Africa, 2018) and there are 38 commercial or public broadcast radio stations with the majority being in Gauteng (South African Advertising Research Foundation, 2012).

Given the geographical limitations imposed on radio stations due technical restrictions, mass audience availability, and the business opportunity presented in the form of economic activity, the research will be conducted in South Africa. South Africa is also an emerging market (Bissker, 2018), and Wan, Williamson and Yin (2015) noted that emerging markets are becoming an important source of disruption innovation. As this research will be a combination of disruption and innovation, South Africa is an appropriate market on which to focus.

1.6 Research Purpose

The purpose of this research will be to develop a framework of innovation and disruption for radio stations through means of testing theory applied in the real world. To gain a deeper understanding of why advertisers may prefer digital advertising, the job to be done theory will examined. The job to done theory will also be applied to understand consumer behaviour with regard tocontent consumption. Thereafter, the value ladder of advertisers will be explored to expose the opportunities available for radio stations to exploit. Finally, technology innovations will be investigated to determine how stations can utilise it to address the needs and wants of advertisers.

1.7 Conclusion

Chapter two describes the theoretical background on which this study is based, followed by chapter three which outlines the research questions to be addressed. In chapter four the

research methodology is explained and the results are presented in chapter five. Chapter six discusses the results in detail, and chapter seven closes the study describing the insights gained from the study for both academic and business purposes, the limitations of the study, the business implications for managers of the study and suggestions for future research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing literature related to this study. It first discusses the need for innovation as disruption forces companied to reconsider their strategies. Thereafter, it explores the most commonly used theory for technology adoption, as well as theory focused on the psychology of technology adoption. This is followed by a discussion of understanding the job to be done as well as the value hierarchy to address the customer's goals and purposes. The chapter is concluded with a discussion of the critical components, how it is linked together and what FM radio stations should consider to grow their audience on their digital platforms.

2.2 The Importance of the Double S-Curve

With the threat of advertising revenue declining in the radio industry, there is a dire need for innovation to sustain profitability. Foster (1986), describes that companies continually try to improve maturing technologies, rather than identify new technologies which causes firms to lose their position of dominance. The S-curve is a framework explaining when companies should innovate to sustain profitability. Using the model allows for managers to understand when innovation is required to increase adoption of the technology and how to avoid a decline of users.

Figure 2: The Technology S-Curve

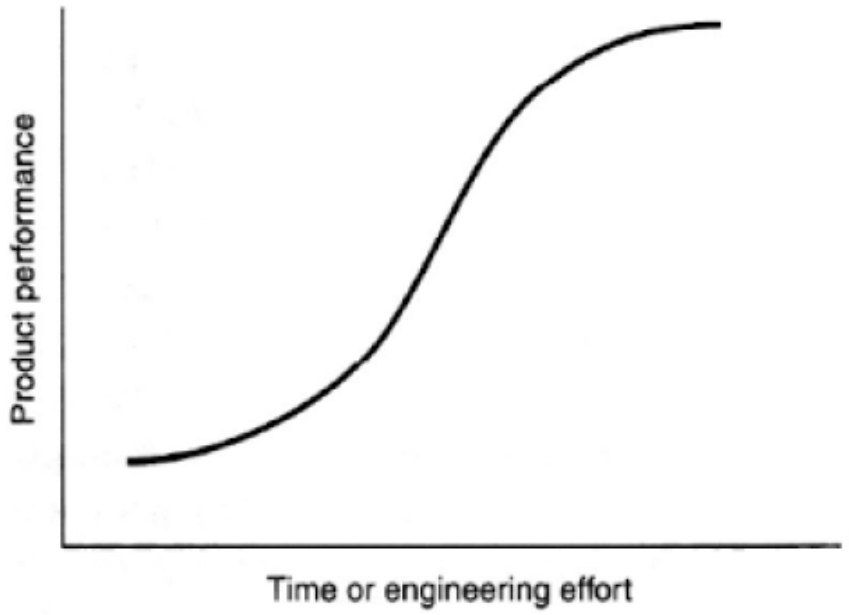

Figure 2. The Technology S-Curve*. Reprinted from "Exploring the Limits of The Technology S-Curve. Part I: Component Technologies", by C.M. Christensen, 1992, Production and Operations Management, 1*(4), p.335. Copyright 1992 by Production and Operations Management Society.

As time increases the performance of the product plateaus and eventually declines. As new technology is introduced and performance of the new technology increases, the old technology's performance will start its decline. Figure 3 illustrates visually the need for innovation with multiple s-curves for companies to continually improve product or firm performance. In figure 3, "First technology" represents FM radio in its current form. Critical mass has been reached, as audience figures are not growing anymore, but have plateaued. The "Second technology" in figure 3 represents digital, and the dotted line represents the potential that innovation and disruption could yield for radio stations. It is therefore evident that innovation and disruption is needed.

Figure 3: Prescriptive S-Curve Strategy

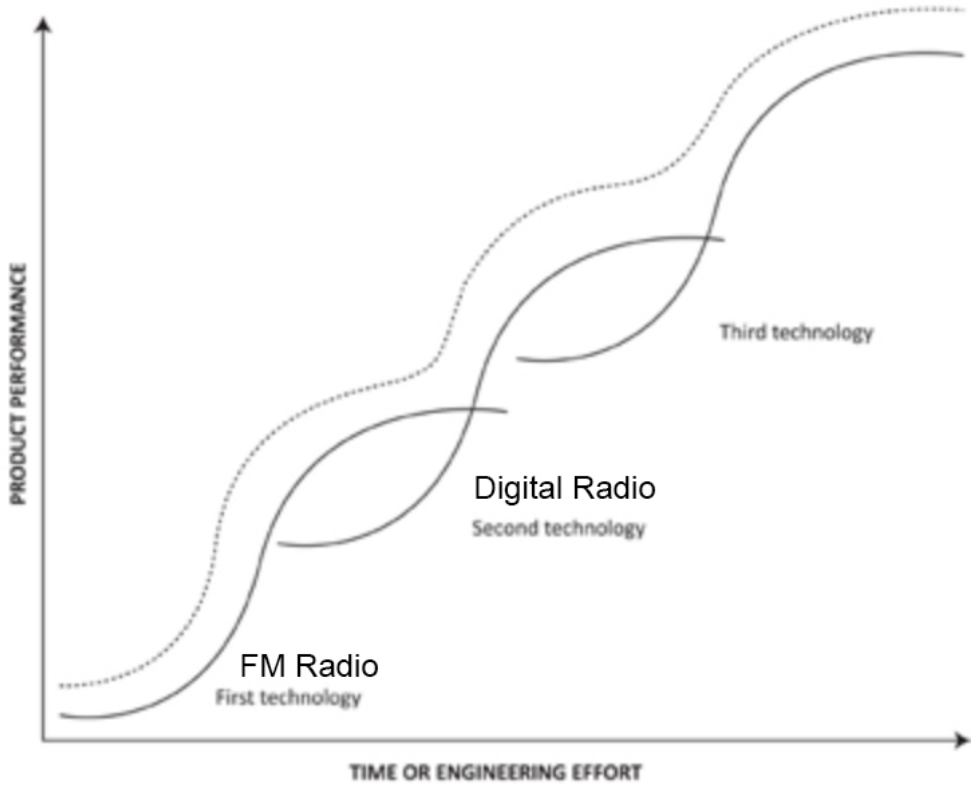

Figure 3. Prescriptive S-Curve Strategy. Adapted from "Exploring the Limits of The Technology S-Curve. Part I: Component Technologies", by C.M. Christensen, 1992, *Production and Operations Management, 1*(4), p.340. Copyright 1992 by Production and Operations Management Society.

However, FM radio should not cease to exist, but rather, digital radio should operate parallel to FM radio increasing the overall revenue for the radio station. Radio station managers should not cannibalise their existing audience, advertisers, and ultimately revenue, with the introduction of digital radio. If radio station managers shift their business to digital only, the full potential of the radio station may not be realised. This is illustrated in Figure 4 below.

Figure 4: Digital Radio Replacing FM Radio

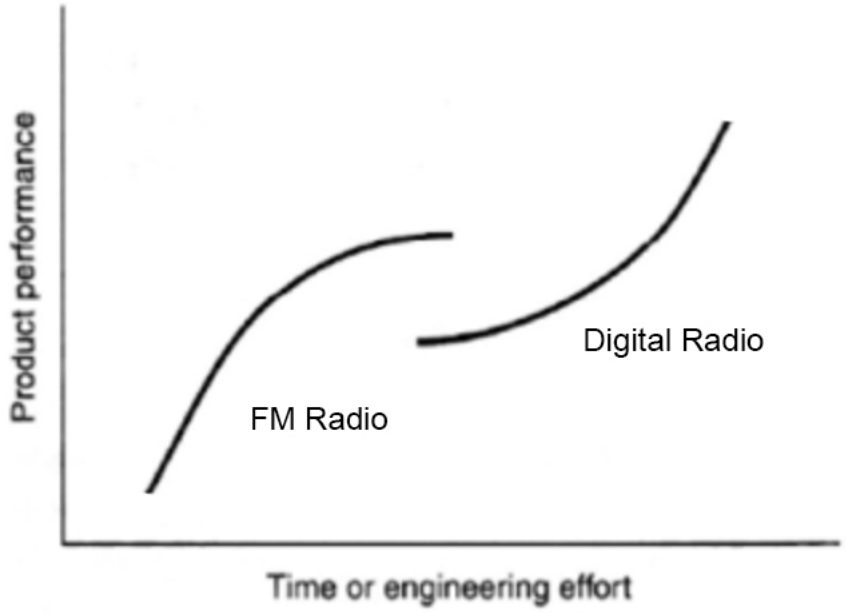

Figure 4: Digital Radio Replacing FM Radio

If radio station managers shift the entire business model to focus on digital radio only, FM radio will cease to exist and be replaced by digital radio. As FM radio is still generating revenue and has a significant audience, it is important for radio station managers to continue with the FM radio business model, and introduce, as another product offering, digital radio. This is depicted in Figure 5 below.

Figure 5: FM Radio and Digital Radio Operating Simultaneously

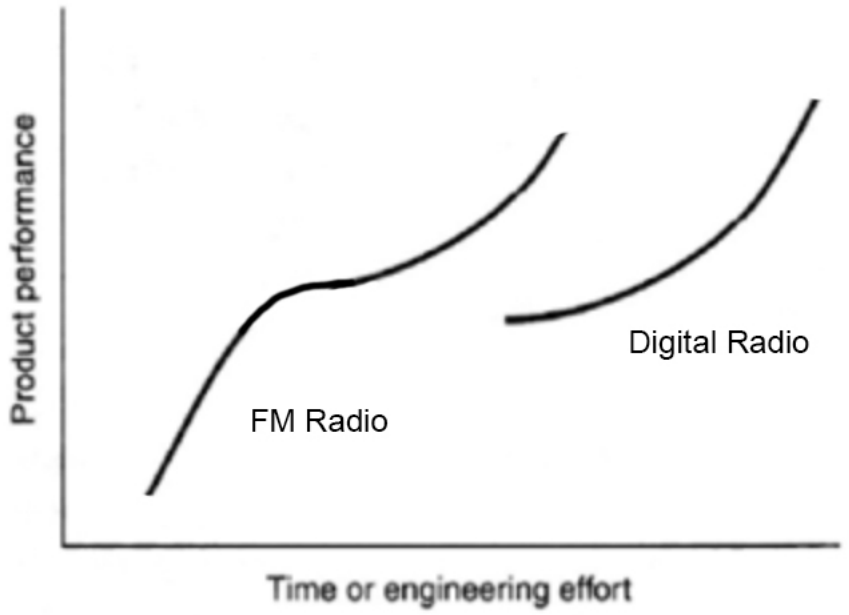

Figure 5: FM Radio and Digital Radio Operating Simultaneously

Christensen, Raynor and McDonald (2016) state that companies should not overreact to disruption by dismantling a still profitable business. As indicated above, the radio industry in South Africa is still generating revenue and growing positively, albeit at a slower rate than internet or digital. Instead of disrupting the current profitable business model, new business units should be created to focus on new opportunities. It is also important to note that these new business units should run separate to that of the core business. As a new S-Curve needs to be developed, it must be determined if people will accept the new technology, or the digital radio station. Therefore, the Technology Acceptance Model will be examined to further explore this area.

2.3 Technology Acceptance Model

Digital and the internet is a sub-category of the information technology (IT) and communication sector. Numerous theories, models and frameworks have been developed since the 80s to determine user acceptance of specific technological products. Rad, Nilashi and Dahlan (2017) have compiled a non-exhaustive list of 21 IT adoption studies: Technology Acceptance Model (TAM), Diffusion of innovations (DOI), Unified theory of acceptance and use of technology (UTAUT), Theory of planned behaviour, Technology-

organization-environment framework (TOE framework), Theory of reasoned action (TRA), Delone and McLean IS success model (ISS), Task technology fit model (TTF), Expectation confirmation theory, Uses and gratifications (UGT) theory, Big Five Theory (BIG5), Extended Technology Acceptance Model (TAM2), Extended Technology Acceptance Model (TAM3), Social cognitive theory (SCT), Trust model, Perceived value model, Unified theory of acceptance and use of technology (UTAUT2), Social capital theory, Inter-organizational relationship (IOR) theory, Flow theory and Social identity theory.

In 1985, Fred Davis proposed the Technology Acceptance Model (TAM) as part of his doctoral thesis, titled “A Technology Acceptance Model for Empirically Testing New End-User Information Systems: Theory and Results” (Davis, 1985) and his model was published in 1989 (Davis, 1989). The Technology Acceptance Model is the most used theory in information technology adoption studies, as found in the literature review of Rad, Nilashi and Dahlan (2017). TAM has also been developed further to TAM2 (Venkatesh & Davis, 2000) and TAM3 (Venkatesh & Bala, 2008).

Davis (1985) proposed that his model consists of four components: design features, cognitive response, affective response and behavioural response. The design features are external components of the model, and have no direct impact on attitude or behaviour, but rather only affect perceived ease of use and perceived usefulness indirectly. Perceived ease of use and perceived usefulness are part of the cognitive response, and have a direct impact on the attitude towards use of the technology by a person. Perceived usefulness is the degree to which a person believes it will help or enhance the performance of a task. Perceived ease of use is the degree which a person believes that it will require physical or mental effort. Attitude towards using is part of the affective response and actual system use is part of the behavioural response in the model.

Davis (1985) suggested that further research be conducted to determine the role of subjective normative influence to the model. Venkatesh and Davis (2000) proposed TAM2, an extension of the technology acceptance model, which includes social influence processes (subjective norm, voluntariness and image) and cognitive instrumental processes (job relevance, output quality, result demonstrability and perceived ease of use).

Subjective norm, defined by Fishbein and Ajzen (1975, p. 302), is “a person’s perception that most people who are important to him think he should or should not perform the behaviour in question”. Simply put, it is the social pressure put on an individual to perform or not to perform, or to conform or not to conform. Voluntariness is the user’s perception on whether the adoption is to be non-mandatory. Venkatesh & Davis (2000) found that subjective norm exerts significant direct effort on mandatory systems, and not voluntary systems.

Moore and Benbasat (1991) define image as the degree to which one’s use of innovation is perceived to enhance one’s status in one’s social system. This form of social influence, is when an individual believes a specific task should be performed, or technology accepted if it is seen by important members in the group as an important task or technology, to enhance the individual’s social status standing. Hartwick and Barki (1994) found that as user experience with the technology increases, the influence from other people will become less significant on the user’s decision to accept the technology and the normative influence on the user will decrease.

The cognitive instrumental process is when an individual forms a judgement on a system or technology based on the use-performance contingency. Job relevance, is the degree to which the technology or system is relevant or applicable to the individual’s job. Output quality, refers to the extent to which the system can complete the job, or how well the system will assist the individual to complete the job. Result demonstrability is the when the user can attribute the gains from the system to the individual’s job. (Venkatesh & Davis, 2000)

Venkatesh and Bala (2008), continued to develop on TAM2, to address its shortcomings. TAM3, which integrated the predictors of perceived ease of use and perceived usefulness is depicted in Figure 6 below.

Figure 6: Technology Acceptance Model 3

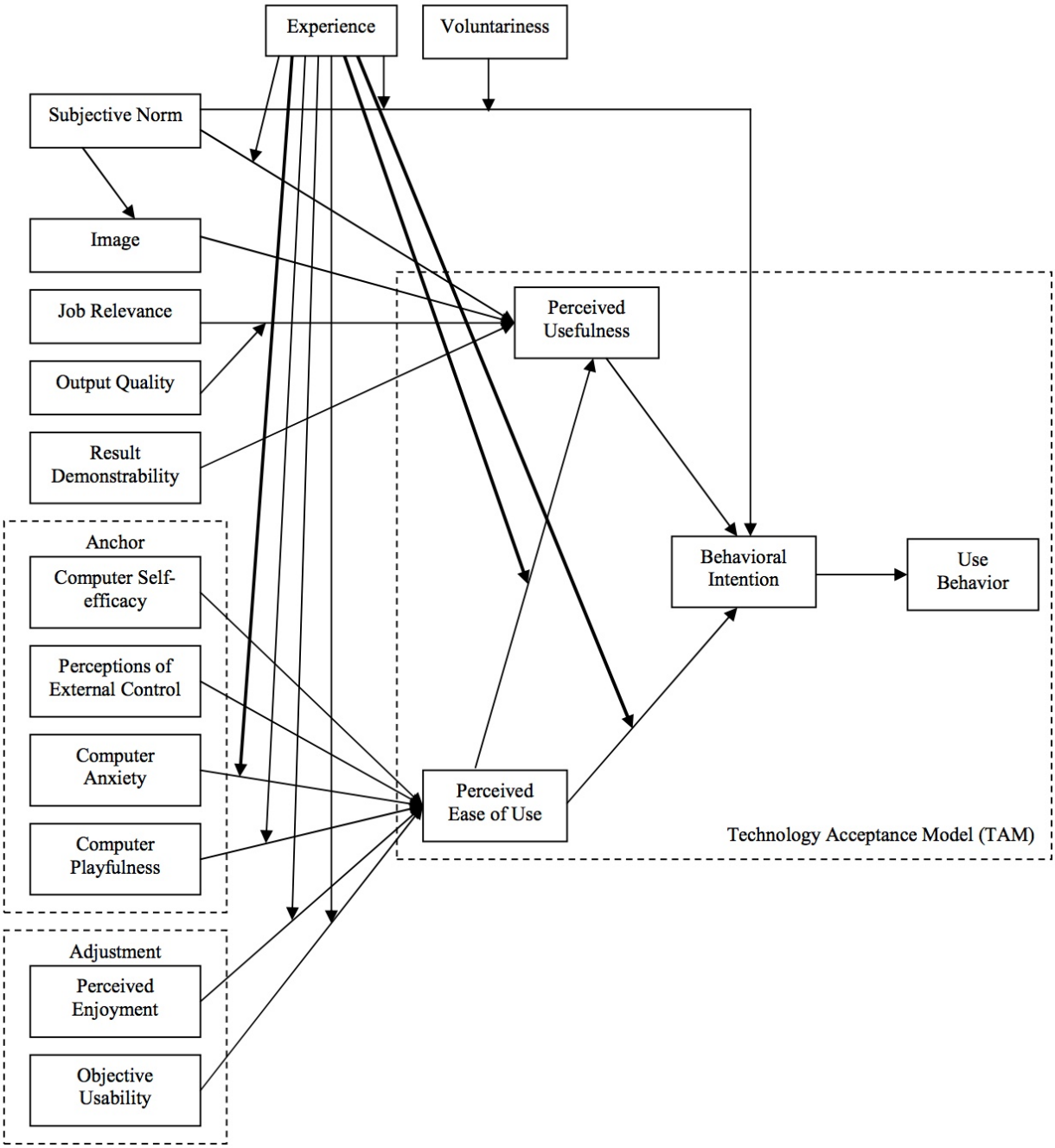

Figure 6. Technology Acceptance Model 3. Retrieved from "Technology Acceptance Model 3 and a Research Agenda on Interventions" by V. Venkatesh and H. Bala. *Decision Sciences, 39*(2), 273-315. Copyright 2008 by Decision Sciences.

TAM2 only considered determinants of perceived usefulness and two moderators, experience and voluntariness. Venkatesh and Bala (2018) proposed determinants of

perceived ease of use, to address the shortcomings of TAM2. Venkatesh determined that user's early perception of ease of use will be determined by anchors. The anchors include computer self-efficacy, perceptions of external control, computer anxiety and computer playfulness. Computer self-efficacy, the perception an individual has about his or her ability to use a computer. Perceptions of external control is a reference to the resources available to the individual from the company to support the individual in using the computer. Computer anxiety is an individual's fear of using a computer. Computer playfulness is the degree to which an individual is willing to use a computer with spontaneity. (Venkatesh & Bala, 2008)

Adjustments are determinants that will influence an individual's perception on specific technology once experience has been gained. Perceived enjoyment and objective usability are the two characteristics of adjustments. The amount of joy an individual receives from using a specific technology or system, regardless of performance of said technology is perceived enjoyment. Objective usability is a judgment made on whether the technology or system is usable, compared to other systems in a non-subjective manner. (Venkatesh & Bala, 2008)

The Technology Acceptance Model has been developed from inception in the 80s, to the third revision of the model. The model has been widely used to attempt to describe the behaviour of the intended target audience of the technology or system. Venkatesh and Davis (2000) studied the effect of subjective norm on perceived usefulness, and found that it only exerts a significant influence on acceptance of technology if the system or technology is mandatory. Consuming content, listening to the radio or watching television, is a voluntary exercise. From surfing the internet, to listening to the radio, to reading a book, or choosing not to consuming any content, the audience has a variety of choice in what content to consume, on what platform and when they want to consume it.

The research around TAM is limited, in that it only examined it in the context of employee's and organisations. Furthermore, TAM has mostly only considered the physical attributes of the technology or system. It is argued that TAM insufficiently considers the psychological and emotional needs of the audience, therefore, Job to Be Done theory, Usage and Gratification Theory and the Value Pyramid are discussed to explore theories beyond the acceptance of physical attributes as discussed in TAM.

2.4 Job(s) To Be Done

Johnson, Christensen and Kagermann (2008) noted that there are four interlocking components of a business model: costumer value proposition (CVP), profit formula, key resources, and key processes. It is further noted that the customer value proposition is the most important component of the four. The CVP ultimately illustrates what job needs to be done, and will therefore allow the business to design its model around this need. The job to be done is what an individual seeks to achieve in current circumstances and this extends from task to experience (Christensen et al., 2016). Using this approach to evaluate the needs and wants of the audience, the job to be done becomes clear and allows for appropriate design of a business model. Simply put, the digital radio station will know how to design its customer value proposition, or its product offering, according to the audience's wants and needs.

Clayton Christensen explained the theory of jobs to be done with a study conducted on McDonalds. McDonalds would invest in research and development on their milkshakes products, improving the product, however, the impact on profits were negligible. Christensen, with help of his colleague, through observing customer behaviour and having conversations with customers who bought milkshakes, determined why people "hired" milkshakes. In some cases, people purchased milkshakes in the morning on their way to work, to fill the gap in their stomachs and prevent them from being hungry again until lunch time. The other customers who they spoke to, did it to for the sake of the parent child relationship. Parents purchased milkshakes for their children in the afternoon to make the child feel like the parent is listening to and cares for them. It was deduced that a milkshake from McDonalds does not just offer itself as a beverage, but rather has a more important job that it is doing. Each job has a functional as well as an emotional and social determinant to it. Once this is understood, then a company must align and integrate itself to address the jobs to be done of its products. (Carmichael, 2016)

Christensen also described the job to be done of photographs, which Kodak did not understand that ultimately led to its decline. While Kodak was investing in digital photography, the job to be done of photographs was to be utilised as a communication tool. Photographs that were developed were only looked at once and then stored away. However, when people were offered the chance of developing two copies of a photo, one copy would be sent to relatives or friends as a form of communication. This is where digital photography

in the form of connected smartphones completed the job to be done more successfully and easily than traditional printed photographs. (Carmichael, 2016)

As FM radio and digital are multi-sided platforms, the job to be done of the audience must be determined. While it may be assumed that people consume content for either informational, educational or entertainment purposes, there is very little research available on why people consume content. Even more so, there is a lack of information available on why an audience would consume advertising. There are several articles available on how consumption patterns have changed, and the behavioural content patterns of people with focus on the psychology of humans. For example, Henderson (2017) notes that marketers are increasingly investing in video as a form of digital content marketing, as Search Engine Journal found that their average Facebook Live engagement was 178% higher than other posts on Facebook. Digital content marketing, according to Koiso-Kanttila (2004), is when both the entity and the delivery of the product are digital. While the research conducted found consumption pattern changes, it has not extensively determined why the consumption patterns of the audience have changed. The job to be done has not been determined.

The intention of advertising is to change customers' perception about a product or brand and ultimately lead to the generation of sales (du Plessis, Bothma, Jordaan & van Heerden, 2005). Whether an advertiser only wishes to advertise a message of goodwill, or run a campaign promoting a product, the goal which is to influence the purchaser's decision remains the same. However, further examination of the job to be done for the advertiser needs to be conducted. The primary objective may be to generate sales and leads, the secondary may be merely to spread the word of the brand to as many people as possible. This rings true in traditional advertising, as one of the determinants for many advertisers when choosing a medium is cost per thousand. Cost per thousand (CPM) is calculated on the total viewership, listenership or audience in general (at a thousand interval), divided by the cost of the commercial. (Ashe-Edmunds, n.d.). With this, an advertiser will seek the lowest CPM as this will maximize reach. While the objective or goal of advertising for the client may be clear with regard to influencing the purchaser's decision, further analysis is required to fully understand the job to be done for the advertiser. However, for the purpose of this study, the job to be done of advertising has been limited to influence purchasing decisions in favour of generating sales.

Technological innovation has brought upon a variety of new options to both the advertiser (client) and audience. However, most of the technology only addresses the Technology Acceptance Model framework (Venkatesh & Davis, 2016) and with the exponential growth of digital platforms like Facebook, with 2.2 billion active users monthly (Facebook, 2018) and YouTube with over one billion users (YouTube, n.d.), achieving critical mass on digital internet products is evident. It is suggested however, that research be conducted to holistically understand the job to be done of the audience with regard to radio in South Africa. As the Job to Be Done will be determined, it is important to understand for what gratification purposes do people use FM radio and digital radio. Usage and Gratification Theory examines this.

2.5 Usage and Gratification Theory

Usage and gratification (UGT) theory explores the reasons why and how people use media to fulfil their needs. According to UGT, people's motivations are triggered by their individual characteristics, and this greatly influences an individual's decision on media usage. The foundation of UGT is that people consume media to gratify or satisfy a wide range of needs. (Joo & Sang, 2013)

Rubin (1983) divides media usage into two types. Ritualised media is of habitual nature, when an individual is consuming the media rather inactively. Instrumental media on the other hand, is when an individual consumes media more actively and purposefully. Digital media could be considered to be both ritualised and habitual.

Traditional mass media, served to inform, educate and entertain people. For example, television game shows were a form of entertainment, while news programs were a form of providing information to the audience. Education came in its obvious form of educational programs; however, some programs could educate an audience through entertainment. Whiting and Davids (2013) found seven common themes in various studies of UGT in their study of *Why People Use Social Media*. The seven themes include, social interaction, information seeking, pass time, entertainment, relaxation, communicatory utility and convenience utility. The seven themes in the context of social media, as discussed by Whiting and Davids (2013) is summarized in the Table below.

Figure 7: Seven Themes of Usage and Gratification in Social Media

Theme	Description
Social interaction	Using social media as a tool to communicate with one another
Information seeking	Using social media to gain information and educate oneself
Pass time	Using social media to relieve boredom and pass time
Entertainment	Using social media for enjoyment and entertainment purposes
Relaxation	Using social media to relieve stress and relax
Communicatory utility	Using social media to share information and communicate
Convenience utility	Using social media as useful or convenient tool

Note. Adapted from "Why people use social media: a uses and gratifications approach" by A. Whiting and D. Davids. 2013, *Qualitative Market Research: An International Journal*, *16*(4), 362-369. Copyright 2013 by Emerald Group Publishing Limited 2013.

Whiting and Davids' (2013) study provided insights on how business could utilise social media to influence its audience to purchase its products. While it can be considered that social media utilises the same platform to broadcast, the internet, the seven themes may describe the intentions of use and gratification of digital radio consumers as well. However, Whitline and David's (2013) study was specific to social media, and therefore research on UGT with regard to digital radio is lacking. Furthermore, there is additional literature available to determine what value and ultimate satisfaction the user would like to acquire from using a specific product or service. The Customer Value Hierarchy and Value Pyramid explain how to achieve greater levels of success when attempting to satisfy a customer.

2.6 The Value Pyramid

Woodruff (1997) noted that the value perceived and satisfaction levels obtained by a customer acquiring a service or product depends deeply on the circumstances and situation

of the purpose. Woodruff (1997) argues that managers should look beyond the attributes of the product that the customer requires, and rather that managers should determine the consequences in use situations which the attributes lead to, and ultimately the goals to which those consequences lead. The customer perceives a value generated from the product based on the desired value. The received value may lead to overall satisfaction, alternatively, the customer may make a comparison against another determinant to evaluate the overall satisfaction received from the product.

Almquist, Bloch and Senior's (2016) proposed a Value Pyramid illustrating 30 different attributes that the consumer could value. The Value Pyramid, illustrated in Figure 8 below, suggests a hierarchy from functional, to emotional, to life changing and social impact. It was determined that companies who are perceived to address more elements on the pyramid achieve greater customer loyalty, willingness from customers to try new products and sustained revenue growth. The principle is to address at least three elements of one level of the pyramid before advancing to the next level of the pyramid, with the ultimate aim to achieve self-transcendence which is at the social impact level.

Using the Value Pyramid, it could be determined how digital radio could be positioned and created to appeal to various levels of the Value Pyramid. A digital radio station must determine which elements of the pyramid appeals most to its audience and create strategies around those elements. Almquist, et al. (2016) found that Netflix outperformed traditional television in 'reduces costs', therapeutic value', 'nostalgia' and 'variety'. Other digital companies performed well with 'saves time' and 'avoid hassles'. The Value Pyramid is focused on the psychological aspects of why a customer chooses a specific product or service, and could be used to inform decision making for digital radio station managers. However, it must first be determined what values are most appreciated by the audience.

Figure 8: The Elements of Value Pyramid

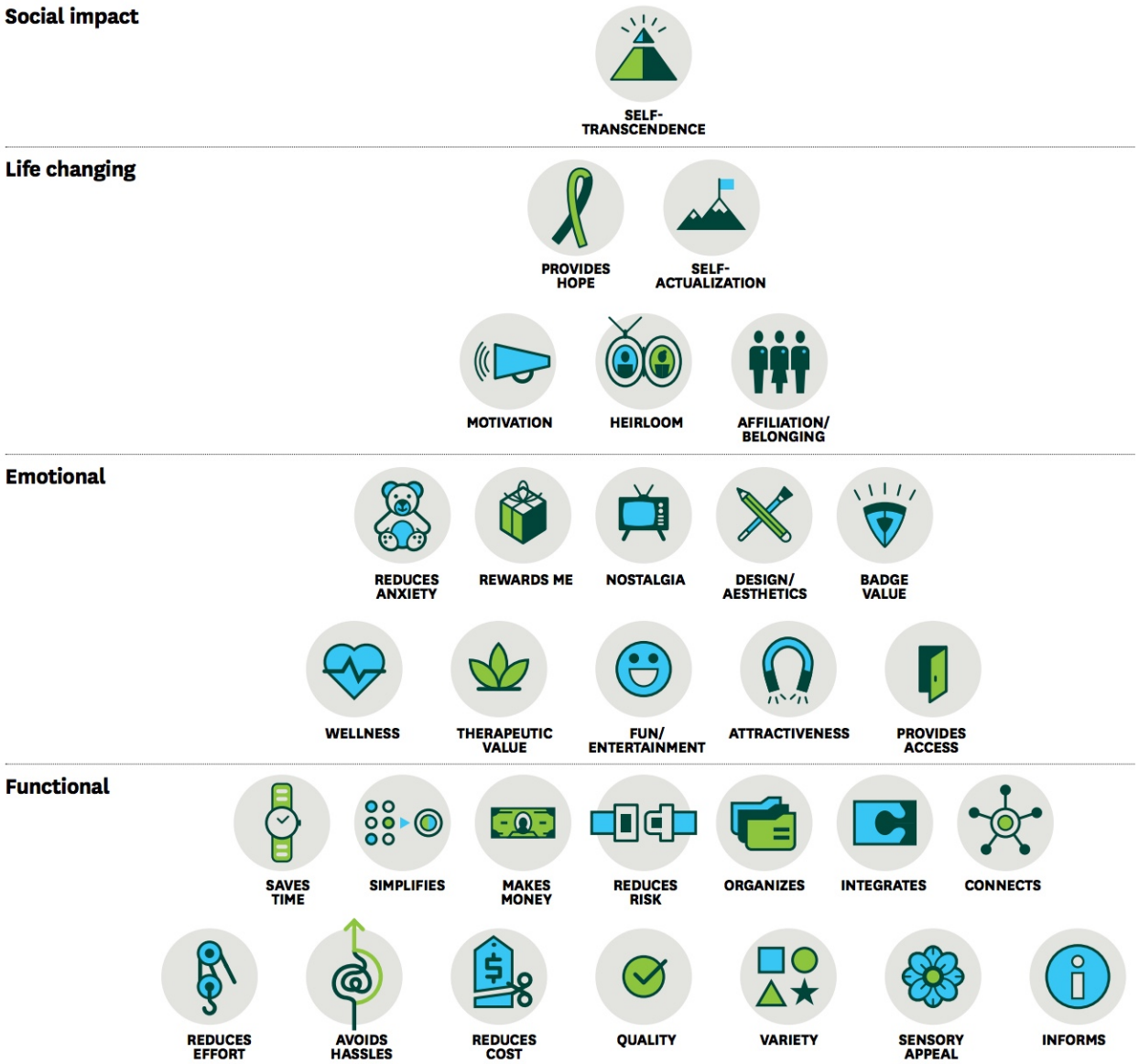

Figure 8. The Elements of Value Pyramid. Reprinted from "The Elements of Value", by E. Almquist, J. Senior and N Bloch, 2016, *Harvard Business Review.* Copyright 2016 by Bain & Company Inc.

Using the Value Pyramid, radio station managers are able to determine what the audience values most. This will allow radio station managers to realise beyond the physical determinant of digital what will increase user acceptance, and therefore, grows its audience. The ultimate level of value that a radio station should aim at achieving is social impact and self-transcendence. This is the highest value possible on the Value Pyramid, and will ensure loyalty and return audience. However, achieving this level of value can be accomplished

through several journeys touching on different values of the Value Pyramid. The Value Pyramid also aimed to explain beyond the Technology Acceptance Model why people would prefer certain technologies over other, or why people would accept certain technologies over other, The Value Pyramid explained, to a greater extent, the psychological and emotional reason that appeal to a person's reasoning for accepting specific products or technologies,

2.7 Conclusion

As disruption has occurred in the advertising industry with the exponential growth of digital or internet marketing, radio stations in South Africa are at the risk of losing revenue. The S-Curve of Innovation illustrates how disruption can either force a company into decline, or with innovation, grow the company even further. FM radio stations in South Africa are at this crossroad, and one form of innovation is to expand their product offering into the digital environment. Applying the Double S-Curve philosophy, it is evident that FM radio is in a transition time and there is a dire need to grow both FM radio and well as digital radio. While digital penetration has been significant around the world with regard to acceptance and audience adoption, FM radio stations must reinvent themselves to break from the perception of being a traditional mass media offering and grow its digital audience. There is a need to understand the Technology Acceptance Model concept of digital radio, as well as the psychological and emotional underpinnings of why an audience would consume both FM radio and digital radio.

While FM radio in South Africa has greatly been adopted, the same strategy cannot be implement on digital platforms. The audience is spoilt for choice when it comes to content providers on digital platforms, and FM radio is competing with a much larger market for both audience and advertisers. While the Technology Acceptance Model explains perceived ease of use and perceived usefulness, it does very little to address the psychological and emotional needs of the audience. Job To Be Done theory attempts to explain why people consume mass media beyond the task, but research with regard to digital radio in South Africa is lacking.

While TAM and Job To Be Done could be used to explain some components of gaining mass audience on digital platforms, Usage and Gratification Theory, Value Hierarchy and the Value Pyramid explains the need to further understand what it is exactly what the audience's goals and purposes are. Usage and Gratification Theory attempts to explain why

people consume certain media for what gratification purpose(s). Value Hierarchy is directly related to overall satisfaction of the audience. The Value Pyramid suggests 30 elements across four levels which should be considered when strategising a product's value proposition. Combining these three theories, which are based around the psychological and emotional wants and needs of the audience, it is deduced that further research is required to determine what a digital audience requires. Addressing these will help digital radio stations grow their audience to that of critical mass, and combined with the evolved offerings of digital properties, digital radio stations can offer more to their audience and clients.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

In this chapter, the research questions are presented for the basis of this study. The research questions were designed through examining the business context and reviewing existing literature and theory. The research questions aimed to create insight into how FM radio stations can expand their product offering into the digital platforms. Specifically, the research questions aimed to discover how FM radio stations can grow their digital audience as well as improve their advertising or product offering to advertisers.

3.2 Research Question 1

What is the job to be done for the FM radio audience?

Although the purpose of this paper is to explore how FM radio stations can grow their digital audience, and thereby extend its product offering, it is important to understand how FM radio stations can maintain their FM radio audience. There might be a risk in that if the audience is shifted from FM radio to digital radio, that the FM radio station may cannibalize its revenue. Therefore, it is imperative that the FM radio station maintain its FM audience, and attempts to grow the audience to strengthen its core product offering. This question sought to understand what the job to be done is for FM radio's audience.

3.3 Research Question 2

What is the job to be done for the digital radio audience?

As FM radio advertising growth is projected to grow below inflation and digital radio advertising growth is forecast to grow by double digits (PricewaterhouseCoopers' Entertainment and media outlook, 2017), digital radio may be an obvious extension of FM radio stations' product offering. Therefore, this study aims to discover what an audience would perceive to want and need from an FM radio station with regard to digital radio. While there is vast theory and research done on the technology acceptance models and evidence that digital platforms in general have been accepted at large (Dadson, 2017; D'Onfro, 2016; Google, n.d.; Shead, 2017; Hall, 2018; Welch, 2018)., there is no empirical research on digital radio beyond TAM. This research question will explore, the job to be done as well as the usage and gratifications reason which will then allow for inference to be drawn on the customer value hierarchy of the audience with regard todigital radio.

3.4 Research Question 3

What are the barriers to gaining mass audience for digital radio?

This question is linked to research question 2, in that it aimed to gain insight on the barriers to user adoption of digital radio. While research question 2 addressed why the audience would want to consume digital radio, research question 3 addressed the reason why the audience cannot or would not want to consume digital radio. According to TAM 3 (Venkatesh & Bala, 2008), perceived usefulness and perceived ease of use could be barriers to acceptance of a technology or system. Furthermore, if the technology does not address the psychological needs of the audience, then the technology may also not be used. Research question 3 determined what the barriers to accepting digital radio are perceived to be.

3.5 Research Question 4

For radio stations embarking on both FM and digital radio strategies, what is the most effective way to advertise?

As the business model of FM radio and digital radio is that of a multi-side platform, advertising will be critical to generate revenue. Research question 4 was to determine how to advertise more effectively on either FM radio or digital, as perceived by the audience. The purpose of this questioned extended to explore whether or not there may be an opportunity which digital radio has in terms of advertising, which FM radio does not offer.

3.6 Conclusion

This chapter has presented the research questions to be explored in this study, formed on the basis of the business context as well as the literature and theory discussed in chapter two. The answers to these questions will provide insights and a framework for FM radio station managers as well as digital radio station managers on how to grow their audience and improve advertising. The following chapter explains the methodology used in this study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

In this chapter, the research methodology which was used to answer the questions poised in chapter three is discussed. This is a qualitative study, with semi-structured interviews using purposive sampling. The data was collected electronically, and was categorised according to relevant themes per research question. Furthermore, this chapter highlights the concerns with regard to researcher bias and validity, reliability, and the ethical considerations when the data was collected. The limitations of the research are also discussed.

4.2 Choice of Methodology

The purpose of this study was to determine the key factors that will grow an FM radio station's audience on digital platforms while maintaining the audience of the FM radio channel. It therefore aimed to determine what the "job to be done" of different categories of the targeted audience with regard to digital platforms and FM radio channels. The factors affecting these audiences adopting the digital platform while preventing them from disengaging with the FM channel was also explored. As the literature review indicated, the study aimed to unpack from the customers' perspectives concerning the above-stated objectives by leveraging the theories such as Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008), Job To Be Done ((Christensen et al., 2016), and Value Pyramid (Almquist et al., 2016). To date, research on this topic has not been exhausted in the South African context, and therefore, exploratory research was required.

The study was inductive in an attempt to determine nominal data to form a foundation for further research in this field. Qualitative researchers observe patterns to create categories and ultimately comprehensive themes which are then tested through deductive methods to determine the need and nature of future studies (Cresswell, 2014). As the approach to the study was inductive, semi-structured interviews were conducted to collect data. According to Cohen & Crabtree (2006) semi-structured interviews are most appropriate when one will not get more than one chance to interview the interviewee, guidelines are used to collect reliable and comparable data and when the interviewee should be allowed to stray from the planned conversation. As existing theory was used to develop set questions as part of the descriptive purpose of the study and the interviewee was allowed to give new insights with

open ended questions, a semi-structured interview was best suited to collect data. Some theory did guide the questions and structure of the interview, however, with the little information available, and the exploratory nature of the research, open ended questions gave the interviewees chance to contribute significantly with new information to the topic discussed. As some of the questions had structure, the theory that is proposed can also be effectively tested.

As pragmatism is an approach whereby reality and conditions are used to make decisions, rather than following hypothetical scenarios or theories (Cambridge Dictionary, n.d.). a pragmatic approach was used to conduct the research. As determined by Dudovskiy (n.d.), a pragmatic philosophy allows for the world to be interpreted in many points of view and that there may be multiple realities. As inductive research was conducted, a pragmatic approach allowed for new data to be collected, representative of the audience's various choices and preferences. Any other approach to this research, would have limited and constrained the data collected, and thereby resulting in inaccurate data.

The pragmatic approach has therefore allowed for appropriate data to be collected to further develop the propositions. Furthermore, a pragmatic approach also emphasises that principle be built on real action. As this research investigated what is happening in the real world without constraints on the part of the audience's input with regard to the audience's job to be done, action in the form of a framework will be taken on the grounds of practical examples.

It is also important to note that this philosophy applied to this research as pragmatism allows the research to use the best methods available to advance the research. A pragmatic approach allowed for flexibility and adaptability by not solidifying assumption without reality. This flexibility allowed for the researcher to modify assumptions as insights are gained, developing and advancing the research conducted.

The inductive approach begins specific observations, and thereafter observe patterns and repeat occurrences to formulate a hypothesis to be investigated (Saunders & Lewis, 2012). An inductive approach was used in this research as this research was exploratory of nature, with theory having been used as the foundation and repeat patterns having been observed. The observations of repeat patterns have been used to determine drivers or factors as

required per research questions. Exploratory research is most appropriate when there is little to no research done on the topic (University of Southern California, n.d.). As discussed above, there is limited research available on radio in the South African context with regard to digital migration.

According to Kele (2017), descriptive research can be used to identify patterns and exploratory research can be used to gain new insights. Therefore, the most appropriate purpose of the study is a combination of both descriptive and exploratory. General patterns were found based on the existing theory – the testing of the existing theory. The study also found new insights that helped derive new theory about the targeted audience to develop strategies to grow FM radio station's digital platforms. The qualitative data collected from the interviews will allow the FM radio station to modify its digital strategy.

The data was collected in a cross-sectional manner. As cross-sectional is a specific snapshot in time and therefore much quicker to collect and analyse (Saunders & Lewis, 2012). This method was chosen due to the purpose, strategy and time horizon of the study. In contrast, longitudinal research is conducted over a period of time. It may be better suited to conduct longitudinal research to measure the effectiveness and validity of the initial research collected – however, longitudinal is not best suited at present for this research.

A longitudinal design may allow for better data collected in that the audience behaviour could be monitored to examine whether or not the proposed theories from the exploratory research yields any success for the radio station, and that audience acquisition will require some time. However, given that the research is exploratory in nature, the findings of the research can be used for further testing at a later stage.

4.3 Population

The study focused on a specific industry in South Africa, the FM radio industry. Furthermore, the aim of the research is to ultimately provide insights for a radio station to develop a digital audience acquisition strategy. It must also be noted that the strategy developed is not intended to cannibalise the existing audience, but instead, increase the total audience overall for the radio station.

It is inferred that the aim of the study is for a radio station to shift its audience, and therefore, the focus of the study will be limited to the targeted audience who typically listens to the FM radio channel of a specific firm in the industry. This will help for a specific radio stations within South Africa, to determine how they can maintain their FM audience and grow their digital audience as well. Radio stations realised through audience measurement tools, that their audience only spends a portion of their day listening to a specific radio station at specific times. Furthermore, radio stations in South Africa do not enjoy the luxury of exclusive listening by their audiences (The Broadcast Research Council of South Africa, 2018). Therefore, the value in this study is to create a strategy in which the radio station can grow with its audience beyond its traditional FM hours of time spent listening.

4.4 Unit of Analysis

According to Miles and Huberman (1994), a unit of analysis is a phenomenon of some sort of occurring in a bounded context. When determining the unit of analysis, the researcher must address the question of what it is to be analysed. For the research purpose at hand, the unit of analysis was identified as the individual respondent and their perceived values and experience of using FM radio and digital radio.

4.5 Sampling Method and Size

The sampling method used was purposive sampling. Purposive sampling (Merriam, 1998) or judgement sampling (Gay, Mils & Airasian, 2006), is when the researcher selects respondents that are information rich to the specific case or study. This helped the researcher describe particular context in depth. The method is non-probability and the researcher used judgement to select a sample (Saunders & Lewis, 2012). It is purposive in that a select sample of an FM audience was interviewed, as this sample provided specific insights into the given context.

According to Glaser and Strauss (1967), saturation is achieved when no additional information or data is found to form new categories. Guest, Bunce and Johnson (2006) suggested that as a guideline for purposive sampling, that saturation could be achieved between six and twelve interviews. It was first believed that saturation was achieved at nine interviews as no new codes were found during the 10th interview. However, when interview 11 was analysed as a measure of confirmation that saturation was reached, seven new codes were developed. It was then believed that saturation was achieved at the 11th

interview, as interview 12 yielded no new codes. When interview 13 was conducted to confirm saturation, three new codes were developed. Interviews continued until interview 16 where no new codes were found. Interviews 17, 18, 19 and 20 found no new codes, confirming that saturation was reached at interview 15. Figure 9 below illustrates chronologically the creation of new codes per interview.

Figure 9: Number of New Codes by Respondent

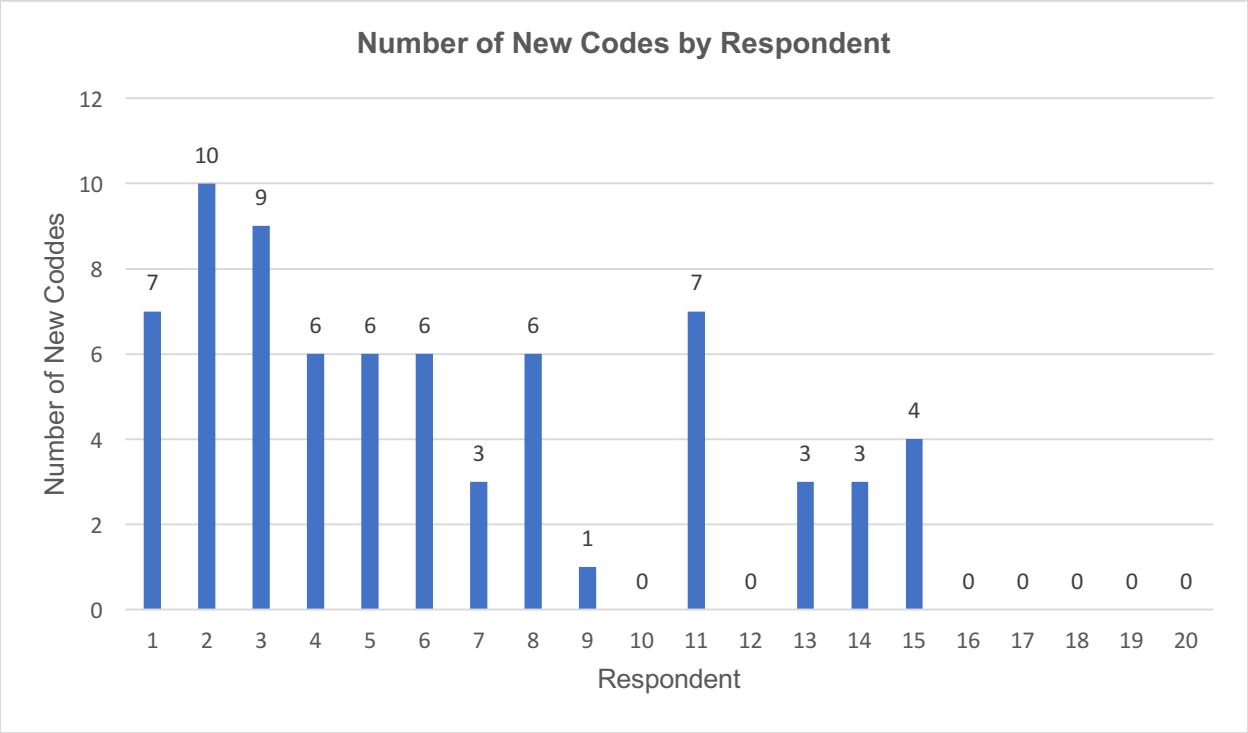

Figure 9: Number of New Codes by Respondent

4.6 Measurement Instrument

The measurement instrument was interviews that were transcribed to text and analysed by computer qualitative software. The software that was used was Atlas. TI.

The sample of participants may have had a favourable impression of their preferred radio station, and may have therefore answered the semi-structured questions in line with their perception of the radio station or the halo effect may have had an influence on their answers. The halo effect can be described as immediate judgment on a person or object, usually of favourable nature, that influences the future judgement on that person or object (Cherry, 2018). This may not have given new insights alternate to what the station may already be

doing. However, the semi-structured interview was key in ensuring reliability of the data collected. The questions collected data that was replicable and precise.

As the questionnaire did ask for, what some people may deem as, sensitive information, the rights, needs, values and desires of the participants were respected. One specific question which may have asked for sensitive information, was the question asking for participants to indicate their disposable income. To alleviate some of the sensitivity, precise numbers were not asked, but rather, respondents could choose from pre-determined categories. Interviews were voluntary and anonymous, with the intent of the research clearly stated up front in writing and verbally. Furthermore, the research was conducted within the framework as set out by the University of Pretoria and Gordon Institute of Business Science.

4.7 Survey Test

An initial test of the survey was conducted with one of the respondents. This was done to test whether the questions were correctly understood and interpret, and if the data capturing mechanism (Google Forms) presented any issues. During the initial test, it was found that the respondent did require clarity and asked the researcher to assist with understanding the questions correctly. It was also determined that Google Forms presented no issues, and that the respondent preferred this method of completing the survey.

4.8 Data Gathering Process

Different types of interviews have been conducted to collect data. The mix of interviews included face-to-face interview and internet interviews. The interviews were semi structured and the interviewees were asked to complete an online questionnaire through Google Forms. A link from Google Forms with the survey included was generated and shared with the interviewees, and the interviewees were advised to contact the researcher or research supervisor should they have any questions or concerns. The researcher was present during the face to face interviews to answer any questions that the interviewees may have had and provided clarity on any matter that the interviewees were uncertain of.

The different interviews were conducted in semi structured interview manner to facilitate the nature of the data collection. The semi structured interviews allowed for specific questions to be asked with open ended answers. All respondents were asked the same questions in the same order, which results in the answers or data being comparable. Semi structured

interviews allow for the researcher to control the respondents' answers with regard to the context of the study. Respondents may answer questions in a subjective manner, with the researcher being able to probe the answers. Semi structured interviews are appropriate when objective knowledge is present, however, subjective knowledge is lacking. (McIntosh & Morse, 2015)

4.9 Analysis Approach

A directed content analysis will be implemented to understand the data collected. As existing theory will be used and built on, directed content analysis is most appropriate (Hsiesh & Shannon, 2005).

The 6 steps, as recommended by Creswell (2014), was used to analyse the data. First raw data was organised and prepared to be converted electronically and stored on computer qualitative coding software. Thereafter, all the data was examined to gather a general understanding and meaning. Thereafter, the data was coded by means of words and phrases representing specific categories. The coding was created through predetermined as well as emerging codes. Once the coding was complete, themes and descriptions were created and examined.

Two levels of analysis occurred once the themes and descriptions were created. The first was a general analysis explaining the specific finding. The second level is the specific steps or integration within the strategy and other results. Lastly, the meaning of the results was interpreted to answer the question of what was learnt.

4.10 Researcher Bias and Reliability

Researcher may let their own assumptions and experience influence or skew their research (Hallow & Biley, 2011). To counter researcher bias, reflexivity was employed (Johnson, 1997). The researcher evaluated himself critically and reflected upon potential biases and predispositions. Furthermore, as per Johnson's (1997) recommendation, participant feedback to analyse the researcher's interpretation of the data. During the interview process, the researcher repeated the respondent's answer along with an interpretation of the answer. The respondent was then asked to confirm or disconfirm the interpretation of the researcher.

4.11 Validity

Golafshani (2003) argued that validity in qualitative research is not the same as in quantitative research and should be redefined. Validity in a qualitative study refers to a qualifying check or measure of the research. Mishler (1990) states that reliability and validity should be replaced by trustworthiness in qualitative studies. One way to determine validity is to test generalisability, which is a test to determine how applicable the research is in a wider context. Healy and Perry (2000) state that triangulation should include several data sources, to include multiple perceptions about a single reality.

Validity in this research was conducted by referring back to the literature on the Technology Acceptance Model and Usage Gratification Theory. This literature and theory helped established a general common understanding of the research being conducted and acted as the test of generalisability. Furthermore, secondary data collected from website and articles was used to further increase the validity of the researcher's data analysis. The secondary data helped with triangulation and achieving multiple perceptions about the single reality.

4.12 Ethical Considerations

Ethical clearance was obtained from the University of Pretoria's Ethics Committee (Annexure B). Data was only collected from participants upon consent, and confidentiality was ensured of the participants by excluding all names and instead opting for anonymity. Throughout this research, to ensure anonymity, the names of the participants were not requested. To make reference to participants for the purpose of analysing data, possessive determiners were assigned at random and participants were referred to as "Respondent".

4.13 Limitations

The researcher has identified the following limitations:

- The questions asked were not exhaustive
- The research was cross-sectional and not longitudinal
- Sample method bias could have resulted in a significant portion of the FM audience not being catered for, as the questionnaire was digitally based
- Respondent bias (halo effect towards listener's preferred radio station) could have influenced answers

- Poor quality of answers from respondents due not understanding the questions, dishonesty or any other influencing factor
- Focus group could have resulted in the social proof effect, with some people influencing other people's answers during the interview

The research was only qualitative and needs to be studied further quantitatively to determine if the constructs derived are applicable to a larger sample, and eventually a better representation of the population.

CHAPTER 5: RESULTS

5.1 Introduction

Interviews were conducted in the form of a questionnaire, which the respondent completed electronically on Google forms. At first, convenience sampling was used to target specific individuals who consume FM radio and digital radio. As the interviews progressed, snowball sampling occurred, as recommendations of other individuals who consume digital radio were requested. A total of 20 respondents were asked to complete the questionnaire, with a 100% completion rate. A total of 21 completed surveys were registered, with one respondent duplicating a survey. The duplicated questionnaire was removed. Furthermore, respondents were not given the option of moving on to the next question without completing the current question, which has resulted in some respondents giving an answer of 'not applicable', 'zero' or '0'. These surveys were not omitted, as some of the questionnaire still provided insight on other aspects of the research.

5.2 Sample Obtained

Respondents were tasked with completing some general demographic questions. The youngest respondent was 27 years of age, and the oldest, 55 years of age. Of the 20 respondents, 14 were male and six were female. As for race, there were 11 black, three white, three Indian, one coloured, one mixed race, and one who stated "politically black, but culturally coloured". The majority of respondents live in Gauteng, and only one respondent living in Singapore. With regard to disposable income, seven checked the box of R5000 – R5999, four with R30000+, two with R10000 – R14999, two with R15000 – R19999, two with R25000 – R29999, and one with R20000 – R24999. One responded with "freelancer" and another with "not a lot". Every respondent indicated that they do consume FM radio, with a degree of variety in terms of time spent listening (TSL) and the amount of stations listened to. The sample also contained a combination of respondents who do and do not listen to digital radio. This sample therefore is diverse, and provides insights into different behaviours and believes. The sample obtained is illustrated in the table below.

Figure 10: Summary of Sample Obtained

	Age	**Gender**	**Race**	**TSL FM Radio (minutes)**	**TSL Digital radio (minutes)**
Respondent 1	27	Female	White	10	0
Respondent 2	33	Female	Indian	8	10
Respondent 3	31	Female	Indian	120	0
Respondent 4	55	Male	White	240	120
Respondent 5	29	Male	Black	60	10
Respondent 6	37	Male	Coloured	90	10
Respondent 7	27	Female	Black	60	30
Respondent 8	34	Male	Black	60	240
Respondent 9	33	Female	Indian	120	0
Respondent 10	40	Male	Black	60	0
Respondent 11	34	Male	Black	90	180
Respondent 12	41	Male	Mixed	360	0
Respondent 13	27	Female	Black	15	15
Respondent 14	42	Male	Black	96	120
Respondent 15	40	Male	Black	0	60
Respondent 16	39	Male	Black	120	0
Respondent 17	43	Male	White	60	0
Respondent 18	37	Male	Black	60	15
Respondent 19	32	Male	Black	30	0
Respondent 20	40	Male	Coloured	72	0

5.3 Research Question 1

What is the job to be done for the FM audience?

This research question aimed to understand what FM radio needs to do or be in order to maintain and grow its audience. It was determined that ease of distraction, customer centric content, and emotional fulfilment be the key themes of research question 1.

Figure 11: Overview of Results for Research Question 1

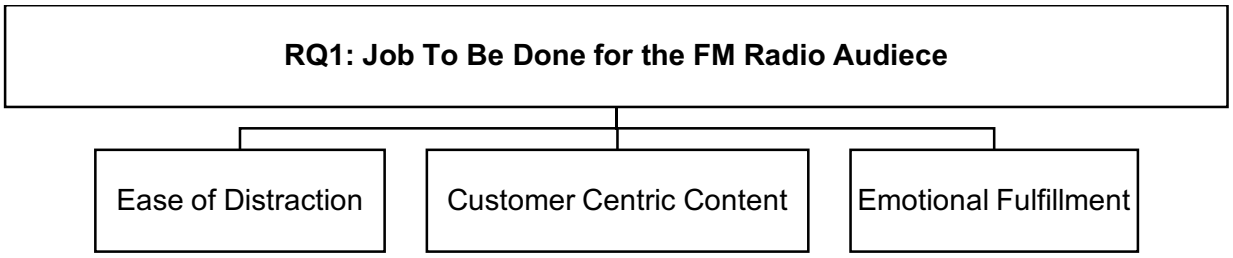

Figure 11: Overview of Results for Research Question 1

The table below illustrates how many respondents (out of 20) referred to the specific themes of research question 1.

Figure 12: RQ1 Theme Count

Theme	**Count**
Ease of Distraction	18 out of 20 people
Customer Centric Content	20 out of 20 people
Emotional Fulfilment	13 out of 20 people

5.3.1 Ease of Distraction

Ease of distraction has been identified through two categories. These categories include, ease of access and FM radio being used for background noise. Access was identified when a respondent made specific reference to ability to listen to FM radio, the availability of radio, and the cost of radio. Access is considered part of ease of distraction, as the degree of access will ultimately determine how easy it is for the listener to use the technology. Access was discussed four times by various interviewees. One participant specifically discussed the cost of FM radio being free and the ease of use of FM radio. When asked whether the individual listens to digital radio, respondent 11 specifically referred back to FM radio.

> Respondent 11: *"No (unless podcasts count). Radio is free and easy to get on my commute. I do however listen to more hours of podcasts, they are specialised my interests like culture, behavioral science, food and stories."*

The respondent further elaborated why they have a preference for FM radio.

> Respondent 11: *"Because it is easy, and mainly habitual."*

As the respondent indicated listening to radio as a habitual activity, it illustrated how FM radio has become second nature to the respondent. FM Radio is ultimately perceived as easy to use and free making it easily accessible.

FM radio doing the task of being in the background was divided into background music or noise, commuting to and from work, driving to and from work, and to relieve boredom. It was determined that radio was used to fill the silence while doing tasks, such as working, reading and other mundane tasks when respondents were listening to FM radio. FM radio being used as background noise, is the distraction, as it helps stimulate the listener additional to the stimulation received from the task they are preoccupied with.

> Respondent 4: *"Driving, working, actually listening to the radio, gardening, reading, working at home in the evenings."*
>
> Respondent 5: *"On my phone, or driving. It's background music."*
>
> Respondent 12: *"I am doing work."*
>
> Respondent 20: *"i listen to radio as i go about my everyday life. i listen while driving, working, reading, spending time with family, showering, eating."*

Ease of distraction through means of people listening to FM radio in the background was strongly identified when FM radio was consumed during a commute. Many South Africans commute to work, by means other than driving themselves in a motor vehicle. This can come in the form of carpooling, taking taxis, or any other form of public transport. The majority of respondents indicated that they listen to radio during their commutes, or when driving to and from work.

> Respondent 2: *"Yes. Around 8 minutes in the morning during my way to work. No radio on weekends."*
>
> Respondent 5: *"Less than an hour a day, mostly to catch up while in transit. Almost not at all on weekends."*

Respondent 7: *"yes, weekends (4 hours) and on transit in the car on weekdays (1 hour)"*

Respondent 11: *"Helps keep me informed about what is happening in the world, and on my route to and from work."*

Driving was discussed 25 times during all the interviews, emphasizing the importance of FM radio doing a job for the audience during driving. The listener sitting in traffic wants to be distracted when driving or sitting in traffic.

Respondent 1: *"Sometimes in the car - probably no longer than 10 minutes. Depends on the duration of drive… to listen to some music, i am a channel surfer. Prefer to listen music while driving. Only listen when I'm out doing errands"*

Respondent 2: *"Driving to work"*

Respondent 3: *"Driving. I only listen to the radio while I drive… It doesn't really help me. It does make my drive to and from work more comfortable.*

Respondent 8: *"Yes. Mainly an hour a day (whilst in car en route to places)… Save for the essential Sunday listening of Jazz at home, I am typically driving when listening to FM."*

Respondent 14: *"Driving or background for gym or home chores"*

Respondent 20: *"i listen to radio as i go about my everyday life. i listen while driving, working, reading, spending time with family, showering, eating."*

Many respondents indicated that they listen to FM radio as a distraction from whatever task he or she may be busy with.

Respondent 9: *"Distracts me in traffic"*

Respondent 17: *"Pass time, catch up on news"*

Respondent 20: *"Helps me not get bored fall asleep and crash so it keeps me alive"*

5.3.2 Customer Centric Content

The most mentioned theme for listening to FM radio, is the need for FM radio to be centred around what the listener wants in the form of content. Respondents indicated the topics being discussed, gathering information from news and actuality programmes, listening to music, and the presenters on the FM radio station as the form of content that they wish to consume on FM radio. Content was discussed in some form or another as being important to the respondents with regard to FM radio. It was mentioned 24 times throughout all the interviews, with respondents indicating the need to listen to something that has value for them with regard to content with sustenance.

Respondent 4: *"Difficult to quantify [time spent listening to a specific radio station]. News talk stations 10-15 each depending on the issues of the day. Music stations longer. Possibly 30-40 minutes depending on if I like the music or get pissed off by stupid & boring presenters, their guests or garbage content."*

Respondent 7: *"Update me on my favourite presenters/ content which is unique to my taste. I will keep coming back."*

Respondent 10: *"More specialised programming on subjects that I'm interested in, like politics, business, arts, etc."*

Respondent 20: *"I normally change the station depending on my mood and requirements. i would generally switch between station while driving because i want more exciting content/discussion or if the music does not fit my mood."*

Respondents strongly indicated that the choice of content is important in their decision-making process of choosing a radio station, when they were specifically asked about why they change FM radio stations.

Respondent 3: *"This is a difficult question as it would need to be personalised to what i want to listen to which depends on my mood which is not always the same."*

Respondent 7: *"Because there is something particular i like about each station."*

Respondent 15 indicated that loyalty towards a specific FM radio would increase, if the station played what he likes. This is an indication that the respondent wants to choose content specific to his wants or needs.

It was determined that FM radio serves as a great platform for an audience to gather information, specifically on news and actuality.

Respondent 3: *"I listen to get me through traffic. It also keeps me up to date with the latest news as well as music."*

Respondent 6: *"For entertainment, news worthy content, definitely NOT for the music"*

Respondent 10: *"To find better current affairs discussions or better music"*

Respondent 16: *"It helps me get the traffic information and current affairs."*

Music, which is a form of content, is another strong contributor as to why the individuals listen to FM radio.

Respondent 1: *"Play more music, i am not interested in what the presenters have to say"*

Respondent 10: *"During the week I listen for current affairs during morning and afternoon on my way to and from work. On weekends I listen for music during the afternoon"*

Respondent 19: *"I rarely do, if at all due to music selection… I listen to hear new music"*

Respondent 20: *"depending on the station and time of day and activity, it either acts as a means in getting the latest information, or as a way to connect with people while listening to good music or engaging in a discussion of importance."*

It was also determined that the presenters or "DJs" of FM radio stations can have an influence on the audience's decision on choice of station.

Respondent 4: *"Possibly 30-40 minutes depending on if I like the music or get pissed off by stupid & boring presenters, their guests or garbage content."*

Respondent 5: *"when they play a song I don't like or when the banter is too much"*

Banter is when a presenter briefly talks, without significant meaning, between music, news, traffic, or any other piece of content. In contrast, talk content is when a presenter has a conversation about a specific topic, more often than not, about the news or current affairs.

Respondent 2: *"The music and sometimes the conversations when they actually mean something… [change radio stations because] Music or conversation"*

Respondent 4: *"News, sport, talk, music, comedy. Mostly morning and afternoon drives. Evening talk shows and specialized music shows on the weekend."*

5.3.3 Emotional Fulfilment

Emotional fulfilment was identified when respondents made any reference to how FM radio makes an impact on a psychological level/. Many respondents indicated the importance of how FM radio makes him or her feel either through entertainment, stimulating a feeling or relaxing, helping them relax, engaged or connected. One respondent specifically emphasised the importance of the connection FM radio makes him feel.

Respondent 20: *"i listen to the radio because it is an intimate experience. i feel like i am the only person being spoken to. i also feel like i am the only person eavesdropping on other peoples conversations when there are interviews…my radio is the first thing i put on in the morning and the last thing i switch off at night. i listen whenever and*

wherever i can. i feel like i am missing out on something really important when i am unable to listen to radio."

One respondent said that radio helps him feel connected to other people and allows for discussion on important topics

Respondent 20: *"depending on the station and time of day and activity, it either acts as a means in getting the latest information, or as a way to connect with people while listening to good music or engaging in a discussion of importance."*

Another respondent indicated that radio would gain his loyalty if engagement, a form of emotion, was heightened. This respondent also indicated the need to be incentivized to listen to FM radio.

Respondent 6: *"Amp up the engagement factor, produce really riveting content, MASSIVE STATION PROMOTIONS and PRIZES. Play good music, it doesn't have to be pop,"*

FM radio discussed how radio can help one focus.

Respondent 13: *"I concentrate better."*

FM radio has the ability to set moods and make people feel a certain way.

Respondent 3: *"I sometimes am not in the mood to listen to talk radio as the news is depressing or the topic of discussion is uninteresting or just too depressing."*

Respondent 20: *"I normally change the station depending on my mood and requirements. i would generally switch between station while driving because i want more exciting content/discussion or if the music does not fit my mood."*

The same respondent referred to the familiar feeling of radio and the nostalgia it brings about.

Respondent 20: *“no i do not listen to internet radio. i haven't explored it as an offering, and i prefer terrestrial radio because of the nostalgic nature of the medium. it is familiar and reminds me of my childhood.”*

One specific mood that respondents claimed they required from FM radio, was a feeling of relaxation, with four respondents specifically citing it as the method in which radio helps them.

In response to how a FM radio station can increase its loyalty, two respondents claimed some sort of incentive will be appealing. An incentive will evoke a feeling of winning and achieving, and stimulate feelings of joy and excitement.

Respondent 6: *“Amp up the engagement factor, produce really riveting content, MASSIVE STATION PROMOTIONS and PRIZES. Play good music, it doesn't have to be pop,”*

Respondent 9: *“Incentives [in the form of money or prizes]”*

One respondent also indicated that she changes the radio station when the conversations are boring, indicating that radio fulfils the need of overcoming boredom.

Respondent 7: *“Boredom, tanking interest with regard to the content, if the content is an assault to my senses depending on mental state at that time”*

5.4 Research Question 2

What is the job to be done for the digital radio audience?

This research question aimed to understand what digital radio needs to do or be in order to grow and maintain its audience. It emerged that ease of distraction, personalisation of content and emotional fulfilment are the main reasons why people would consume digital radio.

Figure 13: Overview of Results for Research Question 2

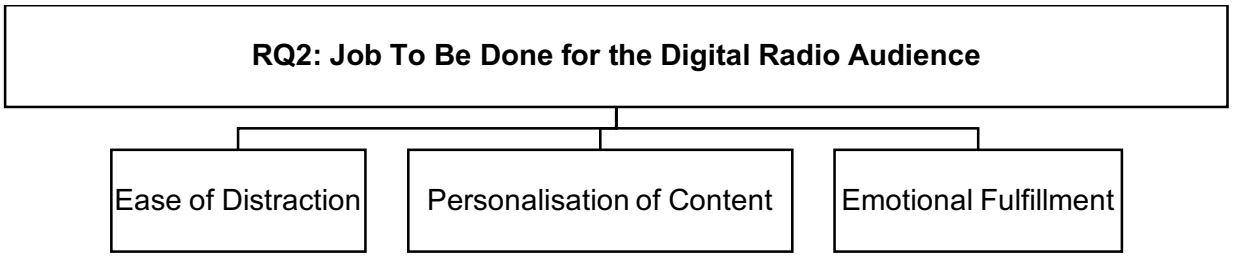

Figure 13: Overview of Results for Research Question 2

The table below illustrates how many respondents (out of 20) referred to the specific themes of research question 2.

Figure 14: RQ2 Theme Count

Theme	**Count**
Ease of Distraction	8 out of 20 people
Personalisation of Content	14 out of 20 people
Emotional Fulfilment	7 out of 20 people

5.4.1 Ease of Distraction

Ease of distraction, much like with FM radio, is the degree of difficulty to which the respondent perceived it was to be able to use digital radio as a means of distraction. It was determined that convenience is one of the important tasks of digital radio. Respondents cited that the ease of accessing specific content at their own convenience is one of the reasons why they listen to digital radio.

> Respondent 11: *"The biggest factor is convenience and targeting. I feel that the stations or platforms are specific to a need and are not all things to everyone."*
>
> Respondent 13: *"I'm on the internet it's convienient at the time."*
>
> Respondent 14: *"It's a mixed bag, i prefer audio as it requires little effort and has more music for me"* [In response to why not rather watch videos or spend time doing something else when digitally active]
>
> Respondent 17: *"[it is convenient to digital radio] Cause im in front of my laptop"*

Many respondents indicated that digital radio only serves as something playing in the background, secondary to what they are actively busy with. As digitally radio is generally accessed from a computer device, respondents would listen to digital radio while at work or busy on a computer with another task.

Respondent 2: *"Working or at home [when usually listening to digital radio]*

Respondent 4: *"Working or working at home in the evenings."*

Respondent 7: *"When im working in the office or remotely (good conversations)"*

Respondent 15: *"While chilling or doing chores. To relax myself"*

One respondent mentioned that listening to digital radio is part of her ritual digital activity.

Respondent 13: *"It becomes part of my digital activity, eg like watching YouTube."*

5.4.2 Personalisation of Content

Much like FM radio, content included choice, music, information gathering and topics. However, digital radio also included its immersive capabilities, no advertisement and a strong emphasis on respondents wanting specific content. What immersed with digital radio, is the audience's preference of content, and the ability to choose what content they can consume and at their convenience.

Respondent 4: *"Content variety. The local stations I listen to do not have the content I can find online or in podcasts. [in response to why not listen to FM radio rather]"*

Respondent 5: *"Repetition can be boring, different experience, high profile exclusives. [in response to why not listen to FM radio rather]"*

Respondent 10: *"No, i don't listen to traditional radio online. I prefer on demand content that I can curate myself into playlists so I prefer podcasts."*

Respondent 14: *"Better quality of music and I can choose what I want to listen to in terms of genres to suit my mood. [in response to why not listen to FM radio rather"*

When asked when and why a person listens to digital radio, one respondent identified the fact that the content of digital radio is much more in-depth that FM radio.

Respondent 8: *"Digital Radio is typically more immersive than traditional FM in terms of topics and the convergence that surrounds it eg. Facebook, Twitter, YouTube. It's similar to going down a Rabbit Hole where your curiosity is piqued with every touch of a tab. Digital Radio is also great at aggregating and curating content according to taste and habits of the listener."*

Another respondent echoed this sentiment.

Respondent 10: *"I rather consume podcasts because they offer on-demand, in-depth analysis on a variety of subjects and topics that I'm interested in like business, politics, finance, arts"*

Other respondents described how digital radio helps them at particular moments with similar reasons.

Respondent 5: *"Relax, zone out or learn something new."*

Respondent 11: *"When I'm at work, they help me concentrate and help with informing or changing my worldview about certain topics."*

Much like FM radio, music is also a key factor in determining why respondents listened to digital radio. However, a difference with FM radio was revealed, in that the audience felt they had access to better music as well as a better choice of music.

Respondent 2: *"It connects me to Rock music and the Australian radio culture."*

Respondent 14: *"Better quality of music and I can choose what I want to listen to in terms of genres to suit my mood"*

In response to how digital radio helps the individual at a particular moment, respondent 15 illustrated the need for advertisements to be removed.

> Respondent 14: *"[digital radio] Has a lot of music and minimal ads"*

Specific content, meaning choice and in-depth content tailored to the audience's needs, was mentioned 16 times during the questionnaires.

> Respondent 5: *"[how long do you listen to each specific digital radio station] All are based on how interesting the content is that i look for."*

> Respondent 7: *"Update me on my favourite presenters/ content which is unique to my taste. I will keep coming back."*

> Respondent 8: *"Digital Radio is also great at aggregating and curating content according to taste and habits of the listener."*

> Respondent 10: *"No, i don't listen to traditional radio online. I prefer on demand content that I can curate myself into playlists so I prefer podcasts… [increase loyalty by offering] more specialised programming on subjects that I'm interested in, like politics, business, arts, etc."*

> Respondent 11: *"I do however listen to more hours of podcasts, they are specialised my interests like culture, behavioral science, food and stories."*

> Respondent 20: *"the best way [to increase loyalty] is to have compelling content that speaks to my inquiring nature and an offering that blends both music and talk perfectly without necessarily sticking to prescribed radio formats."*

5.4.3 Emotional Fulfilment

Much like FM radio, digital radio is able to stimulate emotional and psychological feelings in the audience, which is a key factor as to why people listen to digital radio. Respondents

specifically identified emotions such as engagement, entertainment, mood, and relaxation as their reason for listening to digital radio.

> Respondent 4: *"[Digital radio helps] Inform, entertain, enjoyment."*

> Respondent 7: *"[Digital radio helps me with] Idea creation, problem solving and good old pure entertainment."*

Digital radio also helps people think, concentrate and help with problem solving.

> Respondent 7: *"[Digital radio] Helps me think]*

> Respondent 11: *"When I'm at work, they help me concentrate and help with informing or changing my worldview about certain topics."*

It was determined that digital radio helps set the mood, and it is important to match the mood of the listener or change the mood into which the listener desires it to be.

> Respondent 14: *"[I don't rather listen to FM radio because digital radio has] Better quality of music and I can choose what I want to listen to in terms of genres to suit my mood"*

A respondent said that they choose their digital radio stations or content, based on referrals. This is an indication that trust is important to her.

> Respondent 3: *"When there is a show i like or when someone recommends something to listen to."*

Several responses as to why respondents consume digital radio, mimicked the purpose of FM radio in that it helps them relax.

> Respondent 5: *"[Digital radio helps me] Relax, zone out or learn something new."*

Respondent 14: *"[What are you usually doing when listening to digital radio?] Relaxing and doing light admin work"*

Respondent 16: *"[I am listening to digital radio] While chilling or doing chores. To relax myself"*

Only one person echoed his sentiment that digital radio can increase loyalty by offering some incentive in the form of prizes and money.

Respondent 6: *"Amp up the engagement factor, produce really riveting content, MASSIVE STATION PROMOTIONS and PRIZES. Play good music, it doesn't have to be pop,"*

5.5 Research Question 3

What are the barriers to gaining mass audience for digital radio?

This research questions aims to understand the barriers of digital radio adoption to help with the understand of how digital radio can be accepted. This helped determine what the barriers are for digital radio stations. The difficulty of ease of use as perceived by the audience, which entails similar characteristics as illustrated by the Technology Acceptance Model is the greatest barrier of adoption. Another barrier is the competition of content providers on the internet, and that while the audience may be spoilt for choice, the market is oversaturated.

Figure 15: Overview of Results for Research Question 3

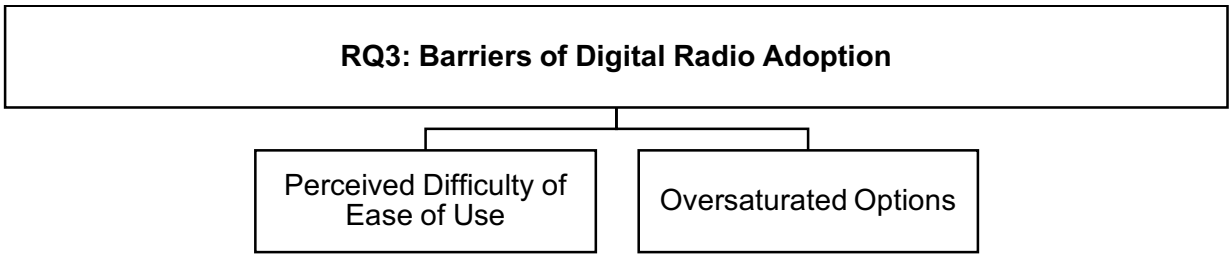

Figure 15: Overview of Results for Research Question 3

The table below illustrates how many respondents (out of 20) referred to the specific themes of research question 3.

Figure 16: RQ3 Theme Count

Theme	Count
Perceived Difficulty of Ease of Use	14 out of 20 people
Oversaturated Options	7 out of 20 people

5.5.1 Perceived Difficulty of Ease of Use

Perceived difficulty of ease of use has been determined to contain several categories, namely ease of access to the technology, ease of convenience, data or internet costs, the effort required to access the technology as well as time constraints. It was revealed that the biggest barrier to adoption is the external factor of data costs. Data costs was mentioned 26 times during all the interviews, with respondents claiming that it is too expensive to access.

> Respondent 3: *"[I do not listen to digital radio as] I cannot listen live as I don't have unlimited data/ time during my work week"*

> Respondent 4: *"[I don't listen to digital radio at other times because] Bandwidth / data costs and most if not all internet or digital online stations sound like hobbyists."*

> Respondent 12: *"It's expensive and not worth the money"*

> Respondent 13: *"I'm data conscious and streaming needs requires data."*

> Respondent 16: *"Broadband is limited that why [I do not listen to digital radio]."*

Respondents stated that they listen to digital radio when it is convenient and when they have an internet connection, which is usually free, at their workplace with WiFi. This further emphasized the barrier of data costs, and that digital radio is only consumed when it is convenient in terms of costs.

> Respondent 4: *"[I usually listen to digital radio] At work or home, never when I am driving. Saving data."*

> Respondent 11: *"I'm usually at work at this time." [when listening to digital radio]*

Respondent 13: *"Once a week maybe, Massive Metro and Central Cliff, for no more than 15 munites with WiFi"*

The convenience factor of being able to access digital rather was elaborated on, when respondents said the technology is not always available.

Respondent 5: *"Not all the time, my consumption behavior is based on what I have access to at that time."*

Respondent 17: *"No, not readily available in car [therefore I do not listen to digital radio]"*

Respondent 18: *"On the road [and do not have access to digital radio]"*

As it has previously been identified, respondents believe digital radio is more immersive and offers content in depth. With this, digital radio, when listened to actively, becomes time consuming. It has been determined that the time it takes to consume digital radio, the need for active listening and the actual effort exerted to listen to digital radio is a barrier to digital radio adoption.

Respondent 2: *"[Don't listen to digital radio at other times because] Time constraints. Other things to do."*

Respondent 11: *"Data costs, and the fact that you have to actively listen unlike radio that can be played in the background."*

Respondent 1: *"[Do not listen to digital radio because] It is too much effort"*

5.5.2 Oversaturated Choice

Choice is the content offering, regardless of platform, available to the audience. With the abundance of content offerings available, the audience has a wider choice of content to choose from, from audio, to video, to text and social media or connecting platforms. Digital radio stations will have to compete with all of these offerings, and the variety of content available place the decision power with the audience.

Respondent 1: *"I would rather watch YouTube, I can choose my own music and playlists"*

Respondent 3: *"[Would rather watch YouTube or spend time consuming other digital content than listen to digital radio] Yes, because i can choose to watch and consume what i like and what interests me."*

Respondent 19: *"Yes. It's more entertaining and I control what I focus on"*

It was also determined that video is a strong competitor when consuming digital content, as many respondents indicated their preference for this platform. YouTube is an online video platform, in which users can create their own playlists and have access to a large variety of content. Netflix is also an online video content provider, with special focus on television series, movies, documentaries and other short films.

Respondent 2: I" Yes. I am in control of what I want to consume, especially when it comes to curating playlists of music on YouTube. Services like Netflix also appeal to me because I can skip the fluff and choose content that means something to me."

Respondent 6: *"I would rather browse youtube videos to satisfy my content crave, I can generally find what I am looking for on that platform and the bonus is that it has the video element"*

Respondent 11: *"I use Netflix when I'm home, I rarely watch Youtube videos at work, however, when I'm home I consume a lot of video."*

Respondent 12: *"Yes YouTube and the like offer more variety than digital radio. I.e Visual and Audio."*

Some respondents indicated that digital radio is not relevant to them, or that they do not have any interest in it. When asked why the respondent does not listen to digital radio at other times, the respondent answered:

Respondent 6: *"Data, relevance, general disinterest"*

The other respondent merely indicated that she has better things to do/

Respondent 2: *"Time constraints. Other things to do."*

5.6 Research Question 4

How can either FM radio or digital radio stations advertise more effectively to its audience?

The aim of this research was to determine what both FM radio and digital radio stations can do to advertise more effectively to its audience. It was determined that the respondents suggested advertising that is authentic, and advertising through bespoke content that is relevant, may be more effective.

Figure 17: Overview of Results for Research Question 4

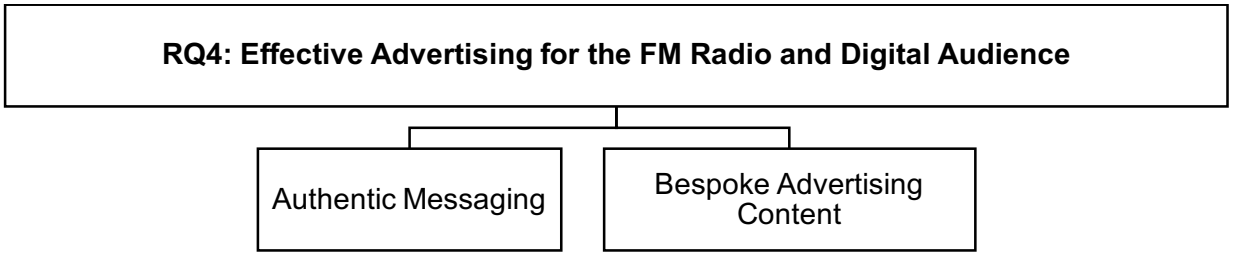

Figure 17: Overview of Results for Research Question 4

The table below illustrates how many respondents (out of 20) referred to the specific themes of research question 4.

Figure 18: RQ4 Theme Count

Theme	Count
Authentic Messaging	7 out of 20 people
Bespoke Advertising Content	12 out of 20 people

5.6.1 Authentic Messaging

It was determined that advertising which is authentic or real would have a greater impact on the audience. To influence purchasing decision, respondents prefer advertising that is not a hard sell, or an illusion of sorts not portraying the reality of the product.

Respondent 11: *"An emotional message that speaks to an inner aspiration or an environmental truth."*

Respondent 17: *"Clear concise description without sales talk which is generally the same as small print! If I feel the brand has deliberately tried to hide a downfall in their product I will not support it"*

Respondent 19: *"Realistic adverts that talk about product features"*

Linking with authenticity, respondents wanted some proof of concept, or wanted someone else to tell them their success story with the specific product being advertised. This creates a sense of trust, and the audience believes the advertisement to be more real.

Respondent 6: *"Good referral, and or genuine endorsement."*

Respondent 7: *"I would like to see other influential people in that space recommending it and using it."*

Respondent 13: *"Case study. Bring in someone who had tried the product and not a celebrity."*

5.6.2 Bespoke Advertising Content

Many of the respondents indicated that advertisement in content specific to their needs and interests would influence their purchasing decisions. This extended from specific topics, experiences and storytelling.

Respondent 4: *"Very seldom. My mind is pretty made up re purchases / brands. FM radio and online radio do influence the books and music I buy and possibly travel too."*

Respondent 1: *"It doesn't really influence me at all, unless if ot is maybe a concert or an artist that I might be interested in"*

Respondent 2: *"I don't subscribe to consumerism and therefore it is really difficult to swing me on purchasing decisions. I am a functional or experiential buyer. I would pay a subscription not to see any advertising in my content. Content marketing around travel or life-changing experiences could work for me."*

Bespoke advertising content is when a piece of content includes advertising either subliminally or at a very obvious level. The audience will consume the content, without the intention of looking for an advertisement. Being exposed to the advertisement should enhance the content experience and not detract from it.

Respondent 14: *"Branded content and experiences that I like"*

Respondent 20: *"advertising that doesn't feel like i am being sold too hard but delivered in a way that speaks to my needs and requirements. also advertising linked to content is always a good way to go."*

Respondent 8: *"Hard sells are a killer. Storytelling should be at the heart of the sell. Sell me an experience, aspiration or intrigue to pique my curiosity"*

One respondent, echoed the sentiment of most of the respondents in that advertising does not really effect their purchasing decisions. However, this respondent did admit that visual elements does help influence her purchasing decisions.

Respondent 3: *"I don't really pay attention to advertising on radio and no matter what they do, i don't think it would influence my purchasing decisions. I have to see advertising either print or digitally in order to be influenced."*

5.7 Conclusion

The research findings were presented in this chapter according to the research questions. When looking at what the job to be done is for FM Radio, it was determined that ease of distraction, customer centric content and emotional fulfilment were the main reasons why people listen to FM radio. It was important to determine what the audience wants in terms of FM radio, so that FM radio stations can maintain critical mass to keep their core functions operating profitability, while innovating on new product offerings.

With regard to research question 2, it was found that ease of distraction, personalisation of content and emotional fulfilment are the main reasons why the audience listens to digital radio. Research question 3 aimed to find what the barriers are to digital radio adoption in South Africa. The research revealed that perceived difficult of ease of use and oversaturated options are the main deterrents for people to listen to digital radio.

Lastly, the findings revealed that authentic messaging and bespoke content are key factors at enhancing advertising effectiveness, which was research question 4. Chapter six will discuss the results in greater detail.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

The results of the semi structured interviews, outlined in chapter five, will be discussed in detail in this chapter according to the relevant research questions. This chapter will also cross correlate finding to provide additional insights. The purpose of this discussion is to provide insight on the findings on how FM radio stations can grow their digital audience. It aims to explore and create a new framework built on existing studies and literature.

6.2 Discussion of Research Question 1

What is the job to be done for the FM radio audience?

This research question identified what the wants and needs are of the FM audience. As a result, it aimed to give information to FM radio station managers on what is important in their product design. Even though radio has been in South Africa since 1923 (AM vs. FM, n.d.) and studies have been conducted on mass media appeal (Joo & Sang, 2013), the literature is limited in that is has not been conducted in South Africa and therefore this research questions aims to contextualize and explore this area.

6.2.1 The Job to Be Done for the FM Radio Audience

6.2.1.1 Ease of Distraction

The Technology Acceptance Model identifies perceived ease of use as one of the antecedents to user behaviour. Ease of use is the degree to which the user believes physical or mental effort will be required when using the task or system (Davis, 1989). Access, or accessibility, is a derivative of ease of use. If the technology or system is not accessible, it cannot be used, and the inverse is applicable if the technology or system is easily accessible.

In chapter five, the results revealed that accessibility was based on two factors, convenience and cost. Respondents indicated that FM radio is easy to use, directly addressing perceived ease of use in the TAM model. Respondents also indicated that their preference of listening to FM radio as there are no costs associated with it when consuming it. To listen to FM radio in South Africa is free, the user only requires an FM radio which is included in smartphones, motor vehicles and are generally inexpensive. Given the convenience and no cost structure of FM radio, it is easily accessible.

Having the radio on in the background is a form of usage and gratification and is considered to be categorised as either pass time, entertainment or relaxation as a form of usage and gratification (Whiting & Davids, 2013). There is overlapping theory and thinking in literature that also indicates that FM radio in the background is a fun and entertainment value on The Value Pyramid (Almquist et al., 2016). According to Rubin (1986), consuming FM radio in this manner categorises FM as ritualised media. The media is being consumed inactively and is part of a habit.

Several of the respondents indicated that FM radio is playing in the background, and that they 'listen' to it as a secondary task, with the primary task requiring more focus and attention. Despite FM radio not being at the forefront of the listener's thoughts or conscience, it still plays an important role in addressing a specific value of the listener. FM radio in this context is being used to fill empty space, or to provide a backtrack to the listener. The gratification that it fulfils is helping the listener pass time, or filling the silence and helping the listener to not feel alone and empty. On the Almquist, Senior and Bloch Value Pyramid framework, FM radio in the background operates at an emotional level. This indicates that FM radio has moved beyond the functional level at the base of the pyramid, and the role thereof is deeper and more involved.

Respondents, as identified in chapter five, included listening to FM radio in the background while commuting or driving to work and home and having the radio on in the background to relieve boredom. Therefore, it is evident using FM radio in the background corresponds with the theme of passing time, as identified by Whiting & Davids (2013).

6.2.2.4 Customer Centric Content

Content as a reason for listening to FM radio, was the most mentioned throughout the entire data collection period. Content was identified as, the choice and content of topics and discussions, information gathering in the form of news and actuality, music and song choices, the presenters and DJs on the specific FM radio stations, as well as the talk programmes. Content is applicable across several levels of the Value Pyramid (Almquist et al., 2016).

At a functional level, news and actuality programs inform the audience. The listener is able to gather information and remain informed on events and activities relevant to him or her. Many respondents indicated FM radio as serving this purpose. Informing the listener extends from just news and actuality, as listeners can also be informed about music, arts and culture, and or any other topic that may be of interest to him or her. The listener ultimately wants to hear content that is of interest and keeps him or her updated. Different listeners have different choices and preferences, as not all people like the same thing.

Another element at the functional level of the Value Pyramid which content addresses, is that it connects people. Respondents indicated that FM radio helps them connect with other people, as well as help them feel connected to the world by being updated and knowing what is going on around them.

At the next level of the Value Pyramid, content addresses fun / entertainment, nostalgia, and could also help with making the station attractive as well as have badge appeal. Numerous respondents indicated that they listen to FM radio to be entertained, especially during their commutes to and from work. One respondent made specific reference to the nostalgic feeling FM radio evokes when listening to it. If the FM radio station appeals to emotional sensory, it could be attractive and also become something which the listener would want to be associated with.

Content as a decision point is a usage and gratification consideration (Joo & Sang, 2013). There are similarities with Whiting and Davids' (2013) with regard to usage and gratification in the context of social media. Listening to FM radio for content purposes as discussed above is for information seeking, to pass time, entertainment, relaxation and it is used as a communicatory utility. It has been determined that FM radio is consumed to gratify emotional needs, based on the content it offers, with regard to a specific individual's needs and wants.

6.2.2.5 Emotional Fulfilment

It is found that FM radio evokes emotion, and respondents indicated various feelings that FM radio is able to evoke. FM radio makes people connected, engaged, entertained, helps people concentrate, evokes nostalgia and helps people relax. As found in 6.2.2.4, content is a key determinant in evoking emotion. This is further elaborated on, with respondents who

indicated that they choose a specific radio station to fit their mood or to achieve a certain mood.

This finding corresponds with the emotional level of the Value Pyramid (Almquist et al., 2016). In combination with content, brand and background, it is deduced that emotion is pivotal in a person's decision about when and why to listen FM radio. Emotion was referred to in chapter two, in the Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008) and Usage and Gratification Theory (Joo & Sang, 2013). It is also inferred in job to be done theory (Christensen et al., 2016) and the customer value hierarchy (Woodruff, 1997).

At the functional level of the Value Pyramid (Almquist et al., 2016), is monetary rewards. Only two respondents indicated that some form of a prize, or reward, will help with creating listener loyalty for both FM radio and digital radio audiences. The job to be done for these listeners is not to evoke emotion, but rather, to be awarded some form of reward.

6.2.2 Summary of the Discussion of Research Question 1

It is determined that FM radio addresses both perceived usefulness and perceived ease of use in the Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008). Perceived ease of use is confirmed in that respondents identified that FM radio is easily accessible. FM radio addresses perceived usefulness by addressing the element of image in subjective norm. However, as discussed in chapter two, the Technology Acceptance Model does not sufficiently address the psychological and emotional needs for the acceptance or usage of a specific technology.

The job to be done for FM radio is linked to Usage and Gratification Theory, the Customer Value Hierarchy and the Value Pyramid. Listeners use FM radio for the ultimate goal and purpose of fulfilling emotional needs and receiving a form of award from listening to the FM radio station. The emotional needs include passing time, staying informed on current affairs and gathering information. Overall customer satisfaction will depend on the goal or purpose which the customer has in listening to FM radio (Woodruff, 1997). The job to be done for FM radio is to satisfy the emotional needs of the listener, by being a companion of sorts. FM radio is used to help the listener in a certain manner. Respondents have identified FM radio

as an information gathering source, a distraction tool when doing tasks, a tool to connect to other people and the world, and a source of finding a sense belonging.

Although only two respondents indicated rewards as a reason for listening to FM radio or digital radio, the job to be done for these people extend beyond the emotional considerations of FM radio. The job to be done in their case, is to achieve some form of reward from listening to radio.

6.3 Discussion of Research Question 2

What is the job to be done for the digital radio audience?

This research question identified what the wants and needs are for a digital audience, to give insights to FM radio station managers on how to grow their digital radio station audience. The Technology Acceptance Model is limited in that it is a model for employee's acceptance of certain technologies or systems (Davids, 1989), and Usage and Gratification Theory has been tested on social media technologies (Joo & Sang, 2013) and is a general theory attempting to explain why people use certain media platforms. The literature review therefore has not explored digital radio in the South African context, and research question 2 identified overlapping theories as well as extended on existing literature.

6.3.1 The Job to Be Done for the Digital Radio Audience

6.3.1.1 Ease of Distraction

As per the Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008), perceived ease of use is a considerable factor in listening to digital radio. Respondents indicated that they do not listen to digital radio because they do not have unlimited internet or because internet is too costly in South Africa. Respondents who do listen to digital radio indicated that they listen to it at a place where there is free and unlimited internet, usually their workplace. A few respondents also indicated that digital radio is not readily and easily available in their motor vehicles.

Given the context of South Africa, this research finding is no surprise. South Africa is ranked 97 out of 196 in the world in the cost of ADSL (de Villiers, 2018). ADSL is an asymmetric digital subscriber line, that uses a copper telephone line to transmit data communications (Snyman, 2018). Mobile, or wireless internet connection on a cell phone is even worse, with

South Africa being ranked the second worst in the world with regard to mobile data contract prices (van Zyl, 2016). Given that South Africa has one of the worst income disparities in the world, and that the majority of the population lives in poverty (Gous, 2018), affording unrestricted and unlimited internet may seem like an unnecessary luxury to the majority.

Furthermore, it was also determined that digital literacy is a hindrance in accepting digital radio. Digital literacy is the ability to live, learn, communicate, use and understand digital technologies (What is digital literacy, n.d.). When respondents were asked if they listen to digital radio, it was interpreted with different meanings. Some respondents referred to Digital Audio Broadcasting (DAB), others referred to digital radio in its purest form, believing that there is no such thing available in South Africa. It is deduced that the meaning of digital and its definition as per sample interviewed is limited and misunderstood.

Digital radio however, is convenient and easy to use. Several respondents indicated the ease of use of digital radio, especially when at work. When a person is at work, it is likely that the person is already working on a computer which gives direct and easy access to the digital platforms. It is also derived then, that these listeners have experience with the digital technology. As per Technology Acceptance Model (Venkatesh & Bala, 2008), experience is a moderator on perceived usefulness and behavioural intention. The users with experience will more likely use the technology. Therefore, it is deduced that if the barrier to access, which is high internet costs, are overcome, digital radio will be easy to use and the behaviour of the audience would be to consume it. It is seemingly easy and convenient to use; however, it is too costly to use.

Much like FM radio, many respondents indicated that they use digital radio as a source of noise or distraction in the background. Respondents indicated that they listen to digital radio at their place of employment, while working. Some indicated that they listen to digital radio while doing chores or light admin work. In line with Whiting and Davids's (2013) seven themes of usage and gratification, digital radio when consumed in the background, is used to pass time. It helps relieve boredom and time, and acts as a distraction or companion. The job to be done for digital radio in this context is therefore not necessarily to have something to listen to, but rather to be a form of distraction to help the person achieve another objective. According to Rubin (1986), this form of usage is considered to be ritual, where the audience consumes the digital radio station inactively, as a matter of habit.

One respondent indicated that he consumed digital as part of his digital activity, which includes watching YouTube and other internet based activities. This then, according to Rubin (1986), is a formed of ritualised media, when an individual consumes media out of habit, inactively and without real purpose.

It is inferred from the habitual use nature, that the person has experience with the technology. As stated in the Technology Acceptance Model (Venkatesh & Bala, 2008), experience influences perceived ease of use, perceived usefulness and ultimately the intended behaviour. It is determined that because digital radio is part of a habit, and therefore experience has been gained, the user easily accepted the technology.

Background digital radio consumption is a form of therapeutic value, or fun an entertainment as per the Value Pyramid (Almquist et al., 2016). Digital radio in the background therefore appeals as an emotional value to the audience.

6.3.1.2 Personalisation of Content

The most recurring theme mentioned as a reason why people listen to digital radio, was content. This echoed what was found with FM radio. Respondents included choice, content covered, information gathering, the immersive nature of digital radio, music, and specific tailor made content as the reasons for listening to digital radio. Again, as with FM radio, content is applicable across various levels of the Value Pyramid (Almquist et al., 2016).

Digital radio serves content that informs and entertains. It was determined that digital radio is consumed for music and the content covered in topics of discussion. However, as with FM radio, different people will have different preferences with regard to what type of content they wish to consume. The usage and gratification is the same in that the content is consumed to fulfil a need or want.

What has been identified is that respondents listen to digital radio due to the ability to choose specific content tailored to their wants and needs. Furthermore, digital radio allows for the audience to consume the content when and where they prefer. There is a clear preference for content variety and the ability to curate content. FM radio in its linear manner, does not allow for this customization.

Digital radio's ability in choice and customization addresses the functional level on the Value Pyramid. It offers variety, and to a certain extend simplifies the user's experience in that the user makes the content decision himself or herself. Content, much like radio, also addresses the emotional level of the Value Pyramid. Digital radio serves to inform, entertain, and give the audience an association of sorts which creates the badge value.

Many respondents also indicated that digital radio allows for an immersion into the content. Digital radio does not follow the typical format of radio, and therefore, special series or pieces of content is created without the traditional bounds and limitations of FM radio. This in turn fulfils the content needs of the audience at a deeper, more meaningful level. It is established that digital radio is consumed for its ability to deliver specific content. Digital radio then, in the context of consuming specific content, is instrumental media. The audience consumes the content actively and purposefully (Joo & Sang, 2013).

6.3.1.3 Emotional Fulfilment

It is inferred that digital radio is consumed to fulfil a greater need, and that a social value is attached to this goal and purpose. It has also been determined that beyond consuming digital radio for emotional needs linked to the content, other emotions are evoked. The other emotional elements include, engagement, improving concentration, matching and setting moods, as well as helping one relax. This addresses the emotional level of the Value Pyramid (Almquist et al., 2016).

While digital radio may be consumed in the background to distract a person, or to fulfil the specific content needs of an individual, the underlying theme is that emotion is stimulated. As the value hierarchy literature indicates, when a certain level of value has been achieved, satisfaction levels of the individual will also increase (Woodruff, 1997). If satisfaction increases, the acceptance and usage of the technology or system will increase. Ultimately, if the technology, in this case digital radio, satisfies a certain emotion of the individual, the likeliness of the person returning to listen to digital will increase.

One respondent also indicated that he will listen to digital radio on the basis of recommendation from a person they trust. Trust, which is also a form of emotion, further emphasises how important emotion is in a person's decision to listen to digital radio.

As found with FM radio, the two respondents who indicated that FM radio can increase loyalty by offering incentives, also offered the same sentiment with regard to digital radio. Monetary reward is at the functional level of the Value Pyramid (Almquist et al., 2016). The job to be done in the context of rewards, is not to consume content or for digital radio to be a distraction in the background. Rather, the listener is consuming the radio station in an attempt to win something.

6.3.2 Summary of the Discussion of Research Question 2

Digital radio is perceived to be easy to use as a distraction. The audience have direct access to digital radio when in front of a computer, and the majority consumes digital radio when they have access to free internet. The cost of internet however, is the main reason why people do not listen to digital radio. It is too expensive, and therefore, people only consume digital radio when the barrier of high internet cost has been eliminated.

The digital radio platform allows for the evolution of how content is delivered and consumed. While FM radio is linear in manner, in that the audience must listen to specific content at specific times, digital radio allows for customization. The user can choose what content to listen to, and when and where to listen to the content.

People also listen to digital radio for emotional fulfilment. While many people consume it as a means of background distraction, the immersive nature of the content has a deeper sensory appeal to the listeners. The content, including the music, of digital radio, is important to match or set the mood which the listeners intends to have. People listen to digital audience to fulfil their emotional needs.

6.4 Discussion of Research Question 3

What are the barriers to gaining mass audience for digital radio?

This question determined what the barriers to accepting digital radio are. The purpose of this research question is to determine if the Technology Acceptance Model is sufficient at attempting to explain why people would not use digital radio based on its physical attributes as perceived by the audience. The research question also extended on the literature and contextualised technology acceptance of digital radio in South Africa. While most of the

findings concur with TAM, it was also found that the oversaturated market makes for high levels of competition in the digital content environment

6.4.1 The Barriers of Digital Radio Adoption for the Audience

6.4.1.1 Perceived Difficulty of Ease of Use

As per the Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008), perceived ease of use is the degree to which a person believes that it will require physical or mental effort to use the technology. The anchors of perceived ease of use are computer self-efficacy, perceptions of external control, computer anxiety and computer playfulness. Participants of this study referred to both computer self-efficacy and perceptions of external control.

Perceptions of external control is reference to the sources available to the individual enable him or her to use the technology (Venkatesh & Bala, 2008). The biggest barrier to digital radio is data or internet costs. Vast majority of participants indicated that they do not use, or limit their use of digital radio due to the high costs of internet. Furthermore, those who indicated that they do listen to digital radio indicated that they commonly do so when they have access to internet for free. This further highlights the restrictions that the cost of internet place on the usage of digital radio.

Respondents also indicated that digital radio requires time and effort. This is in specific reference to the consumption of the content, and not the technology itself. This finding therefore reveals that users may have the perception that digital radio requires an engaged audience that actively listens, and therefore, digital radio may be unappealing to certain people.

It was determined that users of digital radio have experience with computers, do not suffer from computer anxiety and are proficient in the use of computers. As digital radio is consumed via the internet on computer devices, this finding provides valuable insight on the behaviour of the audience. People have already accepted the technology of the computer, using it to fulfil their employment obligations. As the people already know how to use the technology, accessing and using digital radio on the internet is not a daunting task, and rather, relatively easy.

6.4.1.2 Oversaturated Options

With the explosion of the internet, the audience has been spoilt for choice with regard to content providers. There are countless content creators addressing various media formats, from text, photos, video and audio. In January 2018, there were approximately over 1.8 billion websites in the world, with a third of them being active (January 2018 Web Server Survey, 2018). It is evident then, the internet is in favour of the audience, with high levels of competition for digital radio stations.

Respondents indicated that they would rather being consuming other content on digital platforms as opposed to digital radio. Many revealed that it is the choice which they have, and being able to choose something to consume tailored to their needs. However, according to a study conducted by Iyengar and Lepper (2000), it was found that people are more satisfied when a limited choice is offered. The theory contradicted the psychological theory of *more is better*. Therefore, it does not come as a surprise that participants specifically indicated that they would rather consume other content on digital, more specifically, content from content providers which they are familiar with and already have a preference with.

6.4.2 Summary of the Discussion of Research Question 3

The barriers of digital radio correspond with the Technology Acceptance Model, as well an oversaturated supply of choice for the audience. While the technology of digital radio is perceived to be easy to use, access to it is a significant barrier. The cost of the internet is perceived to be too high and therefore limits the access that people have to it, given that digital radio requires the internet.

While the audience is spoilt for choice with regard to digital content providers, it has been deduced that the vast amount of choice is overwhelming. Rather, people would defer back to the content providers that they are familiar with.

6.5 Discussion of Research Question 4

For radio stations embarking on both FM and digital radio strategies, what is the most effective way to advertise?

As radio, either FM or digital, utilise advertising to generate revenue, the purpose of research question 4 was to establish how radio stations can advertise more effectively. This research

question aimed to address the needs of the audience and how a radio station should develop its products to meet these needs. The Value Pyramid addresses the values which the audience appreciates most and would effectively inform the advertising strategy of a radio station.

6.5.1 Effective Advertising for the FM Radio and Digital Audience

6.5.1.1 Authentic Messaging

Through authentic message, various elements of the Value Pyramid are addressed and improves the effectiveness of advertising. Participants indicated that advertising which is authentic and that does not try and exploit the audience will be perceived as effective. Respondents also indicated that messaging with truth, in the form of testimonials or endorsements, also appeal to the authentic messaging which is required in advertising.

An authentic message addresses the Value Pyramid on a functional and emotional level. Firstly, a message that is authentic serves to inform the audience. As the message is perceived to be true, the information received is value and holds greater impact than a message which was perceived as duplicitous. The authentic message will also reduce risk and reduce effort. The receiver of the message will believe the messaging in the advertisement. This trust will alleviate anxiety in the audience's mind, and put him or her at ease with regard to the product being advertised. If the receiver of the message believes the message to be authentic and true, it will save the person time and effort by not having to listen to other messaging which may or may not be dubious, or seek another product and discover the truth about it by him or herself. An authentic message makes the process easier, and simplifies the person's life. The authentic message connects the audience to the product or service at a trustworthiness level. At an emotional level, the authentic message reduces anxiety and ultimately becomes attractive to the audience. (Almquist et al., 2016)

6.5.1.2 Bespoke Advertising Content

The findings revealed that people prefer advertising that is not advertising, but rather advertising in the form of content. For example, one person suggested that advertising explaining an experience will entice them more to purchase the product. If the advertisement is selling a book, the advertisement should not just be the price of the book and where it is available to be purchased, but rather, a story about the book or from the book that interests

the audience. The advertisement must be content, targeted at the audience, and not a hard sell advertisement.

This bespoke advertisement informs, and is also attractive to the audience on the Value Pyramid (Almquist et al., 2016). In some instances, it also rewards a person, acts as a value badge, is fun or entertainment and reduces anxiety. Bespoke advertising content appeals to the audience at an emotional level.

6.5.2 Summary of the Discussion of Research Question 4

Radio stations can effectively advertise by using authentic messaging and creating bespoke advertising content target at the right audience. The audience wants trust to be established between themselves and the station. This will appeal to the functional and emotional values on the Value Pyramid. Messaging should not manipulate a person into believing that the product is a must have, but rather, the message should be organic and perceived as truth without force from the brand to the audience. Bespoke content advertisements should be tailored according to a person's needs and wants, and the advertising should come in the form of a piece of content. People are interested in experiences and do not want to feel as though brands are exploiting them or only interested in making a sale.

6.6 Additional Insights

6.6.1 Similarities and Differences of Research Question 1 and Research Question 2

Research question 1 aimed to determine the job to be done for FM radio, and research question 2 aimed to determine the job to be done for digital radio. Both research questions were conducted to provide insights on both platforms, as radio stations are not to cannibalise their product offering as discussed in 2.2.

There were differences in that the two platforms utilise different technologies to broadcast. However, both forms of radio were found to be a source of distraction, and that utilizing it for this purpose was perceived to be easy. Digital radio however, is perceived to be more expensive, as the audience has to incur internet costs. FM Radio and digital radio had similarities with regard to the job to be done. Both forms of radio are also used to fulfil emotional needs. The emotional fulfilment range from relieving boredom, to setting moods, to helping people focus, to relaxing people and to ultimately make people feel a certain way.

Usage radio, either FM or digital, to consume content was the main reason for both forms or radio. However, there is a significant different in the two platforms in that FM radio functions in a linear manner, and digital radio does not. With regard to FM radio, the audience has to listen to what the radio station has programmed. However, with the digital radio, the audience is able to customize and personalise the content and are spoilt for choice. This finding is significant, in that digital radio can serve a much more target and niche market, or, an audience seeking specific content. Given the amount of choice available on the internet, and the convenience of consuming digital radio, digital radio stations cannot deploy the same content strategies on digital radio as with FM radio. Content strategies for FM radio stations are more general, as the audience's choice of radio stations are much more limited than with digital radio stations.

It was also found that the audience perceives content on digital radio to be immersive, and that digital radio content consumption occurs actively. In contrast, FM radio is consumed rather inactively, more as a habit or a form of distraction when doing another task. Again, this insight is significant, informing radio station managers that while content is important on both platforms, the audience has different values of the content on the different platforms. The job to be done of the two platforms may seem very similar, however, the technology and the content consumption behaviour is vastly different.

6.6.2 Implications of Research Question 4 on Research Question 1 and Research Question 2

Research question 4 aimed to determined how radio stations can advertise more effectively. In comparison with research questions 1 and 2, it can be determined if there are any overlapping findings between research 4 and research question 1 and 2 to determine if radio stations are able to leverage off the job to done for the audience to improve advertising. The purpose therefore is ultimately to determine if the values are the same between the research questions. The comparison will also determine the shortcomings and which values need to be addressed more specifically with regard to the job to be done for the audience.

It was determined that advertising could be more effective on radio by use of authentic messaging and bespoke advertising content. If people are consuming radio as a source of distraction in the background, how can radio stations implement either authentic messaging

or bespoke advertising content into this job to be done? This point will be addressed in chapter seven.

An overlapping theme between effective advertising and the job to be done for radio, is content. FM and digital radio need to create advertisements that are pieces of content tailored specifically at their target market. This bespoke advertising content will appeal to the audience's job to be done in terms of customer centric content on FM radio. As for digital radio, bespoke advertising content could be integrated in the personalised content that people consume. To make advertising more effective, radio stations need to be able to integrate the brand, product, or service which the advertisement is trying to sell seamlessly into its content offering. If the audience finds value in the content offering, it will most likely appeal to them more and therefore make the advertising more effective.

Radio stations must also create and offer content that is authentic and real as perceived by the audience. Simply put, the station needs to build a trustworthy relationship, and should not jeopardise it. Once the relationship has been established, the advertising that the station offers must then also hold true to the authenticity of the relationship. If the audience perceives the advertising content to be authentic and true without manipulation, then the advertising will also be more effective.

6.6.3 Implications of Research Question 3 on Research Question 1 and Research Question 2

The findings of research question 3 revealed that there are still barriers to digital radio adoption for the audience. The barriers being the perceived high cost of the internet in South Africa, as well as the oversaturated marketplace of content providers. As these two barriers are beyond the control of the radio station, it implies that there may be some difficulty in immediately gaining mass on digital platforms for radio stations.

As there are still some barriers to adoption for digital radio, it is deduced that FM radio is vitally important. FM radio in South Africa has a proven track record of obtaining critical mass, and therefore, radio station managers must not hastily jump ship and focus on digital platforms. This reiterates the point made in 2.2, in that the radio station's model should focus on both product offerings. This means that FM radio will still continue to generate revenue, and digital radio will be in its introductory phase. If the barriers to digital radio adoption are

eliminated, radio stations will have more control over their digital radio stations. The findings in research question 3 reiterate the importance of radio stations to become dynamic and flexible in offering multi-media products to innovate and disrupt itself in an attempt to build a sustainable business.

6.7 Conclusion

In this chapter, the findings of the research were presented and discussed. The purpose of the study was to identify predominantly how radio stations can grow their digital radio audience in an attempt to disrupt themselves as per Double S-Curve (Christensen, 1992). It was determined that the Technology Acceptance Model (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008) is applicable to both FM and digital radio, however, digital radio does have barriers to adoption in the form of perceived ease of access. Furthermore, the study extended on TAM to include other theories that include the emotional and psychological elements describing people's behaviour.

FM radio is typically used as a for of easy of distraction. People find FM radio convenient and simple to use, with it easily accessible. The device itself is found in motor vehicle, where the majority of people listen to it to distract them from the mundane task of driving. Digital radio is also convenient and easy to use, in certain contexts. Both FM radio and digital radio are consumed specifically for their content. However, people use digital radio based on the ability to customize and personalise it. Both forms of radio are also used to fulfil certain emotional needs. It was determined, that there are various similar values on the Value Pyramid (Almquist et al., 2000) that both FM and digital radio contain.

Advertising can be made more effective, should it address the specific needs and wants of the audience. The findings revealed that advertising could be more effective if the messaging is perceived to authentic, and if the stations offers bespoke advertising content. Radio stations must determine what job to be done and values overlap between the audience and the advertising in order to leverage off the opportunity to make advertising more effective.

CHAPTER 7: CONCLUSION

7.1 Introduction

In chapter one, the purpose of this research study was set out, and aimed to explore strategies for the acquisition of audiences for digital radio stations. As discussed in chapter one, the radio industry is at a crossroad with digital disruption acquiring mass audience at exponential rates and therefore gaining advertising market share. This in turn has put tremendous pressure on radio stations, and as determined in 2.2, a form of Double S-Curve Innovation (Christensen, 1992) is required for radio stations to gain market share in the digital environment. The context of the study was confined to South Africa, as it was determined that mass media acquisitions studies have predominantly only focused on established markets with specific focus traditional mass media like television, newspapers and magazines.

The Technology Acceptance Model (TAM) (Davids, 1989; Venkatesh & Davids 2000; Venkatesh & Bala, 2008) has been the most widely accepted model to determine user behaviour with regard to accepting new technologies and systems (Rad et al., 2017). While the Technology Acceptance Model (TAM) clearly describes user behaviour on the physical attributes of a new technology, it is limited in assessing the emotional and psychological aspects of the user behaviour. To explore the emotional and psychological aspects of user behaviour, Job To Be Done theory, Usage and Gratification Theory and The Value were introduced.

Job to be done theory explains that an individual may seek satisfaction from a specific product or service beyond the intended design of the product or service, and, that the individual may seek to fulfil an experience or another job not related to the initial task (Christensen et al., 2016). It was established that people consume media for gratification reasons, mainly, to fulfil an emotional need (Joo & Sang, 2013). Therefore, it was determined by Job To Be Done theory and Usage and Gratification that people may listen to radio to fulfil a certain job or for some form of gratification. The Value Pyramid further explains these theories in that products or services address different values (Almquist et al., 2016), and that addressing these values will result in certain levels of satisfaction. Therefore, this study aimed to determine if TAM is a consideration for digital radio, and what the emotional and psychological needs are of the digital audience in order for radio stations to create effective audience acquisition strategies.

This chapter concludes this research paper by presenting the research findings, a proposed framework derived from the findings, the implications of the findings for business, the limitations of this research study and is closes with suggestions for future research.

7.2 Research Findings

The key research findings can be segmented into three main categories. Firstly, the job to be done for FM radio and digital is very similar, with both being an ease of distraction and offering emotional fulfilment. The difference of the job to be done between FM radio and digital radio is in the content offering. Secondly, the barriers to digital radio adoption are mostly external, and the audience has a significant choice of content providers on the internet. Lastly, effective advertising could be achieved on two main themes, being authentic messaging and bespoke advertising content.

7.2.1 Job to Be Done for FM and Digital Radio

The perceived ease of use for both FM and digital radio is seemingly favourable, as it was found that people listen to either FM and digital easily as a means of distraction. Both formats of radio are convenient to use, with FM radio being readily available in cars for people on their commutes to work, and digital radio being consumed at work while people have access on a computer device and free internet. (Venkatesh & Bala, 2008)

FM radio and digital radio fulfil the audience's emotional needs. It has been determined that radio helps people in various ways, from making people feel connected, to relaxing people, to helping people concentrate. Radio can create a mood, and if the mood is not what the listener wants, then the listener will go to an alternative source to find the right mood. This confirms the importance that radio, both FM and digital, has on the emotional values of the Value Pyramid (Almquist et. al., 2016).

While content and the satisfaction a person receives from it is subjective, in that people have different opinions about content, content is a critical determinant in the choice of a person when listening to radio. One key difference between FM radio and digital radio, is that FM radio is seemingly listened to more inactively, and digital radio more actively (Rubin, 1986). Digital radio offers a more immersive experience, as the topics are more in-depth than on FM radio. This requires more effort as well as more time to consume.

7.2.2 Barriers to Digital Radio for the audience

Digital radio is available on the internet, and the perceived high cost of internet in South Africa deters people from listening to digital radio. As per TAM, this perception of external control hinders and negatively effects the perceived ease of use (Venkatesh & Bala, 2018). This in turn will result in people not accepting the technology. It was found that most people who do listen to digital radio, listen to it when they have direct access to a computer and the internet. This predominantly occurred at their places of work, or at home should they have high speed unlimited internet at home.

Another barrier to entry for digital radio acceptance is that there are too many options of content providers on the internet. At an obvious level, all the options mean is that digital radio has serious competition in the digital environment. Furthermore, as found by Lyengar and Lepper (2000), the consumer may, despite the common notion that the more the merrier, also suffer negatively from the oversaturated choices. This was revealed in the research, with people indicating that they would rather return to content providers which they are familiar with.

The barriers to digital radio for the audience are unfortunately beyond the control of the radio station. The perceived high costs of the internet in South Africa are determined by factors such as income and people comparing internet costs with other countries. A radio station has no ability to influence this perception. Given that the internet is a global platform, there is a greater chance that the number of content providers on the internet will only increase, further heightening this barrier.

7.2.3 Effective Advertising on Radio

The two influencers of effective advertising are situated on the emotional level of the Value Pyramid (2018). Authentic messaging reduces anxiety in the audience's mind. A sense of trust is established which makes the person feel at ease. It has been determined that advertising which is not misleading or manipulative in a way will be more effective. This can be supported with testimonies or endorsements from other trustworthy people. Listeners want to feel that they are not being lied to, and should they buy into the product or service, that they will actually receive what they purchased.

Listeners want advertising that is not necessarily advertising, but rather content. The listener wants to make a connection between the advertisement and content that is of relevance to him or her. Furthermore, the listener wants to be sold an experience, instead of the hard facts such as price and properties of the product being advertised. Advertising which is delivered in the form of content, through authentic messaging, must be targeted and be relevant towards the intended receiver.

7.3 A Proposed Framework

This section proposes a framework of strategies for radio stations to achieve Double S-Curve Innovation, with FM and digital radio stations.

Figure 19: Proposed Framework

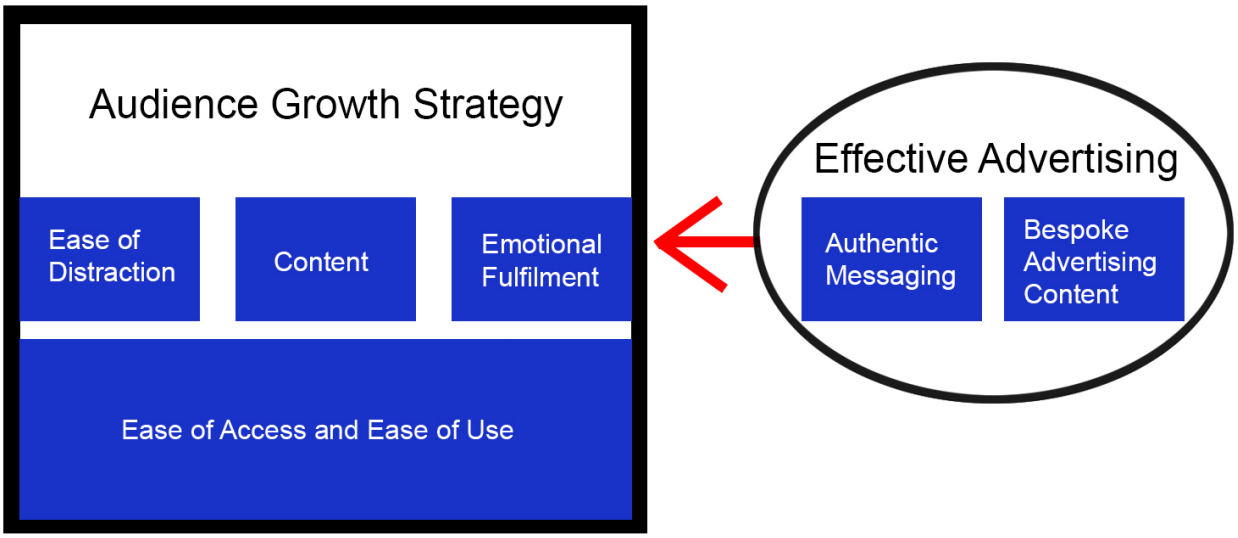

Figure 19: Proposed Framework

The key findings of the research study are summarised in the proposed framework above. To grow an audience, either FM or digital, components of the Technology Acceptance Model and Value Pyramid must be implemented.

At the base of the framework, is the Technological Acceptance Model. The technology, regardless of platform, must meet the determinants of TAM to positively influence user behaviour. The technology must be perceived to be easy to user, and users must have access to it.

Once the basic requirements have been met in terms of the technology, radio stations product must appeal to the emotional and psychological senses of the audience. There are three main areas to focus on. The first is that radio must be a distraction tool. People often listen to radio in the background as a means of distraction from a mundane task. Firstly, radio must be convenient and hassle free. For example, climbing into a car and switching on the radio is perceived a simple task. Secondly, radio, in terms of its content offering must act as a companion of sorts, so that people are able to inactively listen to it.

Content is the primary reason why people consume radio. With regard to FM radio, the content offering must be customer focus. This requires the station to holistically understand its target market and offer content that would appeal to that target market. Digital radio however, allows the user to personalise and customise the content according to his or her own wants and needs. Furthermore, digital radio offers a more immersive and in-depth offering into the content.

Lastly, radio should aim to emotionally fulfil its audience. This however, may be a difficult task as prediction or understanding every listener's emotion would be a near impossible task. Therefore, the radio station should align its content offering with the emotional fulfilment that it aims to achieve. This should be strategized in consideration of the target market to simplify the matter to some degree.

To advertise effectively, authentic messaging and bespoke advertising content should be integrated into the radio station's product offering. The authentic messaging and bespoke advertising content should address the various values, as determined by the job to be done of the audience. Developing a relationship built on trust will greatly enhance the authentic messaging. Bespoke advertising content should be created based on the content which the audience wants and needs. The advertising should not seem like a hard sell, but rather an experience which the radio station is portraying.

7.4 Implications for Business

The business implications of this research aim to provide radio stations managers with a framework to develop digital disruption strategies to innovate and sustain. The proposed framework in 7.3 illustrates the technical requirements as well as the job to be done of radio.

There is evidence to suggest that disruption can lead to the creation of successful business models, as demonstrated by Uber, a peer-to-peer ridesharing and transportation company. As found by Laurell and Sandström (2016), Uber successfully achieved technological disruption and institutional disruption in the taxi industry. Uber, is also considered a multi-sided platform, as it requires both drivers and riders. This illustrates that there might be opportunities available in established industries and that there is a new way of thinking arising of technological innovations and disruptions.

Unfortunately, the external factors that influence perceived ease of use and access is not in the control of the radio station. The radio station will be slave to technological advancements, government restrictions, and third party suppliers of internet. However, FM radio has enjoyed success, especially being perceived as a media format that is easy to use.

Radio station managers must leverage off of their existing FM radio success to build new digital offerings. The FM radio station should be used to advertise its digital radio offering, however, communication about the digital offering must also be aimed at an audience that is not aware of the radio station already. Radio stations must also leverage off existing infrastructure, procedures and productions to create digital radio content. The radio station must understand its target market, and create customer centric content for the FM audience. As for the digital audience, radio stations must offer content that is more in-depth, and the radio station must decide whether to target the same audience as the FM audience, a new global audience, or a strategy combining both.

Effective advertising is possible in the form of authentic and bespoke advertising content. Again, the radio station must fully understand its target market to be able to create bespoke content that will appeal to the audience. Furthermore, establishing a relationship of trust is critical. This will significantly strengthen the emotion value that the audience has with the radio station. The radio station must determine how to leverage off of its existing content to create more effective advertising. It must also be examined, given that the audience listens to FM radio primarily as a form of distraction, how to advertise to this specific audience. Creating bespoke content or authentic messaging to an audience who only has the radio on in the background, may be challenging.

Radio stations will need to adjust their operations model, and realign their business strategy with a positioning of becoming a multi-media content provider that extends its scope of work beyond FM radio. This would require considerable resources dedicated to the digital radio station, and as such, must be treated as a separate business unit.

7.5 Limitations

As this was inductive and exploratory in nature, the ability to generalise is limited (Saunders & Lewis, 2012). Furthermore, as this research was conducted in the South African context, it may not be applicable to other markets, given that the context will change. Despite the study being focused on how FM radio stations can grow its digital audience, it limits the usability of the findings in other segments or industries aiming to grow their product portfolio in the digital content environment.

As discussed in 4.10, research bias may have influenced this research paper. Furthermore, as convenience and judgement sampling were used, the participants of the study may have also been bias, as the research is subjective in nature. It was also found during the data collection that participants had different understandings of the terminology with regard to digital radio. This may have resulted in uninformed responses, or misunderstood responses from the participants.

7.6 Suggestions for Future Research

It is suggested that for future research the following be done:

- A larger sample by studied to quantitatively test the findings of this research
- An exploratory study on specific targets markets to determine the value of those segments
- A comparative study between South Africa and a country of an established market – with a specific focus on a country with perceived lower internet costs
- An exploratory study determining what the job to be done for advertisers in digital radio is
- An exploration of the model on other content providers in the digital environment
- A quantitative study to test the proposed framework of effective advertising

7.7 Conclusion

In this research, new insights were found on how radio stations can maintain and grow their FM and digital audience. Building on existing literature, questionnaires and interview with 20 participants provided qualitative data which contributed and extended the research. This study revealed that the Technology Acceptance Model (TAM) is still an important consideration for radio, however, the satisfaction of the audience is dependent on the values derived from the product offering. The job to be done for both FM radio and digital is very similar, and that people predominantly consume it for its content offering and emotional fulfilment. However, digital radio through its technology offers content personalisation, which changes the content consumption behaviour of the audience. Digital radio may be hindered by external factors such the perceived high cost of the internet and the abundance of choice of content providers. To advertise effectively to its audience, the radio station must use authentic messaging and create bespoke advertising content. The key findings were presented in a framework that may be a useful tool for creating Double S-Curve strategies for FM radio.

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ANNEXURE A: Interview Schedule and Consent Form

I am conducting research on the factors that influence a person's decision making progress when choosing a source of digital content. To that end, you are asked to complete a questionnaire detailing your preferences with regards to digital content. This will help us better understand online transacting, and should take no more than 20 minutes of your time. Your participation is voluntary, and you can withdraw at any time without penalty. Your participation is anonymous and only aggregated data will be reported. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact my supervisor or me. Our details are provided below.

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Semi Structured Interview Questions

The researcher will first reveal the nature of this research and gain their consent. Thereafter, the researcher will go through the following questions and ensure each participant understands all the questions.

1. DEMOGRAPHICS:

1.1. What is your age?

1.2. What is your gender?

1.3. What is your race?

1.4. In which province do you live?

1.5. What is your disposable income?

a) R5000 – R9999
b) R10000 – R14999
c) R15000 – R19999
d) R20000 – R24999
e) R25000 – R29999
f) R30000+

1.6. What are your shopping habits (how often do you go shopping, for what purpose and at which malls)?

2. FM RADIO

2.1. Do you listen to FM radio? If so, how long do you listen for (in minutes) on average per day during a work-week and on weekends? If you do not listen to FM radio, why not?

2.2. If you do listen to FM radio, why do you listen? Please also describe when during the day/week you normally listen to the FM radio.

2.2.1. What were you doing normally when you were listening to the FM radio channel?

2.2.2. How does listening to FM radio at those particular moments help you do what you were doing during those particular moments?

2.3. How many radio stations do you listen to per day or per week? *Please list the FM radio stations you listen to on a frequent basis.*

2.3.1. Why do you change FM radio stations when listening to FM radio?

2.3.2. How long do you listen to each specific FM radio station for? *List the FM radio station with a percentage representing the portion of time spent listening to.*

3. <u>DIGITAL</u>

3.1. Do you listen to digital radio (radio available via the internet)? If you do not listen to digital radio, why not?

3.1.1. If you do listen to digital radio, how many minutes per day on average do you listen for?

3.1.2. How many digital radio stations do you listen to during the day or week? *Please list the digital radio stations you listen to on a frequent basis.*

3.1.3. How long do you listen to each specific digital radio station? *List the digital radio station with a percentage representing the portion of time spent listening to.*

3.2. When do you listen to the digital station and why at those moments?

3.2.1. What are you usually doing during this time?

3.2.2. How does listening to the digital radio station at each of those particular moments help you?

3.2.3. Why don't you listen to FM radio channel instead?

3.2.4. Why don't you listen to digital radio at other times?

Would you rather watch YouTube videos, or spend your time consuming other digital content instead of listening to digital radio? If so, why? If not, why not?

4. <u>LOYALTY</u>

4.1. In your opinion, how can a station (either FM or digital) increase your loyalty or stop you from switching between stations?

4.2. How can a station (either FM or digital) influence your decision to purchase a product? *What would you consider effective advertising?*

ANNEXURE B: Ethical Clearance

Gordon Institute of Business Science
University of Pretoria

26 July 2018

Mostert Johannes

Dear Johannes

Please be advised that your application for Ethical Clearance has been approved.

Suggest you correct 'unit of analysis' as your explanation does not indicate that you are clear about this

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

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ANNEXURE C: Atlas. TI Codebook

Individual codes

Code
RQ1CO - Background
RQ1CO - Brand
RQ1CO - Choice
RQ1CO - Commuting
RQ1CO - Connected
RQ1CO - Content
RQ1CO - Convenience
RQ1CO - Driving
RQ1CO - Engagement
RQ1CO - Entertain
RQ1CO - Free
RQ1CO - Helps Concentrate
RQ1CO - Information gathering
RQ1CO - Innovation
RQ1CO - Mood
RQ1CO - Music
RQ1CO - Nostalgia
RQ1CO - Offer Content Online
RQ1CO - Personal
RQ1CO - Presenters
RQ1CO - Promotions
RQ1CO - Relax
RQ1CO - Relieve Boredom
RQ1CO - Talk
RQ1CO - Trends
RQ2CO - Background
RQ2CO - Brand
RQ2CO - Choice

RQ2CO - Content
RQ2CO - Convenience
RQ2CO - Engagement
RQ2CO - Entertainment
RQ2CO - Habit
RQ2CO - Helps Concentrate
RQ2CO - Immersive
RQ2CO - Information Gathering
RQ2CO - Innovation
RQ2CO - Mood
RQ2CO - Music
RQ2CO - No Ads
RQ2CO - Promotions
RQ2CO - Recommendation
RQ2CO - Relax
RQ2CO - Specific Content
RQ3CO - Access
RQ3CO - Choice
RQ3CO - Convenience
RQ3CO - Data Costs
RQ3CO - Effort
RQ3CO - Not important
RQ3CO - Relevance
RQ3CO - Requires Active Listening
RQ3CO - Time Constraints
RQ3CO - Video
RQ4CO - Authentic
RQ4CO - Books
RQ4CO - Branded Content
RQ4CO - Emotional
RQ4CO - Endorsement
RQ4CO - Experience
RQ4CO - Music Interests

RQ4CO - Referral
RQ4CO - Relevance
RQ4CO - Storytelling
RQ4CO - Testimony
RQ4CO - Travel Interests
RQ4CO - Visual