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The Radio Organization as a Research Object in Media Management

KEY WORDS

radio, radio organization, management science, media management, radio management

ABSTRACT

The article presents a radio organization as the object of research in media management. Firstly, the origin of radio management as the sub-field of media management has been presented. Secondly, radio in its institutional form has been discussed as a media organisation, presenting the characteristics of a radio organisation as a production and service company. Then, radio as the object of scientific research has been described, highlighting the basic conditions for the purposefulness of choosing the radio as an object of research in various areas of science. Particular attention is drawn to radio research fields. Radio management as a sub-field of media management within the framework of management science has been characterised in detail. Finally, directions for further exploration in radio management have been indicated.

Radio has been, since its very existence, the subject of numerous researches, both in the United States, as well as in most European countries. The first systematic research conducted in the 1920s, concerned listening figures in American radio stations, the influence of radio on society and preferences and expectations towards radio programmes. Initial academic thought within management appeared at the turn of the 20th century, but did not refer directly to media companies, among them the radio. Knowledge on radio management began to crystallize in the United States, in the mid 1940s. First attempts to describe the specific aspects of radio station management were conducted by Jerome Sill, J. Leonard Reinsch and James H. Hulbert¹. This last scholar drew special attention to the notion of employing managers in the radio industry. Development of the AM radio in North America during the late 1960s lead to an increased interest in the question of radio management, which lead to meaningful academic

¹ See: J. Sill, *The Radio Station: Management, Functions, Future*, New York 1946; J.L. Reinsch, *Radio station management*, New York 1948; J.H. Hulbert, *Broadcasting management: A report from the APBE-NAB Broadcasting Employment Study*, "Journal of Broadcasting" Vol. 6 (1962), No. 3, pp. 255–264.

work by scholars such as Jay Hoffer, Ward L. Quaal and Leo A. Martin². In the 1970s the theme of radio in management theory was continued by Edd Routt, Ward L. Quaal, James A. Brown, Howard W. Coleman³.

In the 1980s, when the United States was undergoing significant changes in terms of legal regulations of the radio market, as well as complicating the management process of a radio station, interest began to stir around the issues of radio organization management and the radio economics. Research on these issues at the time was done by Norman Marcus, John M. Lavine and Daniel B. Wackman⁴.

In the early 1990s, Stephen Lacy and Daniel Riffe conducted the first analysis of the impact of competition and groups ownership on the quality of information programmes⁵. The economic implications of duopoly on the radio market were highlighted by Sylvia M. Chan-Olmsted⁶. In the late 1990s primary attempts were made to research the internet radio sector (Rebecca A. Lind, Norman J. Medoff)⁷. Ed Shane and Todd Chambers conducted research on the influence of legal regulations on the radio industry and consolidation on the structure of the radio market⁸. Wen Ren and Sylvia M. Chan-Olmsted analyzed different business models of traditional and *online* radio⁹. Kenneth D. Loomis and Alan B. Albarran attempted to understand the influential role of the ownership market in the radio sector. Based on the analysis of the top-25 radio groups, they concluded that top-level managers, responsible for the cluster of radio station, are working longer hours than middle level managers and focusing

² See: J. Hoffer, *Managing today's radio station*, Blue Ridge Summit, PA 1968; W.L. Quaal, L.A. Martin, *Broadcasting management: Radio, television*, New York 1968.

³ E. Routt, *Business of Radio Broadcasting*, New York 1972; W.L. Quaal, J.A. Brown, *Broadcasting Management*, New York 1976; H.W. Coleman, *Case Studies in Broadcast Management*, New York 1978.

⁴ See: N. Marcus, *Broadcast and cable management*, Englewood Cliffs 1986; J.M. Lavine, D.B. Wackman, *Managing media organizations*, New York 1988. It is worth mentioning that Linwood A. Hagin's dissertation entitled *United States radio consolidation: An investigation of the structures and strategies of selected duopolies* (University of Tennessee 1994) was the first research study on the topic of radio management on a duopoly market.

⁵ See: S. Lacy, D. Riffe, *The impact of competition and group ownership on radio news*, "Journalism Quarterly" Vol. 71 (1994), No. 3, pp. 583–593.

⁶ See: S.M. Chan-Olmsted, *A chance for survival or status quo? The economic implications of the radio duopoly ownership rules*, "Journal of Radio Studies" Vol. 3 (1995), No. 4, pp. 59–75.

⁷ See: R.A. Lind, N.J. Medoff, *Radio stations and the World Wide Web*, "Journal of Radio Studies" Vol. 6 (1999), No. 2, pp. 203–221.

⁸ See: E. Shane, *The state of the industry: Radio's shifting paradigm*, "The Journal of Radio Studies" Vol. 5 (1998), No. 2, s. 1–7; T. Chambers, *Losing owners: Deregulation and small market radio*, "The Journal of Radio Studies" Vol. 8 (2001), No. 2, pp. 292–315.

⁹ See: W. Ren, S. Chan-Olmsted, *Radio business on the World Wide Web: Comparing the online content of streaming terrestrial and Internet-based radio stations in the United States*, "Journal of Radio Studies" Vol. 11 (2004), No. 1, pp. 6–25.

more on the financial aspects of management¹⁰. The most recent meaningful academic research in radio management has been done by research workers such as Peter Pringle, Michael F. Starr, William E. McCavitt, Alan B. Albarran, Gregory G. Pitts, Brian Lister, Caroline Mitchell, Tony O'Shea¹¹.

Radio as a media organization

Radio is an ambiguous term. It is most often understood as a means of mass communication using electromagnetic waves, by means of which verbal content and music reaches the receptive apparatus of the listener. Radio is the instrument allowing the transmission and reception of a message, and also a telecommunication tool. Radio is a system of transferring sound signals into the form of electromagnetic waves. For Bertolt Brecht (1932) it is an apparatus of communication¹².

Radio can also be understood as an organization with specific goals and means of achieving them, creating and distributing messages (radio broadcasts). Its activity presents itself in a sequence of repeatable actions. As a broadcasting institution, the radio designs, creates, compares and distributes radio messages (programmes) or distributes messages created by other broadcasters or radio producers, in the form of wireless broadcasting, thus with the possibility of simultaneous widespread reception of the signal, or by inserting it into a cable or internet network¹³. Radio organizations (companies) create goods (programmes, broadcasts, internet sites) and provide media services (selling air time, marketing services)¹⁴. The radio product is both a transmission in the form of a broadcast or a programme of a certain use-value and market-value, but it also has an audience, which the radio broadcaster can offer to sell the advertiser.

¹⁰ See: K.D. Loomis, A.B. Albarran, *Managing radio market clusters: Orientations of general managers*, "The Journal of Media Economics" Vol. 17 (2004), No. 1, pp. 51–69; *Handbook of Media Management and Economics*, ed. A.B. Albarran, S.M. Chan-Olmsted, M.O. Wirth, New York–London 2006, p. 14.

¹¹ P. Pringle, M.F. Starr, W.E. McCavitt, *Electronic Media Management*, Boston 1999; A.B. Albarran, G.G. Pitts, *The Radio Broadcasting Industry*, Boston 2001; B. Lister, C. Mitchell, T. O'Shea, *Managing Radio*, Sedgefield 2009.

¹² B. Brecht, *Radiotheorie*, [in:] *Gesammelte Werke*, Bd. 8., Frankfurt a. M. 1967, pp. 129, 134.

¹³ The radio programme is a collective work, which means that authors of the programme work as a team. In mass communication, the sender is on average a certain group, working in an organized manner and with the status of an institution. Each sending institution, among them a radio station, is a larger or smaller company, which requires certain investments, to create the necessary technical infrastructure, and cover the expenses of its functioning. See: M. Mrozowski, *Media masowe. Władza, rozrywka i biznes*, Warszawa 2001, pp. 46 and 49. Terms commonly used in Polish like: go to the radio (*iść do radia*), work in the radio (*pracować w radiu*), begin working in the radio as a reporter (*zaczynać pracę w radiu jako reporter*), to be employed in the radio (*być zatrudnionym w radiu*), radio employees (*pracownicy radia*), clearly show radio as an organization.

¹⁴ Terms like radio station, radio company, radio firm or radio sender are used interchangeably. The synonym of radio station is radio organization, (pol. – *organizacja radiowa, organizacja radia*, franc. – *l'organisation de la radio*). The term 'radio organization' is used in European Union legislation and commonly in English literature in media management, as a type of media organization.

Radio organizations create cultural goods and services, understood as market goods. Their value comes from the function of carriers of meaning through symbols, signs and sounds¹⁵. By selling these goods, radio organizations claim profit. Radio – particularly commercial – is both a business activity (industry, trade) and a pillar of the entertainment, culture, information, creative and advertising industries.

A radio organization, contrary to the typical manufacturing and service company, works simultaneously on two markets: the audiences (of media messages) and the advertiser's. On the audience market, the radio organization offers the listeners a media product (radio programme), where the basic exchange relation is the following: content (radio programme) – time (interest, paying attention). On the advertising market, the radio organization offers the advertiser intermediary service in contacting listeners, who sometimes consist of the advertiser's target group. It sells the advertiser access to the radio's audience¹⁶. A radio organization can also function on the ownership right market. Owners of commercial radio stations can buy stock of other media companies as business entities.

The radio organization is a special kind of media organization. The term „media organization” refers to all types of organizations with activities connected to designing, creating, setting and distributing media messages (products)¹⁷. We address media organizations when they are present in an institutional form¹⁸. Media organizations (media companies) are radio stations, television stations, publishing houses (press offices) and website publishers¹⁹. Table 1 presents the typology of media organizations.

¹⁵ Radio, as other media, belongs to the broadly understood category of culture goods. A radio programme, as any other media product (e.g. television programme, press title), is a spiritual, symbolic and material work (contribution) to society. The radio product is a cultural product because, as Tadeusz Kowalski suggests, it is particularly charged with socio-cultural references. From its very essence, it is a means of spreading cultural values. The quoted author points out that the task of the working in media manager is understanding not only media production, but also cultural contexts, which directly influences authors and the media product itself. See: T. Kowalski, *Między twórczością a biznesem. Wprowadzenie do zarządzania w mediach i rozrywce*, Warszawa 2008, pp. 30–31.

¹⁶ The use-value of a radio programme is the ability to satisfy mainly the audience need for information and entertainment. Use value of a radio programme is described by its content. See: T. Kowalski, *Media i pieniądze. Ekonomiczne aspekty działalności środków komunikowania masowego*, Warszawa 1998, pp. 29–30.

¹⁷ The media product is a specific good or service, which takes on a certain conventional, characteristic form, depending on the medium, of a press title, radio programme, television programme, film, video cassette, CD and DVD, internet website.

¹⁸ In literature, the term media organization (mass media) is interchangeably used with *media company* or *mass media institution*.

¹⁹ Denis McQuail claims that due to growing technological convergence processes, each media organization should be analyzed in context with other mass media organizations, because it functions simultaneously in more than one media industry. Treating a media organization only as a radio station, television station or press office, in times of convergence, is obsolete. The same content can be offered in many different forms. This is the result of blurred boundaries between certain types of mass media messages. See: D. McQuail, *Teoria komunikowania masowego [McQuail's mass communication theory]*, Warszawa 2007, pp. 230, 281.

Table 1. Typology of media organizations (mass media)

Type of mass media/media product	Organization	Sector (branch)	Industry
Press/dailies, magazines	press publisher / press office	press	culture, creative, information, entertainment, advertizing
Book	publishing house	publishing	
Song / recording	record label	phonographic	
Film / movie	film and production companies, film studio, screening room operator	film	
Radio / program, radio broadcast	radio broadcasting station	radio	
Television / programme, television channel	station / television company	television	
Internet / internet website	website (portal) publisher	internet	
Telecommunication media	telecommunications, cable & satellite services operator	telecommunications	
New media (streaming media) / multimedia services	content and multimedia services provider	new media (multimedia)	

Source: Own elaboration.

The radio can be described as a unique institution acting in the sphere of information, entertainment, art, culture, education and also, in the case of commercial broadcasters, business²⁰. In the functioning of a radio organization, the following goals can be distinguished: 1) increasing revenue from advertising, 2) goals not oriented towards revenue (cultural, educational), 3) obtaining revenues from broadcast²¹. As an organization, the radio is governed by its own unique logic, but also by laws and regulations functioning in all organizations. However, universal rules functioning in economic organizations, as in public service, can be applied to the radio organization. Characteristic features of the radio organization as a manufacturing and service company are presented in table 2. Table 3 displays characteristics of public, commercial and social (community) radio organizations.

²⁰ Radio, in terms of an organization, is a limited entity consisting of elements such as: 1) a system of values around which people organize, 2) goals and functions, 3) employees (creative groups preparing broadcasts), 4) respected norms, which are technical abilities, 5) customs, 6) ethical rules imposed or accepted by all the members of the institution, 7) legal norms, 8) technical means of distributing the broadcast and material appliances. See: B. Malinowski, *Szkice z teorii kultury*, Warszawa 1958, pp. 40–41. Radio as a social institution, plays an important part in the process of regulations functioning within society's cultural values and beliefs.

²¹ J. Mikułowski-Pomorski, *Analiza systemowa masowego komunikowania*, "Zeszyty Prasoznawcze" 1975, No. 1, p. 18.

Table 2. Characteristic features of a radio organization as a manufacturing and service company

Specification
Ambiguity of organizational goals (utilitarian goals connected with producing radio programmes or services to obtain financial profits, and also normative objectives, connected with promoting certain values or carrying out a public mission).
Different sources of income (private investors, advertisers, listeners, public and private donors, state government).
Functioning simultaneously on two markets, offering a free radio product and selling services to advertisers – a dual nature of the operated market (market of media content, advertising market).
The results of functioning on the content market can influence the results on the advertising market
Functioning on the ownership market – the case of commercial radio
Great discrepancy in terms of offered radio products and organizational means of distribution
Potential lack of balance between fixed and variable costs of radio production
Relatively high fixed costs
Relatively high cost of producing the first copy of the radio product
Changes in form of the radio product (despite standardization, the radio product must change continuously and daily)
Unique capability to undergo changes
Particular – in the case of commercial radio – sensitivity to fluctuation in demand and income from advertising
Relatively high costs of distributing a radio programme (maintaining transmitters, cable networks, satellite transponder, internet servers)
High degree of uncertainty and uniqueness of a radio product (difficult to predict listener tastes)
Ability to create diverse systems of distributing the radio programmes and different markets
Diversity of professional groups creating a radio program
Significant number of employees, among all those employed, of so-called creative employees in creating a radio product
Significant meaning for horizontal relations/structures
Strong ties with public interest
Particularly strong relationship with audiences (listeners)
Presence in the cultural life of society
Activities in the sector of media, advertising, culture, entertainment, show business, creative
A large degree of dependence and mutual relations in the sphere of economy, politics, culture and society as a whole

Source: Own elaboration based on: D. McQuail, *Teoria komunikowania masowego [McQuail's mass communication theory]*, Warszawa 2007, p. 241.

Table 3. Characteristics of public, commercial and social (community) radio organizations

Criteria	Public radio organization (public radio)	Commercial radio organization (commercial radio)	Social (community radio organization (social (community radio)
Sector	public	commercial (private)	social (III sector)
Form of ownership	state	private	social
Owner (manager)	state (state institution, organ of state power)	natural person group of natural persons private company	non-profit organizations (e.g. association, foundation) political organizations religious organizations (religious associations, religious

			orders) cultural organizations non-governmental organizations local government organs (e.g. municipality, municipality union) education institutions higher education institutions
Legal basis of functioning	based on laws with certain programme goals	based on a licence granting relatively broad programme freedom	
Main (basic) objective of functioning	fulfilling a public mission (service)	maximalizing profit	popularizing the point of view of the donator
Hierarchy of income sources	subscription state funding selling air time selling ready programmes, broadcasts and programme licences	selling air time selling ready programmes, broadcasts and programme licences subscription payments	donor contributions state funding donations, charity ²²
Represented interests	public and/or governing party (coalition)	private (owner)	donator of the radio broadcast/station
Controlled by	democratically elected government bodies or appropriate regulatory institutions	owner or appropriate regulatory institutions	the founding organization or appropriate regulatory institutions
Means (tools) of control – hierarchy of importance	legal-procedural political-personal economic	economic legal-procedural political-personal	political-personal legal-procedural economic
Main values created	informative cognitive artistic intellectual cultural esthetic	utilitarian symbolic (prestige, luxury, modernity)	recognized as justified by the founding institution
Discursive orientation (way of describing the world)	heterodox (different points of view and outlooks on reality)	melodical (simplistic, stereotypical characterization of figures, borderline emotions, sensation, humour)	orthodox (propagating a certain point of view, ideology, religion, point of view serving a certain organization or social group)
Degree of political independence	marginal (they can serve as a tool in strengthening the position of politicians, political leaders; the possible influence of governing parties on the programme content and choice of management)	substantially large (possible bias, open support of politicians)	large
Examples	Polish Radio, BBC, RAI, RFI	RMF FM, Radio Zet	Radio Maryja

Source: Own research based on: M. Mrozowski, *Media masowe. Władza, rozrywka i biznes*, Warszawa 2001, pp. 21–25; *Media masowe na świecie. Modele systemów medialnych i ich dynamika rozwojowa*, ed. B. Dobek-Ostrowska, Wrocław 2007, pp. 21–25.

²² Usually, social (community) broadcasters do not air advertising (if the dominant function of the organization is influencing civil society, then we are dealing with a so-called civil radio).

Radio as an object of academic research

The radio is a unique research object of both media research workers and representatives of numerous academic fields, among them sociology, psychology, communication theory and literature, linguistics, economics, cultural studies, semiotics, law, economy, esthetics, anthropology, pedagogy and history. It is worth noting that the radio, in comparison with other mass media, is an extraordinarily attractive research object. The facts and observations described below serve as a means of justifying radio as a research object by different academic studies. Observations concern specific features of this mass medium, the relation between radio and other media and the financial-economic condition of the radio sector in the world.

Angel Faus Belau rightly noticed that the radio is an entirely mature means of communication, aware of its role, distinct purpose and numerous techniques and methods of serving its realization²³. One can assume that the radio as a mass medium is undergoing a renaissance due to the development of information technology. It is difficult not to agree with these statements. They confirm the purposefulness existence – within the realm of communication studies – of radio research, both as an academic sub-field integrated with other academic fields, such as economics, cultural studies, and management²⁴.

Alan Beck however, points out that the radio is still in its “child-like” stage of development. Along with the coming of digitalization and the growing role of the internet, the radio as a mass medium began a new and exciting stage of development²⁵. Digitalization opens new, unlimited possibilities for the radio (perfect signal reception quality, no disturbance characteristic for analog receivers, broader choice of radio stations). It also influences production, distribution, dissemination and „consumption” of a radio programme.

Despite the emergence of the internet, mp3s, podcasting, digital technology and ongoing convergence, radio does not lose its meaning and remains the most common mass communication medium and form of leisure in the modern world. It holds an important place in people’s everyday lives. In comparison with the internet, new media or television, receiving the radio does not require any specialist user-competencies. Access to the radio

²³ A. Faus Belau, *Radio jako narzędzie rekonstrukcji środowiska społecznego*, “Przekazy i Opinie” 1977, No. 3, p. 55.

²⁴ According to the ordinance of the Minister of Science and Higher Education from August 8th 2011, in the list of research disciplines within social sciences, media sciences were included, but not cognitive and communication sciences. The author of this article is inclining towards the term “communication studies” due to its firm rooting in Polish literature. Media sciences share some interests with communication sciences. Communicating is a broader term than media, which are a significant element of the communication process. Due to the a limited scope of this article, the author does not discuss the difference in terms between communicate (*komunikowanie*) and communication (*komunikacja*).

²⁵ A. Beck, *Theory Building for Radio*, www.ent.ac.uk/sdfva/rsn/manifesto.html [accessed: 27.07.2007].

programme is easy and simple. Radio follows the listener, reaching him during different activities, and receiving the radio is possible everywhere. The scope of activities one can do, listening to the radio, is broader in comparison with other media.

Radio presides press in the speed of informing, broadcasting and receiving transmissions, and in low costs of its distribution. „As media scientists, underline, radio to a greater degree than television [...] provides its listeners with a sense of ontological safety and continuity”²⁶. A radio broadcast, contrary to press, is marked with strong emotional-expressive potential, exclusive for the human voice. The radio intensely, in comparison with other media, creates images in the listener’s imagination (directly in the mind), stimulated by the sound and intonation of the human voice²⁷.

Radio has very important functions in social life: informational, entertaining, controlling, socializing, educational. It serves the realization of social, cultural and democratic needs of society. It stands the competition with other media, especially television and internet.

The strength of the radio is in its low costs and the possibility to receive it practically anywhere. Radio is an accompanying medium. This feature makes it efficient (strong) as an influential mass medium. On a world-scale, the average daily time spent listening to the radio is continually growing²⁸. Accounting for the growing significance of radio is a dynamic increase in the number of radio receivers and other devices broadcasting radio programmes (computers, mobile telephones), as well as an increase in the number of radio stations, especially broadcasting online, and a broader and more attractive offer of programmes²⁹. The internet and new information technology increase user-demand for radio. Currently in the radio sector, there are many times more radio stations and listeners than ever before³⁰.

The following facts attest to the power of the radio as a mass medium:

- radio encourages breaking the routine of everyday life and creates a positive mood, in the role of an acoustic background
- universal and easy access to a radio signal and the possibility to receive it on the go
- radio is an omnipresent medium; the radio signal overcomes state borders

²⁶ M. Lisowska-Magdżiarz, *Media powszechne. Środki komunikowania masowego i szerokie paradygmaty medialne w życiu codziennym Polaków u progu XXI wieku*, Kraków 2008, p. 96.

²⁷ Cf. A. Sulek, *Radio*, [in:] *Media a wyzwania XXI wieku*, ed. by M. Bonikowska, Warszawa 2009, pp. 51–52.

²⁸ A visible growth tendency in radio listening figures on a global scale is caused by the use of mobile devices, an increase in the number of cars purchased and the growing distance between home and work (radio audience is “caught” in traffic).

²⁹ In the 1970s 1 bn. radio receivers were used, while at the turn of the 21st century, that number is estimated at 2 bn. In the late 1980s, there were 30 000 radio stations. See: *Wielka Encyklopedia PWN*, t. 23, Warszawa 2004, pp. 61–62. By 2000, that number grew to 40 000, out of which 13 000 – in the United States. See: M.C. Keith, *The Radio Station*, Oxford 2004, p. 1.

³⁰ *Słownik terminologii medialnej*, ed. by W. Pisarek, Kraków 2006, p. 186.

- radio still attracts many listeners (people want to use radio services)
- radio is irreplaceable in obtaining the latest information (it works instantly in transmitting information); radio exceeds other media in the speed of broadcasting information
- in comparison with other mass media, the costs of starting and running a radio station are relatively small.

The future of the radio is unthreatened because it has a unique ability to survive in a rapidly changing environment, due to the characteristic features of radio as a mass medium. It seems relevant to say that radio will survive as a mass medium seems relevant and evolve under the influence of technology and listener's expectations towards the program offer³¹. Both technological convergence and digitalization are allies of the radio³². Radio as a mass medium will not disappear because, from a user point of view, new media have their limitations. Radio will keep its distinctiveness due to the „mobile” possibility of receiving its signal. Other than that, it is difficult to „consume” a couple of hundred radio programmes provided by the technology of digital broadcasting. Ted Turner believes that interactions emerging out of new technology mean hard work for the listener³³. As Henry Jenkins rightly points out, history teaches us that old media never really die or disappear. The tools we use to gain access to the content of the medium die only. The transmission system is technology, which comes and goes, while media last, as layers within a more complex information and entertainment system³⁴.

Radio organizations (radio stations) function at the same time in information, creative, entertainment, culture and show business industries. On a global scale, the radio industry is in its mature stage, in good financial condition (revenues are displayed in table 4)³⁵, strongly

³¹ Some believe that convergence means the disappearance of radio. Krystyna Roslan-Kun claims that when radio becomes part of different types of convergence platforms, it plays a marginal part, and that in the future, radio will be just an element accompanying “multimedia”. See: *Przyszłość techniki radiowej i telewizyjnej wobec ekspansji informatyki – dyskusja panelowa*, „Przegląd Techniki – Radio i Telewizja” 2002, No. 3, p. 5.

³² Digital technology enlarged the radio programme offer, multiplying the number of channels, creating added value, broadening the range of radio services, increasing the number of distribution channels of a radio programme, changing the radio into a “multimedia” medium. See: S. Jędrzejewski, *Radio w komunikacji społecznej. Rola i tendencje rozwojowe*, Warszawa 2003, p. 196.

³³ B. Golka, *System medialny Stanów Zjednoczonych*, Warszawa 2004, p. 103.

³⁴ H. Jenkins, *Kultura konwergencji. Zderzenie starych i nowych mediów [Convergence culture. Where old and new media collide]*, Warszawa 2007, p. 19.

³⁵ Currently in North America, satellite radio noted increases in revenue. According to analytics from PricewaterhouseCoopers, the CAGR (*Compound Annual Growth Rate*) of revenue between 2009–2013 will be 9,4 per cent in a global scale. Revenue from radio subscriptions globally will increase by 1,6 per cent. According to In-Stat, radio programmes broadcasted via satellite and through terrestrial digital audio broadcasting in 2012 will reach 55 million people worldwide (compared to 12 million in 2007) [M. Lemańska, *Przyszłość rozgłośni to płatne radia satelitarne*, „Rzeczpospolita” 2009, No. 184, 07.09.2009, http://new-arch.rp.pl/artykul/883758_Przyszlosc_rozglosni_to_platne_radia_satelitarne.html [accessed: 04.05.2010].

competitive and offering a rich and expanding programme offer³⁶. Table 5 presents global advertizing expenditure on media.

Table 4. Sources of revenue in the radio sector worldwide between 2003–2010 (bn £)³⁷

Sources of revenue	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Advertising and sponsoring revenue	15.0	16.0	16.4	17.6	21.0	22.4	22.6	21.5	18.6	19.7
Public funding	6.0	6.0	5.9	6.6	7.5	7.0	7.1	7.2	7.4	7.5
Satellite radio subscription	–	–	0.1	0.2	0.5	0.9	1.3	1.6	1.6	1.8
Total	21.0	22.0	22.2	24.3	29.1	30.3	31.0	30.3	27.6	29.0

Source: *The International Communications Market 2008. 6 Radio*, Ofcom – Office of Communications, London, 2008 November, p. 256, <http://stakeholders.ofcom.org.uk/binaries/research/cmr/radio7.pdf> [accessed: 16.01.2012]; *The International Communications Market Report 2010. 4. Radio & audio*, Ofcom – Office of Communications, London 2010, 2 December, p. 192, http://stakeholders.ofcom.org.uk/binaries/research/cmr/753567/icmr/ICMR_2010.pdf [accessed: 16.01.2012]; *The International Communications Market Report 2011. 4. Radio & audio*, Ofcom – Office of Communications, London 2011, 14 December, p. 161, <http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr11/icmr/ICMR2011.pdf> [accessed: 23.01.2012].

Table 5. Global advertizing expenditure on media (bn \$)

Media	2009	2010	Forecast		
			2011	2012	2013
Dailies	97.354	95.945	93.750	93.253	92.892
Magazines	43.776	43.810	43.201	43.094	42.992
Television	163.484	179.601	189.412	202.712	214.968
Radio	31.917	32.259	33.025	34.397	35.604
Cinema	2.099	2.310	2.440	2.593	2.746
Outdoor	27.830	29.926	31.721	34.042	35.689
Internet	54.700	63.690	72.176	82.818	94.967
Total:	421.161	447.541	465.724	492.910	519.857

Source: *Press Releases, Global ad expenditure to return to pre-recession peak level this year* <http://accesspr.com.au/uploads/pdf/ZenithOptimedia%20predicts%20global%20ad%20spend%20to%20return%20to%20pre%20recession%20peak%20levels%20-%20graphs.pdf> [accessed: 25.01.2012].

Academic work on the radio includes radio studies, knowledge of the radio, radio research, radio theory, radio economics and radio management³⁸. In the table below are the main research fields of radio.

³⁶ S. Jędrzejewski, *Radio w świecie cyfrowym*, [in:] *Nowe media a media tradycyjne, prasa, reklama, internet*, ed. M. Jeziński, Toruń 2009, p. 46.

³⁷ The Ofcom exchange rate from 2009, where 1 British pound equaled 1,5643 dollars was applied.

³⁸ As Walery Pisarek believes that the terms ‘science’, ‘research’, ‘knowledge’ express a stand towards the subject and the scope of research activities. Independent, distinct fields and activities are called sciences, while the remaining activities have the status of research (e.g. radio research) or – neutral – like knowledge (e.g. knowledge about radio). See: W. Pisarek, *Wiedza o komunikowaniu – nazwy i zakres*, “Przekazy i Opinie” 1975, No. 1, p. 13. ‘Radio studies’ and ‘radio research’ can be understood as synonyms.

Table 6. Research fields of radio

Specification	Definition
Radio studies	<p>Research subfield which is part of media studies and communication studies. It has a distinct research subject, terms and research postulates, practiced methodology established in social sciences.</p> <p>Radio studies as a research object include issues of acoustics, digital broadcasting, radio as an institution, legislation process in the field of radio, new ways of using sound (electronic music) and words (radio adaptation of drama plays), assessment of radio programmes and the efficiency of radio from an advertizing point of view. Radio studies as a research subject include issues concerning radio audience, radio development and its influence on society, relations between the development of radio technology and structural changes within the radio organization³⁹.</p> <p>Main research fields:</p> <ul style="list-style-type: none"> · content studies (words and form) of radio messages (radio broadcast research) e.g. content analysis of radio broadcast, analyzing radio programmes · studies of radio broadcasters (radio institution) · studies on the effects (consequences) of radio influence · studies on radio audience (listening figures) e.g. analysis of radio “consumption”, identifying and measuring audience size and structure · radio economics studies
Radio knowledge	<p>Research sub-discipline within media studies, providing radio research, with a distinct research subject, terms, theories, methods and research principles. The main research fields (directions) of radio knowledge are:</p> <ul style="list-style-type: none"> • content of radio broadcast, • history of radio, • meaning and consequences of radio influence, • political, social, economic and cultural role of radio, • radio relation with the economic, political and advertizing environment, • external conditions of radio work, • social and psychological aspects of radio broadcasting, • internal relations in radio organizations, • radio audience.
Radio research	<p>Systematically pursued measurements of radio audience, which is collecting and analyzing data on audience range and size, as well as listening figures and the efficiency of radio, both as a medium and separately radio stations. Radio research also establishes target groups of listeners based on social, psychological and demographic criteria, motivation behind choosing radio stations, listener expectations towards radio programmes, music tastes, popularity of radio shows. Research is conducted in order to rate certain programme elements, including the music offer, style and audio package of the radio programme, technical quality of broadcasting.</p>
Radio theory	<p>A system of terms (collection of statements, terms, definitions) describing the essence, nature and specific features of radio that constitute it as a medium. The core of the theory is a set of basic statements concerning the material of the radio: sound, spoken word, music. Main fields of radio theory are: radio phenomenology, ontology of radio broadcasts, aesthetics of radio art, anthropology of sound.</p>
Theory of radio drama	<p>A system of terms describing the matter of phonics, which consists of words, the human voice, the phonological gesture, acoustic effects, music and silence. The subject of particular interest for theory of radio drama are characteristics of the radio piece like sonority and visuality. The main trends in radio drama thought are:</p>

³⁹ A.-J. Tudesq, *Les études sur la radio et périodisation de la radio*, <http://greriren.fre.fr/conf-tudesq.htm> [accessed: 19.04.2010].

	linguistic concepts (words accompanied by sound and acoustics) and sound concepts (the dominating of acoustic materials, enriched by a complimentary verbal level) ⁴⁰ .
Radio economics	Particular field, alongside press, television and press production economics, concerning researching, describing and analyzing the properties which take place in the radio organization in the processes of production, exchange and „consumption”. It analyses the ways in which subjects using radio as a mass medium satisfy their information and entertainment needs, but also analyze the expectations of audience, advertisers, and especially society as a whole. It also researches factors influencing production of the radio programmes as media goods and services (e.g. air time). Apart from that, it monitors processes in the field of radio, both in the theoretical sense – through the prism of economic regulations, but also descriptively – through observation ⁴¹ .

Source: Own elaboration based on: J. Beliczyński, *Radio jako obiekt badań naukowych*, [in:] *Teorie komunikacji i mediów*, ed. M. Graszewicz, J. Jastrzębski, Vol. 1, Wrocław 2009, pp. 125–139.

Radio management as a subfield of media management in management sciences

Zofia Kołodziejczyk as subfields of management sciences names: strategic management, marketing, accounting, human resources management, methods and techniques of management, finance management, change management, production management⁴². Applying the division criteria of management sciences based on specialized fields of management (question: management of *what?*) and people’s inventions, we can distinguish the following subfields of management studies: education management, culture management, media management, enterprise management, touristic and hotel management⁴³. Within media management, Alan B. Albarran distinguishes newspaper management, radio management and television and cable management⁴⁴. Website (portal) management could also be added to this classification.

Media management as a sub-discipline of management sciences is a field of research and practice, which, as Tadeusz Kowalski suggests, is growing in meaning⁴⁵. The quoted author believes that in the 1980’s and 90’s, media management received some research autonomy. In the late 1990’s, when convergence processes began increasing, it was noted that media

⁴⁰ S. Bardijewska, *Nagie słowo. Rzecz o słuchowisku*, Warszawa 2001, p. 44.

⁴¹ Cf. T. Kowalski, *Media i pieniądze...*, pp. 20–23.

⁴² See: S. Sudoł, *Przedmiot i zakres nauk o zarządzaniu oraz ich miejsce wśród dziedzin i dyscyplin naukowych*, “Organizacja i Kierowanie” 2004, No. 4, p. 8. There are no strictly set boundaries between the subfields of management sciences. These fields of research overlap, however, substantial connections between certain subfields of management sciences are noticeable.

⁴³ Considering the way (method) of managing based on philosophy, rules, conceptions (questions: *Management how?*), we distinguish e.g. marketing management, international management, operational management, production management, business process management, public management, strategic management.

⁴⁴ See: *Handbook of Media...*, pp. 11–14.

⁴⁵ In literature the terms ‘media management’ (management in media’) and ‘media company management’ (‘management in media companies’) are used interchangeably.

organizations are a particularly interesting research field for numerous branches of science and research fields⁴⁶.

In the conditions of technological development, progressive concentration of property, media convergence, digitalization, internationalization and globalization, media organizations (companies) are becoming an interesting research object within the field of management sciences. Specific premises of the current increase in interest in media management issues include:

- a considerable dynamics in market and technology changes,
- lack of clearly marked borders between media types and sectors,
- the simultaneous presence of a media company inside and outside the media trade
- competition growth and growing mergers and acquisitions processes in the media sector
- progressive globalization and internationalization of media.

The above mentioned processes and situations incline researches to develop their work on media organizations. In Poland, management in media organizations is not subject to special studies or complete and complex research. However, in the practical dimension, media management is more a subject of interest for managers in media companies.

Basic research objects for media management are media organizations and management processes taking place within them. Media management in theory and practice contains problems, processes and activities connected with management functions in media companies. In particular, media management focuses on describing, analyzing and explaining the mechanisms behind the functioning of media companies⁴⁷. For Tadeusz Kowalski, media management (management in media) is a complex set of management tasks, connected on the one hand side with developing creative talents and, on the other, organizing collective consumption of products of this creative work. Basic management tasks are action planning, decision making, organizing and leading (directing people), and controlling. Consequently, managers use different resources, including human resources, financial, material or information resources, while their actions are directed towards efficiently reaching the goals of media organizations⁴⁸.

⁴⁶ T. Kowalski, *Wprowadzenie do zarządzania mediami*, "Studia Medioznawcze" 2002, No. 2, p. 13.

⁴⁷ Ibidem, pp. 13–14.

⁴⁸ Idem, *Między twórczością...*, pp. 16–17.

Tadeusz Kowalski includes the following characteristic features of media management research⁴⁹:

- substantial participation of creative workers among those employed in media,
- flexibility of organizational structures in media companies,
- particular social and legal commitment of media organizations,
- blurred boundaries between certain traditional and new media,
- multiple markets, on which the media company can be active simultaneously,
- a great degree of mutual ties and connections in the area of economy, culture, politics,
- the influence of public opinion on the functioning of a media organization,
- a necessity to act-fast by a media organization and the element of selection in the decision-making process of managers
- a substantial element of creativity, innovation and knowledge,
- cultural, social and political context of media organization management.

As Bogusław Nierenberg points out, media management is a young academic field with a relatively small background⁵⁰. There is no clearly defined set of terms and media management is not a fully shaped distinct research field. Media management is as strictly connected with media economics, as with media studies, and uses terms specific for media organizations. The relationship between media management and cultural studies and studies in communication also needs to be mentioned⁵¹. Managing a media industry is set within a cultural context, which has significant influence on the media product.

⁴⁹ Ibidem, p. 13.

⁵⁰ B. Nierenberg, *Zarządzanie mediami – definiowanie pojęć*, [in:] *Prawne, ekonomiczne i polityczne aspekty funkcjonowania mediów i kreowania ich zawartości*, ed. by P. Dudek, M. Kuś, Toruń 2010, p. 160; cf. B. Nierenberg, *Zarządzanie mediami. Ujęcie systemowe*, Kraków 2011.

⁵¹ Many significant works on media management have been written, mainly in English. It is worth noting Alan B. Albarran, who made a significant recollection of thoughts and theoretical trends in the field of media management, combining it with media economics. He noticed that media management crosses the borders of research, theoretical and political fields. Media management studies should, according to him, take into account strategies of media companies in winning the market, improving their financial situation, introducing new media products, business models and new technology. See: *Handbook of Media...*, p. 3; T. Kowalski, *Między twórczością...*, p. 37. Lucy Küng (2008) presents management concepts with reference to press, radio and television industries, and to the publishing, music and film industries. She explains what management in media is, underlining, that it is a new, dynamic field of research. Convergence is broadly discussed as an element of the strategic environment of the media industry, strategies in media sectors, strategic meaning of technological change, creativity and innovation, and also cultural context. See: L. Küng, *Strategie zarządzania na rynku mediów [Strategic management in the media. From theory to practice]*, Warszawa 2010, pp. 16–17.

Radio management⁵² as a subfield of media management, involves problems, process and actions connected with management functions in a radio organization. Particularly, radio management deals with describing, analyzing and explaining the functional mechanisms of radio organizations⁵³. A detailed scope of the problematic aspects in radio management contains:

- management-level decision making in radio organizations,
- radio goals and strategic actions,
- specialized functional areas of a radio organization (such as creating a program offer, marketing, coaching),
- external factors of radio company work,
- organizational structures of radio companies,
- motivation systems of presenters, journalists, publishers and remaining radio employees
- leadership styles in radio organizations,
- radio organizations' capability to develop, innovativeness, creativity, competitiveness,
- functioning mechanisms and directions of development of radio organizations,
- radio ownership supervision,
- attitudes and behaviour of radio employees,
- mission, social responsibility and the public interest of radio organizations,
- relations of the radio organization with the environment

Analyzing both domestic and foreign literature, one can notice the lack of meaningful works presenting radio in the light of organization and management theory or marketing. As an organization, the radio does not draw enough attention of management practitioners and theoreticians. Radio is neither perceived as a management subject, nor as a subject of research in management studies⁵⁴. Most research on mass media institutions, from the point of view of management studies, concerns press and television. The issue of radio management is researched in few academic institutions in the world, activity undertaking academic research, conducting classes and systematically publishing on the subject area.

⁵² Radio management means the same as management in radio, management in a radio organization or management in radio organizations.

⁵³ Cf. T. Kowalski, *Wprowadzenie...*, pp. 13–14.

⁵⁴ Early organization theories referred only to typical manufacturing and service companies. Gradually, research in organization and management studies expanded to other fields and now includes non-profit organizations, public administration and healthcare, culture, education, as well as media organizations, among them the radio organization.

In Poland, radio management is a poorly developed field; little significant work has been published on the subject⁵⁵. The theme of radio management is pursued by Stanisław Jędrzejewski, Tadeusz Kowalski, Zbigniew Kosiorowski, Bogusław Nierenberg, Karol Jakubowicz and Jan Beliczyński⁵⁶. These persons focus on research problems like the history of broadcasting, development strategies of radio, the consolidation of the radio industry, ownership supervision, the mission and specific character of manager decisions in public radio, creating value chains and value networks in broadcasting⁵⁷.

Further explorations in the field of radio management

The most important issues currently take place in the radio sector concern approaching the digital age of broadcasting and entering other media sectors, concentration of property, and restructuring public broadcasting. They demand a more in-depth academic analysis from the point of view of management sciences. There is a need to develop both the field of radio management, but also radio organization studies.

Alan B. Albarran rightly suggests that our understanding of the essence of radio management is very limited and further research efforts are necessary to fully comprehend the role of markets and top management in managing a radio organization. He postulates conducting research on the influence of competition from internet and paid satellite radio on the management of traditional radio⁵⁸. Radio management requires focusing on common elements of different media forms and making the assumption that radio organizations in a

⁵⁵ Since the 1980s, little research work has been published on the subject of radio, there is also few academic centers researching it.

⁵⁶ See: J. Beliczyński, *Radio jako obiekt zarządzania*, Kraków 2005; idem, *Zarządzanie rozgłośnią radiową. Wybrane aspekty marketingowe. Przedruk artykułów z „Radio-Lidera” za lata 1995–2007*, Kluczbork 2009.

⁵⁷ Tadeusz Kowalski made a successful attempt to analyze the radio industry in the world and in Poland from the point of view of strategic management and the estimated level of concentration of the radio market. He discusses radio survival strategies in conditions of increasing competition in the industry and in visual media, see: T. Kowalski, *Media i pieniądze...* Zbigniew Kosiorowski points to the limited possibilities of applying in public radio both the classic strategic analysis and a model financial analysis, see: Z. Kosiorowski *Radiofonia publiczna. Prawno-ekonomiczne uwarunkowania misji radia publicznego realizowanej przez jednoosobowe spółki Skarbu Państwa*, Szczecin 1999. Stanisław Jędrzejewski presents radio programme strategies and synthesizes the main development tendencies of the radio, see: S. Jędrzejewski, *Radio w komunikacji...* In his monograph, Stanisław Jędrzejewski draws on the possibilities of developing public broadcasting in Poland, touches upon the problematic topic of restructuring public radio broadcasting in Europe, and presents the structural, organizational and technological context of the radio industry and programme strategies for the new radio, see: S. Jędrzejewski, *Radiofonia publiczna w Europie w erze cyfrowej*, Warszawa 2010. Bogusław Nierenberg presents econometric decision making models picturing the functioning of regional public radio, see: B. Nierenberg, *Publiczne przedsiębiorstwo medialne. Determinanty, systemy, modele*, Kraków 2007. Karol Jakubowicz discusses the question of mission, transformation of ownership and regulations in public radio. He brings attention to the management crisis in Polish radio and public television companies, see: K. Jakubowicz, *Media publiczne. Początek końca czy nowy początek*, Warszawa 2007.

⁵⁸ *Handbook of Media...*, p. 14.

convergence process become multimedia industries, in structures with press, television and internet offices⁵⁹.

In the condition of progressive economic globalization, an increasingly unpredictable organizational environment, the changes in the nature of markets and the terms of competition, market segmentation and the pace of changes in the development of information technology, it is problematic to find an answers to questions: what should the contemporary radio organization be, what features should it possess, what currently makes up - in the case of private broadcasters – the basis for gaining a competitive advantage in the area of listening and/or economic performance, what should the public radio's mission be or what are the key factors conditioning radio organizational development in a long term period. The development of information technology and growing convergence strongly influences the essence of values created by radio organizations for its listeners and advertisers – the most important clients.

The issue of creating value by radio as a medium and the radio organization is in Poland a rather new phenomena. It is almost unmentioned from the theoretical side and not sufficiently taken by radio station managers. Also, research in so-called usability and satisfaction of radio reception, integrated with new information technology tools, has been neglected. It therefore seems necessary to ask and find answers to the following research questions:

- what values does the radio organization in the public, commercial and non-profit sector offer listeners and advertisers?
- what is valued (and why) by clients of a radio organization (listeners, society, advertisers), what kind of meaning does it have for the effectiveness of a radio organization?
- how do listeners and advertisers use the radio, if and in what degree are they coauthors of the values created by the radio organization?
- does the new technology used by radio organizations in producing and distributing programs influence establishing new genres, forms and radio formats, constituting a new value for the audience?
- is radio as medium and organization, at current, capable of development?

⁵⁹ T. Kowalski, *Między twórczością...*, p. 23.

The basis of successful management of a radio organization in terms of convergence is knowledge of listeners and advertisers' preferences, concerning certain attributes (features) of a radio product. There must be a tie between the process of creating value by a radio organization for its listeners and advertisers', with the development of radio as a mass medium, as well as with the development of the radio industry⁶⁰.

The biggest challenge of modern radio organizations is the capability to survive and develop in an uncertain future, which is, an unpredictable environment. The radio sector is still insufficiently researched. Making strategic decisions in terms of developing a radio organization, as with a state media policy concerning the radio, should be the result of a thorough analysis of the state and possibilities of the sector.

The next research task should be designing a methodology rating the developmental capacity of radio organizations. Results of such an analysis would facilitate the direction of radio's strategic development. Capability to develop of a radio organization can be described as the possibility and readiness to generate and create permanent value increase for listeners, advertisers, society and other stakeholders. It seems relevant to both identify factors responsible for development and conditions for developmental capacity of a radio organization, as well as attempting its operationalization.

It seems that the future of radio organizations is unthreatened. Economically, the radio sector around the world should be perceived as attractive. The main factors of developing radio organizations are technological innovations, legal regulations and socio-cultural changes. The key research challenge for management theoreticians, as well as media studies, should be finding an answer as to what degree the ongoing issues in the environment of radio management influence its development and the value created for its listeners, advertisers and society.

⁶⁰ Ryszard Borowiecki claims that the synthetic goal of company activities is identified with the terms 'development' and 'maximizing value'. There is a two-way dependency between these two terms. Company development serves maximizing its value, and maximizing value (creating new values) makes it possible for the company to develop. See: R. Borowiecki, T. Rojek, *Restrukturyzacja a kreowanie wartości przedsiębiorstwa*, [in:] *Zarządzanie finansami. Klasyczne zasady – nowoczesne narzędzia. Materiały z III Międzynarodowej Konferencji Naukowej: Międzydroje, 10–12 kwietnia 2002 r.*, Vol. 1, 1, ed. by D. Zarzecki, Szczecin 2002, p. 617.