Article

Challenges and Survival Strategies among Radio Stations in Competitive Digital Media Environment

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Abstract
This study explored the challenges being faced and survival strategies adopted by radio stations in Ilorin metropolis amidst the competitive digital media environment. The study adopted the qualitative approach, with data collected through in-depth interviews. Thus, a total of 52 registered journalists/broadcasters (informants) from twelve (12) radio stations in Ilorin metropolis, Kwara State, Nigeria, constitutes the population of the study. Purposive sampling was used to select three informants each from News, Programmes and Marketing departments across the radio stations. . These informants were purposively chosen from three radio stations operating within the Ilorin metropolis. These stations were selected in a way that reflect ownership pattern of government/public, private commercials and community-commercial stations operating within the Ilorin metropolis. Findings revealed that radio stations in Ilorin metropolis are confronting a number of challenges, including diverse community needs, funding problems, insensitivity among listeners' community and limited coverage. In confronting these challenges, the stations, adopted the strategies of public relations campaigns, content revitalization, and cultural alignment and use of technology to remain in a competitive media environment. The study concluded that the radio stations in Ilorin metropolis are facing myriad of problems but they have been creative enough in confronting them for survival in digital media environment. These adopted creative solution is still limited by the challenges of funding and high turn-over(attrition) of staff. The study therefore recommends that the stations should constantly appraise the operational environment and ensure that the ratio of staff attrition is reduced to ensure maximum performance that will attract sources of funding. Radio stations should also focus more on improving their public relations campaigns, embrace new technology, and engage in audience research to better understand their listeners' needs.

Keywords: Challenges, Competitive Media Environment, Survival Strategy, Radio Stations

Introduction

There has always been intense competition in the media industry in Nigeria with the number of industry players increasing each day (Udomisor, 2013). With new stations coming up due to the liberalization policy of the 90s that brought a*n* adve*n*t of digital media, the rivalry among media houses has also intensified. For instance, the news anchors have been moving from one station to the other as they are poached by other media houses. This phenomenon has intensified the rivalry among the media houses with other big media houses seeking to impede the activities of other media houses by taking their talented media personalities. This has been happening in both print and electronic media (Lando, 2017). With the entry of new players in the industry competing for the same audience and clients, some of the media houses have been pushed to the brink with the intensifying competition. This has called for the media houses to devise strategies that can position them well in the market to have a competitive edge (Kumar & Pansari, 2016). Competitive Strategies are the broad way in which an organisation seeks to maintain or improve its performance. This is relatively enduring and unlikely to change substantially in the short term (Hillmann & Guenther, 2021).

Ngeri (2013), argued that competitive strategy is "about being different." In other words, it means deliberately choosing a different set of activities to deliver a unique mix of value. In short, Ngeri argued that strategy is about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors. Effective strategy may enable a business to influence the environment in its favour and even defend itself against competition.

Tirole (2020) asserted that given the current focus in business, there is need to understand competitor's strengths in the market and then position one's own offerings to take advantage of weaknesses and avoid head on clashes against others' strengths. Van Ruler (2018) noted that strategy emerges over time as intentions collide with and accommodate a changing reality. Thus, one might start with a perspective and conclude that it calls for a certain position, which is to be achieved by way of a carefully crafted plan, with the eventual outcome and strategy reflected in a pattern evident in decisions and actions over time.

The major concern of every business is its continued existence and survival over time. For organizations to achieve their goals and objectives, they have to constantly adjust to the environment. In such a rapidly changing environment, the only competitive advantage is the ability to continuously create new sources of competitive advantage.

Statement of the Problem

The proliferation of radio stations for the last few years in Nigeria has called for intense competition in the industry. The intensity has forced radio stations to look for ways to survive.

Presently in Ilorin, which is the context of this study, there are 12 radio stations operating either terrestrially, online or both, and te*n* (10) of which are actively working at the moment. Among the features of the new digital media environment, as observed by Ajisafe, and Dada, (2023) "audience fragmentation, digital platform rivalry, increasing consumer expectations, and changing listening habits' are the features of the digital media environment. Since these features prompt competition among the emerging radio stations which leads to "creative content distribution and audience interaction tactics", It is safe to assume that the same condition will apply to the ten stations operating in Ilorin metropolis. Thus, there is need to investigate the challenges and survival strategies adopted by radio stations in Ilorin metropolis in this competitive media environment.

Thus, given the level of competition among radio stations, it is important to explore further the competitive strategies that are specific to the stations operating within the Ilorin metropolis. Based on the above, this research seeks to explore the different survival strategies that are being employed by Radio Stations in Ilorin metropolis in their bid to remain competitive in new digital media environment. The objective of this study is to explore and understand the nature, type of strategies and challenges of running a radio station in a competitive new media environment.

Research Questions

1. What are the challenges being faced by Radio Stations in Ilorin Metropolis?
2. What are the different survival strategies being adopted by managers of different Radio Stations in Ilorin Metropolis to survive in a competitive new media environment?

Liberalization policy and proliferation of Commercial Broadcasting in Nigeria

After 40 years of government ownership and operation of the broadcasting industry, the federal military government under General Ibrahim Babangida liberalized the industry via decree 38 of 1992 now an Act of the National Assembly. That singular but bold step opened up the industry for proliferation of the radio and television stations leading to more players, more creativity and more challenges for existing industry players. Within the space of 30 years, the public service broadcasting owned by the federal government and the private players have witnessed phenomenon growth (Akashoro,Okidu, Ajaga,2013; NBC, 2024).

The concept of commercial broadcasting is based on a broadcasting paradigm dominated by entertainment, information, and education, which is governed by advertising. Commercial broadcasters become less attentive to audience preferences as a result of their reliance on advertising, as they simply generate Programme to match general tastes (Curran, 1991). Curran goes on to say that this trend fosters the creation of Programme for a worldwide

audience. As a result, one problem of broadcasting's commercialization is that it creates multiple publics of consumers for the same broadcast products. Radio as a commercial broadcasting has become an important part of our lives, especially in a country like Nigeria where Radio is considered one of the most crucial forms of communication (Apuke, 2014). Spoken words, music, and other communication signals can be transmitted to any location in the world via radio. In today's radio broadcasts, there is music, news, conversation, interviews, commentary on sporting events, and advertisements.

However, the introduction of more rivals into the broadcast market reduces rather than increases advertising revenues, both by spreading them across a larger number of channels and by splitting potential audiences into even smaller groups (Seaton, 2000). As additional channels enter the broadcast arena, whatever advertising resources are available must be shared among them. The key motive for spreading advertisement remains the attraction of the widest potential audience (Seaton, 2000). As a result, in order to make money, rival channels tend to produce a range of rogramme in the same or related genres for a broad audience.
Jjuuko (2002) argues that public service broadcasters strive to obtain sponsorship for the creation of programme in order to enhance their financial resources.

Commercial broadcasters, however, do occasionally carry public service Programming to reach a bigger audience and defend their exclusive use of the limited public frequencies when presented with this predicament (Chikunkhuzeni, 1999).

Survival Strategies in Radio Broadcasting

Broadcasting **according to** La'aro (2002) rest on three pillars of survival that is both warranted by its nature and by the exigencies of operational survival. Content, comprising programmes, announcement and commercials, is the visible connection between the audience and the broadcasting station, The second pillar is the technology comprising the production, transmission and receiving technologies (Encyclopedia, 2010). The third pillar is the source of funding without which the other two pillars will be difficult to accomplish. And because of 'the capital intensive nature of the media industry provides finance with a center role in all key decisions' (Rizzuto, 2006). Funding, as survival requirement, places commercialization in the forefront of survival for radio and television stations.

Methodology

The study adopted Qualitative method through in-depth interview approach because the approach elicits responses that could be useful in the promotion of knowledge (Roulston, 2010), and contribute in exploring perceptions of informants regarding the challenges facing the radio stations and the survival strategies adopted by radio stations in Ilorin metropolis. Creswell (2012) notes that interview aid research findings by enhancing participants–researcher interactions. Therefore, this study holds interpretive perspective which emphasizes qualitative data value in the promotion of knowledge by providing background treatment to the challenges confronting radio stations in Ilorin metropolis and their survival strategies. Thus, all registered journalists of 12 radio stations in Ilorin metropolis comprised the population of the study. Purposive sampling was used to select nine (9) informants capable of representing registered journalists that cut across departments of news, programmes and marketing from three different purposively chosen radio stations that reflect ownership pattern of government/public, private commercials and community-commercial stations operating within the Ilorin metropolis. These are Unilorin *FM, Midland FM and Gerin FM* respectively. The selection was, additionally, based on informants' availability and relevance in terms of data required for the study. This selection approach was informed by Wimmer and Dominick's (2011) observation that informant/respondent's selection, which is based on specific qualities while leaving out those that did not support the research objective; leads to quality data collection. This approach was the basis for drawing sample from the selected stations. The data collection was done through series of in-depth interviews with nine (9) informants. Thematic analysis of the data generated five (5) themes and ten (10) sub themes consisting of conceptualized elements that explained the perceptions of the informants on the challenges confronting radio stations in Ilorin as well as their survival strategies. This brought a better picture on the trend of perspectives of the informants on how

they survive the challenges facing radio stations in Ilorin metropolis.

Data Analysis and Discussion of Findings

With regards to the thematic and interpretive approach, the primary data regarding the views of Unilorin FM, Midland FM and Gerin FM informants were analysed in the thematic analytical style, while the interpretations, models were done in line with the views of the informants in the study. In view of the study's main research objectives and research questions, the following findings, for which each theme answered each research question, anchored on the challenges confronting radio stations in Ilorin and their survival strategies emerged.

Thematic Analysis: Challenges and Survival strategies

An in-depth interview with the participants revealed the various challenges confronting the radio stations and the strategies employed to remain competitive. The emerging conceptions are grouped into themes and sub-themes in line with the thematic analyses approach adopted for this study. Therefore, figure.1 provides analysis of all the main themes and sub-themes which answered the aims of the study.

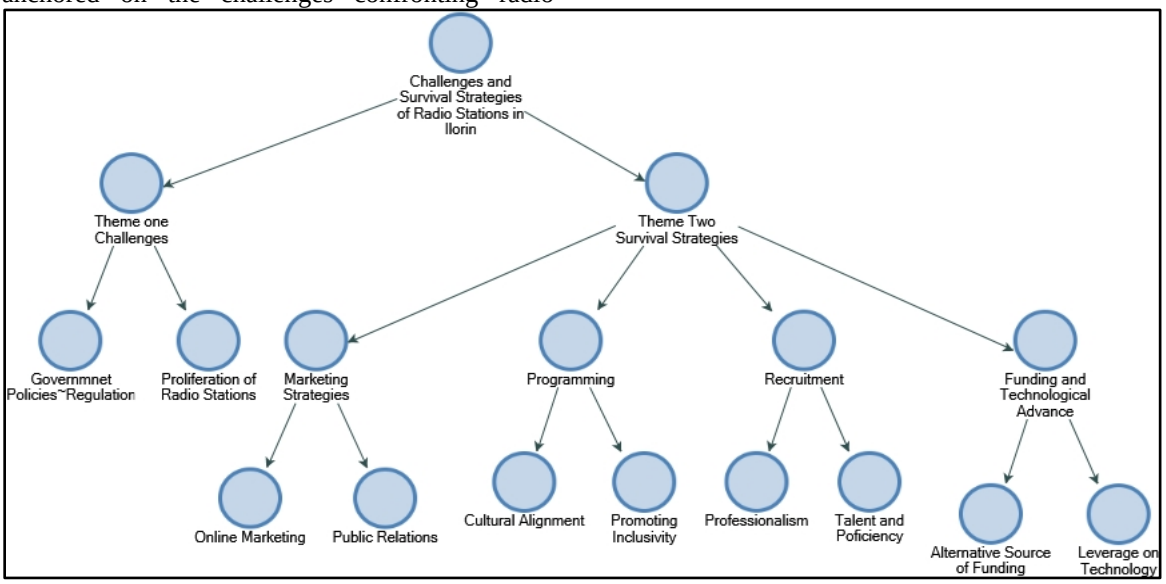

Figure 1: Challenges and Survival Strategies of Radio Stations in Ilorin

Theme 1: Challenges

Even though most of the radio stations came on board as a result of the government liberalization of the ownership and operation of radio stations, the informants interviewed for this study are worried by the proliferation of stations. Two emergent challenges as indicated in figure 2 are the challenge of government policies/regulation and the proliferation of radio stations.

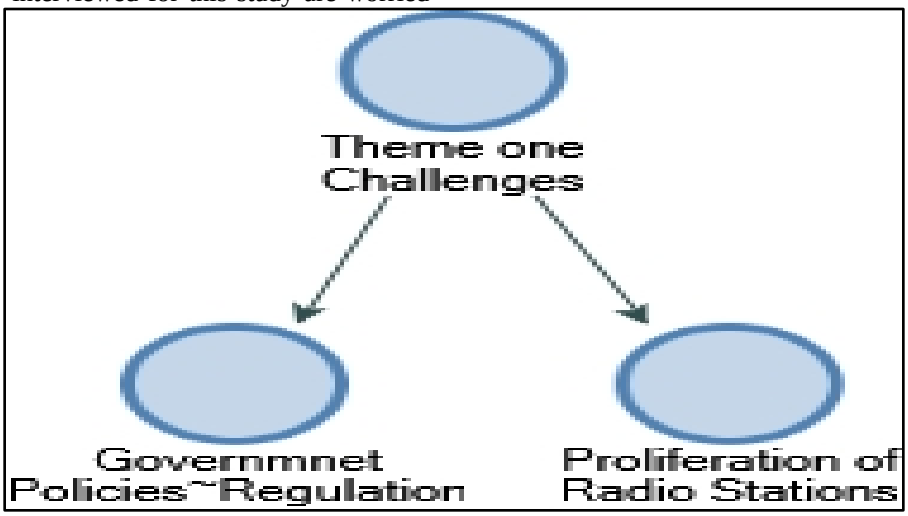

Figure 2: Theme One: Challenges

Sub theme 1a: Government policis/Regulation

Broadcasting stations do not exist as an island, they exist within the sphere of government jurisdiction and scope of the law hence their operations are largely influenced by the dictates and policies of the law. Most especially the NBC code. Informant 1DN affirmed that: "You know he who pays the piper, dictate the tune. To some extent, this government has been so liberal and then we have free ways to run." but Inf.4GM, lamented: "The NBC which is the regulatory body for all electronic media in Nigeria are always on our neck saying we can't carry this, we should not carry that in addition, ARCON, the agency overseeing the regulation of advertisements, is also on our neck. The way campus radio stations are being constrained in their operation, it will be difficult to manage such a radio because majority of what commercial radio stations can air, we cannot air them…. Campus radio stations in Nigeria are suffering due to the kind of license we are being given."

The Informants lament further that government policies have really made it difficult for many radio stations to survive, it affects not only their source of income but as well as types of content to broadcast, it also determines their coverage. Similarly, Inf.5CC also noted that "as a community radio Station, we have the aspect of the regulation that specifically applies to us. As a community radio station, we are given a specific area of coverage because of the nature and the character of our own technology here which is not so wide. Given that, we are faced with so many problems even by law, we are not allowed to go commercial, except by donations from community members and the expectation of the law is that the funding requirement for a community radio station is to keep afloat."

Inf.5CC further posits that there are inconsistencies in the regulations of radio stations by the NBC. He says "our regulators are confused, even in distinguishing between a community radio station and a campus radio station. But nowadays you see campus radio station doing the job of even community radio station believing that a university too is a community on its own and that is where the confusion lies. Another aspect of the challenge is the programming policy where the stations are mandated to devote at least 60% to educational programmes. But that is challenging given the enormous resources required to produce quality programme in that genre. And any little thing you do now, NBC will be visiting you, they will fine

you and the funny thing about NBC is that if they keep on with this unbridled manner with which they even sanction stations, in a distance future there will be no station again and if there are no stations, there will be no NBC, the staff will have to go home."

Sub theme 1b: Proliferation of Radio Stations

Lando (2017) stressed that there has always been intense competition in the media industry in Nigeria with the number of industry players increasing each day with new stations coming up, the rivalry among media houses has also intensified.. Inf.DN1: noted: "In our resolve to survive the influx of various radio outfits, we have to move with time ad adjust our strategies for survival", inf.5CC similarly affirmed that, "more so that we have proliferation of radio stations… When a radio station is new, it will find it difficult to spring up especially in the midst of long existing radio stations". It is evident that proliferation of radio stations gives the listeners options to listen or turn-off one station for the other, hence many stations have to compete viciously to get the attention of the listeners.

Theme 2: Survival strategies:

Through the interview sessions with the informants, the study identified different strategies being adopted to overcome the challenges to the survival of the radio stations**.** These include marketing, programming, and recruitment strategies as shown in figure 3.

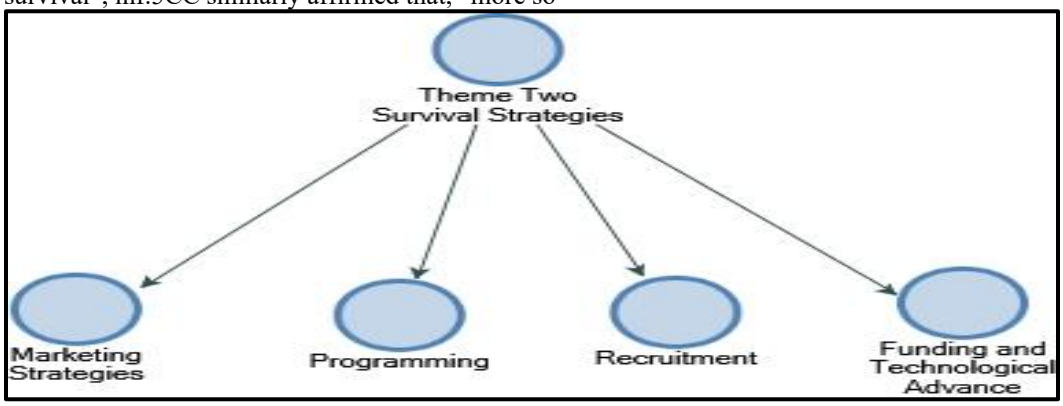

Figure 3 Theme Two: Survival Strategies

Sub theme 2a: Marketing

The purpose of marketing activities in radio enterprises is to retain existing listeners and gain new ones. According to Kuyucu (2013), a good marketing strategy is generally put through a marketing plan and a budget to provide for it in radio management. Advertising, public relations and promotion with activities conducted during and outside live broadcast are within the plan containing marketing purposes. Radio enterprises are carrying out various marketing activities to position themselves in the market and differentiate with competitors (Kuyucu, 2013). All informants in this study affirmed that they make use of different strategies at different point in time to keep and retain their clients and get new ones; including online and public relations strategies as reflected in figure 4.

Figure 4 Sub-Theme 2a: Marketing Strategies

Sub theme 2a1: Online Marketing

The informants of the radio stations under study in Ilorin metropolis are aware of the fact that they are in a competitive environment, hence they make use of different online platforms in marketing their service, most especially, the use of social media and websites. For instance, Inf.1DN says "we use our social media to canvass for more clients apart from the one we have which is predominantly the local ones that we have. We use social media page to stream programmes live which generates traffic to our social media pages. From there the awareness of the station go virial to the extent that a lot of people that don't want to use terrestrial radio go for social media streaming. Website news is also another thing that we do."

Sub theme 2a2: Public Relations

Findings from this study revealed public relations is marketing strategy adopted by radio stations in Ilorin metropolis as survival strategy in a competitive environment. The public relations campaign cuts across several aspects like gifts, healthy customer relationship, improved brand visibility and bill boards at strategic places within the city. Inf.3DM explained that: "One of the strategies we adopted first is to ensure that we retain mutual and cordial relationship with our old clients even if they don't patronize us for a while, we try to get in touch and call them…. Apart from that we also have this idea of end of the year PR. We used to send letters of appreciation to them every year. Whatever PR gift that we do for the end of the year in terms of souvenir, in terms of kits, all these PR gifts we used to carry them along… Apart from that there is this strategy of visitation; most of those customers when they have any family ceremony or they have any occasion they want to do, we ensure that the corporation will be in attendance to show that since you are part of our family, we want to register our presence in whatever ceremony you do."

Advocacy is one of the survival strategy adopted by the stations. For instance, Inf.3DM said: "Another strategy which is on the part of Government is that we use government stakeholders to help canvass to other politicians to come and patronize the station." Another major strategy found to be used by radio stations in Ilorin is price reduction. Inf.3DM said: "Then another strategy is to ensure that we give those old clients leverage in terms of reduction in rate. We cannot say because radio stations are springing up, so the rate that the new client is paying is what the old client will pay." This station even went as far as offering our clients the opportunity to pay in installments. For instance, "during the covid-19 period that this economic meltdown surprisingly manifested, we ensured that those that cannot continue with their advert or those that didn't have much money to pay, we deferred their payment or pay in installment" (Inf.3DM).

Sub theme 2b: Programming strategies

One of the challenges presented by a dynamic environment is increased competition. Competition is indeed a very complex phenomenon that is manifested not only in other industry players but also in form of customers, suppliers, potential entrants and substitute products. Radio stations have to compete vigorously by coming up with various Programme that will make the listeners always tune in to listening (Mburugu, 2015). As indicated in figure 5, findings from this study revealed that radio stations in Ilorin metropolis

engage in cultural alignment, and promoting inclusivity as programming strategies geared towards the stations' survival.

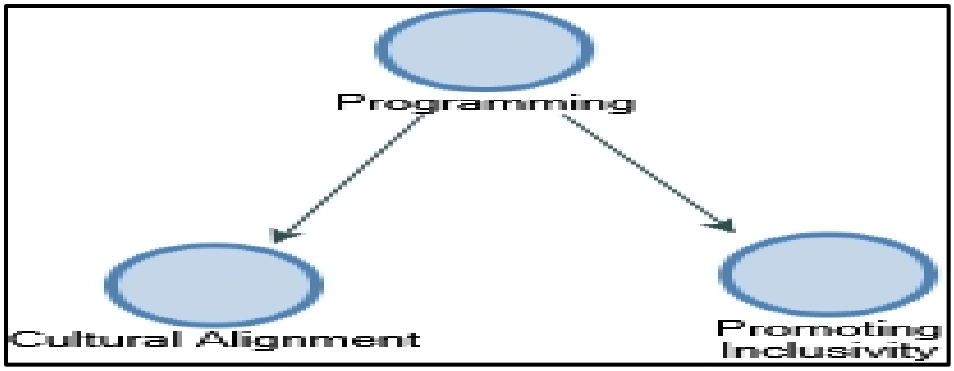

Figure 5 Sub-Theme 2b: Programming strategies

Sub theme 2b1: Cultural Alignment

The radio stations do all possible to structure their Programme in such a way that it aligns with the culture of the community they belong. Inf.1DN noted that: "Language is key and also culture of the people and that is why we try to promote culture of the diverse cultures we have in the state. That's a way of projecting the ideals of the nation, the uniqueness of our culture, the uniqueness of our being."

Inf.4 noted that our station has programme in English and Yoruba and that has been assisting the University community to reach some of her external publics… apart from that, we have been promoting culture but we promote culture that is in tandem with the culture of our environment. Also, we have programme even for the people of Ilorin that is Emirate in focus and it is in the NBC rule that whatever you want to do, let it be in tandem with the operational mode in that environment so that you won't have problem in operating. So the culture has been affecting us positively and then we have been affecting the environment positively."

Relatedly, Inf.5CC concurred: "That's why we are here, we try to revive as much as we can, the cultural heritage. That is why we are synonymous to cultural revival. We are always in touch with the palace and that's why we are in touch with traditional rulers, Alangua, Magajis….we accommodate a lot of programme that has to do with cultural heritage here."

The foregoing analysis corroborates the findings of Olushola Oyero, (2010) that broadcasting in indigenous language is very important to the audience because it gives them good understanding and better meaning to the message being disseminated. These findings also affirm the findings of Onabajo (2002) that the more a station knows about the demographic and psychographic information of its target audiences, the better chance they have at meeting their needs. Hence, since radio stations exist to serve members of a particular community, the content of the radio programme must be appealing to the targeted audience.

Sub theme 2b2: Promoting Inclusivity

Findings from this study revealed that radio stations in Ilorin work on making their programme inclusive to ensure no member of their community is being marginalized. This means that these programmes allow audience participation, where they can call the studio lines to comment and ask questions. For instance, Inf.1DN admonishes: "make it lively, let them contribute, when you raise issues that are germane, that are current, people will phone in to make their comment, to make their submission, and with that people are being enlightened…so that is why phone lines are open for people to comment not only on phone-in programmes alone , also on social media, we also pick comment from them and we read it out."

This was also the response of Inf.4GM: "We created so many programme that have been touching the stakeholders in the universities… The

radio is not expected to be a megaphone for the management nor serve as megaphone for the unions, we must balance everything, so that all stakeholders in the university must be carried along." All stakeholders in the community should be carried along and featured in radio broadcasts, this will open their hearts to want to continue and listening to such radio station.

These findings affirm the submission of Familusi and Owoeye (2014), that radio is very appealing because of some distinguishing features of interactivity, its capacity to provoke dialogue and to solicit the participation of local population with lower production costs and extreme versatility.

Sub theme 2c: Recruitment strategies

Recruitment is mainly concerned with getting the right hands for the right task. This becomes highly imperative for radio stations, considering the various survival issues being faced by the stations. Findings from this study, as illustrated in figure 6, revealed that radio stations in Kwara state consider professionalism, talent and proficiency as criteria to recruit and engage the best hands for the job.

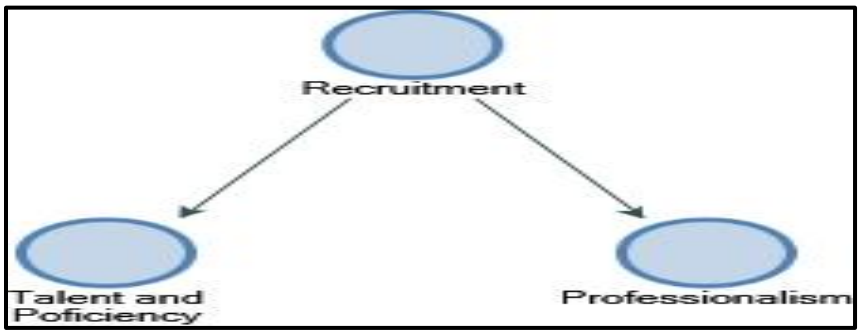

Figure 6 Sub-Theme 2c: Recruitment Strategies

Sub theme 2c1: Talent and Proficiency

Findings from this study revealed that radio stations in Ilorin metropolis test for talents, skills and proficiency of the potential employees before bringing them on board.

As disclosed by Inf.1DN, "When it comes to selecting these artists, talent is the first thing we look out for and then the ability of the person to hustle, to make money, to get advertisers. But first and foremost is the talent. If the talent is not there, you can't do anything". Also, Inf.4GM said, "During the auditioning, we test their diction, test their language, dialect and idiolects if they have language interference or defect. After testing them and they have shown to be certified broadcasters, then they can be engaged after understudying the people on ground."

However, Inf.5CC noted: "We don't have any big time strategy for employment. The only skill job that we are very much concerned about is the studio activities, especially the DCA, must be a graduate, particularly we emphasize Mass Communication or English as major".

These findings highlight the essence of engaging skilled personnel in radio broadcasting. This affirms the finding of the Korn Ferry Institute (2017) that radio hosts with distinctive content and talent garner more listeners than those who merely deliver standard programming.

Sub theme 2c2: Professionalism

Findings from this study revealed that, the radio stations recruit professionals to man various sections of the stations in order to remain competitive in the broadcast media industry. Inf.2DP said: "One is the use of professionals. We use professionals in the scheme of things. And then the professionals that have been with us for a long time knows the rules of the game. We don't engage in pedestrian broadcasting, it has to be what is in the NBC rule; the rules of the NBC and broadcasting rules"

Also, Inf.4GM said: "Like any other radio station you put up working and formidable commercial unit, headed by not a greenhorn but a professional marketer who can market and drive home what you want them to do."

But in the case of Inf.5CC, he said: "As a community radio station, a small radio station, we are just operating on two or three room apartment and our staff size is not large…we rely largely on the National Youth Service Corp, NYSC corps members and volunteers, we have a lot of volunteers who we train to man some of our facilities and they are keeping afloat… if such a person through interview is found trainable, we employ and we begin to train on the job. After few weeks we allow them to anchor programmes.'

Sub theme 2d: Funding and Technological Advance Strategies

Findings from this study revealed that the competition among radio stations in Ilorin metropolis is intense, and part of the survival strategies adopted by the stations, as indicated in figure 7 is having strategic and alternative source of income as well as leveraging on digital technology.

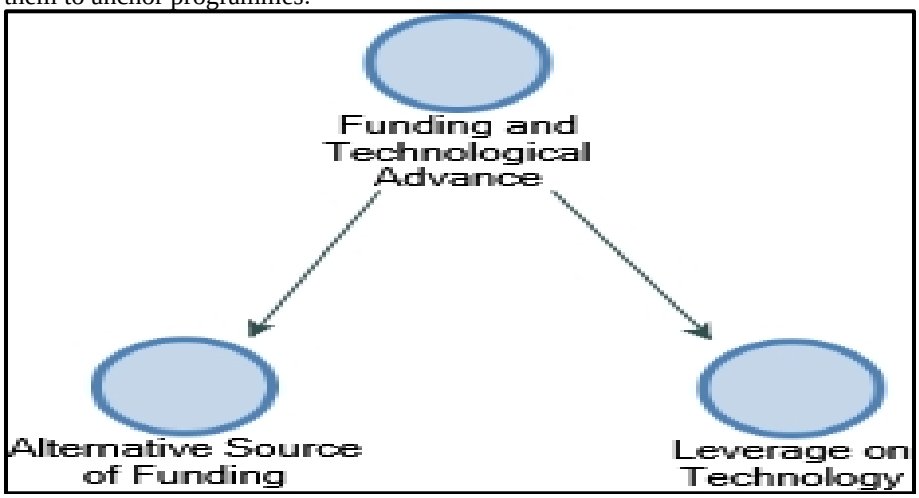

Figure 7 Sub-Theme 2d: Funding and Technological Advance Strategies

Sub theme 2d1: Alternative source of funding

Funding has been a major problem for radio stations. This is an issue that is common to all the radio stations in Ilorin metropolis as many of them are restricted by the NBC code, thus the extent at which a radio station is able to solve this problem, gives it a competitive edge over others. For instance, Unilorin FM being a campus radio is not permitted to go commercial, however it was able to come up with alternative source of funding without contravening the law. Hence, Inf.4GM said: "Unilorin FM just like any other Radio station has a marketing unit; though the commercial staff workers that we have are not many, but they are doing their best, due to the fact that Campus radio stations are not expected to be a commercial one.", the informant to stress that "In University of Ilorin radio, we divided our commercial businesses in the university into categories A, B, C, D. Category A forms the first class commercial centres unit and ventures like Unilorin microfinance bank, Unilorin water resources, Unilorin zoo among others. Category B are the eateries and some other business ventures. C is for faculties and some other units that are patronizing us while the last class are individuals."

In the words of Inf.5CC, "In my own situation here, the reality is that I may not have survived this far if not for the fact that as a retiree, I collapsed my pension, federal, state that and I use them to pay salary of staff then I struggle for maintenance. And that's the way we survive and the little materials for news, whatever they could give us, 5000 naira, 10,000 naira is part of it, we use it as part of money that goes into our maintenance." Inf.5CC run a community radio whose operational and functional layout shares similarity with public service radio. This corroborates the findings of Jjuuko (2002) in her study of Radio Uganda that public service broadcasters strive to obtain sponsorship for the creation of programme in order to enhance their financial resources.

Sub theme 2: Leveraging technology

Finding from this study revealed that radio stations in Ilorin metropolis leverage on technology in order to remain competitive. Internet, radio garden and social media are the technology mostly leveraged on by these radio stations.

Inf.1DN said: "In our resolve to survive the influx of various radio outfits, one, you have to move with time, I'm talking about the best technology, you know where we are in a global Village now, so we make use of the various IT world talking about Facebook, Instagram and Twitter so if you check all these social media you come across radio Kwara there, particularly Midland FM…. Apart from that, you are aware that we now have radio garden where you can listen to radio across the globe, anywhere in the world. You tune in and then you pick the studio without any problem." (Inf.1DN)

Inf.4GM also stated that "The internet has made it easier for us to broadcast globally." According to him, this makes it easy for the station to air advert for those outside Ilorin and even Nigeria.

This finding corroborates the submission of Odunlami, (2020) that advances in technology have resulted in the overlapping roles of social media, particularly the increasing manifestations of digital platforms in all stages of broadcast operations.

Discussion and Conclusion

The radio stations in Ilorin metropolis are confronted with the challenges of regulation which limits the scope they can exploit for survival in a competitive new media environment. Part of the gains of liberalization is the expansion of ownership and operation of radio station. This leads to the proliferation which the informants of this study see the proliferation as challenges even though the station selected for this study are beneficiaries. However, the managers and staff of the station are employing both old and new marketing strategies as well as public relations strategies for survival. The informants indicated and deployed their creativeness through online marketing and public relations strategies.

In the midst of policy/regulatory challenges and proliferation of stations, radio stations in Ilorin metropolis represented by the selected stations confront series of challenges that affect their smooth operational performance. To confront these challenges, the staff are employing creative strategy, self-denial and public relations to mitigate the effects of the competition occasioned by digital media environment. It is noteworthy that radio stations in Ilorin have now taken advantage of the social media in order to attract more clients.

Recommendations

Within the context of the findings of this study, the regulatory body for broadcasting in Nigeria (NBC) would need to reappraise the aspect of the regulation that limits the coverage area of the community radio station which makes it difficult for them to exploit wide range of marketing and advertisement opportunities for survival. Another aspect is for the station managers to place emphasis on recruiting personnel whose skills and talent can be put to maximum use in their to survive the competitive environment.

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