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Exploring strategies broadcast media can use togenerate revenue from social media platforms: a case study of Galaxy FM in Uganda.

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EXPLORING STRATEGIES BROADCAST MEDIA CAN USE
TOGENERATE REVENUE FROM SOCIAL MEDIA PLATFORMS:
A CASE STUDY OF GALAXY FM IN UGANDA

By

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580157

A capstone project submitted in partial fulfilment of the requirements for the degree
of Executive Master's in Media Leadership and Innovation

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APPROVAL PAGE

The Aga Khan University
Graduate School of Media and Communications

A capstone project submitted in partial fulfilment of the requirements for the degree of
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Members of the Capstone Project Evaluation Committee appointed to examine the
project of ESTHER NALUBEGA WAMALA-580157, find it satisfactory and
recommended that it be accepted.

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Chair, Capstone Project Evaluation Committee

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Thrity Engineer, Supervisor

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Member,
Capstone Project Evaluation Committee

22/12/2023

DECLARATION

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE REVENUE FROM SOCIAL MEDIA PLATFORMS: A CASESTUDY OF GALAXY FM RADIO IN UGANDA

I, **ESTHER NALUBEGA WAMALA-580157,** declare that this capstone project does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university and that, to the best of my knowledge, it does not contain any material previously published or written by another person except where due reference has been made in the text. The editorial assistance provided to me has in no way added to the substance of my capstone project, which is the product of my research endeavours.

_____

Signature

22/12/23

DEDICATION

I dedicate this capstone project to my boys Danny and Daudi, you are my rock.

ACKNOWLEDGEMENTS

ABSTRACT

Globally, the manner in which people are communicating and interacting has changed mainly due to social media. This change has affectedtraditional media that is print and broadcast because part of the audiences have shifted to Social Media Platforms (SMPs) like Facebook (Meta), Twitter (X), WhatsApp, YouTube, TikTok, Instagram and others where they get all the information. This shift has negatively impacted the revenue base of the traditional media because advertisershave also turned to SMPs to advertise their goods and services. The goal of this study, therefore, was to explore strategies broadcast media houses can use to generate revenue from the SMPs with Galaxy FM Radio in Uganda as the case study. The study took a qualitative approach, where the researcher made a systematic, factual and accurate description of the facts based on the interviews and questionnaires given to the 18 respondents. The study established that Galaxy FM uses seven SMPs namely Facebook, Twitter, Instagram, WhatsApp, LinkedIn, YouTube and TikTok, where content in various formats is posted and various factors like type and format of the content, its length and language, the time when it is posted, copyright restrictions from platform owners are some of the determinants on how the audience interacts or engages with the content. The study established that although the online audience interacts with the content posted on the SMPs, challenges such as ignorance about their impact, especially among the managers of big corporate companies, the type of content posted, and lack of training continue to bar the radio station from generating revenue. The researcher also recommended strategies which could help Galaxy FM overcome this obstacle.

TABLE OF CONTENTS

LIST OF TABLES

x

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

ROI: Return On Investment

SMPs: Social Media Platforms

SNA: Social Network Analytics

UBOS: Uganda Bureau of Statistics

UCC: Uganda Communications Commission

OPERATIONAL DEFINITION OF TERMS

Engagement: An emotional concept that impacts human behaviour and choices in terms of education, employment, leisure and marketing. For example, digital evolution has changed how humans interact with computers from simpler user interfaces to interactive ones, drawing us in and holding our attention. (De Vreede et al, 2019).

Global Village: Describes the situation where the world's culture is shrinking and expanding at the same time due to pervasive technological advances that allow for instantaneous sharing of culture. (Dixon, 2009).

Homogeneous Audience: A group of audience members with the same age, characteristics, values, knowledge and attitudes. (Sage Publications, 2021).

Real-Time Communications: Method of delivering voice, video and data on demand in actual time, providing data and telecommunications in new contexts and platforms, of which mobile is the most prominent. (Davids et al, 2014.)

Strategy: This is a plan aimed at attaining one or more goals under conditions of uncertainty. (Barad, 2018).

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study seeks to explore strategies that broadcast media houses can use to generate revenue from Social Media Platforms(SMPs) using a case study of Galaxy FM Radio in Uganda. The evolution of digital media has changed the creation, distribution and consumption of information which has negatively impacted print media. Today, anyone with access to the internet is in a position to communicate with anyone around the world through online platforms and social media depending on one's preference. (Alzudi, 2022).

Social media has greatly impacted how companies communicate and conduct business and a company thriving to survive should have a website and its social media presence also has to be felt. The momentum with which internet and mobile platforms are growing has been unprecedented because almost every person on earth has acell phone and is in a position to access an internet connection so as not to be left behind the "it thing" in the 21st Century (Gherghita-Mihaila, 2016). Facebook, Twitter, WeChat, WhatsApp, blogs and other sites are some ofthe SMPs that people are using on devices such as smartphones and computers among others and their demand is also on the rise. (Odun, 2016).

Traditional media comprises modes of communication where one media organization communicates uniform messages in a one-way process to a large mass homogenous audience, all possessingmuch the same characteristics and interests. It has the element of delayed feedback and deals with traditional broadcasting methods such as terrestrial television channels. This mode of communication is the preserve of trained media professionals (Apuke, 2016).

According to Quan (2022), traditional media is the old way of mass communication. It is the

media that regularly releases information or provides aneducational and entertainment platform to the public through mechanical devices including newspapers, outdoor, communication, radio, and television in the traditional sense. The advent of communication technology has changed how people consume news and other information. The days when audiences would be waiting anxiously for news to be published the next day are a thing of the past. Now, people can get the latest news instantly as an event occurs from their smartphones and other gadgets as long as they are connected to the internet. Before the digital era, most people would be glued in front of their television or listening to the radio to gain insight into breaking news on current issues and happenings. Today, with modern technologyaudiences can even share the news with others on social media platforms, making the dissemination of information more pervasive. Television and radio were considered elusive, as they provided the only means for people to get publicinformation from outside their private sphere (Taibi, 2020).

1.2 Background of the Study

The dynamics in information and communication flow have greatly impacted how the world communicates. We are currently in a global village, where a person can communicate with another in any part of the world and this communication is very fastand convenient due to internet accessibility.

According to Boyd & Ellison (2007), social network sites enable individuals to connect in a constructed public or semi-public profile within a bounded system and they always share a connection made by others within the system. To improve on the innovation and accuracy of content, under New Media there is the use of words, pictures, audio and video, for effective communication of the content in the message, to ensure its correctness and also to ensure continuity of interactions with the audience leading to growth of the influence of new media (Wang, 2021).

The continuous developments in technology and the internet have made SMPs one of the leading forms of communication today because as conversations take place, there is both enjoyment and engagement between the sender and the receiver, which leads to liking, commenting and most importantly, sharing the conversation with other parties and this goes on and on (Febrian & Husna, 2023).

Uganda's first radio service, Uganda Broadcasting Service (UBS) was set up in 1953, by the British colonial masters to serve as a state broadcaster and to also address the anti-colonial uprisings in the country (Chibita & Kibombo, 2013) and until today radio continues to play a tremendous role (Rupiny, 2018). When President Yoweri Kaguta Museveni came into power in 1986 (Oloka-Onyango, 2004) he made notable social and economic developments such as the liberalization of the broadcasting sector in 1993 (Chibita, 2009), with private commercial radio and television stations being set up (Kazibwe, 2021) and that very year Sanyu FM broadcasting on 88.2, hit the airwaves, followed by Capital FM operating at 91.3 FM. (Rupiny, 2018).

To facilitate the development of a modern communications sector and infrastructure in the country, the Uganda Communications Commission (UCC) was established by an Act of Parliament the Uganda Communications Act (Cap 106 Laws of Uganda) in 1998. According to its (2022) report, the UCC states that there are 215 approved radiobroadcasters, one of which is Galaxy FM operating at 100.2FM. According to Rocket Reach (2023), Galaxy FM was founded in 2012 with its target audience beingthe youth aged between 18-35.

In Uganda, the Internet became available in April 1993, notably at Makerere University. In August 1994, email services became available on a small scaleand the first host who used the. ug (Uganda) domain name were detected in July 1995 (Minges et al., 2021). The Telecom company Celtel offered the first mobile phone service in 1994, but it was exclusively for the high-end business people and the diplomatic community. At the time, owning a cell phone was a status symbol (Sabiti, 2016). Three years later in 1997, Mobile Telephone Network (MTN) of South Africa became operational in Uganda and signed up 35,000 wireless subscribers in less than a year (UCC, 2019).

It should be noted that the positivity of liberalizing the communication sector has changed the media order, but it should be noted that the new media technology has also brought in mobile technology which is preferred to create, distribute and consumedigital content in Uganda (Kazibwe, 2019).

The Gratification Theory (1940), relates to the satisfaction or joy an individual gets from using a particular media. In this study, the Gratification Theory explains how onechooses a particular SMP over another and the subsequent satisfaction that he or she gains from having their need met. For Instance, one may select to use X (Formerly Twitter) because one needs real-time

communication, which is one of the app's unique features (Vinney, 2019),while another person interested in pictures will use Instagram because it is where they derive satisfaction from. Today, the business community is putting a lot of thought into using social media because it helps them to develop and maintain strong relationships with customers through interactions online and also creates more awareness about theirbrands and their work. (Asmar et al., 2013).

According to LaMorte (2022), Everett Rogers developed the Diffusion of Innovation theory in 1962 which relates to the speed at which a specific population accepts a newidea or product. Evolutions in SMP apps have been widely embraced because they provide an interactive platform where users create and share content, changing their role from passive to active participants (Koren, 2010). The diffusion of Innovation theory has five stages which include knowledge and inthis study, it relates to how the management of Galaxy FM radio, understands the benefits of using SMPs for revenue generation as a result of changes in audiences' media consumption habits.

Secondly, there is the persuasion stage where it becomes necessary to research how SMPs work. Third is the decision stage which is about the choice of whether to invest resourcesin SMPs or not. The fourth stage revolves around implementation which is rolling out the digital content strategy into programming and lastly, confirmation, which relates to measuring the effectiveness of using SMPs in radio in terms of audience engagement.

This study will investigate how consumers are influenced by the media content they consume via radio or online to consume more news or buy certain products. In this study, social media refers to communication, interaction, and content sharing via various applications and platforms (Lutkevich, 2021). Social media platforms are internet applications that facilitate the creation and sharing of contentthrough Facebook, Friendster, Wikipedia, dating sites, YouTube and Instagram. Social media platforms have various features and characteristics and therefore their use depends

on one's preference and taste. (Davis, 2016).

Therefore, the monetization of social media platforms by Galaxy FM relates to how the radio station can earn extra revenue from the content uploaded on its social media platforms, to be able to sustain the business, because there are audiences on these platforms who can attract advertisers.

This study seeks to identify how consumers engage with content posted on different platforms owned by Galaxy FM to increase engagement and consequently, generate revenues from these SMPs. The different social media monitoring tools offer quantitative metrics such as the number of likes, shares, comments, opens, views, followers, or clicks, giving a unique context for advertising. (Voorveld et al, 2018). Social media analytics tools such as Keyhole help to identify how the target audience engages with the various platforms while content curation applications like Pocket leverage the content relevant to the social media audience, to ensure maximum Return on Investment. Working with influencers like podcasters, YouTube video producers, blog writers and other content producers who have attentive audiences (Arkansas State University, 2019) can help Galaxy FM marketers gain revenue through its social media platforms

Considering the reach and engagement that influencers command on social media, Galaxy FM can jump on their bandwagon, gain more visibility, build their brands and grow their revenues (Appel, 2020). Digital Marketing Institute (2023), predicts that by 2027 the number of social media users worldwide will be 6 billion people, an indication of a large market where brands can advertise their products. In their social media strategy, 84% of marketers are targeting millennials (Bump, 2023) while Gen X and Gen Z are at 52 and 22 % respectively. Since the audience of Galaxy FM falls between Gen X and Z, marketing its social media platforms by uploading content, which attracts such its audience, will influence brands to advertise on these platforms, thus possibly generating revenue for the radio. With the continuous decline in revenue

in traditional media, radio stations should strategize on how they can increase their revenue base from social media platforms like Facebook, WhatsApp, and Instagram.

1.3 Rationale of the Study

With the increasing number of listeners shifting from traditional to digital media, radio stations have also resorted to using various social media platforms to upload content for the audience. Radio's sustainability has long depended on advertising. However, with increased competition occasioned by digital disruption, organizations have had to undergo a paradigm shift and also post their content on social media for increased audience engagement as they also seek a share of the advertising revenue that has since moved online. Therefore, this research aimed to identify strategies that Galaxy FM can employ to generate revenue from its social media platforms.

1.4 Current Literature Review

1.4.1 Evolution of Traditional Media

Jiang (2022), defines traditional media as the use of less technology to disseminate information to different people. Traditional modes include print media such as newspapers. magazines, books; and broadcast includes radio and television. The author states that one of its characteristics is being slow-natured.

Horse riders were used in the B.C. era to deliver messages, especially across long distances. However, with time, this was replaced by the telegraph in 1792. Thereafter in 1865, the pneumatic post came into existence and it was the fastest way to deliver letters. In 1876 and 1895, radio and television respectively came into existence all executing the similar role of disseminating information. (Manish, 2019). The evolution of traditional media dates as far back

as 38,000 BCE and for these ancient people to record important events in their lives, they embarked on painting, drawing on cave walls or ceilings, and in 30,000 BCE stone tablets came into existence and were mostly used for religious reasons and announcements. (Salt and Paper, 2018). The Rock art which denotes pre-historic man who made markings on natural stone came into play in 1557 BCE and was also used to communicate with man during the prehistoricage (Saint Nicholas, 2017), and thereafter communication through the smoke signal was developed, relating to text messaging. (Sharma, 2019).

Fast forward to the Industrial Age (1700s-1930s), during which numerous products like the printing press were invented and manufactured for mass production in the 19th Century, newspapers such as The London Gazette, the typewriter, telephone, commercialmotion pictures and others. (Carballo, 2018). A young Italian scientist -Guglielmo Marconi- is credited with having developed the radio in 1894. Marconi's desire for long-distance, wireless communication led to thisinnovation (Groove Nexus, 2022), while John Logie Baird - a Scottish National- is credited with creating a machine (television) which could transmit images to a receiver by using electricity and in 1926, he successfully transmitted a moving image of a human face to a receiver. (The Times of India, 2023).

The first newspaper prototype (Daily Doings) is believed to have been invented by theRomans in 59 BCE. The paper had information about various events like birth and death announcements and was published by government authorities and distributed throughout the Roman Empire. (Chilman, 2022).

1.4.2. The Digital Media Era

The Digital Era also, referred to as the New or the Information Age emerged between the 1900s and2000s. This period quickened communication and also led to the creation of numerous

technological gadgets like computers, mobile devices and wearable technology like voice, image, sound and data. (Time Graphics, 2018). Lile (2023), noted that social media dates as far back as 550 B.C.E, with postal services where there was an exchange of messages through written communication like letters. This was especially used if communication was across great distances. ARPANET network built by the U.S. Advanced Projects Research Agency in the late 1960s is credited heavily for Internet originality (Campbell-Kelly & Garcia-Swartz, 2005) and thereafter in 1997 a social network site - Six Degrees.com- came into existence. This site allowed users to create profiles and also search for friends throughits various sites like AIM and ICQ buddy lists and thus were able to connect and send messages to each other. (Boyd & Ellison, 2007). From the early 2000s to date, social media platforms/websites with various features have been developed.

On February 4th, 2004, Mark Zuckerberg - a Computer Science student - developed Facebook, which became the world's most-used social networking service in 2009, due to its unique features (Bellis, 2020). In February 2005, YouTube was born, while X (Twitter) was developed in March 2006 (Jennings,2018). WhatsApp was launched in 2009 and with time it has developed various features likeone-to-one and group chat, location sharing, sending voice messages, and video calling among others (Pathak, 2019). In 2010, Instagram, a social media platform cameinto existence with major features of photo and video sharing. Later, in 2016, TikTok came into play, primarily focusing on uploading and enhancing videos. (McFadden, 2023).

According to Patel (2022), New Media is where news is published on various SMPsand at times there are photographs, videos, graphs, statistics, headlines, live videos, audience feedback, and so on and the young generation is very obsessed with such communication. In this Digital media era, the use of SMPs involves opening up social media accountson Facebook, X (Twitter), and Instagram for one to communicate and digital media companies like Google, Apple and

Microsoft help organizations reach out tocustomers through these platforms (Abimbola, 2023). Due to the emergence of digital media, the influence of traditional media like print andbroadcast is on the decline because many people are embracing social media and its communication applications (Albadri, 2023).

1.4.3 Uganda's Communications Industry

1.4.3.1 Internet Subscriptions

The UCC Market Performance Report Quarter 3 (2023), registered an increase in internet subscriptions at 1.08 million, and new mobile subscriptions were registered totalling about 34 million subscriptions - a 3% increase in comparison to the previous quarter, resulting from an increase in business activities after the December 2022 festive season. The report also showed an increase in new internet subscriptions at 1.2 million totalling 27 million due to an increase in internet access through mobile handsets and tablets. With such registered increments, there is no doubt that people are using mobile handsets to access content whenever and wherever they are, other than listening to the radio.

The National Information Technology Authority –Uganda (NITA-U) report 2022 indicated that about 33 % of Ugandans possess working mobile phones, however, the percentage of households with smartphones stands at 31.4%, while in rural areas the percentage is at 12.5. Internet access is at 13% in urban areas and 3.2 in rural areas and households with a working internet connection are at 5.7%. The report also showed that the majority of people (61.4%) use mobile or smartphones as a modem, while those who USB dongle/MiFi at 26.5%. The households with a working radio were registered at 50% a figure an illustration of how radio is effective in informationdissemination. As this research prompts to explore, how social media could be used toincrease radio audience at Galaxy FM, findings from NITA-U indicate that

preferencefor radio is still high, due to various challenges with internet connectivity.

1.4.4. Influence of Social Media on Radio Revenue

According to (Appau, 2021), the youth, especially those closer to their smartphones, are almost rendering radios useless. There is also a need for endless innovations by media houses if they are to compete favourably in the changing media ecosystem, especially after the devasting effects of the COVID-19 pandemic. It is incumbent upon media houses to acquire innovative strategies so that they can survive the endless technology changes affecting the media industry. (Owilla et al., 2022).

Laor (2022) noted that radio content producers can identify their consumers' changing needs and thereby design suitable content for them, thus satisfying their needs, while Albadri (2023) states that the digital era has changed the mode of interaction between radio and the listener because in earlier days, interaction with radio was through letters, fax and telephones, but in the digital space there are emails and chats, which has also changed how adverts are shared between traditional and digital media.

In his study, Mwarua (2018), revealed that 85% of the respondents trust socialmedia as a source of ideas and therefore there are several strengths in social media, which radio stations can fully utilize. It is incumbent upon any radio station to identify the most appropriate SMP to use, which will also help in increasing the radio's revenue. Social media has also become an effective place where marketing techniques can beimplemented due to the increase in the number of people using it. Through various analytical tools companies can talk directly to their followers and can reach a significant number of people (Albadri,2023). Technology has greatly changed how businesses operate and the traditional media business models cannotbe relied upon 100%, hence the need to consider the use of digital platforms where content for the niche audience segments

is posted (Owilla, et al, 2023).

1.5 Problem Statement

Audience preferences have changed, with the emergence of digital media, where many are currently consuming content from social media platforms other than traditional media like radio. This change has also forced advertising companies to adopt a cost-sharing strategy, where they are using both digital and traditional media to market their goods and services, leading to a decline in revenue for radio stations like Galaxy FM. However, the station has a large following on its social media platforms and this study aimed at identifying strategies that it can use how it can use to generate revenue.

1.6 Objectives

1.6.1 Main Objective

The main objective of this study is to explore the strategies that broadcast media, particularly Uganda's Galaxy FM can use to generate revenue from their Social Media Platforms (SMPs)

1.6.2 Specific Objectives

    i.   Exploring the SMPs Galaxy FM radio uses to upload content

    ii.   To determine the engagement and interaction with the content uploaded on Galaxy FM SMPs.

    iii.   To identify the challenges, Galaxy FM faces in the generation of revenue from content uploaded on its SMPs and how they can be addressed.

1.6.3 Research Questions

    i.   What SMPs does Galaxy FM radio use to upload content?

ii.   How is the engagement/interaction with the content uploaded on SMPs?

iii.   What challenges does Galaxy FM radio face in the generation of revenue fromcontent uploaded on its social media platforms?

1.7 Methodology

The study took a qualitative approach where the researcher was able to make a systematic, factual, accurate description of the facts and also get a more in-depth picture and thus formulated recommendations on the best strategies Galaxy FM could use to generate revenue. (Kholis et al 2023).

The sample size comprised 18 respondents who included 6 radio presenters (on-air personalities) from different radio shows, the Programmes Director (1), 5 Sales/ Marketing Executives and the Commercial Manager (1) and 3 Social media handlers,the digital manager (1) along with the Chief Technical Officer (1).

The convenience sampling technique was used in the study because both the researcher and the case study (Galaxy FM) are located in Kampala and the respondents are members of staff who were easily accessible and the research wastime-bound. (Andrade, 2020). For the respondents namely 6 radio presenters, 3 social media handlers and 5 marketing executives, interviews with open-ended questions were the research toolsused, because they allowed the respondents to share their experiences and opinions in their own words, thus having detailed responses. (Amberscript, 2023).

The other respondents namely the Chief Technical Officer, the Digital Manager, the Chief Commercial Manager and the Programmes Director were purposively issued with questionnaires because they are knowledgeable about how work is executed at Galaxy FM and the use of social media platforms. (Zickar et al 2022)**.**

In analyzing data, the researcher used thematic analysis which involved transcription of the audio clips, reading through the texts, labelling or coding various sections of the content, turning codes into various themes and reviewing the themes to ensure that they were useful and that there was accurate representation of the data. The researcher also attached themes to answer the objectives and finally described how data was collected and how the analysis answered the exploration strategies broadcast media can use to generate revenue from SMPs. With Galaxy FM in Uganda as the case study. (Kampira et al, 2021).

The ethical considerations taken into account were that the participants were allowed to participate voluntarily and the researcher informed the respondents that the study was for academic purposes and confidentiality was paramount.

1.8 Scope and Limitation of the Study

1.8.1 Scope

The scope of the study involved understanding social media platforms, their features, strengths, and weaknesses; and also delved into the demographics, and user behaviour on each platform that Galaxy FM uses to identify which ones are most suitable for increasing radio revenue.

Analysis of audience behaviour to gain insights into the performance of the content posted on the various social media platforms, what motivates them to engage more with the presenters on a particular platform and how revenue could be generated from these engagements was also done.

Analysis of data on user demographics, interests, online habits and engagement patterns and this was done through interviews and analyzing existing data from social media analytical tools.

1.8.2 Limitation

One of the variables, being studied in this research is the social media platforms (independent variable). With all social media platforms, operational terms are provided by the platform proprietors. For example, often times companies do not notify users that their content has been removed or their account has been penalized, no explanation is given nor is there an appeal mechanism (Stasi, 2019). Therefore, interviewees who might want to justify their responses may be hindered if the contentis no longer available.

Time was another constraint, this academic research should have been finalized by November, yet there were other activities with deadlines to be met. Participants were only available during a certain period; therefore the time available to study the research problem and to measure change over time might be constrained by such practical issues.

Currently, there is limited access to information about the research topic, particularly in Uganda; and some of what is available is under lock and can only be accessed through payment.

1.9 Structure of the Document

Chapter One outlines the objectives of the study, background, rationale and problem statement as well as the current literature review. Chapter Two presents the research findings from the respondents, chapter three theconclusions from the study.

1.10 Summary

This Chapter introduces the research study to be undertaken, what studies have been conducted about SMPs so far, the gaps and also outlines the research methodology, setting the pace for a discussion on the findings in Chapter two.

CHAPTER TWO

FINDINGS AND CONCLUSIONS

2.1 Introduction

The study sought to explore strategies that broadcast media can use to generate revenue from social media platforms. The study was conducted on Galaxy Radio, an FM Radio station based in Kampala, Uganda's Capital. The radio operates at 100.2 FM and targets the youth aged between 18-35, although some listeners aged 35 and above, also tune in, depending on the content they are interested in.

This chapter presents findings from the study regarding the three objectives which included: Exploring the SMPs that Galaxy FM uploads content on, determining the audience's engagement /interaction with the content uploaded on Galaxy SMPs and lastly, identifying the challenges that Galaxy FM faces in the generation of revenue from content uploaded on its SMPs and how they can be addressed.

2.2 Findings

Interviews and questionnaires were used as the research tools during the study and were administered to 18 respondents. Interviews were conducted with the sales/ marketing executives, radio presenters (on-air personalities) and social media handlers, while questionnaires were issued to the Chief Commercial Manager, Chief Technical Officer, Digital Manager and Programmes Director. Research findings revealed that Galaxy FM Radio uses various SMPs to interact with its listeners. However, very little revenue is generated from them due to various challenges and thus the need to design strategies which can address these challenges.

2.2.1 Exploring the SMPs That Galaxy FM Radio Uploads Content on

Social media can be defined as websites and programmes that help people to communicate with one another or work together (Economic Times, 2023), while SMPs are applications that allow users to create and share content or participate in social networking. (Kanwal, 2022.) Content on SMPs can be short-form video, images, live video, memes, text and audio among others. (Sproutsocial, 2023.)

Concerning the above objective, findings from the study revealed that Galaxy FM uses seven SMPs namely Facebook, X(Twitter) TikTok, Instagram, WhatsApp, YouTube and LinkedIn. Out of the 18 respondents, 17 use Facebook, 14 for Twitter, 11 use TikTok, 9 for WhatsApp, 8 use Instagram, 3 use YouTube and only one uses LinkedIn.
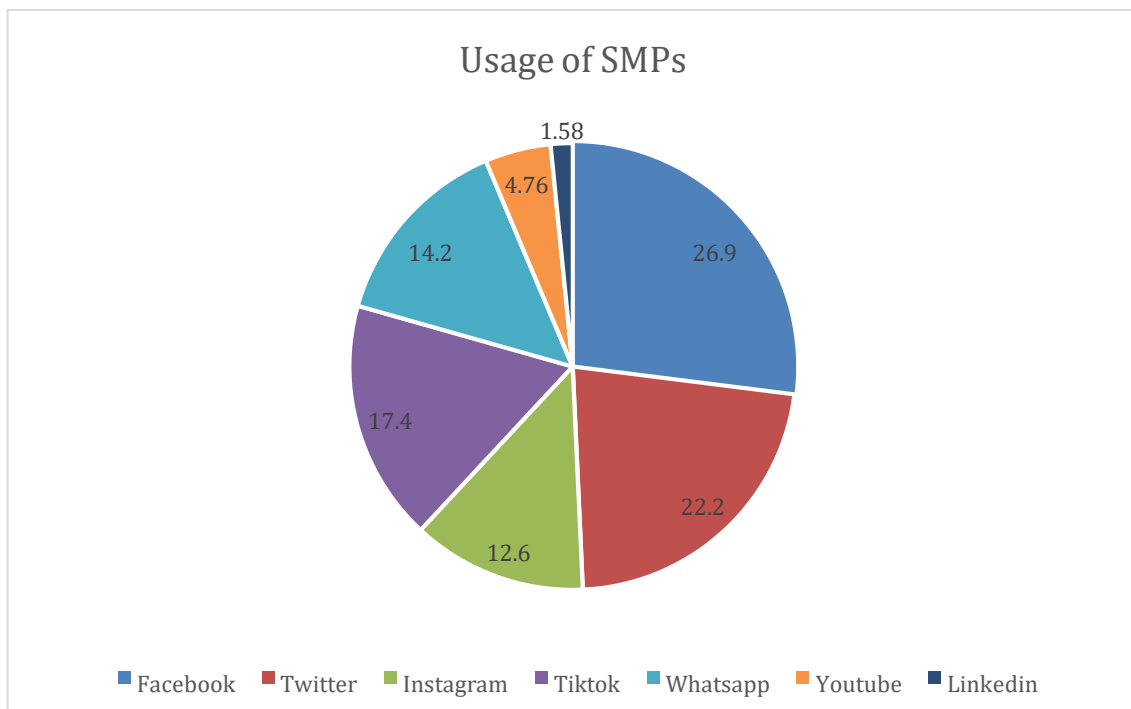
Figure 1: Illustration on usage of the various SMPs at Galaxy FM Radio

Study findings showed that Facebook is the most-used SMP with 26.9%, followed by Twitter at 22.2%, TikTok at 17.4%, WhatsApp at 14.2%, Instagram at 12.6%, YouTube at 4.76%, while LinkedIn is the least used at 1.58%.

"Facebook caters for all ages. It is very user-friendly and also has unique features like audio, text, live and these enable the radio presenters to easily interact with the listeners online, during their shows." (Programmes Director)

According to the findings, 17 of the respondents use more than one SMP in the executionof their work, because each has its unique features. The audiences have their preferences and tastes.

"Mostly I use WhatsApp because it has the audio feedback and I normally want people to send in their voice notes so that I can play them on the radio and then alsoTwitter for texts and Facebook too. (A Radio Presenter.)

Findings also indicated that some of the respondents like radio presenters use particular SMPs depending on the content of their shows and how they would love to interact with their audience to get feedback in real time.

"We use social media like Facebook, WhatsApp and Instagram. For example, if you record a TikTok video and put it out there, getting a response in real-time can be quite difficult, so usually in real-time, it's best to use Facebook, Twitter and WhatsApp because it's in the moment." (Radio Presenter.)

The study also revealed that different advertisers prefer different SMPs, depending on how the audience interacts with the content posted on them, which is a very big determinant of where to place an advert.

"For instance on Facebook, Galaxy has over 1.4 million subscribers. Therefore before an advertiser places an advert, she or he is assured that people are goingto view the advert, while on other platforms, there is engagement, which shows how

viewers react to the content and therefore an advertiser can determine which platform

to use and be assured of value for money." (Sales /Marketing Executive.)

Findings also indicated that the social media handlers encourage fellow respondents (radio presenters and sales/marketing executives) to acquaint themselves with more than one social media platform, because of their different uses due to the unique nature of their features, which enables the radio to attract a large audience on their different platforms.

*"We have a general overarching strategy for our target customer. We do research and take a good look at the numbers and analytics to understand what kind and how customers engage with our platforms to figure out what works well and what does not. This research helps us to sit with the different teams and together we identify what platform is suitable for each team and at what particular time." (*Chief Technical Officer.)

2.2.2 To Determine The Engagement/ Interaction With the Content Uploaded on Galaxy FM SMPs

The study found that Galaxy FM radio has a wide range of content and design, which attracts a particular audience to a specific social media platform and that the rate of engagement or interaction with the content varies for example entertainment news, and gossip attract big numbers on the SMPs.

"The engagement varies, as we have specific celebrities that are popular with the audience like Sheebah Karungi, Spice Diana, Alien Skin, and Eddy Kenzo. Content that has these celebrities involved, grows and attracts attention instantly. Celebrities whoare not popular with our audience, have content in which their growth is recorded asgradual." (Digital Manager.)

"The more comical and less serious the content is, the more the audience reacts to the content. The audience is a bit tricky on how it welcomes content. Sometimes when something is a bit serious, you will see less engagement. But the more comical and less serious the content is, that is when you receive huge numbers of notifications and engagements in the comments 'section." (Social media handler.)

"The most attractive type of social media content on our pages is the short videos because its easily broken down, present information in one minute and its sharable, thus attracting numbers and eventually advertisers to buy space. There is also a lot of engagement with the static images posted on our pages because of the colour and composition. The live video content also attracts numbers, because it gives the audience a chance to react in real time." (Sales /Marketing Executive.)

"We have attractive content like fun, gossip, latest music. This always attracts numbers. Our posts have good content. With the upcoming artists, we post their lifestyle because it is what the people want to know and automatically interactions and engagements go up. Political content we don't go there unless we are hosting a very big political figure, we post and it attracts numbers." (Sales / Marketing Executive.)

"The Entertainment news and gossip have really kept us in the lead, especially on our Facebook wall. Through our engagements, a good number of our followers admit that they thought Galaxy is only for the young people, but they are forced to follow us because this content is like a stress reliever to them" (Radio Presenter.)

Findings also revealed that Galaxy FM followers on their SMPs, are very interested in content about the radio presenters and once it is posted, the interactions and engagements on the socials are always high.

"We can post a picture about us the presenters of the 'Morning Saga Show' and pose questions about us. The responses are always high. We can also do a TikTok challenge like a dance and we post it. The engagements and interactions for such content are pretty good, due to the responses because we have built an audience that takes interest and wants to know more about us." (Radio Presenter.)

Since the target audience for Galaxy FM radio is the youth aged between 18-35, the study revealed that the content is designed in a specific manner like the language, and the length should be short, such that the interactions and engagements are high to attract a bigger following on the SMPs.

"We use the demographics of our target audience and the actual audience to make sure we design content that is most suitable for them. For example, we are an entertainment station, so most of the people who follow us or listen to us are people who are interested in entertainment. We have a particular language that we use to talk to these people. So when we are designing our content, we use this language and also the length of the content is put into consideration, thus maintaining our tempo and growing the engagement a sign that our content is tailor-made." (Social media handler.)

According to the study, Galaxy FM radio uses seven SMPS and findings revealed that the time when content is posted on the SMPs is a very big determinant of how the audience will interact or engage with it, for example, content posted very late in the night most times has very little engagement or interactions because people are asleep.

"If I make a post around 10 am, I am sure it will strike and have good numbers and good engagement. Some hours are really fertile for posting. Now you cannot

make a post at 2 am and expect to get good engagement. The hours of 10 am to midday are fertile grounds and also 4 pm." (Social media handler.)

Some of the respondents noted that the engagement/interactions on the SMPs are high because of the nature of how their shows are designed, where they use specific SMPs and the followers are accustomed to such arrangements.

"Everyone has their preferences, but for the particular age group I deal with, their largest preference is TikTok, Instagram and maybe Twitter. But WhatsApp is the best tool I use while on air because it feels like direct messaging. They feel like they don't have to go through a third party or have to open an app and then look for a post you have put up. They just open and send a message." (Radio presenter.)

2.2.3 To Identify the Challenges Galaxy FM Faces in the Generation of Revenue from Content Uploaded On Its SMPs and How They Can Be Addressed

Findings from the study revealed that challenges like the closure of Facebook, ignorance about the SMPs and how they work, content on SMPs, cost of adverts, algorithm changes, and cyber risks like phishing and hacking have impacted Galaxy FM's ability to generate revenuefrom its SMPs.

The closure of Facebook in Uganda, has negatively impacted Galaxy FM Radio's ability to generate revenue from this platform because it is impacting on the radio's ability to engage more followers and as the engagement decreases or remains static,even the advertisers' willingness to place an advert declines.

"The closure of Facebook since the 2021 elections, has forced many to abandon it yet it was among the most popular social media platforms. Any marketing executive cannot convince any advertiser to advertise his goods or services on Facebook, although it is stealthily being used through VPN," (Commercial Manager.)

Research findings also revealed that most sales/brand managers especially for companies which have huge advertising budgets do not understand the power of digital media and they still prefer print or broadcast media, even though social media currently has a bigger reach and is more effective.

"Some advertising managers don't know trends. They are still glued to the traditional media. It is hard to convince them that you can reach a big audience using social media because people are going to view your product online." (Sales/Marketing Executive.)

"Some advertisers do not mind whether you put their adverts on social media or not. But you must put them on the radio. Some people do not follow up on things. They do notsee that trends are now moving, whereas people are concentrating on social media." (Radio Presenter.)

Galaxy FM is a fan-based radio station and its audience is mostly interested in entertainment and gossip news. Although it has a huge fan base on its SMPs, study findings revealed that content and images on the platforms discourage some advertisers from associating with the radio under the pretext they are not serious about business, while others still believe that social media is for rumour mongers and is not atrusted source of information.

"We post a lot of gossip news and also funny pictures for activities that happened in events and the way people dress up at events. So you will find some clients who will complain about the pictures of almost naked women, saying that they cannot associate with nudity." (Sales/ Marketing Executive.)

"The bigger advertisers see our Facebook wall as cheeky like these people are not serious, maybe they don't match with our brand. When you sayyou have numbers, but which type of numbers? Big advertisers always say that our followers are young and they are not serious people. People selling land say that ourfollowers do not have money." (Sales/ Marketing Executive.)

Moreover, since some posts attract criticism, findings revealed that some corporate companies, cannot place their adverts on such posts because of their dignity and pride. Due to ignorance about SMPs, research findings revealed that some advertisers want to be offered bonuses on the radio's SMPs like Facebook, Twitter and Instagram if they advertise on the radio, whereas others have not yet understood what value they can get from these platforms once an advert is posted.

"Some brand managers have not yet known that social media is the way to go. They are still in the process of learning. The decision-makers are way too old and they believe that social media is not yet the way to go." (Radio Presenter.)

Study findings further revealed that social media algorithms are always changingwhich greatly impacts the organic reach of the media house content, which affects how the content is distributed and displayed to the users, making it more challengingto reach and engage with the users.

"For example when banking institutions check on your SMP and engagement is low, even if you have numbers, it raises doubt, on whether you are the right people to be given the advert." (Social media handler.)

In the study findings, respondents noted that bureaucratic policies from some of the platform owners and their double standards on copyright restrictions have greatly

hindered the radio's potential to raise revenue from its social media platforms, because they take their time on resolving issues or settling policies which can be worked upon in a few days or weeks.

"Support from platform owners is not as efficient as it ought to be since some issues take too long to resolve. For example, if it takes 6 months instead of 1 week to resolve a problem with payments, then our ability to increase reach will be affected to the extent that the problem persists. Platform owners seem to have double standards when it comes to enforcement of copyright rules, punishing us more heavily for minor or even perceived infringements." (Chief Technical Officer)

Despite the challenges, through the research findings, respondents offered strategies, which Galaxy FM can use to generate revenue in the new media age era like the creationof brand awareness, diversification of content posted on SMPs, training for respondents, and sensitization of advertisers about SMPs.

According to the respondents, there is a need for more promotional artwork, radio mentions and billboards about the SMPs and the benefits associated with them andalso to grow numbers on the platforms to attract advertisers.

"Share highlights, interviews and music playlists from our broadcasts on social media platforms. This will grow our engagement and numbers on socials. With this, clients will be enticed to pay to run their campaigns on our SMPs." (Chief Commercial Manager.)

The findings also revealed that the content posted on the SMPs should frequently cover other aspects like religion, political debates and other issues, which help theradio move an extra mile in attracting a new audience, which has always thought

that content posted on Galaxy FM SMPs is only about entertainment and gossip and for jokers.

"Information shared on the platforms should be relevant. People think that our SMPs are for jokers and only attract the young. But there is a section in society who believe that we can have very serious content for them and they are ready and willing to follow us." (Sales/Marketing Executive.)

"Growing of the fan base is about driving content. You have to keep generating content which is relevant to the group of people you are trying to reach. This is the first stone that has to fall." (Radio Presenter)

Study findings also showed that there is a need for more research, since social media isquite new and very dynamic, because trends also change very quickly and the need to train staff frequently because of the constant changes, to be able to fit in the new digital media era.

"Management should invest in training us because we are not fully equipped. We have the information but it is not enough. For example, selling space on social media platforms is different from traditional media. If I have limited knowledge about social media, I will not sell space." (Sales/ Marketing Executive)

Some respondents also noted that there is a need to sign up for native revenue-generating models like Facebook, instream adverts, Twitter premium, and YouTube partnerprogrammes to increase the revenue base.

2.3 Summary of Findings

The various employees at Galaxy FM radio are knowledgeable about the different

SMPs and how they can be used in the execution of their duties, especially during this era

where traditional media like radio, is losing part of its audience to the new digitalmedia applications.

Findings indicate that the respondents use 7 different SMPs some of the widely used platforms in Uganda, a sign that as technology continues to develop, radio is partly shifting to the digital side so that it can compete favourably in the new media world.

The study also found that due to audience preferences like taste, age and content uploaded on the SMPs, the respondents apart from one, use more than one SMP so that they can serve the audience adequately and also the listeners are now usedto these platforms justified by the over one million followers on the Galaxy FM Facebook page.

The study established that the online audience the youth is not interested in heavy content like politics, health, and religion but they associate more with entertainment newsrelating to artists, music and gossip news, which should be in short format either textor short videos which can easily be digested and followed.

Finally, the study found that the content the audience associates with on the SMPs negatively impacts the revenue which would be generated from these platforms because would-be advertisers, especially the big companies do not want to associate with content, for fear that their brands would be misunderstood.

CHAPTER THREE

CONCLUSIONS AND RECOMMENDATIONS

3.1 Introduction

This study sought to examine strategies Broadcast Media can use togenerate revenue from Social Media Platforms in particular at Galaxy FM radio station. Specifically, the study sought to identify the SMPs used, the engagement/ interaction with the content uploaded on these SMPs and the challenges which barGalaxy FM from generating revenue from its SMPs.

3.2 Conclusions

The first study objective was to explore the SMPs that Galaxy FM radio uploads content onto. Study findings showed that Galaxy FM Radio is aware of how powerful digital media is and the respondents are well conversant with SMPs; 7 of these areused, with Facebook in the lead and the majority of the respondents use more than one SMPs, while on duty because each has its own unique features and the audiences havedifferent tastes and preferences.

The above findings are similar to earlier studies about the impact of social media on the content of radio broadcasting stations in Zambia and Kenya which showed that media people use different SMPs like Facebook, WhatsApp, twitter, Instagram and websites while at work and Facebook ranked highest (Munamwimbu, 2020 & Mwaura,2013).

A study by Karttunen (2017), revealed that in comparison to its competitors, Twitter is favoured because of the real-time communication feature. This finding relates well with a response from one of the radio presenters who stated that to get a response in real time it's best to use Twitter because it's in the moment. Such findings show that media

people have fully understood the specifics of the different SMPs and when and why they should be used in different instances.

Therefore, it is worth noting that Galaxy FM Radio has an edge because it has seven SMPs, which it uses to interact with its online audience. Although some platforms like Facebook have a larger following than others, it would be worthwhile to encourage the audience on the radio to also follow them on the other platforms.

The second objective was to determine the engagement/ interaction with the content uploaded on Galaxy FM SMPs. According to the respondents, different factors such as the type of content, presenters and artists' profiles, format of the content and timing determine the audience's engagement come into play.

These responses are very similar to those in a study about digital natives'consumption habits which revealed that the younger generation in Kenya is more interested in entertainment and less serious news, relating very well with social mediahandlers who stated that social media handles receive huge numbers of notifications and engagement if content is more comical (Owilla et al., 2023)Therefore, Galaxy FM's SMPs can also be competitive and relevant, if content uploaded is entertaining.

Content in the form of short videos and pictures (photos) attracts high engagement in the form of likes, notifications and shares because it is easily digestible. According to Shahbaznezhad et al., (2021), video posts encourage users toactively engage with the posting party, where they give opinions and comments and this correlates well with findings in this study where a respondent stated that such contentis easily broken down and is sharable thus attracting numbers.

Furthermore, content about radio presenters and celebrities brings in more interaction

and visibility on SMPs because consumers of such information are always interested in their lifestyles, dress codes and whatever goes on in their lives. Various respondents also stated that content consumers seriously engage or reshare anyinformation posted about the presenters and celebrities and this also relates very well with findings in Owilla et al. (2023), where respondents who are interested in contenton profiles about celebrities accounted for 61%.

The time when content is posted on the SMPs also highly determines how the audiences engage with it. In the social media world, there are particular times, when content should be posted, which can be referred to as fertile hours. In this study, a respondentstated that between 10 am and 4 pm, interaction with posted content is very high because it is daytime. The reverse is true for posting in the late hours of the night; one should not expect high engagement, corroborating study findings (Kanuri et al., 2018), which showed that posting stories in the morning attracts an increase in link clicks compared with posting in the evening.

In conclusion, it should be noted that the type of content posted on the SMPs,its length, the time of day when it is posted and the language used are some of the key factors to consider as they drive engagement.

The last objective was to identify the challenges Galaxy FM radio faces in the generation of revenue from content uploaded on its SMPs and how they can be addressed. In the

study findings, content posted on the radio's platform was identified as a hindranceto its revenue base, because some advertisers term it as cheeky or unserious, resulting in a snub. Findings by Zhao et al. (2014), are also similar because it was found that proper corporate strategic uses of social media like email, Facebook Twitter, YouTube, LinkedIn, online chat and Flickr are significant predictors of positive corporate revenue.

One of the respondents, a sales /marketing executive, stated that the continuous Algorithm changes in the SMPs are a big hindrance to revenue collection from them. The daily changes in technology are forcing developers of these platforms to always include new features which can match the technology advancement and also attract a huge following. This has made it hard for the sales/marketing team to convince the holders of the advertising budgets, that these changes should be embraced. This relates very well with this study's findings that there is a disadvantage to the constant release of new functions for the different social media platforms.

According to Quintais (2023), with regard to monetizing uploaded content, social media platform owners exercise significant control over how users will benefit and the conditions of operation - an indication that smaller, independent users have lesser control over their content and fewer opportunities to monetize it. This is very similar to a response from the Chief Technical Officer who noted that the copyright restrictions and bureaucratic tendencies from the platform developers and owners are an obstacle to the radio'sefforts in monetizing revenue from content on SMPs.

Respondents offered various strategies Galaxy FM radio can use to generate revenue from its SMPs. The radio has over one million followers on its Facebook page, evidence that they are interested in the content posted. This could help it in generating

revenue as also stated by Stasi (2019) in the study findingsthat the more a social media platform can keep users engaged with content, themore it can sell users' attention to advertisers and earn more profit.

In their research strategies about social media analysis enhancing sustainable knowledge management, Alghamdi et al., (2023) stated that there is a need to identify potential opportunities and challenges on how to utilize advanced SNA techniques and also examine how they can extract and model new emerging knowledge from social networks, which is similar to respondents call for numerous training programs and sessions in technology advancements to enable them to compete favourably in the new digital age.

In conclusion to the last objective, although numerous challenges have been cited, Galaxy can adopt various strategies that suit their organization and audiences and earn some revenue.

3.3 Recommendations

This study established that Galaxy FM Radio is very much aware of SMPs and the associated benefits. SMPs have gained momentum globally over some time andtheir biggest consumers are the millennials and the Gen Zs, who are very tech-savvy. Therefore, Galaxy FM management should intensify efforts in using social media platforms, to enable the radio to increase its online visibility because different consumers appreciate different platforms.

The study also recommends that Galaxy radio management ensure that its staff especially radio presenters, social media handlers and sales/ marketing executives understand the different features of the various platforms and are in a position to use a minimum of 3 SMPs while at work so that they are in a position to serve all listeners efficiently and effectively, because audiences have different tastes and preferences.

The fact that there is usage of SMPs at Galaxy FM is an indication that they are aware of social media and how it can increase the radio's visibility in its target audience.This is also an indication that radio can be in a position to generate revenue from them. However, there is a need for strategic planning to fully understand the challenges, identify workable solutions and thus be able to generate revenue, for the sustainability of the radio business.

PROJECT DOCUMENT

NAME OF THE PRODUCT: Platforms Monetization

WHY THE PRODUCT: Study findings revealed that Galaxy FM Radio uses seven social media platforms to interact with its audience. The platforms include Facebook (Meta), Tiktok, Twitter, (X), WhatsApp, Instagram, YouTube, and LinkedIn and there is engagement between the radio presenters and the listeners, therefore the probability of advertisers using these platforms to sell their goods and services is very high, which could generate revenue for the radio.

WHAT PROBLEM WILL IT SOLVE: Various study findings have shown that there is a decline in revenue generated by traditional media houses, because of the shift in the advertisers' interests to social media. Most advertisers have decided to divide their budgets between traditional and digital media because they have realizedthat there is an audience on social media platforms, where they can advertise theirgoods and services too. Therefore, this investment will help the radio in filling the declining revenue gap.

PROJECT LEAD: The Digital Manager will be the head, who will develop the digital strategy because the product relates to social media digital platforms, where hehas the expertise and will ensure its success. The Digital Manager together with the digital team will be the champions of thePlatforms Monetization product.

BENEFITS OF THE PRODUCT:

- Monetization of the SMPs will be another revenue-generating stream for Galaxy FM. Various studies have shown that there is a lot of money in usingSMPs. If Galaxy FM gets advertisers on these platforms, that is revenue enabling it to sustain business.

- The quality content posted on the SMPs will enable Galaxy FM followers onthese platforms to stay engaged, because they have a sense of loyalty, thus increasing user retention.

- The new product will lead to new job opportunities, thus reducing unemployment through the hiring of staff, because Galaxy FM will be assured ofadditional revenue.

- Due to competition in the social media era, Galaxy FM has to post very exclusive/ unique content on its SMPs to attract new followers and also retain them for longer

- With quality content on the SMPs, Galaxy FM will be in a position to build trustand loyalty among its followers. Loyal followers always bring on board new people and with a large following, the radio will be in a position to sell these numbers to the advertisers, thus increasing its revenue.

IMPLEMENTATION OF THE PLATFORM MONETIZATION PRODUCT:

The platform monetization product will be implemented through Galaxy FM's social media strategy.

During implementation, various stakeholders have to be considered and theseinclude internal and external.

Table 1: List of Stakeholders

INTERNAL STAKEHOLDERS	ROLE (S)
➢ Radio Shareholders. (Directors.)	➢ Decide on whether to venture into the Platforms Monetization project, assess the risks, costs involved and whether there is return on Investment. ➢ Sign partnerships with relevant bodies like U.C.C, Platform owners, personalities like Social media influencers.

➤ Management Team 　◻ General Manager	➤ Responsible for the strategic 　planning, implementation and 　management of the station's 　social media presence. ➤ Develop the social media 　strategy with set goals and 　objectives for SMPs. ➤ Team leader for managing the 　SMPs, hires and aligns staff as 　per their qualifications and

	experience and leads collaboration with the different departments.
◻ Programmes Director	➤ Develop the strategic plan for 　integrating social media into 　Galaxy FM's programming 　strategy. ➤ Oversee content created for 　SMPs and ensure that it is in 　linewith the station's 　audience ➤ Work closely with marketing and 　digital teams to ensure that the 　project's objectives are met.

☐ Digital Manager	➤ Develop a digital strategy, indicating how the station will utilize SMPs to increase visibility and content promotion. ➤ Create engaging content like graphics, a n d videos and work closely with on-air personalities tocreate cross-platform content thatbinds social media with on-air content.

	➤ Track and analyse social media metrics, measure reach and engagement.

☐ Chief Finance Officer	➢ Develop a financial budget for howthe SMPs will be integrated intoGalaxy FM's operations and ensure that they align with the stations' financial capabilities and goals. ➢ Assess ROI on platforms monetization project. That is costs vs benefits. ➢ Ensure that financial aspects relating to social media adhere to the legal and regulatory requirements.
☐ Chief Commercial Manager	➢ Explore opportunities for monetizing the SMPs, through collaboration with advertisers and sponsors. ➢ Create partnerships with other businesses and influencers in the media industry. ➢ Create brand awareness of Galaxy FM's SMPs and be able

	to sell to advertisers and generate revenue.

➢ Radio Employees ☐ Radio presenters (on air personalities).	➢ Create engaging content like interviews, and interactive posts, and promote upcoming shows/ events. ➢ Engage with the followers and respond to their comments, messages, and tweets so that audience feels valued and encourage listeners to join them on SMPs.
☐ Social media handlers	➢ Create teaser posts, videos, post and share behind-the-scenes pictures, to grow a following. ➢ Monitor the performance of Galaxy FM's SMPs and analyse key metrics like reach, engagement, conversion rates to assess SMPs effectiveness.
☐ Sales / Marketing Executives	➢ Contribute insights to the type of content that aligns well with the advertisers and sponsors.

EXTERNAL STAKEHOLDERS	ROLES
	➤ Identify potential partners and negotiate partnership terms and agreements.
➤ Radio listeners	➤ Increase Galaxy Fm's engagement and interaction on SMPs through likes, share, comments in regard to the content posted online. ➤ Contribute to the content creation by sharing their experiences and feedback. ➤ They act as brand advocates by amplifying the station's messages, promote events and expand Galaxy FM's reach.
➤ Financial Institutions (Banks)	➤ Provide loans and investment for technology infrastructure set-up. ➤ Provide financial advisory services to help the radio, manage its resources effectively. ➤ Identify cost effective strategies for platform development and maintenance.

➤ Proprietors of Social MediaPlatforms	➤ Ensure that the content posted the SMPs abides by the set guidelines and policies. ➤ Build a strategic partnership with Galaxy FM Limited, through which they can identify opportunities. ➤ Explore various revenue streams like advertising, sponsored content and subscription models.
➤ Uganda Communication Commission (U.C.C)	➤ Ensure that the platforms and the content posted comply with the licensing requirements and relevant regulations. ➤ Protection of listeners during their interaction with SMPs.
➤ Advertisers	➤ Promote specific online content through targeted advertisers campaigns so as to increase revenue. ➤ Serve as brand partners or sponsors for specific online content.

➢ Competitors (Social media influencers.)	➢ Help the Galaxy FM tap into new demographics, because of their large following.
	➢ Help Galaxy FM in crafting compelling content which leads to increased engagement shares, thus increasing radio's visibility.

WORKING TEAM

Table 2.0:Working Team

Managing Director, Chief Technical Officer and Digital Manager.	Supervise the project implementation
Social Media handlers	Responsible for the Social Media Platforms.
Radio Presenters (On air personalities)	Create engaging content for the SMPs.
Sales/ Marketing Executives	Sell the Platforms and the content therein.
Chief Finance Officer	Monitor the revenue from the SMPs
Legal Officer	Oversee the legal issues pertaining the SMPs

IMPLEMENTATION OF THE PLATFORM MONETIZATION PRODUCT

Table 3: Implementation Strategy

ACTIVITY	HUMAN RESOURCE RESPONSIBLE	DURATION	EXPECTED OUTCOME
1.Study and identify the social media platforms to be used	Chief Technical Officer and Digital Manager.	14 days	Scrutinize the unique features of the different platforms and how best they could be used by the different audiences, so that Galaxy FM can effectively drive revenue while expanding its digital presence.
2. Identification of content to be uploaded on the SMPs	Chief Technical Officer, Social Media handlers, Radio Presenters, Marketing executives	One month	Design a digital strategy that resonates with the target audience.
3.Identification of staff responsible for the SMPs.	Managing Director (MD), Chief Technical Officer (CTO)	One week	Get the best team to execute the various social media platform roles.

	and Digital Manager	45	
4. Training of selected staff	Experienced trainers	2 months	To acquire the relevant skills in creating relevant and engaging content. Acquire skills in marketing the SMPs. To understand their audience better.
5. Copyright issues	Galaxy FM Legal team	3-6 months	To sign partnerships with the owners of the various platforms to avoid litigation.
6. Sampling the product on Galaxy FM communication channels	Chief Commercial Manager	2 months	To understand how the audience is relating to the new product and to fill in the missing links.
7. Rolling out the product to the public	Galaxy team		Revenue generation from the SMPs.

It is important to note that this research study and the implementation strategy for the SMPs Monetization are the core elements to be used in convincing the directors of Galaxy FM of the need to invest in this product for the sustainability of the business and also be in a position to remain competitive in the new digital media era.

To widen its revenue base, it is incumbent upon Galaxy FM Radio management to embark on the implementation of the Platforms monetization product in 2024. Team members have to work in a cycle to avoid missing links, for the products' success.

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APPENDICES

APPENDIX A: Interview Guide for Radio Presenters

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

INTERVIEW GUIDE FOR RADIO PRESENTERS.

1. For how long have you been a radio presenter?

2. What time does your show air on radio?

3. How do you interact with your audience during your show?

4. Which Social Media platforms do you use to interact with your audience most?

5. What type of content do you upload on your social media platforms?

6. Which age group interacts most with your uploaded content, during the radio show?

7. How often does your audience react to the content uploaded on Social media platforms?

8. How does your audience/ followers react to the content uploaded on Social media platforms?

9. Are there any sponsored adverts on Social Media platforms, which run during your show?

APPENDIX B: Interview Guide for Marketing Executives

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

1. Which Social Media platforms, do you use to market Galaxy FM?

2. How do advertisers perceive the idea of marketing their goods or services on
    your social media platforms?

3. Have you undergone any training in regard to use of social media platforms as
    a marketing strategy for Galaxy FM?

4. What kind of content can attract an advertiser to buy space on social media
    platforms?

5. What challenges do you face in selling space on social media platforms?

6. What strategies can Galaxy FM, design to attract advertisers on its social
    media platforms?

APPENDIX C: Interview Guide for Social Media Handlers

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

1. What is your expertise in handling social media platforms for radio?

2. For how long have you been a social media handler at Galaxy FM?

3. Which social media platforms are you responsible for at Galaxy FM?

4. How do you liaise with the radio presenters about the content to be uploaded
   on the social media platforms?

5. How does the audience on the social media platforms react to the content
   uploaded on the social media platforms?

6. Which radio programme is followed most on the social media platforms and
   why?

7. Which social media platform has the most followers and why?

8. What challenges does Galaxy FM face in using social media platforms?

9. As a social media handler, how can you help Galaxy FM generate revenue
   from its social media platforms?

APPENDIX D: Interview Guide for the Commercial Manager

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

1. Which Social media platforms, does Galaxy FM use?

2. Does Galaxy FM generate revenue from these social media platforms?

   If Yes, how?

   If No, why?

3. What Challenges does Galaxy FM face in generating revenue from the social

   media platforms?

4. What strategies can Galaxy FM explore, to generate revenue from its social

   media platforms?

APPENDIX E: Interview Guide for the Digital Manager

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

1. What social media platforms does Galaxy FM use to upload content?

2. How do you identify the social media platforms, on which Galaxy FM uploads
   its content?

3. How do you decide on the content to be uploaded on Galaxy FM's social
   media platforms?

4. How is the engagement of your audience/ followers with the content uploaded
   on the social media platforms'?

5. Have you explored using Social media platforms as another source of revenue
   generation for Galaxy FM?
   If Yes, how?
   If No, why?

6. What challenges does Galaxy FM face in using social media platforms?

APPENDIX F: Interview Guide for the Chief Technical Officer

TOPIC

EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TO GENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS. A CASE STUDY OF
GALAXY FM IN UGANDA.

1. Which social media platforms, does Galaxy FM use?

2. How do you determine the content to be uploaded on the Galaxy FM social
   media platforms?

3. How is the engagement of your audience/ followers with the content uploaded
   on the social media platforms?

4. Does Galaxy FM generate revenue from its Social media platforms?

   If yes, how?

   If no, why?

5. What challenges does Galaxy FM face with using Social media platforms?

6. What strategies can Galaxy FM, explore to generate revenue from its social
   media platforms?

APPENDIX G: AKU Ethics Review Committee Approval Letter

THE AGA KHAN UNIVERSITY
Graduate School of Media and Communications

REF: AKU-GSMC/ERC/2023/EMMLI 005

Date: November 13, 2023.

Dear ESTHER NALUBEGA, WAMALA (Student No. 580157)

**RE: EXPLORING STRATEGIES BROADCAST MEDIA CAN USE TOGENERATE
REVENUE FROM SOCIAL MEDIA PLATFORMS.
A CASE STUDY OF GALAXY FM IN UGANDA.**

This is to inform you that Aga Khan University – Graduate School of Media and Communications
Ethics Review Committee has reviewed and approved your above research proposal. Your approval
period is November 13, 2023, to November 12, 2024, andyour application's approval number is
AKU-GSMC/ERC/2023/EMMLI 005.

This approval is subject to compliance with the following, under the supervision of your two
supervisors:

1. Only the approved documents including the informed consent form and the data collectioninstruments
   will be used.
2. Any changes, made on the approved documents that may increase the risks or affect the welfare or
   safety of the participants or compromise the integrity of the study must be reported to GSMC within the
   shortest time possible. The amended documents will be takenthrough a fresh review and the due
   process of approval.
3. In the event that the research cannot be completed within the one-year approved period, the researcher
   will request for renewal of approval 30 days prior to the end of the approvedperiod.
4. The researcher will be required to submit a comprehensive progress report when applying for renewal
   of approval.
5. Submission of an executive summary report to the GSMC's Ethics Review
   Committee within 90 days of completion of the study.
6. Produce all the data collected using the approved tools as and when required by the Ethics Review
   Committee within the 90 days of completion of your study.

Prior to commencing your study, you will be required to obtain a research permit and otherrelevant
documents from the appropriate regulatory body in your country.

THE AGA KHAN UNIVERSITY

Graduate School of Media and Communications

Please feel free to contact me should you require any further information. Yours

sincerely,

**Prof. George Nyabuga Associate
Dean**