

Ambidextrous Marketing Capability (Exploration Capability and Exploitation Capability) on Consumer Engagement with Radio Stations in Lagos State, Nigeria

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Abstract

The dynamic nature of the radio broadcasting industry in Lagos State, Nigeria, necessitates the adoption of innovative marketing strategies to sustain consumer engagement. Despite the importance of this industry, Digital media alternatives have drawn the interest of many leading to poor customer engagement hence the aggressive need for exploration and exploitation marketing strategies. This study examines the effect of ambidextrous marketing capability (exploration and exploitation) on consumer engagement with radio stations in Lagos State, Nigeria. The study adopted a quantitative research design, employing a cross-sectional survey approach. The population comprises 10,572,734 radio listeners across the 20 selected radio stations in Lagos State used for this study with a sample size of 499 respondents selected using a stratified sampling technique to ensure demographic representation. A structured questionnaire was used for data collection, with constructs validated through expert review and reliability confirmed through Cronbach's Alpha test (all above 0.7). The response rate was 90.2%. Data were analysed using multiple regression analysis for the hypothesis tested at 5% level of significance. The findings revealed that ambidextrous marketing capability significantly affected consumer engagement (Adj. $R^2 = 0.256$, $F(2, 449) = 78.138$, $p < 0.05$). The study concluded that ambidextrous marketing capability significantly affected consumer engagement with radio stations in Lagos State. Based on these findings, it is recommended that radio stations in Lagos state should invest in data-driven marketing, audience segmentation, and digital integration to sustain engagement. Policymakers and industry regulators should also foster policies that support innovation in traditional broadcasting to enhance consumer engagement.

Keywords: *Ambidextrous marketing capability, Consumer engagement, Exploitative capability, Exploration capability, Radio listeners, Radio stations*

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Background to the Study

Consumer engagement plays a critical role in the success of radio stations worldwide. Its adequacy drives sustained listenership, enhances brand loyalty, and increases revenue streams, particularly through advertising and subscriptions. However, in Nigeria, the radio broadcasting industry faces challenges such as declining audience and the shift to digital media platforms, which threaten its relevance and financial stability. This study aims to explore how ambidextrous marketing capability (exploration capability and exploitation capability) can serve as solutions to improve consumer engagement in Lagos State's radio stations. By examining the effect of ambidextrous marketing capability, this research seeks to provide insights into enhancing radio station strategies to maintain consumer loyalty and foster growth in the highly competitive media environment.

In North America, particularly in the United States, consumer loyalty and engagement with traditional radio have declined despite its continued relevance. According to Nielsen's 2024 report, Americans spend over four hours daily on audio, with nearly 70% of this time dedicated to radio. However, this share is shrinking as more listeners turn to podcasts and streaming platforms. Once a medium that reached 82% of adults weekly, U.S. radio now faces stiff competition from digital platforms, leading to noticeable drops in satisfaction and engagement (Chan-Olmsted et al., 2019). Compounding this decline, data from Statista (2024) reveal that while the number of radio stations has remained stable, average listening times have decreased, reflecting diminishing consumer loyalty. Furthermore, the Broadcast Investor's 2022 outlook reported a negative compound annual growth rate in radio revenues, underscoring the financial pressures of declining listenership. In Canada, the trends are similar, with reports like Nielsen's 2023 Consumer Survey and Deloitte Insights' 2024 analysis predicting continued growth in digital audio consumption. The North America Customer Loyalty Report (2022) by Antavo highlights the industry's struggle to adapt loyalty programs to changing consumer preferences, leading to decreased audience retention and satisfaction. These trends indicate an urgent need for innovation and strategic realignment to sustain traditional radio's relevance.

Across Europe, traditional radio stations are struggling to maintain their listenership as audiences migrate toward streaming services, podcasts, and online platforms. According to Statista, the number of radio listeners in Germany, historically one of the leading countries in traditional radio usage, has experienced a notable decline from 65% daily listenership in 2016 to just 47% in 2024 (Statista, 2024). This decline reflects a broader trend of consumer disengagement and dis-commitment, as a 2022 study in Spain revealed that only 45% of respondents trust radio as a reliable medium, compared to 62% in Luxembourg (Statista, 2024; Watson, 2024). Furthermore, the drop-in consumer satisfaction and loyalty is underscored by the BBC's report on radio production costs, which highlights an increase in costs per user hour in the UK from 2023 to 2024, indicating a diminishing perceived value among listeners (Statista, 2024; Fotopoulos, 2023).

The decline in consumer engagement with traditional radio stations across Africa, reflects broader global shifts in media consumption habits. In Kenya, recent industry reports

underscore a sharp decline in consumer engagement with radio stations, largely attributed to the rapid shift towards digital media platforms (Mogambi, 2024). The Communications Authority of Kenya (2024) reveals that daily radio listenership has decreased to 32%, down from 40% in previous years, signalling a significant transformation in media consumption patterns. This decline in engagement is further compounded by a drop-in consumer commitment, as fewer listeners are tuning in regularly, leading to notable adverse effects on advertising revenues and the financial sustainability of radio stations (Alzub, 2023; Shrestha, 2022). Similarly, in South Africa, the Broadcast Research Council's "RAMS Amplify Radio Listenership Report" (2024) highlights a concerning decline in consumer satisfaction and loyalty towards traditional radio stations. The report documents a marginal yet consistent decrease in terrestrial radio audiences, alongside a growing shift towards streaming audio and podcasts, which provide greater convenience and personalization (Broadcast Research Council of South Africa, 2024).

Despite its enduring popularity, radio in Nigeria has faced several challenges that have led to its decline (Otoades, 2024). The emergence of new media platforms, such as television, the internet, and social media, has fragmented the media environment, diverting audiences away from traditional radio. This reflected in reduced consumer patronage, particularly in terms of low engagement, poor commitment, dissatisfaction, and declining loyalty (Arede & Oji, 2022; Uchegbuo & Azubuikwe, 2023). Despite the continued dominance of traditional radio in Nigeria, the rise of digital media has significantly altered listener habits, leading to a marked decrease in both the number of radio users and the average revenue per user (ARPU) (Statista, 2024). The radio broadcasting industry has faced significant challenges in maintaining its relevance, particularly in the current digital era (Nasution & Madya, 2023; Musical Pursuits, 2024). Despite efforts to balance exploration capability and exploitation capability in marketing strategies, radio stations have struggled to keep pace with the rise of digital platforms, resulting in a marked decline in advertising revenue (Jati, 2024; The Business Research Company, 2024). Customer equity, encompassing value equity, brand equity, and relationship equity, has also experienced a downward trend as listeners increasingly migrate to streaming services and podcasts (NAB, 2022; S&P Global, 2024). This shift has negatively impacted consumer engagement, commitment, satisfaction, and loyalty, with many traditional radio listeners opting for alternative audio entertainment options (Phiri & Hossain, 2022; Sande & Pallares, 2022). Consequently, radio stations have seen a reduction in listener numbers and advertising revenues, underscoring the urgent need for innovative approaches to regain and retain their audience (Deloitte Insights, 2024; Hirschmeier et al., 2019).

Ambidextrous marketing capability, which integrates both exploration capability and exploitation capability, plays a crucial role in shaping consumer engagement within the radio broadcasting industry (He et al. 2021). Exploration capability refers to the adoption of innovative strategies that capture emerging market trends, such as leveraging digital platforms and offering personalized content to attract tech-savvy audiences (Onamusi, 2021). On the other hand, exploitation capability focuses on maximizing the value derived from existing resources, such as enhancing traditional programming and nurturing established listener relationships (Ali et al., 2024). However, the industry's challenges, including declining

customer equity and heightened competition from streaming services, underscore the difficulties in effectively balancing these dual approaches (Tariq et al., 2022).

Studies (Li & Li, 2024; Syed et al., 2024; Yunita et al., 2024; Zahoor et al., 2024) have explored the role of marketing capabilities in shaping consumer engagement. However, the specific impact of ambidextrous marketing capabilities comprising both exploration capability and exploitation capability strategies on consumer behaviour remains underexplored, particularly in the Nigerian radio sector. This gap is especially evident in the context of radio stations, where shifting consumer preferences and technological advancements demand a balanced approach between innovation (exploration capability) and optimization of existing practices (exploitation capability) (Endong, 2021). While the importance of consumer engagement in driving loyalty and revenue growth is well established, the dynamic capabilities required to engage listeners effectively remain inadequately understood (Bolu et al., 2023). In Lagos State, Nigeria, radio stations face increasing competition from digital platforms and other traditional media, necessitating a rethinking of marketing strategies to maintain audience attention (Essien et al., 2023). Despite the growing significance of digitalization and content diversification, many radio stations still rely heavily on traditional methods, leaving their engagement strategies misaligned with contemporary consumer expectations (Bello et al., 2020). This misalignment hampers their ability to foster meaningful interactions with their audiences, undermining long-term consumer loyalty and engagement (Nwokedi et al., 2022). Therefore, research on the interplay between exploration capability and exploitation capability marketing capabilities in this sector is urgently needed. Hence the objective of the study was to examine the effect of ambidextrous marketing capability (exploration capability and exploitation capability) on consumer engagement;

To achieve the above objective, a research hypothesis was formulated;

H₀1: Ambidextrous marketing capability (exploration capability and exploitation capability) has no significant effect on consumer engagement.

Review of Literature

This session looks at the conceptual, empirical and theoretical review of related variables of the study.

Ambidextrous Marketing Capability

The term "ambidextrous marketing capability" has undergone extensive exploration and refinement in scholarly discourse, evolving from rudimentary definitions to comprehensive, multifaceted interpretations. At its most basic, ambidexterity in marketing was initially understood as the ability of organisations to simultaneously balance short-term and long-term marketing activities, ensuring operational stability while exploring innovative practices (Mehrabi et al., 2019). However, such foundational definitions often fail to capture the dynamic interplay between exploration capability and exploitation capability that is central to ambidexterity. Scholars like Bucciari et al. (2020) advanced this understanding by emphasizing the role of dynamic marketing capabilities in bridging traditional and entrepreneurial approaches, although the focus on performance metrics sometimes

overshadows process-oriented insights. Stei et al. (2024) further expanded the framework, connecting ambidextrous marketing capabilities to organisational knowledge and agility, underscoring its role in fostering adaptability amidst market turbulence.

The benefits of ambidextrous marketing capabilities are manifold, with implications spanning operational efficiency, innovation, and competitive positioning. Early investigations, such as those by Mehrabi et al. (2019), underscored its role in balancing resource allocation, ensuring sustained performance even during periods of market volatility. This foundational view has since been extended by Buccieri et al. (2020), who noted its significance in fostering entrepreneurial agility. Li et al. (2024) highlighted its temporal benefits, enabling firms to simultaneously address current market demands while investing in future opportunities. Despite its advantages, ambidextrous marketing capabilities are not without challenges. Mehrabi et al. (2019) highlighted the inherent tension in balancing exploitation capability and exploration capability, noting that firms often struggle to allocate resources effectively. Andrade et al. (2024) underscored the psychological strain on managers tasked with reconciling conflicting priorities. Lindsey-Hall et al. (2024) observed that frontline employees may face burnout from constantly switching between tasks. Zahoor et al. (2024) highlighted the risk of strategic misalignment, where overemphasis on one dimension undermines the other. Based on the discussion, ambidextrous marketing capabilities are defined as the strategic ability of organisations to concurrently exploit existing resources and explore innovative opportunities through a balanced integration of human, technological, and organisational systems.

Exploration Capability

The concept of exploration capability within the ambidexterity framework has been defined in numerous ways, reflecting a continuum of perspectives from more constrained interpretations to comprehensive conceptualizations. At its weakest, exploration capability is often associated with the search for novel opportunities without immediate regard for applicability (Radjagoekgoek & Shafiu, 2024). This definition highlights a discovery-oriented approach but lacks clarity on how such opportunities integrate into organisational frameworks. Similarly, Harsono et al. (2024) broaden the understanding slightly, framing exploration capability as the use of creativity in economic activities, but their emphasis on local wisdom limits its generalizability. Zipper-Weber and Mandik (2024) extend this view by incorporating the role of cultural balance in exploration capability, acknowledging its contextual dependency. As the concept evolves, Zhao (2024) contextualizes exploration capability within human resource management, emphasizing the development of capabilities that drive adaptability. Sheng and Saide (2024), however, deepen this understanding by linking exploration capability to leadership roles that facilitate knowledge co-creation and innovation in complex environments.

The benefits of exploration capability are manifold, driving organisational growth and resilience. At the foundational level, exploration capability fosters creativity and innovation, enabling businesses to capitalize on unstructured data (Aishwarya Roy puja et al., 2024). Zighan et al. (2024) affirm its role in sustainable innovation, particularly for SMEs,

highlighting its capacity to address global challenges through localized solutions. A significant limitation lies in its inherent risk and uncertainty, which can destabilize organisations that lack sufficient resources or clear strategic direction (Harsono et al., 2024). Zighan et al. (2024) point to the difficulty of aligning exploratory practices with sustainability goals in resource-constrained settings. Sheng and Saide (2024) note the complexities in fostering a culture of knowledge co-creation, as such endeavours often encounter resistance. Kim et al. (2024) identify a paradox where over-reliance on exploration capability during crises may detract from immediate survival-focused efforts. Similarly, Liu et al. (2024) warn that excessive emphasis on exploration capability can undermine exploitation capability, disrupting established revenue streams. The researchers of this study see the, exploration capability in ambidexterity as the deliberate pursuit of innovative opportunities and capabilities within dynamic systems to foster sustainable growth and resilience while navigating inherent uncertainties.

Exploitation Capability

Exploitation capability in ambidexterity has been conceptualized and examined from diverse scholarly perspectives, with definitions evolving from broad and simplistic understandings to more nuanced, integrative views. Initial conceptualizations often describe exploitation capability as the process of leveraging existing knowledge and resources to optimize efficiency and operational performance, a definition criticized for its narrow focus (Zhao & Gao, 2024). This perspective lacks attention to the dynamic interplay between exploitation capability and other strategic imperatives, such as exploration capability. Subsequent interpretations emphasize the alignment of exploitation capability with incremental innovation and process optimization, recognizing its role in maintaining organisational stability (Fernandes Rodrigues Alves et al., 2023). These views, while functional, inadequately address the complexity of balancing exploitation capability with exploration capability in competitive contexts. More recent studies articulate exploitation capability as a deliberate strategic choice, encompassing activities like refinement, implementation, and routinization, underscoring its importance in sustaining competitive advantage (Sabidussi et al., 2023). The inclusion of behavioural dimensions further enriches this conceptualization, as evidenced by studies linking exploitation capability with decision-making under uncertainty and organisational learning (Tian et al., 2024). The most robust definitions integrate the role of organisational ambidexterity, portraying exploitation capability as a dynamic capability enabling firms to adaptively respond to environmental turbulence while optimizing current operations (Ambulkar et al., 2023).

exploitation capability fosters innovation within established frameworks, facilitating incremental advancements that are essential for market relevance (Strobl et al., 2020). It also supports organisational learning by embedding lessons from past successes into future strategies, enhancing adaptability (Zhong et al., 2022). These benefits collectively underscore its critical role in achieving ambidexterity, particularly when balanced with exploration capability to optimize organisational performance (Zhang et al., 2024). Despite its advantages, exploitation capability in ambidexterity poses significant challenges. Early critiques highlight its potential to engender organisational inertia, as over-reliance on existing routines can stifle

innovation and limit adaptability (Chen et al., 2022). This limitation is particularly pronounced in dynamic industries, where the inability to explore new opportunities can compromise competitiveness (Cao et al., 2024). Following the series of review on this study, the researchers define exploitation capability in ambidexterity as the systematic utilization of existing knowledge and capabilities to enhance operational efficiency and incremental innovation, ensuring organisational stability while complementing exploratory initiatives.

Consumer Engagement

Consumer engagement, a critical variable in marketing and consumer behaviour studies, has been widely discussed in the academic literature with varying perspectives on its conceptualization. Some definitions begin with a narrow focus, considering it simply as consumer interaction with a brand or product (Martini et al., 2024). This interpretation limits engagement to mere participation without considering the emotional or cognitive depth of the consumer's involvement. Moving towards a more comprehensive understanding, other scholars see consumer engagement as a multidimensional process involving emotional, cognitive, and behavioural elements (Kiran et al., 2024). This view highlights the interplay between emotional connection, intellectual investment, and action, making engagement more dynamic. An even more robust definition emerges when researchers examine the role of digital and social media platforms in fostering deeper consumer-brand relationships, emphasizing that engagement is not just a passive reaction but an active, continuous dialogue (Kumar & Upadhyay, 2024). These studies highlight the reciprocal nature of engagement, where consumers influence brand strategies as much as they are influenced. Moreover, an evolving definition acknowledges consumer engagement as a strategic tool for brands to build trust, loyalty, and advocacy, influencing long-term purchase intentions (Meki Munawar et al., 2024).

Consumer engagement offers several advantages that have been thoroughly explored in recent literature. One of the most significant benefits is the creation of brand loyalty, which is rooted in the emotional and cognitive ties that consumers form with brands through consistent engagement (Kiran et al., 2024). This type of engagement fosters a deeper sense of belonging and trust, encouraging repeat purchases and long-term brand allegiance. Another important advantage is the potential for enhanced consumer insights. Moreover, consumer engagement is a catalyst for innovation, enabling brands to gather feedback directly from their most loyal customers. This feedback can lead to product improvements or new product development, aligning brand offerings more closely with consumer desires and needs (Rathi & Jain, 2024). However, the challenges associated with consumer engagement are not insignificant. One of the primary issues is the difficulty in maintaining a consistent and meaningful connection with consumers over time, especially in the face of changing consumer preferences and rapidly evolving digital platforms (Park, 2024). As consumer expectations grow, brands may struggle to meet the demand for personalized and relevant content, leading to engagement fatigue and, ultimately, disengagement. Another major challenge is the increased competition in the digital space, where countless brands vie for consumer attention, making it harder for any single brand to create a unique and compelling engagement strategy (Tadimarri et al., 2024). Having looked at all, consumer engagement is defined as the dynamic, multidimensional process in

which consumers emotionally, cognitively, and behaviourally interact with a brand, leading to deeper brand relationships, loyalty, and advocacy.

Ambidextrous Marketing Capability (Exploration Capability and Exploitation Capability) and Consumer Engagement

The concept of ambidextrous marketing capability, defined by the dual pursuit of exploration capability (innovative initiatives) and exploitation capability (refinement of existing strategies), has been widely recognized for its significant effect on organisational outcomes, including consumer engagement. Yunita et al. (2024) emphasize that achieving ambidexterity requires a strategic perception of human capital to navigate dynamic environments effectively. Their findings suggest that organisations capable of balancing these approaches can adapt to environmental changes while maintaining operational efficiency. Given the context of this study, this balance implies an ability to introduce novel programming ideas (exploration capability) while continuing to optimize well-established formats (exploitation capability) to maintain listener loyalty and attract new audiences.

Zahoor et al. (2024) also underscore the importance of ambidexterity in strategic alliances, noting that the dual approach facilitates both innovation and the leveraging of established competencies, leading to superior organisational performance. For radio stations, this suggests that collaborations with content creators, advertisers, and other stakeholders can enhance consumer engagement by fostering creativity while capitalizing on existing brand strengths. The integrative effect of exploration capability and exploitation capability is evident in Rodrigues Alves et al. (2023), who demonstrate that balancing these strategies fosters successful new product development. This is particularly relevant for radio stations seeking to diversify their programming or adopt new technologies to better serve evolving consumer preferences.

Syed et al. (2024) highlight the critical role of managerial activities in fostering ambidexterity within organisations, particularly through the alignment of information technology resources. Their findings suggest that managerial expertise in harmonizing exploration capability and exploitation capability efforts can significantly enhance performance outcomes, such as consumer engagement. For radio stations, this could mean using advanced audience analytics to identify trends (exploration capability) while optimizing existing marketing campaigns (exploitation capability) to maintain and grow their listener base. Collectively, these studies affirm the positive and significant effects of ambidextrous marketing capability on consumer engagement when appropriately implemented and managed.

While the potential benefits of ambidextrous strategies are clear, their implementation is not without limitations. Sabidussi et al. (2023) warn that in highly turbulent environments, sequentially pursuing exploration capability and exploitation capability may result in suboptimal outcomes compared to a more flexible, integrated approach. For radio stations operating in competitive and rapidly evolving markets, such as Lagos State, this suggests that a rigid application of ambidextrous marketing could undermine its effectiveness. Instead, adopting a dynamic and responsive strategy that aligns with market conditions may be

necessary to achieve desired outcomes. Ambulkar et al. (2023) further highlight the moderating effect of frequent disruptions on the efficacy of exploration capability and exploitation capability. Their findings suggest that in contexts characterized by external challenges, such as technological advancements or economic volatility, the effects of ambidextrous strategies may be diminished. For radio stations, this underscores the need to account for external factors that could disrupt their operations and weaken the anticipated benefits of ambidextrous marketing.

Resource-Based View (RBV)

The Resource-Based View (RBV) emerged as a dominant theory in strategic management through the works of scholars such as Barney (1991) and Penrose (1959). Barney's foundational paper, "Firm Resources and Sustained Competitive Advantage," argues that firms possess resources which, if valuable, rare, inimitable, and non-substitutable (VRIN), can lead to sustainable competitive advantages. The RBV assumes that firms are heterogeneous in terms of their resource endowments and that differences in resource possession and management are central to explaining variance in firm performance. Central to the theory is the premise that the critical sources of a firm's competitive advantage are its internal resources, particularly intangible ones like organisational culture, human capital, and technological capabilities. This contrasts with earlier views of external competitive forces, such as those suggested by Michael Porter, which emphasized industry positioning. The RBV highlights that, internal resources and capabilities, developed over time, can yield superior performance and create barriers to competition.

The RBV has garnered substantial support within the academic community, particularly for its emphasis on internal capabilities as drivers of competitive advantage. Proponents, such as Ployhart (2021), argue that the RBV provides a robust framework for understanding how firms leverage their unique resources and capabilities to outperform competitors. The theory's focus on non-tangible assets, such as knowledge, brand equity, and human capital, aligns well with the increasing importance of intellectual and organisational capital in the modern business environment. Supporters assert that the RBV allows for a more nuanced approach to competitive advantage, emphasizing the firm's ability to utilize and combine its existing resources in innovative ways.

Despite its widespread adoption, the RBV has been subject to several criticisms. One of the main critiques is its vagueness in defining what constitutes valuable and inimitable resources. Critics argue that the concept of resource heterogeneity is often overstated, as many resources that firms consider proprietary or unique may not necessarily lead to long-term competitive advantages. Some scholars, such as Davis and DeWitt (2021), contend that the RBV fails to account for the dynamic nature of resources, as firms must adapt their resources to ever-changing environments. Furthermore, critics point out that the RBV overlooks the role of external factors like market conditions, technological advancements, and institutional contexts, which are essential in shaping competitive advantage.

Methodology

The study adopted positivist philosophy, a deductive reasoning strategy under quantitative research approach employing a cross-sectional survey design. The population comprises 10,572,734 listeners across the 20 selected radio stations used for this study. The sample size of 384 was derived from Research Advisors Sampling Table with 30% attrition rate giving a total of 499'. The respondents were selected using a stratified sampling technique to ensure demographic representation. A structured questionnaire was used for data collection, with constructs validated through expert review and reliability confirmed through Cronbach's Alpha test (all above 0.7). The response rate was 90.2%. Data were analysed using multiple regression analysis and hypotheses was at 5% level of significance.

Analysis

Restatement of Research Objective

Objective: Examine the effect of ambidextrous marketing capability (exploration capability and exploitation capability) on consumer engagement. The research objective for the study was to examine the effect of ambidextrous marketing capability (exploration capability and exploitation capability) on consumer engagement. The respondents were asked to express their opinions on different questions asked in the questionnaire on the ambidextrous marketing capability which varied from exploration capability and exploitation capability. Six-point Likert type scale was used to analyse their responses. These points formed the weights for calculating the score for each item. The findings were presented in various tables followed with an analysis and interpretation. The descriptive statistics for consumer engagement was presented also followed with the interpretations which could not be presented here due to limited pages required.

Hypotheses Testing

This section showed the test of the null hypothesis formulated for this study. In the analysis, the hypothesis was tested using multiple linear regression. Multiple linear regression was computed at 5% significance level to show the multiple linear effect of the ambidextrous marketing capability and consumer engagement adopted in the study.

Restatement of Research Hypothesis H_0 : Ambidextrous marketing capability (Exploration capability and Exploitation capability) has no significant effect on consumer engagement

In the hypothesis, ambidextrous marketing capability (exploration capability and exploitation capability) has no significant effect on consumer engagement. are independent variables, while the consumer engagement was dependent variable. Data for ambidextrous marketing capability were generated by adding together scores of responses from all the items under each practice to generate independent scores for each practice. Data for consumer engagement was generated by adding together the responses of all items under the variable to create the index. The results of the analysis and parameter estimates obtained are presented in the table below:

Table 1: Summary of Multiple Regression Analysis for the Hypothesis

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (2, 449)
450	(Constant)	9.133	6.966	.000	0.001 ^b	0.509 ^a	0.256	78.138
	Exploration Capability	.370	8.094	.000				
	Exploitation Capacity	.262	5.779	.000				
a. Dependent Variable: Consumer Engagement								
b. Predictors: (Constant), Exploitation Capacity, Exploration Capability								

Source: Researchers' Field Survey, 2025

Interpretation

The above table shows the result of the multiple regression analysis for the effect of ambidextrous marketing capability has no significant effect on consumer engagement in Lagos State, Nigeria. The result revealed that exploration capability ($\beta = .370, t = 8.094, p < 0.05$) and exploitation capacity ($\beta = 0.262, t = 5.779, p < 0.05$) both have significant positive effect on consumer engagement towards radio stations in Lagos State, Nigeria. The results of the analysis revealed that the two sub variables of ambidextrous marketing capability (exploration capability and exploitation capacity) used in this study have positive and significant effect on consumer engagement of the selected radio stations in Lagos State, Nigeria. This indicates that exploration capability and exploitation capacity are important predictors of consumer engagement of the selected radio stations in Lagos State, Nigeria.

The correlation R value was 0.509. The value showed that ambidextrous marketing capability has a moderately high positive relationship with consumer engagement. This means that as ambidextrous marketing capability improve, consumer engagement tends to also increase, but the relationship is moderately strong. The $Adj. R^2$ was 0.256 implying that 25.6% of the explained variance in consumer engagement of the selected radio stations in Lagos State, Nigeria was attributable to the ambidextrous marketing capability (exploration capability and exploitation capability) while the remaining 74.4% changes that occurs is accounted for by other variables not included in the model. This suggests that though ambidextrous marketing capability affect consumer engagement, there are other prominent variables that contribute to changes in consumer engagement. This implies that the regression model is a good fit. Thus, ambidextrous marketing capability being the independent variable contributes 25.6% of the consumer engagement in the selected radio stations in Lagos State, Nigeria which is not very effective in reach and performance.

The predictive and prescriptive multiple regression models are thus expressed:

$$CEng = 9.133 + 0.175EMC + 0.152EMC + U_i \text{-----Eqn i (Predictive Model)}$$

$$CEng = 9.133 + 0.175EMC + 0.152EMC + U_i \text{----Eqn i (Prescriptive Model)}$$

Where:

CEng = Consumer Engagement

EMC = Exploration Capability

EMC = Exploitation Capability

The regression model revealed that if ambidextrous marketing capability were held constant (or set to zero), consumer engagement of the selected radio stations in Lagos State will be 9.133, implying that in the absence of ambidextrous marketing capability, consumer engagement will be 9.133. This suggests that if all the independent variables take on the values of zero, there would be 10.653 consumer engagement in the selected radio stations in Lagos State (baseline value). From the predictive model, two dimensions of the ambidextrous marketing capability (exploration capability and exploitation capability) have significant and a positive effect on the consumer engagement. From the prescriptive model, an improvement exploration capability and exploitation capacity would further increase consumer engagement by 0.370 and 0.262 units respectively. These results suggest that exploration capability and exploitation capability are significant predictors of consumer engagement of selected radio stations in Lagos State, Nigeria. These radio stations should implement these variables to improve consumer engagement and enhance patronage.

The F -statistics ($df = 2, 449$) = 78.138 at $p < 0.05$) indicated that the overall model for predicting the effect of ambidextrous marketing capability on consumer engagement. The p -value is less than 0.05, it implies that the effect of ambidextrous marketing capability on consumer engagement is significant and relevant for strategic marketing decisions. Moreover, the results also showed that exploration capability have the highest effect on consumer engagement among selected radio stations in Lagos State, Nigeria followed by exploitation capacity. Based on these results, the null hypothesis (H_0) which states that ambidextrous marketing capability has no significant effect on consumer engagement was rejected.

Discussion of Findings

The findings of this study provide robust empirical evidence that ambidextrous marketing capabilities significantly affect consumer engagement in radio stations within Lagos State. This outcome aligns with the existing literature that underscores the importance of balancing exploration and exploitation capabilities in dynamic and competitive environments (Yunita et al., 2024; Zahoor et al., 2024). The observed significant effect of ambidextrous marketing on consumer engagement corroborates Yunita et al.'s (2024) argument that organisations with the capacity to integrate innovative initiatives while refining existing strategies are better positioned to adapt to environmental uncertainties. The implication for radio stations is that consumer engagement is not merely a function of either innovation or the optimisation of established programming but rather a strategic interplay between the two. However, while this study reinforces previous findings, it challenges the notion of a universally optimal approach to ambidexterity. The contextual realities of radio broadcasting in Lagos State, including market saturation and shifting audience preferences, necessitate a more nuanced application of these capabilities. Sabidussi et al. (2023) caution against a rigid sequential approach to ambidexterity, arguing that such a model may be less effective in turbulent markets. The findings of this study echo this concern, suggesting that successful consumer engagement requires an agile and context-driven strategy rather than a fixed framework of balancing exploration and exploitation capabilities.

The findings further reinforce the role of strategic alliances in strengthening ambidextrous marketing capabilities. Zahoor et al. (2024) highlight the synergistic potential of strategic collaborations, asserting that firms that integrate their innovative pursuits with the leveraging of existing competencies tend to achieve superior outcomes. The present study supports this assertion, as radio stations that actively engage in partnerships with content creators, advertisers, and digital platforms tend to experience higher consumer engagement levels. This reflects the argument by Rodrigues Alves et al. (2023) that ambidexterity fosters successful new product development, an essential factor in sustaining audience interest. However, the findings also introduce a critical perspective: while collaboration enhances consumer engagement, the extent of its impact is contingent on the ability of radio stations to effectively harmonies both exploratory and exploitative strategies. The findings of Syed et al. (2024) provide further insight, emphasizing the role of managerial expertise in fostering ambidexterity. This resonates with the outcomes of this study, which suggest that leadership effectiveness in balancing innovation with the refinement of existing formats plays a pivotal role in determining engagement levels. However, a key departure from Syed et al. (2024) lies in the assertion that technological alignment is the primary mechanism for achieving this balance. While technological advancements undoubtedly facilitate audience analytics and content delivery, this study suggests that human-centred factors, such as audience trust and perceived authenticity, are equally critical in shaping engagement outcomes.

The theoretical implications of these findings are significant, particularly in relation to applicability in explaining ambidextrous marketing strategies and consumer engagement in the context of radio broadcasting. The Resource-Based View (RBV) emerged as a dominant theory in strategic management through the works of scholars such as Barney (1991) and Penrose (1959). Barney's foundational paper, "Firm Resources and Sustained Competitive Advantage," argues that firms possess resources which, if valuable, rare, inimitable, and non-substitutable (VRIN), can lead to sustainable competitive advantages supporting ambidextrous marketing capability tied with customer engagement.

While the literature presents ambidextrous marketing as a strategic advantage, its practical implementation is fraught with challenges. Radjagoekgoek and Shafiu (2024) warn that industry-specific factors influence the effectiveness of ambidextrous strategies, and this study supports their argument. The findings suggest that while ambidexterity enhances consumer engagement in radio stations, its success is moderated by external contingencies such as market volatility, technological disruptions, and shifting consumer behaviours. This aligns with Ambulkar et al. (2023), who emphasize the limiting effects of frequent disruptions on ambidextrous strategies. In the Lagos radio industry, economic fluctuations, regulatory changes, and digital media encroachment all pose challenges to the seamless integration of exploration and exploitation capabilities. This raises questions about the sustainability of ambidextrous marketing as a long-term strategy. Zighan et al. (2024) advocate for sustainable innovation, arguing that strategic flexibility is essential in mitigating the risks associated with a rigid ambidextrous framework. This study reinforces that position, suggesting that radio stations must not only balance innovation and refinement but also maintain strategic responsiveness to market shifts.

Ultimately, the study contributes to the ongoing discourse on ambidextrous marketing by providing empirical evidence of its effectiveness while acknowledging its contextual limitations. The confirmation of previous studies highlights the validity of ambidexterity as a consumer engagement strategy, yet the findings also introduce new dimensions by emphasizing relational value, human-centred engagement drivers, and contextual adaptability. While RBV remains a robust theoretical foundation for explaining these dynamics, its applicability could be further enhanced by integrating complementary perspectives that account for the role of industry-specific and environmental factors. As the radio broadcasting environment continues to evolve, the findings suggest that success in consumer engagement will depend not only on the ability to navigate ambidextrous strategies but also on the capacity to dynamically adjust them in response to emerging challenges. In this regard, managerial acumen and strategic flexibility emerge as indispensable competencies for radio stations seeking to sustain consumer engagement in an increasingly competitive and fragmented media environment.

Conclusion

The findings of this study underscore the pivotal role of ambidextrous marketing capability in shaping consumer engagement towards radio stations in Lagos State, Nigeria. The empirical evidence demonstrates that a balanced integration of exploration and exploitation strategies significantly enhances consumer engagement, reinforcing the necessity for radio stations to adopt dynamic and adaptive marketing approaches. These findings suggest that for radio stations to thrive amidst the growing dominance of digital media and shifting consumer preferences, they must strategically leverage both innovative and traditional marketing practices to foster strong customer engagement.

Recommendations

Based on the findings of this study, the following recommendations are made to help radio stations in Lagos State improve consumer engagement, in an increasingly competitive and digital-driven media environment.

1. Embrace a dual marketing approach for stronger audience engagement.
2. Radio stations in Lagos State need to strike a balance between innovation and refining their existing strengths.
3. On one hand, they should explore new, creative content formats, experiment with digital streaming, and incorporate interactive listener experiences. On the other hand, they must optimize their traditional radio offerings by improving production quality, scheduling, and accessibility.
4. Engaging storytelling, audience-driven content, and cross-platform promotions (e.g., integrating radio with podcasts, social media, and live streaming) can help stations stay relevant and appealing to a broader demographic.
5. The selected radio stations in Lagos State cannot only survive the current challenges posed by digital media but also thrive by creating deeper, more meaningful connections with their audiences if they follow these strategies properly. A forward-thinking, consumer-centric approach will ensure continued relevance, listener loyalty, and sustainable business growth in an ever-changing media environment.

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