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Research Article

Social, Economic, and Technological Barriers of the Music Industry in Cebu Province Through the Lens of Management Functions

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ABSTRACT

This research aimed to investigate the multifaceted challenges faced by music core groups in Cebu Province, analyzing social, economic, and technological barriers. Its primary goal was to propose an innovative management framework for ensuring sustainable growth in the music industry. Utilizing qualitative multiple-case study, this study delved into the complex landscape shaped by challenges for music creators, artists, and organizations. It involved a comprehensive management framework encompassing planning, organizing, leading, and controlling. The study identified themes including navigating professional dynamics, social equity and empowerment dynamics, obstacles in creative pursuits, financial sustainability, economic instability, challenges in technology utilization, and industry adaptation. Various coping mechanisms such as faith, self-care, and community involvement were observed. While the study provided valuable insights, the limited representation of diverse industry positions highlights the need for further research to fully grasp the complexities and challenges of the music industry. The Amplify Cebu Music Management Framework, incorporating TechHarmony Integration, aimed to seamlessly integrate technology into the industry. Tailored interventions addressed leadership development, promotion strategies, artist well-being, creative hubs, education, and government support. The study's insights transcend the local context, offering globally applicable frameworks for fostering inclusive and effective industry development, thereby enhancing social equity and empowerment dynamics. This research presents a comprehensive roadmap for overcoming barriers and enhancing resilience, contributing to a vibrant and sustainable music industry in Cebu while aligning local scenes with global audiences.

Keywords: *Classical management theory, Coping mechanisms, Economic challenges, Management framework, Music industry, Social barriers, Technological evolution*

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Introduction

Adeleke (2009) defines the music industry as the professional endeavors involving creating, endorsing, and commercializing music for amusement and various objectives. Brabec and Brabec (2011) presented a broader interpretation, defining it as a domain within the economy and social sphere, where enterprises and individuals prosper by producing and marketing musical compositions. These definitions highlight the complexity of the music business, covering activities such as producing, distributing, and selling recorded music in various formats as well as marketing live performances. This study also explores diverse revenue streams within the music industry, including concerts, merchandise sales, physical and digital music sales, royalties, and other sources (Pushmin, 2023). These revenue streams contribute to the long-term viability and expansion of the industry. However, the industry is undergoing digitalization, accelerated by the COVID-19 pandemic, leading to shifts in consumer behavior and operational dynamics (Denk et al., 2022). Technological advancements in artificial intelligence and digital platforms have transformed the music ecosystem, presenting opportunities and challenges (Bernstein, 2004). While social media platforms have become prominent in entertainment, traditional brick-and-mortar businesses specializing in music sales have declined.

Moreover, the concentration of the Korean music industry in Seoul poses a challenge for artists from provinces to relocate to cities to achieve success, thereby diminishing local artistic communities (Farooqi, 2021). This study recognizes the need for musicians to adapt to these changes, acquire necessary skills, and navigate the evolving market (Wahl & Ellingson, 2018). Despite obstacles, such as limited commercial acumen, funding, and competition, innovative solutions and support networks are emerging to aid musicians (Jeong & Choi, 2017). Effective management practices, including planning, organizing, leading, and controlling (POLC), are essential for navigating the complexities of the music industry (Wyszomirski & Chang, 2017). These functions enable strategic decision-making, resource allocation,

and goal achievement. This study acknowledges the influence of technological, social, and economic factors on the music industry's development (Cwynar & Fauteux, 2020). By understanding these frameworks and employing POLC management concepts, stakeholders can drive positive change, promote local-global relationships, and ensure the long-term viability of the industry (Tigre Moura & Maw, 2021).

Drawing on the researcher's background as a professional industrial engineer and singer in Cebu Province, this study aimed to enhance the music industry in Cebu Province by comprehensively analyzing and implementing management strategies to overcome barriers, optimize facilitative practices, develop coping mechanisms, establish a robust management framework, and implement specific recommendations to support the growth and sustainability of the local music industry. By collaborating with industry stakeholders and policymakers, this study seeks to address social, economic, and technological barriers, fostering the industry's development, cultural vitality, and economic resilience in alignment with Republic Act 11904 of 2022.

As shown in Figure 1, this study delves into the symbolic representation of the whole note in music to address the multifaceted challenges facing the music industry in Cebu province, encompassing social, economic, and technological barriers, through the lens of management principles such as planning, organizing, leading, and controlling. Just as the whole note comprises various musical elements, such as pitch, rhythm, and length, the collaboration of music creators, artists, and organizations within the industrial ecosystem contributes to its harmony and continuity. In this conceptual framework, planning involves identifying and integrating solutions to social, economic, and technological disparities akin to the comprehensive nature of the entire note. Organizing represents the connectivity depicted in the note: coordinating efforts to facilitate collaboration, addressing technological gaps, and fostering social support networks. Leadership, symbolized by the unbroken structure of the whole note, requires uniting diverse stakeholders towards common goals, driving policy adjustments, fos-

tering a community, and leading technical advancements. Control mechanisms ensure the ongoing assessment and modification of implemented solutions to maintain industry cohesion amid ongoing challenges, mirror continuous control, and preserve harmony within the sector. The symbolic portrayal of the whole note emphasizes the need for a holistic approach to address the industry's complexities, providing valuable insights for stakeholders. Artists, professionals, industry executives, and governments can use this framework to navigate challenges effectively and foster collaboration, innovation, and targeted support. For

students and researchers, the note serves as a metaphor for the necessity of thorough scholarly research and academic contributions to understand and address industry challenges. Academics are crucial in promoting industry harmony through insights and empirical data, thereby impacting legislation and industry practices. Overall, the paradigm underscores the importance of unity, collaboration, and cooperative efforts among diverse stakeholders to address challenges and advance the long-term growth of the music industry in Cebu Province.

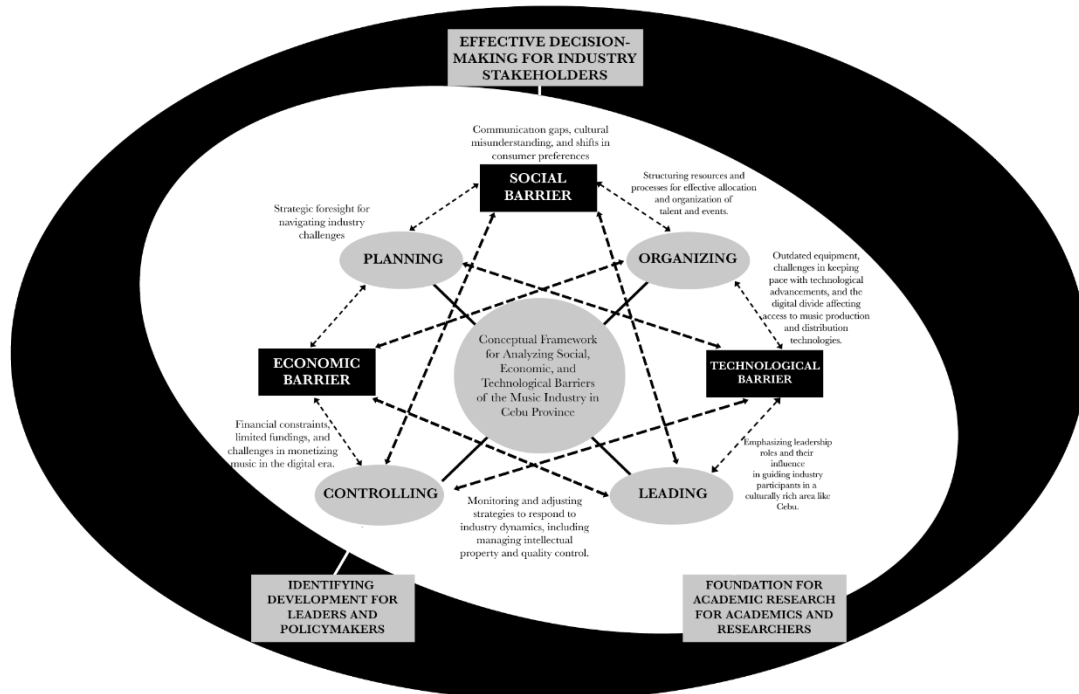


Figure 1. Conceptual Framework for Analyzing Social, Economic, and Technological Barriers of the Music Industry in Cebu Province

Source: Author's developed conceptual framework.

Methods

This study used a qualitative multiple-case approach, facilitated by Delve's qualitative data analysis program, to explore the significance of Cebu Province in the Philippine music industry. It emphasizes the province's diverse musical traditions and cultural influence. Key informants in the music industry, including music producers, artist managers, singers, bands, musicians, governmental entities, and record labels, provided insights through purposive sampling

and face-to-face interviews, aiming for a sample size of six to twelve key informants to achieve saturation, as recommended by Clarke and Braun (2013), Fugard and Potts (2015), and Guest et al. (2006, 2020). This approach ensures rigorous analysis and yields significant results. The validation procedure of this study incorporated the expertise of a research specialist, communications professional, and a music industry expert. The collective endeavor

produced a comprehensive and diverse interview guide that would generate valuable insights into the primary challenges and concerns of the music industry.

Table 1. Target Sample Size of Key Informants

Data Type	Music Core Groups (Key Informants)	Sample Size (n)	Description	Identifiers
Interviews	Music Creators (MC)	8	music producer (MP)	CMP ₁ , CMP ₂ , CMP ₃ , CMP ₄ , and CMP ₅
	Artists (A)	12	artist manager (AM) singer (S) bands (B) musician (M)	CAM ₁ , CAM ₂ , CAM ₃ AS ₁ , AS ₂ , AS ₃ , and AS ₄ AB ₁ , AB ₂ , AB ₃ , AB ₄ AM ₁ , AM ₂ , AM ₃ , AM ₄
	Organizations (O)	5	government (G) record label (RL)	OG ₁ ORL ₁ , ORL ₂ , ORL ₃ , ORL ₄

Source: Author’s classification of key informants.

Results and Discussion

This study delves into the multifaceted challenges faced by core music groups, focusing on POLC management strategies to advance the music industry in the Cebu Province. It examines barriers across social, economic, and technological domains by analyzing facilitators and

hindrances. This study highlights adaptive coping mechanisms and intricate dynamics among core groups through a cross-case analysis. It aimed to elucidate the challenges and offer actionable recommendations, contributing to the sector's vibrancy and prosperity in Cebu Province.

Table 2. Key Informants Demographics

Music Core Groups	Key Informants	n	Years of Professional Experience		
			5 to 10 years	11 to 20 years	20 years and above
Music Creator	Music Producers	5	20%	40%	40%
	Artists Manager	3	33%	33%	33%
Artists	Singers	4	25%	25%	50%
	Bands	4	25%	50%	25%
	Musicians	4	25%	50%	25%
Organization	Record Labels	4		50%	50%

Source: Author’s calculations based on the inclusion criteria.

Barriers Experienced by the Music Core Groups

Table 3. Barriers Experienced by the Music Core Groups

Key Informants	Barriers	Sub-Theme	Emerging Themes
Music Creators	Social	Professionalism and Interpersonal Skills	Navigating Professional Dynamics
		Diversity and Cultural Dynamics	
Music Creators	Economic	Social Pressure and Stagnation	Financial Sustainability in Business Operations
		Financial Limitations and Resource Constraints	
		Pricing Dynamics and Valuation Challenges	
		Costs and Expenditures	
		Earnings, Compensation, and Payment Issues	
		Intense Industry Competition	

Key Informants	Barriers	Sub-Theme	Emerging Themes
Artists	Technological	Piracy and Copyright Infringement	Challenges and Ethics in Technology Utilization
		Adoption and Adaptation to Technology	
		Equipment Reliability and Studio Setup	
		Technical Skills and Software Utilization	
	Social	Technological Disparity	Social Equity and Empowerment Dynamics
		Access and Support	
		Advocacy and Empowerment	
		Interpersonal Dynamics	
		Inequality and bias	
	Economic	Impact on reputation	Economic Instability in Professional Pursuits
Income Challenges			
Negotiation Hurdles			
Limited Resources and Financial Constraints			
Technological	Diversification and Stability	Technological Evolution and Industry Adaptation	
	Talent Valuation		
	Technical Knowledge and Skills		
	Equipment and Instrumentation		
	Production and Quality Standards		
Organizations	Social	Technology and Online Presence	Navigating Obstacles in Creative Pursuits
		Challenges in Communication	
		Piracy and Competition	
		Challenges in Pursuing Creative Careers	
	Economic	Social and Cultural Perceptions	Navigating Economic Realities in Business
		Personal and Familial Challenges	
		Societal and Industry Biases	
	Technological	Financial Viability and Sustainability	Technology Evolution and Access in Modern Practices
Regulatory Impact			
Market Dynamics and Sales			
		Resource Accessibility and Adequacy	
		Technological Advancements and Impact	

Source: Author’s identified barriers experienced by the music core groups.

The study uncovered various barriers experienced by music creators in Cebu Province, focusing on the social, economic, and technological dimensions. Social barriers were illuminated through the theme of Navigating Professional Dynamics, thereby shedding light on the challenges faced by music producers and artist managers. For producers, evolving roles and technological advancements (Zager, 2021) have disrupted the dynamics of traditional studio (Campelo, 2019). Ambiguity in producer roles (Blake, 2009; Moorefield, 2010) has compounded contractual agreements and technical management challenges. Artist managers

encounter diverse roles and identity regulation complexities (Szostak & Sułkowski, 2020), and artist decisions influence managerial conduct. Economic barriers underpinned by Financial Sustainability in Business Operations highlight limited funds and industry transformation (Holt, 2010). Declining recorded music profits (Gateau, 2014; Tschmuck, 2012) and digital piracy threats (Le, 2019; David, 2009) have shifted the focus to live performance (Kusek et al., 2005; Connolly & Krueger, 2006). Technological challenges, encapsulated in Challenges and Ethics in Technology Utilization, underscored digital piracy and ethical dilemmas

(Marshall, 2015). The convergence of technology and industry demands ethical decision making (Aguilar & Waldfoegel, 2018; Borja et al., 2014), necessitating legislative frameworks and ethical education (Rogers, 2013).

In the vibrant music scene of Cebu Province, artists encompass singers, bands, musicians, and grapples with a plethora of social, economic, and technological barriers. Social challenges, encapsulated by the theme of Social Equity and Empowerment Dynamics, include a lack of support and resources, limited exposure, and struggles for representation in decision-making spaces (Behr et al., 2016). Gender biases and familial opposition compounded these challenges, whereas generational divides and age biases complicate artists' experiences (Webster et al., 2018). Various authors underscore the importance of social and cultural values in understanding these challenges, emphasizing the significance of social networks, inclusivity in live music scenes, and familial support (Grazian, 2009; Zwaan et al., 2009). Additionally, the perception of music as a privilege and the competitive nature of the industry pose hurdles for artists needing exceptional talent or industry navigation skills (Barata & Coelho, 2021). Economic barriers, encapsulated by Economic Instability in Professional Pursuits, present artists with income uncertainties, negotiation hurdles, and limited resources (Haynes & Marshall, 2018). Economic barriers, encapsulated by Economic Instability in Professional Pursuits, present artists with income uncertainties, negotiation hurdles, and limited resources (Haynes & Marshall, 2018). The nature of the gig economy of the music industry, compounded by digitalization, offers independence and exposes artists to financial uncertainties (Milam, 2019). Discrepancies in average hourly wages between countries and a lack of income growth for artists globally highlight the severity of economic challenges (Bureau of Labor Statistics, 2022; Webster et al., 2018).

Moreover, shifts in audience preferences, rising rental costs, and inadequate investments from record labels exacerbate financial instability (Victoria, 2011; House of Commons Digital, Culture, Media, and Sport Committee, 2019). Technological barriers, captured by Technological Evolution and Industry

Adaptation, arise from the transformative impact of digital advancements, streaming platforms, and online distribution channels (Couldry & Hepp, 2018). Although technology offers opportunities for exposure and expression, it also erects barriers that demand relentless adaptation (Balbi & Magauida, 2018). Challenges include defining music genres, distributing content, and navigating revenue generation complexities from streaming services (Gillespie, 2010). Additionally, inadequate sound equipment in venues and challenges in achieving optimal room acoustics affect the quality of life (Petrescu, 2008; Adelman-Larsen, 2014).

In Cebu Province's music industry, organizations face a confluence of societal, governmental, and record label-related barriers encapsulated by the theme of Navigating Obstacles in Creative Pursuits. These barriers include perceiving music as an uncertain profession, lack of parental support, stereotypes, and gender bias (Lam et al., 2015; Ellemers, 2018). Similar to organizational downsizing and temporary contracts, job insecurity impacts artists' mental and physical well-being, echoing broader organizational challenges (De Cuyper et al., 2012). Parental support is crucial, with studies highlighting its pivotal role in children's musical development (Creech 2010). Implicit biases in the industry, including gender roles and genre preferences, influence decision-making processes within organizations (Ellemers, 2018; Brownstein, 2017). Sexism and gender biases manifest in hostile behaviors, impacting women's acceptance and advancement in the field (Barreto et al., 2010). Economic barriers, epitomized by Navigating Economic Realities in Business, include contractual restrictions imposed by major record labels and inconsistent amusement taxes on music events in the Philippines (RIAA, 2023; Casiño, 2010). Independent music production offers opportunities, but requires adaptive strategies to shift consumption dynamics (Galuska & Bystrov, 2014; Nordgård, 2018). Technological barriers, highlighted by Technology Evolution and Access in Modern Practices, include debates on digital progress, concerns about the impact of AI-generated music on human creativity, and uncertainties about copyright and legal implications

(Hesmondhalgh, 2018; Deahl, 2019; Intercontinental Music Awards [ICMA], 2023). Ancillary barriers, including government and policy-related, external and industry-related, educational and knowledge-related, cultural, mental, health-related, and well-being, logistical, promotional, and personal challenges, collectively complicate the music landscape in Cebu Province, necessitating comprehensive strategies and collaborative efforts for sustainable growth.

Practices that Facilitate and Hinder the Planning, Organizing, Leading, and Controlling Management Among the Music Core Groups

Management of POLC practices in the music industry involves a complex interplay of factors that facilitate and impede progress, encompassing producers, artist managers, singers, bands, musicians, and organizations. Social, economic, and technological barriers contribute to this intricate situation, and shape the application of management techniques. Examining these barriers reveals gaps in planning within social, leading economic and technological barriers, underscoring the unique nature of music creators' work. Despite these gaps, the absence of certain practices and obstacles highlights the intricate and individualized nature of music creation within the industry. Notable gaps in the technological barrier section indicate artists' challenges in navigating technology, deviating from standardized management practices. Engaging in POLC functions presents a blend of challenges and opportunities for entities, such as government agencies and record labels, reflecting adherence to conventional organizational frameworks. Weirich et al. (2008) emphasized the foundational role of management in the music industry by integrating conventional managerial philosophies with music domain intricacies. Effective planning, as highlighted by DuBrin (2012) and Tilly (2013), aligns goals and strategies, whereas organizational management, as outlined by Tilly (2013) and Byrnes (2009), plays a crucial role. As explored by Holdford (2003), leadership

practices affect both creative output and industrial adaptability. Control, which is vital for management, plays a diverse role, impacting music creators, artists, and organizations amid challenges that require careful management by industry leaders and stakeholders (Allen, 2018; Janke et al., 2016; Chow, 2020; Majeed, 2021).

Coping Mechanisms of the Music Core Groups

Music producers and artist managers face multifaceted social, economic and technological challenges. Pursuing dominance and distinction requires a unique blend of inherent ability, expertise, and unwavering dedication, echoing insights from Fernández-Company et al. (2022). Coping mechanisms have emerged as crucial tools for resilience against stress, a demanding lifestyle, and social isolation, emphasizing perseverance as a critical quality. Strategies such as faith, self-care, diversion, and community involvement have been highlighted by various scholars, including Seligman (2018), and Yağışan and Arslan (2014), to facilitate joy and satisfaction in the industry. Economically, the strategic coping methods described by Miller and Lessard (2001) and negotiation skills emphasized by Shonk (2023) influence outcomes, whereas adaptation to rapid technological evolution demands resilience and flexibility (Hanna, 2007). Artists encompassing singers, bands, and musicians employ diverse coping mechanisms to navigate challenges and balance musical mastery and industry pressures, as highlighted by Fernández-Company et al. (2022) and self-esteem, as influenced by Kruse (2012) and Swart (2016). They adeptly manage economic challenges, prioritize passion over monetary rewards, and embrace technology, highlighting their commitment to flourishing in the ever-evolving music industry. Government bodies and record labels employ education, online platforms, and collaboration with technical professionals to adapt to changing circumstances and utilize digital technology for competitive advantages, as discussed by Aprikian and Dekker (2020) and Rutter (2016).

Developed and Proposed Management Framework to Enhance the Music Industry in Cebu Province

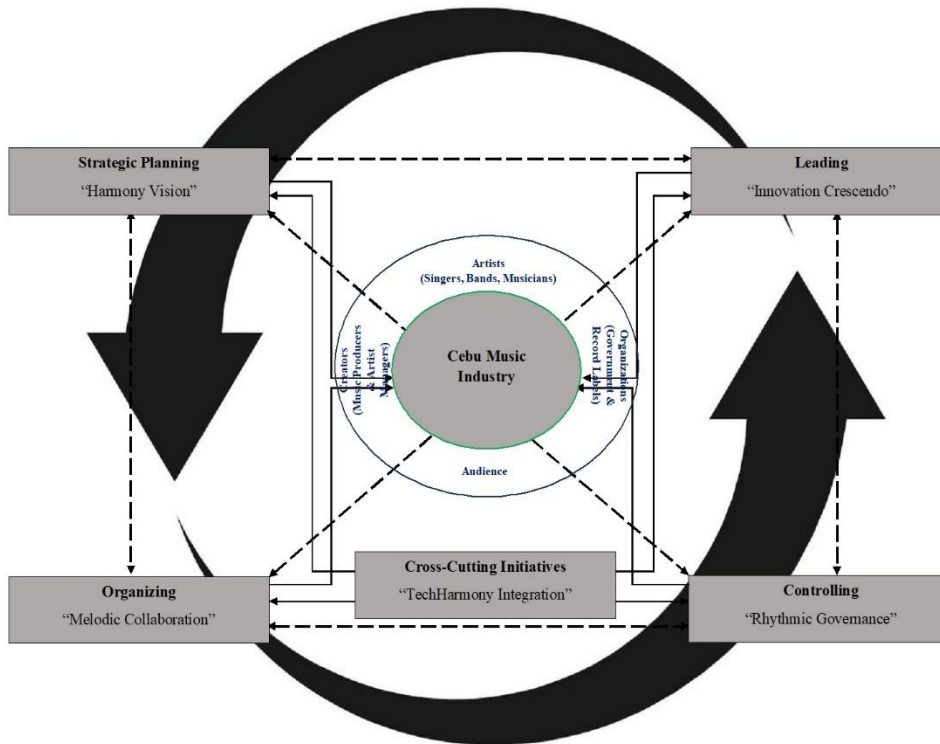


Figure 2. Amplify Cebu Music (ACM) Management Framework
 Source: Author’s developed management framework.

As depicted in Figure 2, the ACM Management Framework represents a comprehensive and strategic approach to enhancing the vibrancy and sustainability of the music industry in Cebu Province. Grounded in classic POLC management functions, this framework addresses social, economic, and technological barriers that hinder industrial growth. The Harmony Vision in the Planning component provided a strategic vision, while the organizing function, Melodic Collaboration, fostered unity, and shared resources among artists. Leadership development and innovation promotion are central to the leading function represented by Innovation Crescendo as well as the controlling function, Rhythmic Governance, ethical standards, and accountability. A cross-cutting initiative, TechHarmony Integration, was introduced to infuse technology into the industry, encompassing digital distribution platforms, digital literacy training, blockchains for transparent royalty distribution, and virtual collaborative spaces. Digital distribution

platforms and social networking services, as highlighted by Kenney and Zysman (2016), Langley and Leyshon (2017), Srnicek (2017), Graham (2017), and Smith (2019), have been acknowledged as disrupting global cultural industries. Dai and Vasarhelyi (2017), Panay (2016), and Koltay (2011) emphasized the integration of blockchain technology and fostering digital literacy among industry stakeholders. The framework also underscores the importance of virtual collaborative spaces, technological evaluation, and adoption in ensuring that the music industry remains at the forefront of innovation. The interconnected arrows in the visual representation of the framework highlight the dynamic relationships between the management functions, thereby forming an evaluation loop for continuous feedback and adaptability. Stakeholder involvement is central to the framework, with creators, artists, organizations, and audiences playing integral roles in influencing industry trends and ethical

standards. Overall, the ACM Management Framework aims to magnify and elevate Cebu's musical identity, foster a vibrant and amplified

music ecosystem that embraces diversity and technology, and resonates with local and global audiences.

Interventions to Support the Music Industry

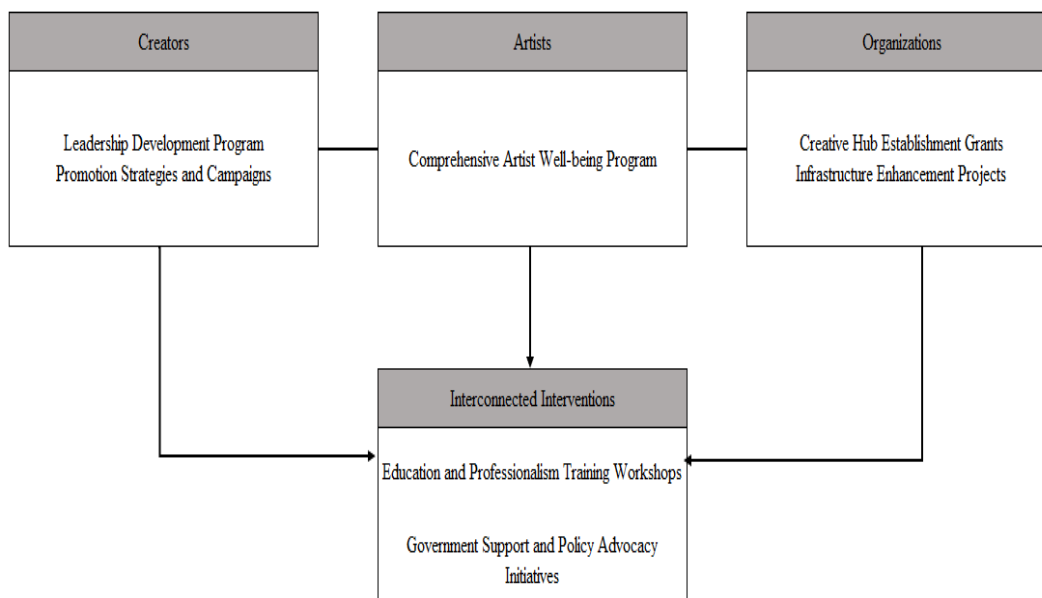


Figure 3. Specific and Interconnected Interventions to Support the Music Industry

Source: Author's identified specific and interconnected interventions.

The recommended interventions for enhancing Cebu Province's music industry, as depicted in Figure 3, offer a tailored strategy to address the specific needs of creators, artists, and organizations. The Leadership Development Program targets individual and collective leadership deficiencies, aiming to cultivate influential figures and promote industry cohesion. Drawing on the insights from Day et al. (2021), this initiative navigates challenges and fosters economic growth. Promotion Strategies and Campaigns, inspired by Lahutina (2010), Yakymiv (2012), Scolari (2009), and Zeiser (2015), leverage modern promotional approaches by encouraging local businesses to integrate Cebuano artists' songs and engage in cross-platform promotions, enhancing visibility and audience engagement through digital platforms. The Comprehensive Artist Well-Being Program, informed by Otake and Wong (2014), and the literature on financial literacy by Lusardi and Mitchell (2014) and Usama and Yusoff (2019), addresses financial literacy, fair treatment, health initiatives, and safety nets,

contributing to a fair and sustainable music business environment. Creative Hubs and Infrastructure Enhancement Projects influenced by the Participatory Creative Music Hub model (Campbell & Hron, 2023) and successful urban planning creative hubs (Boswinkel & van Meerkerk, 2023; Dovey et al., 2016) foster creativity and community bonds through collaborative space. Education and Professionalism Training Workshops, drawing from global research (Ballico & Foran, 2023; Evans, 2013; Hennekam et al., 2019; Everts et al., 2021), address knowledge disparities and aspire artists to navigate competitive industries. Government Support and Policy Advocacy Initiatives, informed by examples from Korea and Japan (Beeson, 2009; Holroyd, 2019; Rhee, 2014; Otmazgin, 2020), aim to involve the government in industry support through standardization, collaboration, and network facilitation, thereby contributing to economic and cultural growth. Together, these interventions form a comprehensive framework that addresses diverse challenges, including personal and professional

development, promotional strategies, well-being, collaborative spaces, education, and government support, with the aim of creating a sustainable and thriving local music ecosystem in the Cebu Province.

Conclusion

The music industry is a complex environment shaped by societal, economic, and technological challenges spanning various governmental, cultural, and personal issues. Collaboration, strategic planning, and ethical use of technology are crucial for navigating these complexities. Management practices emphasize personalized music creation, effective planning, and balancing control with creative autonomy. Coping mechanisms such as faith, self-care, and community involvement are essential for building resilience. The ACM Management Framework proposes interventions, such as leadership development, promotion, artist welfare, and education, to enhance Cebu's music industry. Further research is needed to comprehensively understand this industry. This study provides a basis for stakeholders to develop targeted initiatives for achieving long-term growth. The implications extend beyond Cebu, offering insights applicable to music ecosystems worldwide, with the potential to transcend limitations and flourish as dynamic hubs for local and global audiences. This study examines Cebu's music ecosystem and proposes the implementation of the ACM Management Framework to address its challenges. It suggests targeted interventions, such as leadership development, promotion strategies, artist welfare initiatives, creative hubs, education programs, and professional workshops. By integrating this framework with the interventions outlined in Republic Act No. 11904, it aims to empower the Creative Industries Development Council to support Cebu's music scene effectively. This collaborative approach can enhance the growth and sustainability of Cebu's music industry and contribute to its creative economy. The study identifies areas for future research to deepen understanding and support the resilience and expansion of musical ecosystems, such as Inclusive Exploration of Industry Roles and Audience Perspectives, Comparative

Analysis Across Music Ecosystems, Longitudinal Studies on Intervention Effectiveness, Exploration of Technology Integration, In-depth Analysis of Coping Mechanisms.

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