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Is this a family business? Effectiveness of implementing family businesses branding strategies on a radio platform

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Abstract

Understanding how family firms can use their family image to their advantage in communication strategies is an opportunity for business continuity. This study identifies the effects of family hotels' corporate brand strategy through radio advertising on customer perceptions and attitudes using family image communication literature and radio advertising research. Online experiment using radio ads from these hotels and a survey of 1002 participants from Chile and Spain were conducted. The results suggest that strategies improving the firm's ability to communicate the family image results in better consumer response in terms of expectation, perceived quality, visit intention, and willingness to pay more. We conclude that radio ads are an effective channel for communicating family firm images. Managers can take advantage of monetizing the benefits of family firm images through radio ads.

1 | INTRODUCTION

Building a brand based on the firm's family image provides opportunities for differentiation and positioning the firm based on unique resources, such as family history, tradition, and experience (Botero et al., 2019; Deephouse & Jaskiewicz, 2013; Rovelli et al., 2022). However, the term "family firm" could engender both "positive and negative" associations among receivers (Botero et al., 2018; Sageder et al., 2018). In addition, family firms can use multiple media platforms to gain consumer attention; however, each option (e.g., radio, TV, online) has advantages and disadvantages (Binz et al., 2018; Obermayer et al., 2022; Stammerjohan et al., 2005; Voorveld, 2011). The literature on family firms identifies different branding strategies to do it (Beliaeva et al., 2022; Blombäck et al., 2011; Kahlert et al., 2017; Micelotta & Raynard, 2011); though, it is not clear which

of them is more effective in improving the consumer response. Importantly, radio is an affordable and effective media platform (Pedreño-Santos & Garcia-Madariaga, 2022; Stafford & Day, 1995); however, no research has studied how this platform can be more effectively managed to implement brand strategies in family firms. Hence, it is important to learn how a family firm can effectively communicate its image through a radio platform.

Family firms are concerned in enhancing their reputation as a way to preserve the family's socioemotional wealth (Alonso-Dos-Santos et al., 2020; Berrone et al., 2010). Research on family firms suggests that they have a reputational advantage compared to their non-family counterparts (Arzubiaga et al., 2022; Deephouse & Jaskiewicz, 2013; Van Gils et al., 2019). Particularly in the hotel industry, recent research indicates that family ownership and management positively influence firms' online reputation (Diéguez-Soto et al., 2017; Ibáñez et al., 2022).

Similarly, other empirical results confirm a positive response from consumers when firms promote themselves as family owned (e.g., Alonso-Dos-Santos et al., 2019, 2020; Beck & Kenning, 2015; Beck & Prügl, 2018; Ibáñez et al., 2022; Lude & Prügl, 2018).

Radio is considered an affordable media platform for implementing branding and communication strategies (Michelon et al., 2020; Sharp, 2017). Additionally, radio ads represent a particularly interesting option for communicating the family image of a firm because they can stimulate emotions better than visual media platforms, which are considered more rational (Leong et al., 1998; Lezama-Espinosa & Hernandez-Montiel, 2020; Voorveld, 2011). However, as research on radio ads remains limited, it is unclear which elements (e.g., explicitness of the family connection, music, time in ads, or others) can be manipulated to enhance the effectiveness of communicating the family image. Furthermore, in relation to the assessment of consumer response toward stimuli, studies regarding communicating a firm's family image have assessed buying intention as the final response (e.g., Alonso-Dos-Santos et al., 2020; Beck & Prügl, 2018); however, no research has assessed consumers' responses in relation to willingness to pay. Thus, to contribute to closing this gap, this study aims to answer the question of how corporate brand identity strategies and advertising duration influence the ability to communicate a family brand image when implemented on a radio platform. Furthermore, how do they influence consumers' responses in terms of expectation, perceived quality, visit intention, and willingness to pay more?

To answer these questions, we conducted an online experiment based on hotels' radio advertisements and a survey assessing the variables of interest using a sample of 1002 participants. This experiment included the recording of radio ads and a questionnaire which was applied through Toluna Global Panel Community. Hotels were selected because a significant proportion of firms in this sector are family owned and managed; however, non-family firms are also part of this industry (Camilleri & Valeri, 2021; Diéguez-Soto et al., 2017; Merino et al., 2015). The results confirm that a strategy, which communicates the family image of a firm more openly (e.g., family preservation instead of family subordination), and ad length positively influences the perception of the family firm's image. This, in turn, has a positive direct and indirect influence on consumer responses in terms of expectations about the hotel, perceived quality, and visit intention. We do not confirm a direct influence of family firms' image on willingness; however, an indirect influence through expectations about the hotel and perceived quality is confirmed. Thus, this study makes at least three contributions. First, it contributes to the literature on family business branding by testing the effectiveness of the strategies identified by Micelotta and Raynard (2011) in communicating family image. Second, we also contribute to the family firm image communication literature (e.g., Alonso-Dos-Santos et al., 2020; Beck & Prügl, 2018), showing that the family image differs in their ability to improve consumer response depending on which perception/attitude is assessed. Finally, it also contributes to the marketing literature, particularly on media platforms (Asamoah & Kusi, 2021; Kang et al., 2020), as the research examines how the mentioned strategies can be integrated within a radio ad to achieve the desired response.

This paper is organized as follows. Section 2 presents the theoretical framework and hypotheses development. Section 3 explains the method, and Section 4 presents the research results. Section 5 discusses the research findings and states the main conclusions of this work. Finally, Section 6 explains the study's contributions to theory and practice and acknowledges study limitations, which provide opportunities for further research.

2 | THEORETICAL FRAMEWORK

2.1 | Branding a family firm on a radio platform

A brand is a set of distinctive associations that allows differentiation in the marketplace (Dzyabura & Peres, 2021; Keller & Lehmann, 2006; Schmitt, 2012). In family firms, branding strategies can be leveraged for unique and idiosyncratic resources (Beck et al., 2020; Deephouse & Jaskiewicz, 2013). It can be a source of advantage for these firms; however, doing it efficiently is complex as the term "family firm" does not always relate to positive attributes (Botero et al., 2018; Sageder et al., 2018). Furthermore, family managers should be aware that building a brand based on their family image leaves the family exposed in case of communication mistakes, something the family would prefer to avoid (Cuevas-Lizama et al., 2021).

Lude and Prügl (2018) suggest that it is highly likely that customers use the family image of an enterprise as a base to evaluate the brand (commonly unknown) of a given firm; however, using its family image can be costly and risky for a family firm. Therefore, in its branding strategy, a family firm must decide what and how much information about its family identity should be exposed (Beliaeva et al., 2022; Binz et al., 2018; Gallucci et al., 2015; Kahlert et al., 2017). Thus, a family business brand can move between two extreme points with combinations of partial integration and partial segmentation of its family and business identities/images (Sundaramurthy & Kreiner, 2008; Zhang & Rowan, 2022). This includes family history, values, philosophy, business knowledge, tradition, and experience (Barroso-Martínez et al., 2019; Blombäck & Brunninge, 2013; Sasaki et al., 2020). For this, a family business should consider which option of corporate brand identity strategy is best fit for the firm and how these strategies can be implemented on a specific media platform, such as radio (Dijkstra et al., 2005; Micelotta & Raynard, 2011; Pedreño-Santos & Garcia-Madariaga, 2022).

Radio technology is considered an excellent platform for implementing effective branding strategies (Barrio Fraile et al., 2021; Muela-Molina et al., 2020). However, research on family business branding is scarce and no studies have analyzed the effect of auditory stimuli on family firms' ability to build a family business brand. Radio is acknowledged for its ability to generate mental images in its audience, which has the advantage of codifying brand elements and stimulating emotions, memories, and/or feelings (Lezama-Espinosa & Hernandez-Montiel, 2020; Lombardi Vallauri, 2017; Soto-Sanfiel, 2008; Yin et al., 2020). This is important for family firms to develop branding strategies anchored in their history, traditions, and memorable moments (Sinha et al., 2020; Suddaby & Jaskiewicz, 2020).

2.2 | Hypothesis development

2.2.1 | Communicating a family business brand through corporate brand identity strategy and ad length

The literature acknowledges the importance of radio platforms as key communication channels used by family firms to develop branding and communication strategies. Some firms use this channel to show their services and products, promote a special offer or invite consumers to visit the "store," while others emphasize their family identity as the core of their brand and/or business (Binz et al., 2018; Santiago & Habito, 2021). Research on radio advertising suggests that the ad characteristics (quantity, type, and density of information) as well as resources used in the announcement (music and ad time extension) are essential factors in the effectiveness of radio ads (Martín-Santana et al., 2015; Pedreño-Santos & Garcia-Madariaga, 2022; Speck & Elliott, 1997). Therefore, family businesses must consider technical aspects that contribute to increasing people's attention to the ad and reflect on selecting a narrative that attracts the consumers to the communication stimuli.

Family firms use different corporate brand strategies that hide or emphasize their family identity (Barroso-Martínez et al., 2019; Beliaeva et al., 2022; Blombäck et al., 2011; Botero et al., 2013). Micelotta and Raynard (2011) identified three strategies: the "family preservation strategy"—highlighting the firm's family image by exposing specific information about the role of the family, emphasizing their past (history), traditions, and values; the "family enrichment strategy," which shows the family connection with the firm, linking tradition and modernity with its focus on products and services rather than the family; and the "family subordination strategy," which hides family connection without denying it. A family preservation strategy provides more information about a firm's family identity. It exposes specific cues about family business history, experience, and entrepreneurial traditions. This information is particularly effective in platforms that stimulate emotions, memories, feelings, and create mental images in the audience. Accordingly, implementing a family preservation strategy is expected to result in a more efficient transmission of a firm's family image. Hence, we propose the following hypothesis:

> **H1.** *A corporate brand strategy in radio ads, which provides more information on family firm identity (family preservation instead of family subordination), positively influences consumers' perception of family firm image.*

Regarding the length of a radio ad, it is suggested that spot length is a key element to control cost and increase ad effectiveness (Johnson et al., 2021; Martín-Santana et al., 2016; Newstead & Romaniuk, 2010). The literature indicates that 20 s is the most common format used in radio platforms (Collins, 2021; Martín-Santana et al., 2015) and recent research suggests that the first few seconds of advertisements of any length are the most important for brand awareness (Bee, 2021; Wolf & Donato, 2019). This has increased interests in short ads; however, its effectiveness, particularly in short

audio ads, has recently been questioned (Johnson et al., 2021). A recent study by Pedreño-Santos and Garcia-Madariaga (2022) demonstrated that an increase in radio ad length is a good way to optimize audio branding campaigns. Other studies have revealed that most research assessing the efficacy of shorter ads is based on videos that include visual stimuli that provide more options for sensory connections (Simmonds et al., 2020).

Family identity is projected onto customers using several different cues that together, adequately represent how the family business wants to be perceived (Beliaeva et al., 2022; Micelotta & Raynard, 2011). This is no easy task because of the different elements from the family and the firm (Rajan et al., 2023; Rovelli et al., 2022; Zellweger et al., 2010). Thus, ad length is important for a family firm's brand strategy to communicate a firm's family identity (Barroso-Martínez et al., 2019; Beck et al., 2020). Enough time is required to tell a story and build an emotional journey that increases the audience connection to the family history, values, traditions, and business experience as well as product/service information, firm achievement, challenges, and/or characteristics (Canziani et al., 2020; Humphrey et al., 2021; Varan et al., 2020). This is also important for increasing recall, as longer advertisements provide additional time to gain the audience's attention (Holmes, 2021; Martín-Santana et al., 2016; Rossiter & Percy, 2017). Thus, the length of a radio ad is expected to be helpful in communicating the family image of a family business corporate brand identity. This suggests the following hypothesis.

> **H2.** *A longer radio ad communicating with the family firm's identity will positively influence consumers' perception of the family firm's image.*

2.2.2 | Family firm image in the corporate brand and consumer response

The theory of reasoned action suggests that people's behaviors toward a firm or brand is shaped by their perceptions of and attitudes toward it (Fishbein & Ajzen, 1975; Han, 2021; Nisson & Earl, 2020). Thus, there is evidence indicating that signaling a firm family image (as a communication stimulus) influences people's perceptions about the firm and by extension, their attitudes (Block et al., 2016; Botero et al., 2019; Ibáñez et al., 2022). However, marketing literature suggests that communication stimuli can have a direct influence on consumers' behaviors as well as an indirect influence through attitudinal variables (Drossos et al., 2007; Jaiswal et al., 2022; Rumpf & Breuer, 2018; Schlesinger et al., 2021). Consumers' attitudes and behaviors differ from a conceptual standpoint as well as their level of abstraction. While attitude toward a brand is defined as the "individual's internal evaluation of the brand" (Mitchell & Olson, 1981, p. 318), the behavior of purchase intention (in this research, visit intention and willingness to pay) is related to the process by which customers decide to purchase a service or product in response to the firms' marketing actions (Huarng et al., 2010; A. Sharma et al., 2022; R. Sharma & Kaur, 2021). This suggests attitude-shaped behaviors. Hence, if a communication stimulus (or a

combination of different stimuli) is effective in transferring the family image of a firm, it shapes the perception and attitude toward the firm (Beliaeva et al., 2022; Rovelli et al., 2022; Zhang & Rowan, 2022). Thus, it is expected that effectively communicating the family firm image will influence consumer behavior toward the firm.

The consumer assessment of firms' products promoted by radio ads depends on the mental representation of the message, modeled by sounds (auditory stimulus) (Lombardi Vallauri, 2017; Soto-Sanfiel et al., 2021). Radio is considered an effective platform for creating images of the consumer mind, as the human brain can synthesize signals, catalog them, and coordinate them (Lezama-Espinosa & Hernandez-Montiel, 2020; Wang et al., 2022). This platform allows the use of different forms of audio branding such as audio logos, claim sounds, commercial songs, jingles, brand songs, brand voices, and product sounds (Barrio Fraile et al., 2021; Rodero & Larrea, 2020; Rodriguez et al., 2022). Accordingly, radio ad messages have great potential to provide meaning and recognition to all types of organizations (Barrio Fraile et al., 2021). This would enhance a family firm's ability to relate its image to positive perceptions and shape a positive attitude toward the firm.

Despite the lack of research assessing consumers' responses to auditory stimuli communicating with the family image of a firm, some articles based on visual stimuli suggest a positive effect. For example, Alonso-Dos-Santos et al. (2019), implemented an experiment with eye-tracking, they founds that family firms' identity transmission through hotel's websites positively impacts attitude toward the website and intention to buy. Using similar method, Ibáñez et al. (2022) demonstrated that visual attention has a direct and positive influence on recognizing family firm's identity by consumers in the hotel industry. They also found that the recognition of family firm's identity produces a positive consumer response in attitude toward the brand, attitude toward the web, trust in the firm, and perceived quality. Both studies contribute to understand the sensory mechanisms that allows to consumer recognize a family firm identity and how the amount of family information in branding strategies produces different consumers' response.

In the hotel industry, the perception assessment can be based on expectations and perceived quality of the hotel, while visit intention and willingness to pay are considered attitudes that more closely influence consumer behavior (Ariffin & Maghzi, 2012; Ding et al., 2020; Verma & Chandra, 2018). Considering that recent research on hotels and family firms found that family ownership and management positively influence the reputation of hotels (Diéguez-Soto et al., 2017; Scholl-Grissemann et al., 2021) and several cited studies in other industries confirm the positive response of consumers toward information communicating about the family image (Botero & Litchfield-Moore, 2021; Datta & Mukherjee, 2022; Rauschendorfer et al., 2022), the following is proposed:

> **H3.** Communicating family firm's image as part of a firm's corporate brand strategy on a radio platform has a positive

direct influence on (a) perceived quality, (b) visit intention, (c) willingness to pay, and (d) expectations of the consumer.

Moreover, and in line with what is suggested by theory of reasoned action (Fishbein & Ajzen, 1975), previous studies suggest that the image transmission have indirect effects on consumer response, and these influences could work different toward the perceptions or behavioral intentions. For example, in a study using a German online panel, Scholl-Grissemann et al. (2021) found a significant indirect effect of family firm image through hospitableness on word-of-mouth intentions. Thus, it is also suggested that communicational stimulus supporting positive perceptions (about a firm or product) can indirectly influence consumer preferences and potentially increasing consumer willing to pay. It, in addition to the previous discussion, support the following two hypotheses.

> **H4.** Communicating family firm's image as part of a firm's corporate brand strategy on a radio platform has a positive indirect influence on visit intention through (a) perceived quality and (b) expectations of the consumer.

> **H5.** Communicating family firm's image as part of a firm's corporate brand strategy on a radio platform has a positive indirect influence on willingness to pay for a hotel through (a) perceived quality and (b) expectations of the consumer.

Figure 1 shows the proposed conceptual model considering the hypotheses explained.

3 | RESEARCH DESIGN

This study implemented an experimental method using eight simulated radio ads for hotel companies in two Hispanic countries (Spain and Chile). The between-subjects experimental design (4 × 2) (see Table 1) considered four types of companies depending on their corporate brand identity strategies: family preservation, family enrichment, family subordination, and non-family firms (control group) (Micelotta & Raynard, 2011). Nicksic et al. (2019) considered that the duration of radio ads is an attribute of audio content that may influence consumer perceptions of radio ad messages. Therefore, the subjects were exposed to radio ads for two different durations: 30 and 15 s. Each radio advertisement was designed and recorded by a media company specializing in content creation for radio media advertising to achieve an advertisement that sounded real to the participants. The quality of the audio tracks was optimized for playback on all types of devices, ensuring that the message was audible to the subjects. The accent of the ad's location was also modified according to the subjects' country of origin.
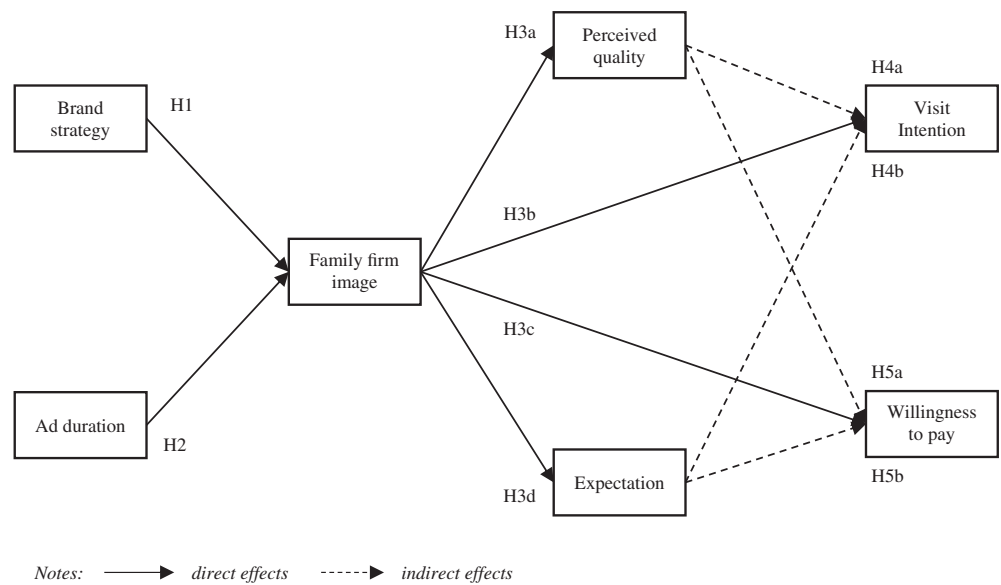
FIGURE 1 Conceptual model

TABLE 1 Experiment design

Brand strategy	Ad duration	Sample	Spain	Chile	Available at
Preservation	30″	126	61	65	http://ow.ly/mbZV50HzNxW http://ow.ly/Ec2s50HzNAK
Preservation	15″	129	64	65	http://ow.ly/vW1W50HzNBZ http://ow.ly/NNjZ50HzNCW
Enrichment	30″	122	59	63	http://ow.ly/pZtE50HzNF5 http://ow.ly/IFJ450HzNG7
Enrichment	15″	129	64	65	http://ow.ly/bWMQ50HzNH0 http://ow.ly/NzZt50HzNIa
Subordination	30″	122	58	64	http://ow.ly/XZ9m50HzNJk http://ow.ly/H0KE50HzNJQ
Subordination	15″	128	62	66	http://ow.ly/P2ZG50HzNKE http://ow.ly/IIO550HzNL6
Non-family	30″	124	60	64	http://ow.ly/zKE350HzNM5 http://ow.ly/Pa0T50HzNMZ
Non-family	15″	120	60	60	http://ow.ly/8cWC50HzNNJ http://ow.ly/vsCn50HzNOH

3.1 | Sample and procedures

The experiment was designed in an online form that included the recording of radio ads and a questionnaire. The landing page presented information regarding the activity, general process instructions, and the request for consent. Participants were redirected to the experimental module if they checked the consent agreement box. The second landing page contained the recording file of the radio ads; eight versions were randomly assigned to each participant through an automated process. The participant could only listen to the radio ad once; and was redirected to the questionnaire at the end of the recording.

The participants were recruited from the Toluna Global Panel Community, an accepted data collection source for academic research (Casini et al., 2019; Kleine et al., 2020; Naidoo et al., 2021). The completed questionnaires were considered valid, with the final sample comprising 1002 observations: 488 participants from Spain, and 514 participants from Chile. The experimental design considered age and sex as balance criteria in the random assignment of participants to the groups. These criteria are widely accepted in the literature to obtain less biased samples (Oakley et al., 2003; Topping, 2010). Of the sample, 56.3% were female and 43.7% were male. The global average age was 40 years (SD = 13.5), and 50% of the participants had an income of less than US$ 3500. Most participants (74%) had completed post-secondary education.

3.2 | Variables and questionnaire

The family brand strategy (FamStr) scale was adapted using the Micelotta and Raynard (2011) conceptual model on a three-item scale to measure information about the family owners. This scale was previously implemented by Ibáñez et al. (2022) in an experimental study on sensory stimuli in family firm identity communication using an eye-tracking technique to measure individuals' visual attention. Family firm image (FFI) was measured using the adapted Beck and Kenning (2015) scale. Expectations (Expect) were adapted from Ye et al. (2019) and formulated by Wong and Dioko (2013). The perceived quality (PerQua) Scale was adapted from Wells et al. (2011), Boulding and Kirmani (1993), and Rao et al. (1999). The Visit Intention (VisInt) Scale was adapted from the study by Bashir et al. (2019). Willingness to pay (WTP) was measured considering the choice in the sentence "Mark in the following range how much you would be willing to pay to stay at this hotel [in the ad] in a basic room and board service" using a 16-range money scale (similar to Lombardi et al. (2019)). According to Khan (2011), in a review by Perdue and Summers (1986), it is important to enhance the validity of experimental research through appropriate manipulation and confounding checks before and during the experiment. In this vein, for the manipulation check (Check), the agreement level with the following sentence was used: "The company in the advertisement is a family business." A 7-point Likert scale was used, where 1 = totally disagree and 7 = totally agree to score responses.

3.3 | Methods

We first checked each scale's properties by examining the underlying structure of a relatively large set of variables using exploratory factor analysis (EFA) (Goretzko et al., 2021; Watkins, 2018). Then we estimated the measurement model by examining its reliability and validity, evaluated the structural model, and tested the hypothesis using the partial least squares structural equation model (PLS-SEM) (Hair et al., 2019; Ringle et al., 2015). We conducted the EFA using SPSS Statistics software according to the procedure proposed by Watkins (2021). The reliability and validity of the measurement scales and structural models were evaluated using SmartPLS software (Ringle et al., 2015). SEM is appropriate because the model presents multiple relationships and combines the observed and latent variables. PLS-SEM allows the modeling of the relationships between observed and latent variables (measurement model) and the relationships between latent variables (structural model) (Hair et al., 2014). In this study, direct and indirect effects were analyzed; therefore, the simultaneous estimation of multiple effects through PLS-SEM avoids exaggerating the correlation associated with each intervening variable (Matthews et al., 2018).

4 | RESULTS

4.1 | Manipulation check

The manipulation control aimed to test whether subjects exposed to family radio ads were indeed perceived as familiar, with significant

TABLE 2 Evaluation of measurement model

Construct	α	Rho_A	CR	AVE	Factor loads
FFI	.901	.909	.924	.672	.703***–.871***
PerQua	.853	.855	.932	.872	.931***–.937***
Expect	.899	.899	.937	.832	.902***–.924***
VisInt	.905	.908	.933	.778	.872***–.891***

Abbreviations: α, Cronbach's alpha; AVE, average variance extracted; CR, composite reliability.
***$p < .01$;

differences with respect to the group that was exposed to non-family ads. The analysis of variance (ANOVA) revealed significant differences between the means of the group exposed to the family firm radio ad (three treatment groups) and the group that listened to the non-family firm radio ad (control group). The group exposed to the family firm radio ad ($n = 756$, M = 4.960, SD = 1.099) had a higher perception of the hotel as a family business ($F_{(1,001)} = 247.470$, $p = .000$) than those who listened to the non-family firm radio ad ($n = 244$, M = 3.598, SD = 1.417).

4.2 | Evaluation of the measurement model

The items in each scale were grouped into one factor using the principal components method to prove the aggregation originally proposed by previous studies in an EFA analysis (Hair et al., 2010). The Kaiser–Meyer–Olkin test was over .700, except for PerQua (KMO = .500); that is, in most scales, the data were suitable for factor analysis (Shrestha, 2021). However, the PerQua scale was retained as the factor load (>.900), and the Bartlett test was adequate (Garson, 2013), which means that the assumption of orthogonal factors holds (Shrestha, 2021). In all cases, the Bartlett test showed good fit measures ($p = .000$) and the factor loads were over .700 (Fabrigar & Wegener, 2012). Therefore, the latent variables were suitable for subsequent analyses using the original structure proposed in previous studies (Table 2).

The scales were generally reliable because the composite reliability indicator was >0.8, Cronbach's α was >0.7, and simple correlations of the indicators with their respective variables were >0.7 (Hair et al., 2017) (see Table 2). Regarding validity, the rho_A coefficient and analysis of variance extracted (AVE) revealed convergent validity (>0.5) (Shrestha, 2021). Discriminant validity results (see Table 3) were obtained via an analysis of the heterotrait–monotrait ratio (HTMT < 1), Fornell–Larcker criterion, and cross-loadings. All three criteria support discriminant validity (Fornell & Larcker, 1981).

4.3 | Evaluation of the structural model

The coefficient of multiple correlations ($R^2 = .441$) and coefficient of predictive relevance ($Q^2 > 0$, blindfolding procedure, omission distance = 7) indicated that the model was relevant and predictive (Duarte & Amaro, 2018). The effect size of the exogenous variables

TABLE 3 Construct reliability and validity

	1	2	3	4	5	6	7
1. FamStr	**1.000**	.003	.350	.094	.097	.089	.005
2. Duration	−.003	**1.000**	.079	.019	.020	.034	.044
3. FFI	.339	.075	**.820**	.420	.174	.396	.075
4. PerQua	.086	.017	.368	**.934**	.474	.853	.205
5. Expect	.092	.019	.163	.415	**.912**	.430	.006
6. VisInt	.085	.032	.359	.753	.389	**.882**	.159
7. WTP	.005	−.044	.072	.189	.005	.152	**1.000**

Note: The diagonal values show the square root of the average variance extracted. The lower diagonal values are interconstruct correlation and the upper-diagonal values (in italic) are the heterotrait-monotrait ratio of correlation.

TABLE 4 PLS-SEM results

Hypothesis	Measures	Path	f^2	R^2	Q^2	SRMR
Direct effects						
H1	FamStr → FFI	.339***	.131			
H2	Duration → FFI	.076**	.006			
H3a	FFI → PerQua	.368***	.157			
H3b	FFI → VisInt	.093***	.018			
H3c	FFI → WTP	.004	.000			
H3d	FFI → Expect	.163***	.027			
	Expect → VisInt	.091***	.018			
	Expect → WTP	−.089**	.007			
	PerQua → VisInt	.681***	.816			
	PerQua → WTP	.225***	.039			
Indirect effects						
H4a	FFI → PerQua → VisInt	.251***				
H4b	FFI → Expect → VisInt	.015***				
H5a	FFI → PerQua → WTP	.083***				
H5b	FFI → Expect → WTP	−.014**				
	FFI			.120		
	PerQua			.136		
	VisInt			.582	.447	
	WTP			.042	.038	
	Expect			.027		
	Common factor model					.044

Note: Bootstrapping = 5000.
Abbreviation: PLS-SEM, partial least squares structural equation model.
***$p < .01$; **$p < .05$;

(f^2) was medium for FFI, perceived quality variable, and high for visit intention (Chin, 1998). The standardized root mean square residual coefficient (SRMR = .04) exhibited an appropriate model fit; that is, the proposed model reproduces the observed associations among the variables in an interpretable manner (Shi et al., 2018).

Table 4 presents the results of this model. The findings support most of the proposed hypotheses, except for H3c and H5b. The findings suggest that a corporate brand strategy in radio ads that provides more information on family firm identity positively influences consumers' perceptions of FFI (H1). Therefore, more information about the family in

the radio ad produces a better mental representation in consumers' mind of the nature of the family firm. On the other hand, a longer radio ad communicating with the family firm's identity positively influences consumers' perception of FFI (H2). This suggests that planning the radio ad duration is essential for optimizing audio branding campaigns.

The results show that communicating FFI in the radio ad has a positive direct influence on perceived quality (H3a), visit intention (H3b), and consumer expectations (H3d). H4 is supported by the results; therefore, communicating the FFI in a radio ad has a positive indirect influence on visit intention through perceived quality (H4a)

FIGURE 2 Hypotheses testing (see Table 4)
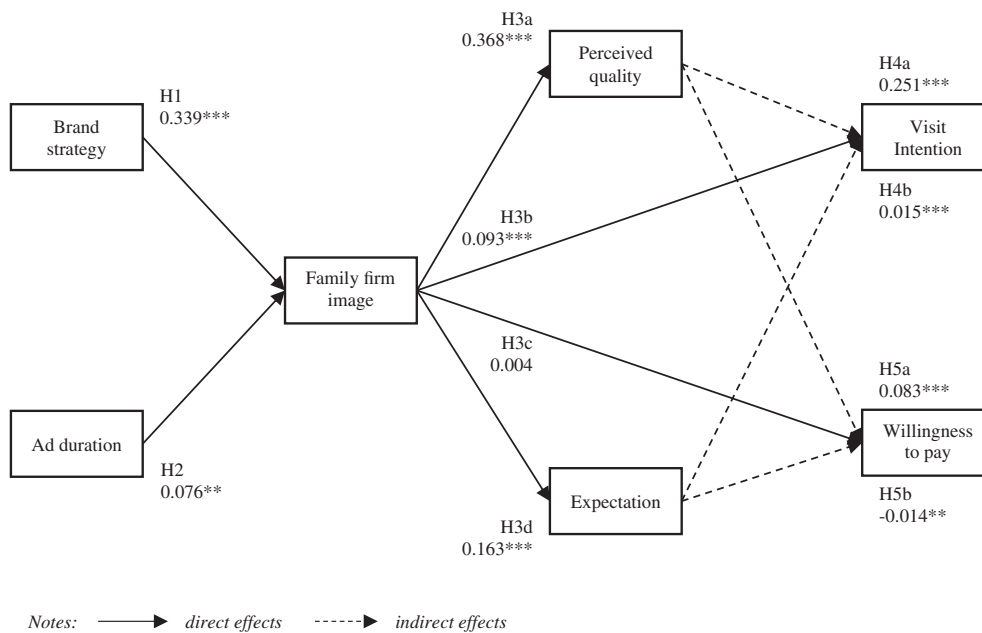
and consumer expectations (H4b). In addition, a positive indirect effect of communicating FFI in the radio ad on the WTP for a hotel was found. These positive indirect effects were observed through the perceived quality (H5a). No significant relationship between FFI and WTP was found; thus, H3c was not supported. Furthermore, H5b is not supported by the results, as FFI has an indirect negative effect on WTP through expectations, contrary to the proposed hypothesis. Figure 2 shows all the proposed hypotheses tested.

5 | DISCUSSION AND CONCLUSIONS

This study answers the following two questions: How do corporate brand identity strategies (family preservation, family enrichment, and family subordination) and advertising duration influence the ability to communicate a family brand image when implemented on a radio platform? How does it influence consumers' responses in terms of expectations, perceived quality, visit intention, and WTP more? All hypotheses, except one, were confirmed. The results suggest that more information on family firm identity and longer radio ads increase the effectiveness of the family image as cues in radio ads. Similarly, it was also found that communicating the family business image through radio platforms improves consumers' responses. These findings are important because previous research indicated that the term "family firm" can engender positive and negative associations in people, hence it is important to know the way in which it should be used to obtain a positive response from consumers. Our results based on radio advertisements are in line with previous studies using visual stimuli, which concluded that being promoted as family firms resulted in positive responses from consumers (e.g., Alonso-Dos-Santos et al., 2019; Beck, 2016; Beck & Prügl, 2018; Binz et al., 2018; Cuevas-Lizama et al., 2021; Lude & Prügl, 2018). Importantly, the study results are consistent with previous research on the effectiveness of radio ads for family firms implementing branding

strategies (Martín-Santana et al., 2015; Pedreño-Santos & Garcia-Madariaga, 2022; Speck & Elliott, 1997). Although radio ads provide limited time to communicate a message, we found that inclusion of key cues and a sufficient density of information is effective to communicate the family image.

More specifically, the importance of the type of family business branding strategy used to decode the FFI is confirmed, providing empirical support to the suggestions by Micelotta and Raynard (2011). These are important findings since it was unclear which was more effective in communicating the FFI and improving consumer response. According to Micelotta and Raynard (2011), these strategies vary in the amount of information the family firm decide to communicate as well as the other information included as a communication cue. The ads designed under the "family preservation strategy" (the one with more information on the family firm identity) highlighted the history of family in the business and family food, as well as the fact that the service was delivered by the family itself. At the same time, it includes information about the destination and experience offered by the family hotel. Similarly, the results also confirm predictions of advertisement length in reaching people's awareness of the family brand (Wolf & Donato, 2019). Time seems to be critical in including the necessary information to achieve the aimed effectiveness in communicating the family image and to be successful in terms of consumers' responses.

Our results elucidate the effectiveness of the radio platform for implementation of a family firm branding strategies. One of the acknowledged advantages of radio platforms is their ability to enhance the stimuli of emotions and memories (Varan et al., 2020; Yin et al., 2020). Thus family firms have an advantage, as their family identity can leverage attributes that connect emotions, memories, and feelings in familiar components of their brand (Micelotta & Raynard, 2011). This research suggests that strategies and mechanisms that provide more information about the role of the family in

the business and its history, tradition, and values (among others) enhance the effectiveness of radio in communicating their family image. This explains the positive results obtained in this study in relation to consumer responses. Recent research has emphasized the importance of capturing "people's attention" toward communication stimuli in effectively communicating the FFI on web pages (visual platforms) (Ibáñez et al., 2022). Our study shows that the volume and type of information (which is defined by the ad time extension and type of strategy selected) determine advertising effectiveness and consumer response. We suggest that this is the result of a better ability to emotionally connect with an audience.

The literature indicates that the correct management of a firm brand aims to positively influence consumer perceptions, attitudes (toward the brand/product/firm), and behavior (Aaker, 2004; Brodie et al., 2017; Christodoulides, 2009). Our results further support the idea that building a family firm brand based on family identity provides an advantage in this regard. These findings are in line with previous studies that used visual stimuli (e.g., Alonso-Dos-Santos et al., 2019; Beck & Kenning, 2015; Beck & Prügl, 2018; Binz et al., 2013; Lude & Prügl, 2018) but provide novel support based on auditory communication. This study confirms the positive influence of effectively communicating the family image of a firm on consumers' perceptions (e.g., perceived quality and expectations) and attitudes toward the firm (WTP and visit intention). Interestingly, such influences when assessed directly are not confirmed in the case of willingness to; however, are confirmed when it is assessed indirectly through perceived quality and expectations. This suggests that communication stimuli must impact consumers' perceptions to enhance visit intention and WTP.

Overall, this research confirms that branding strategies and ad extension enhance a family firm's identity, history, and traditions and increase the effectiveness of communicating a FFI (Kang et al., 2020; Korenkova et al., 2020; Micelotta & Raynard, 2011). FFI has the potential to provide reputational advantages to improve firm performance (Botero et al., 2019; Deephouse & Jaskiewicz, 2013; Sageder et al., 2018). Importantly, this research provides the first approach to effectively communicating FFI on a radio platform. Thus, it also emphasizes the importance of auditory stimuli in triggering people's cognitive processes that allow recognition of a family firm brand (Leong et al., 1998; Voorveld, 2011). Thus, the results indicate the importance of effectively communicating the FFI to positively influence people's perceptions and enhance not only visiting intention to family hotels but also WTP more.

6 | CONTRIBUTION TO THEORY AND PRACTICE

This study provides important contributions to theory and practice. From a theoretical viewpoint, we first contribute to the branding theory of family firms by assessing the effectiveness of different branding strategies in communicating the family image of a firm (Beck et al., 2020; Botero et al., 2018; Micelotta & Raynard, 2011).

This study revealed that, on a radio platform, branding strategies that provide more information about a family firm's identity, history, and traditions (family preservation strategies) are more effective in communicating the family image of the firm. This, in turn, has positive direct and indirect influences on people's perceptions and attitudes toward the family firm (the hotel in our experiment). Although the effect of communicating the family image of a firm has been assessed several times, no research has tested the effectiveness of specific branding strategies. Thus, we provide guidance on the elements of family firms that can be leveraged within the branding strategy developed by these firms. The study also examines how these elements can be integrated into a radio ad to achieve the desired effectiveness. Second, we contribute to the literature on the effects of communicating FFI on consumer perceptions and behaviors (e.g., Alonso-Dos-Santos et al., 2020). The findings confirm previous studies and make progress by confirming that such positive results can also be reached on a platform based on auditory stimuli rather than visual cues.

Importantly, this study examines the relevance of being effective in influencing people's perceptions to positively influence consumers' attitudes toward the firm (a hotel). Despite the fact that FFI positively influences visit intention to the family hotel in the experiment, the results indicate that it was not enough to influence WTP more. Finally, we contribute to marketing research, specifically to the literature on media platforms (Asamoah & Kusi, 2021; Kang et al., 2020; Stankevich, 2017). Our results indicate the radio platform's effectiveness in deploying family firms' branding strategies. In this regard, the results particularly inform the importance of the length of radio ads to effectively communicate the family image of a firm. In summary, our findings suggest that for a branding/communication strategy to be effective in leveraging a family firm's reputational advantages, it is important to select the correct cues to communicate the FFI (branding strategies). However, it is also critical to understand the specific drivers (ad time extension in the case of radio) critical to reaching the cognitive connection for people decoding and understanding the family firm's message.

From a practical viewpoint, managers can learn about the importance of including the family identity/image of their firms as part of their branding strategies to improve consumers' responses toward these firm value propositions. Managers should consider our results in selecting the correct communication cues when designing radio ads as part of their branding strategies. Our framework could also be useful for managers in designing communication stimuli for other platforms such as websites, social media, and TV. In the case of radio, managers must also be aware of ad time extension as a critical driver to effectively communicate their family image. Our study suggests that managers can take advantage of the family's role in the business, their family business history, tradition, experience, and values to improve their consumers' perceptions (perceived quality and expectation) and attitudes (visit intention and WTP) toward family firms (a hotel in our experiment). This study suggests that these factors can enhance a firm's ability to emotionally connect with the audience by stimulating the memories, feelings, and mental

images of potential consumers. Importantly, from this study, family businesses should be interested in searching within their family history, traditions, values, events, or others that would be useful in developing content with the potential for leveraging within commercial strategies.

6.1 | Limitation and futures research

Some limitations have been identified in this study, which represent opportunities to extend research in this field. In our experiment, subjects listened to radio ads in a controlled environment, but in the real world, people may ignore radio ads, such as change dials, sound quality, non-active listening, or environmental distractions. In this vein, we cannot control for these issues, which may modify our conclusions. Moreover, the participants may not actively seek hotel services; therefore, the ad communication content may not be useful for people who do not need hospitability services, so they could pay less attention to the radio ad. To overcome these limitations, future research may run the experiment in more realistic contexts to prove our proposed hypotheses.

Another limitation is that the focus is in Spain and Chile, two Hispanic countries with a common cultural root. This study does not address any country-level variables that might explain the results or how other cultures might change the findings. Thus, future research could test whether the results and findings of this study remain true for countries that are less family oriented/individualistic. Another cultural dimension that could be included is uncertainty avoidance; for example, it would be interesting to learn whether in countries with lower levels of uncertainty avoidance, using the family image as a signal remains useful for these companies. Similarly, this study focuses on the hotel industry, but family firms are pervasive across many industries in economies worldwide. Hence, it is important to study whether the hypotheses tested in this study are also valid for other markets such as food products, technology products, and services.

CONFLICT OF INTEREST
The authors declare no conflict of interest.

DATA AVAILABILITY STATEMENT
The data that support the findings of this study are available from the corresponding author upon reasonable request.

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