

IMPLEMENTATION OF RADIO STATION COMMUNICATION STRATEGIES WITH COMBINING NEW MEDIA INTERNET (Case Study at PT. Radio Tjandra Buana Suara FM Cianjur)

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ABSTRACT

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This research aims to determine the process of implementing strategies in dealing with media convergence .Tjandra FM Radio developed from initially being limited to conventional radio but then developed by combining it with new media such as the internet . The theoretical basis used is New media from Pierre Levy. This research uses a qualitative research method with a case study approach. In its implementation, Radio Tjandra no longer only broadcasts on air on radio but also utilizes internet media as a process of expanding listeners, increasing existence and also broadcasting advertisements. What is done is by creating a social media account. such as Facebook, Twitter, Instagram, creating websites and streaming radio applications. Apart from that, Radio Tjandra also carries out many off air or on air activities in busy places using an OB Van. The results of the implementation process of the strategy of combining radio with the internet have not yet produced maximum results for expanding advertising, however for expanding listening it has provided significant results as proven by increasing the number of listeners every day. So the future challenge for Radio Tjandra FM is how to find new, more interesting innovations, and also develop existing human resources so that the initial vision and mission can be achieved and the radio's existence increase

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INTRODUCTION

Radio 100.6 Tjandra FM Cianjur is an electronic media station to provide entertainment with the music format of memorable songs or memory songs and information and education through radio media. By presenting an event program for the lower middle class, this is something that is considered important considering the geographical and *cultural conditions* in Cianjur Regency, where the majority of the population earns their income from agriculture.

Radio is the oldest and most flexible electronic mass media. Radio has adapted to world changes by developing mutually beneficial and complementary relationships with other media (Ardianto, 2007: 123). The ups and downs of radio's existence are commonplace As competition in the world of broadcasting becomes increasingly fierce, it requires all broadcast media to work hard to maintain their existence . To date, Radio Tjandra has been around for almost half a century but is still the radio of choice for Cianjur people to get information and entertainment. Even though it is like that, it is still an

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important problem for Radio Tjandra to find a new strategy so that in this era of media convergence it can survive into the future.

The things that cause the decline in the number of radio listeners are the ease of getting songs via the internet, accessing information via Android and no longer feeling proud and special when songs requested by the public are played on their favorite radio . Besides Therefore , today's modern society is busy people who have little time to consume mass media. Urban communities, for example, are people who work full time from morning to night and don't have time to listen to the radio. In fact, urban society's multitasking behavior is not only detrimental to radio, but television and newspapers are also harmed.

As a result, mass media has become stronger and more diverse in presenting its creative products to the public. But on the other hand, the media must be able to compete with one another to maintain the loyalty of their audiences. Thus, mass media must follow advances in information technology by combining the internet with traditional mass media. The rapid development of information technology has created new needs for society in the current era of new media , namely social media. Every level of society certainly knows about the existence of social media, in fact the majority of Indonesian people use social media. Therefore, this phenomenon can be exploited by radio broadcasting media, especially to expand the audience market .

Pierre Levy put forward a theory that discusses media development which is known as New Media Theory . There are two views, the first is the social interaction view, which differentiates media according to their closeness to face-to-face interaction. Pierre Levy views the World Wide Web (WWW) as an open, flexible and dynamic information environment, which allows humans to develop new knowledge orientations and also engage in a democratic world of mutual sharing and granting of power that is more interactive and based on society. Second, the view of social integration, which is a description of media not in the form of information, interaction, or distribution, but in the form of ritual, or how humans use media as a way of creating society. Media is not just an instrument of information or a way to achieve self-interest, but unites us in some form of society and gives us a sense of belonging. (Solomon, 2011: 52).

In media convergence, it is not just about merging mass media with new media, but also in management, there will be several changes. Publications carried out by radio will certainly have differences, the interactions carried out by radio with listeners are certainly different after the emergence of new media , from interactive telephone calls to interactions via social media such as Twitter, Facebook, Instagram, even YouTube. Apart from that, the impact of media convergence is network expansion and changes in advertising in the media. This is because media convergence is the unification of conventional communication technology with computers or the internet as well as causing radical changes in the handling, provision, distribution and processing of all forms of information, whether visual, audio, data, and so on (Preston in Romli, 2016: 132).

Based on the background of the problem above, researchers are interested in finding out how the communication strategy of Radio Tjandra FM Cianjur station is in dealing with media convergence by limiting the scope to only related matters, and how the process of implementing this strategy is successful in facing media convergence.

According to David, Fred R, (2011:6), the process of carrying out good and correct strategic management (*strategic-management process*) consists of three stages, namely:

- 1) Strategy Formulation: In formulating a strategy, the conceptor must consider external opportunities and threats, determine internal strengths and weaknesses, establish an objective, produce alternative strategies and choose a strategy, try to find problems that occur from events interpreted based on the context of strengths, then carry out analysis of possibilities and calculating options and steps that can be taken in order to move towards that goal.
- 2) Implementation : After formulating and selecting the strategy to be implemented, the next step is to implement the implemented strategy. The implementation stage of the chosen strategy really requires commitment and cooperation from all units, levels and members of the organization. Strategy implementation that does not apply commitment and cooperation in implementing the strategy, then the strategy formulation and analysis process will only be a dream that is far from reality. Strategy implementation relies on the allocation and organization of resources which is demonstrated through determining the organizational structure and leadership mechanisms which are implemented together with the company and organizational culture.
- 3) Evaluation : The final stage of developing a strategy is evaluating strategy implementation. Strategy evaluation is necessary because the success that has been achieved can be measured again to set the next goal. Evaluation becomes a benchmark for strategies that will be implemented again by an organization and evaluation is very necessary to determine the targets that have been stated to have been achieved.

Strategy is planning *and* management *to* achieve a goal. However, to achieve this goal, the strategy does not function as a road map that only shows the direction, but must show how the operational tactics will be. Communication strategy is a combination of communication planning *and* communication management *to* achieve predetermined goals. The communication strategy must be able to show how practical operations must be carried out, in the sense that the approach *can* be different at any time depending on the situation and conditions. (Onong Uchjana Effendy 1984: 300).

METHODS

Based on the type of problem studied and its objectives, this research uses a qualitative method with a case study approach. According to Robert K Yin (2011:18) a case study is an empirical inquiry that investigates phenomena in real life contexts, when the boundaries between phenomena and context are not clearly visible and where multiple sources are utilized. The use of case studies in this research is because the researcher believes that the case study method is able to explain a series of scientific activities carried out intensively, in detail and in depth about a program, event and activity on radio to obtain in-depth knowledge about the event. The reason for using qualitative methods is because this research aims to understand the phenomena experienced by the research subjects, for example behavior, perceptions, motivation, actions, etc. without trying to manipulate the

setting . study. Data is collected from natural settings as a direct data source. Bogdan and Taylor in Moleong (2010:4) explain that qualitative research is "a research procedure that produces descriptive data in the form of written or spoken words from people or observable behavior." Data collection in qualitative research is not limited to certain categories, thus allowing researchers to study and discover certain issues in depth related to the problem being studied.

In the data collection process, the researcher used 6 sources as the subjects of this research. This was taken based on the research objectives to obtain results that are in accordance with this research. Namely those who know the strategy and implementation of media convergence on Radio Tjandra Fm Cianjur, either as policy makers or policy implementers in the field. The consideration is : the accuracy and validity of the information obtained.

This data collection was carried out for three months using the observation method using extended participation techniques and persistent observations in the field. This is because the researcher carried out an internship for 3 months at Radio 100.6 FM Tjandra Cianjur. According to Moleong (2010:327) "extending participation means that the researcher stays in the research field until data collection saturation is reached, this will enable an increase in the degree of trust in the data collected." Moleong (2010:329), another method is in-depth interviews conducted with 6 respondents by asking questions where the order of the questions is adjusted to the position held by each respondent.

RESULT AND DISCUSSION

Radio Tjandra FM Cianjur is starting to realize how dominant advances in information technology have become after the advent of social media Facebook. By looking at the extraordinary benefits obtained from social media, it makes it easy for radio to interact with listeners and then take advantage of this to introduce radio to the public. Radio Tjandra FM's initiative to face media convergence is starting to be realized by developing a marketing strategy that utilizes social media as a medium for disseminating information. In the process of formulating the strategy carried out by Radio Tjandra FM in facing media convergence, there are many important aspects that must not escape the thoughts of the people who will launch Radio Tjadra FM's new strategy so that it can be successful and well received by the public.

These important aspects are as expressed by Mitha (2019, June 25) as marketing for Radio Tjandra FM Cianjur who revealed that strategy formulation begins with determining the concept of how the strategy will be implemented, Radio Tjandra FM determines the concept as a radio that must follow the times, shape innovative activities, increasing on-air and off-air activities , and also thinking about the audience as individuals who will feel satisfied if they hear content that is interesting and touches their hearts. Individuals who no longer want to hear ordinary things. Because they have received this information from various media. In the past, the audience was controlled by the media owner by determining the media content, but now it is the audience who determines the content .

Apart from this, to make changes and formulate new strategies, new infrastructure and adequate resources are needed. Based on the Organizational Structure of Tjandra FM

Radio (2019), currently Tjandra FM Radio is supported by 17 employees, with approximately 60% of them having a Bachelor's educational background. Almost $\frac{3}{4}$ of the employees are aged 20 and over or fall into the productive age category.

Specifically in developing human resources, Radio Tjandra FM Cianjur will equip its employees by participating in training carried out by PRSSNI (Indonesian National Private Broadcast Radio Association) which is always held every year . This strategy is carried out to prepare skilled personnel to be able to support the implementation of the convergence strategy. This training focuses on multimedia education, marketing, etc. So that broadcast radio managers can continue to innovate in order to compete with other mass media, including social media.

In connection with the implementation of the media convergence strategy, apart from the human resources that must be trained , the organizational structure of Radio Tjandra FM has barely changed. However, it is more about involving all employees in marketing. By giving a fee of 20% to employees who successfully promote or attract advertisements on radio.

CONCLUSION

The main goal of strategy is to form and maintain the company's competitive advantage, so that the company can achieve their vision and mission. In its implementation, the strategy must be well formulated and implemented effectively. In the process of implementing this strategy to face media convergence, Radio Tjandra FM developed what was initially limited to conventional radio but then developed by combining it with new media such as the internet. Radio Tjandra does not feel intimidated by the existence of new media , but uses it as a challenge to expand the reach of listeners, increase its presence and advertise. In implementing its strategy, Radio Tjandra no longer only broadcasts on air on radio but also utilizes internet media as a process of expanding listeners, increasing existence and also broadcasting advertisements. What is done is by creating a social media account. such as Facebook, Twitter, Instagram, creating websites and streaming radio applications . Apart from that, Radio Tjandra also carries out many off-air or on-air activities in busy places using an OB Van. This implementation process is also supported by all radio employees by implementing a system to include all employees in marketing. This implementation received a good response from listeners, saying that the strategy implemented by Radio Tjandra made it easier for listeners to interact, both to request songs and listen to the radio.

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