

BROADCASTING MANAGEMENT STRATEGY V RADIO 106.6 FM JAKARTA IN MAINTAINING POSITIONING AS A FEMALE RADIO

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Abstract

V Radio listeners have decreased significantly since 2018. Even female listeners have also experienced a decline since the beginning of 2020. Nielsen's data recorded in early 2020 the percentage of female listeners was only 33%, while the rest were male listeners. Of course this is inversely proportional to the V Radio segmentation which should be women. The research objective was to find out and analyze how V Radio broadcasting management to maintain its position as a female radio was implemented by the top ranks of the V Radio team. This research uses qualitative research methods with a descriptive approach. The author uses Stoner's broadcast management theory which consists of four elements, namely planning, organizing, directing / giving influence, and monitoring. And there is one more element, namely evaluation. The data sources used were Nielsen data sources and interviews with V Radio management and staff. The data analysis process was carried out by means of theoretical data analysis. The result of this research is that V Radio applies all broadcast management theory according to Stoner. In the planning stage V Radio uses short-term planning to long-term planning. Organizing V Radio using vertical and horizontal structures. Instructions and supervision on V Radio are carried out internally and externally. And the last is the evaluation stage which is carried out periodically. Evaluation is carried out every 6 months which is called the Key Performance Appraisal (KPA)

Keyword : Ethics, Politics, Political Education, Political Socialization

INTRODUCTION

Radio is often considered to be a boring medium because of its old-fashioned image, but until now radio is still in demand at large. Even in seminars and workshops filled by speakers from the world of broadcasting, especially the field of radio. This proves that radio still has a place in the listeners' day even though it is no longer as much as in the pre-digital era. The thing that distinguishes radio from other media is that radio has the ability to make its listeners perform *'theatre of mind'*. listeners listen to a radio broadcast then will appear imaginative process by imagining what is talked about by the broadcaster.

In addition to being imaginative, the radio is also said to be personal. The purpose of personal radio is that the listener will feel like talking to someone while listening to the radio. This is one of the radio characteristics that increasingly attracts its listeners. Unlike other media that are more public and can not provide direct returns. The interest of radio listeners to the media this one becomes a race for radio to compete in the market. This competition requires every radio station to have high creativity in order to be able to maintain its *positioning*. Strategy of

rational, emotional and moral message content ideas through the use of media and appropriate consumer gaps is a condition of building *positioning*. (Suswanto and Setiawati, 2020 : 16, <https://journal.unpas.ac.id/index.php/linimasa/article/view/2754>). The success of maintaining *positioning* is also one of the benchmarks of a company's success. The role of radio needs to be improved and developed quality, in packaging the programs presented to the audience and stealing the hearts of listeners to always be in frequency. (Amelia, 2020 : 103, <http://jurnal.dharmawangsa.ac.id/index.php/junetmedia/article/view/871/822>)

One of the radios that still maintains its position to this day is V Radio with a frequency band of 106.6. V Radio is the only adult female segmented radio under MNC Group. Other elain there are Radio Dangdut Indonesia (RDI), Radio Sindo Trijaya, and Global Radio. V Radio was established on February 14, 2011 and until now more than 9 years old. One of the things that can help maintain V Radio's identity as a female radio is *the tagline*. V Radio had the tagline 'The Voice of Inspiring Women' before it was changed to 'Lagu Hits Beda' in 2017. If seen, this *tagline* change affects V Radio's positioning as a female radio. Because the first *tagline* better reflects V Radio as a female radio, while the second *tagline* is more general.

Since its establishment V Radio has several *stripping* programs and regular until February 2020. At the end of March 2020, MNC was forced to simplify the program on all four radio stations including V Radio due to the pandemic. Each radio leaves only a *prime time* program and one regular. Even some of the broadcasts are done from home assisted by operators in the studio. Currently V Radio runs only four programs, two *stripping* programs and two regular programs. The *stripping* broadcast was conducted on Monday-Friday with the Program Bangun Pagi which started at 6 to 10 am by Anya Dwinov and Hilbram Dunar and Jalan Sore program which started from 4 pm to 8 pm by Zara Meidina and Chris Putra. While the regular program is conducted on Tuesdays and Thursdays at 2 pm hin 4 pm by Lala Tangkudung, and other *stripping* programs on Friday nights under the name V Classic Disco filled by DJ Merlin and Indigo Deville.

Since its establishment V Radio has established segmentation of adult female listeners in the age range of 28 to 38 years. V Radio also strives to reach listeners with the middle to *upper* category on radio *greater* Jakarta. Initially there were two competitors V Radio in greater Jakarta namely Female Radio and Cosmopolitan FM, but based on the data that can kiss FM change the segmentation become women in 2017 so that V Radio must face three competitors today. Female Radio is by far still the most superior radio with adult female segmentation that suits the ages of 28-38 and also the most superior in the achievement of the number of female listeners. Female Radio's female listeners are the most among its competitors. While the least number of female listeners is V Radio. however V Radio excels in maintaining as a class A to B radio.

Percentage *positioning* segmentation V Radio seen from Nielsen data acquisition. Nielsen data is data generated by companies that analyze globally so that the data produced is accurate and reliable. Nielsen radio data analysis in Jakarta is conducted per *wave*. *Wave* is a term used by Nielsen companies to see the development of a radio station in a period of three

months. Developments are seen from various aspects, such as gender, age, region, even economy class. In one year there are 4 (four) *Nielsen wave* data. *The* first wave starts from October-December, the second *wave* is January-March, the third *wave* is April-June, and the fourth *wave* is July-September. Between *one wave* and another *wave* can not be separated because basically the calculation of each *wave* also refers to the previous *wave*. The composition of the calculation of 1 (one) *wave* comes from 25% of the current *wave* result and 75% comes from the previous 3 (three) *waves* with the details of each wave as much as 25%. This means 75% of wave yields are not *real time*.

Based on Nielsen data from V Radio in 2016, the percentage of female listeners is smaller than that of men at 48% and the rest are male listeners. In the years that after, despite the increase and decrease in listener numbers, the percentage of female listeners of V Radio consistently above 50% even reached 80% in the fourth *wave* of 2017 (July-September 2017). V Radio listeners also experienced a decrease of more than 25% in the fourth *wave* of 2018 (July – September 2018). This decrease in listeners is due to the vacuum of the *prime time* program Jalan Sore. The temporary removal of this *prime time* program is believed to cause V Radio listeners to experience a drastic decrease. Although the decrease in listeners occurred drastically, but after seeing the results of Nielsen data still showed female listeners dominated by 68%.

Unfortunately in early 2020 V Radio listeners experienced a very drastic gender shift. In the second *wave* of 2020 female listeners only as much as 33% and the third *wave* as much as 32% (attached). Although this is a big question, based on the research of the author it turns out that V Radio itself has never done in-depth research on this but it is certain that V Radio will make improvements as soon as possible. However this is not real time data as 75% comes from previous *waving*. And based on the calculation of the data obtained, the average listener V Radio as much as 136,000 times per *wave*. While based on data from the average percentage of female listeners obtained about 63% of female listeners per *wave*-her. The data obtained shows that female listeners still dominate V Radio even though it did not have a drastic decrease.

The age shift of V Radio segmentation has also changed, from the original age range of 26-36, now shifting from the age of 28-38. These shifts could threaten *positioning* as female radio. Then *positioning* must be maintained. Otherwise, positioning shifts are capable of changing all aspects of the radio. This achievement is a calculated achievement considering that V Radio does not have as many programs as other radios. Even some programs had a vacuum. The vacuum of V Radio turns out not to make the loyalty of mostly female listeners change. V Radio's ability to maintain its *position* as a female radio is inseparable from the management strategy undertaken by the manager and his team.

At the same time an organization was formed to achieve established goals, including radio. The goals that must be achieved by radio are usually reflected in the vision and mission of the company so that the company is easier to identify the boundaries of its goals. To achieve these goals optimally the organization needs to make good and mature management. The

management in question generally consists of the planning stage, the organizing stage, the briefing stage and giving influence, to the supervision stage. Radio does not only convey information obtained from *google* and then broadcast. The management also conducts activities with communities outside of *on-air* activities. (Nasution, 2018 : 175, <http://jurnal.umsu.ac.id/index.php/interaksi/article/view/2094>)

There are still some obstacles facing V Radio in maintaining this positioning. One of them is the broadcaster's constraints. Where the broadcaster of the program Bangun Pagi V Radio, Anya Dwinov, was not in accordance with the segmentation. This is because Anya Dwinov has no family and has children so often does not understand how to convey information that corresponds to segmentation. The appearance of Anya Dwinov is also believed to be the cause of male listeners increasing. One of the strategies used by the V Radio team to overcome this is to further bring up dwinov's tandem figure, Hilbram Dunar. Hilbram Dunar figure is believed to be able to attract female listeners again with her information delivery style and male image that is favored by women. The success of the radio broadcaster media in maintaining its *positioning* is certainly influenced by the management that runs in it. Those strategies need to be built to continue to maintain *positioning*, because according to Dedy Riyadin Saputro (2020: 170, <https://journal.iainkudus.ac.id/index.php/komunikasi/article/view/7687>) the strategy is needed so that the radio organization has advantages and uniqueness compared to other radios. Based on the data obtained by the author, the author is interested in making V Radio as the subject of research with the title Radio 106.6 FM Jakarta Broadcasting Management Strategy in Maintaining *Positioning* as a Female Radio.

METHOD

According to Bogdan and Taylor (1975:5) qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors. Kirk and Miller say certain traditions in social science fundamentally depend on human observation both within their region and in their terminology. While Denzin and Lincoln say that qualitative research is research that uses natural settings to interpret phenomena.

Researchers use descriptive research information, by collecting data in the form of words, images, and not numbers. The data obtained will be translated into a form of writing which is then called description. and, the writings that are poured are detailed and accurate. Observation is an action or process of retrieving information through observation media that requires researchers to go directly to the field observing related matters. According to Lincoln and Guba there are three types of observations, first the observer acting as a participant, the second the observer in a frank or disguised manner, and the three observers on a 'natural setting' or 'designed'.

There are several reasons why qualitative research observations are utilized as much as possible. This reasoning was expressed by Guba and Lincoln (1981:191-193), which is because

observation techniques are usually based on direct experience, in addition to observation techniques also allow researchers to see and observe directly then record actual behavior or events. From the above exposure the researchers understand that an observation is indispensable in conducting research. By making observations, researchers jump into the field to observe the phenomena that occur as well as the changes that exist. Good observations are carried out over a long period of time so that the results of the observation process are more accurate so that observers are able to see the causes of the changes in the phenomenon that occur.

Researchers understand that the interview process is one to obtain company data implicitly that must be recorded during the interview process later in the transcript into a text in order to be a source of data researchers. According to Sukardi there are two types of documentation, namely official and unofficial documentation. Official documentation is created by an institution while unofficial documentation does not come from an agency. While Suharsimi Arikunto explained the method of documentation is a method of research by looking for data on things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, minutes of meetings, ledgers, agendas and so on.

Analysis of process data conducted by the author to sort the existing data while conducting observations, interviews, and documentation. During this process there are many circuits that researchers have to do so that a lot of data is obtained. The data obtained can not be used everything, then the author must sort the data relevant to the research.

RESULTS AND DISCUSSION

a. planning

Planning usually includes things related to goal setting and preparing strategies used to achieve those goals. V Radio has short-term and long-term programs. Long-term planning is defined through vision and mission. While short-term programs are discussed every week or during regular meetings. In a planning process, a radio station must also determine targets including region, age and other segmentation, determining where the broadcast media manager should devote his time, energy and expertise and who to aim for. (Razali and Putri, 2020 : 64, <http://akrabjuara.com/index.php/akrabjuara/article/view/1052>)

Long-term planning at V Radio is in use for at least the next 5 years. What includes long-term planning is the naming of the radio, mission vision, and the basic color of the logo. Medium-term planning is carried out annually to see the work plan within the next year. Medium-term planning at V Radio is carried out at the end of the year and is called with Performance Plan and Annual Budget (CTR).

b. Organizing

At the stage of organizing the team will usually hand out tasks according to his *job desk*. In the world of radio broadcasting, teams will also share tasks related to their respective positions such as who is in charge of editing, who is seeking information, who manages social media, and who is making reports.

V Radio has been handing out each *job desk* since its inception. This *job desk* will be done repeatedly every day according to what has become his task in the daily program. Because V Radio is a small broadcast media, some *job desks* are done duplicated by one person. So far the double work can still be overcome assisted by interns.

c. Briefing and Giving Influence

At this stage the supervisor is tasked with providing direction and influence with the aim of providing stimulants to employees so that the work can be done optimally. If the work can run optimally then the image of radio as a female radio is easier to maintain. In every organization the boss must give influence through motivations so that his employees have a plan and target for the future.

Directing and exerting influence on V Radio programs is done by producers during the production process. But overall supervision is carried out by the *program director* when meeting regularly. When *regular meetings* are held, producers must submit topics for next week to the *program director*. If there is a topic that does not correspond to segmentation then the *program director* will give a briefing to the producer to find a topic that suits the segmentation.

d. supervision

Supervision needs to be done during the production process in order for the evaluation process to also run properly. Supervision conducted in an appropriate manner can see which parts of the program should be eliminated or added for the sake of maintaining *positioning*. Supervision also serves so that the delivery of messages to the listener does not violate the idealism of the company that has been outlined in the vision and mission.

Based on all the definitions above the author concluded that a management strategy in a radio station is how the leader of a radio makes plans so that the media can compete in the market. In fact, a radio does not stand alone in its territory, but rather there are other radios that act as competitors. It becomes an important task of a team to keep its radio known to listeners and maintain its position according to what has been introduced to the listener.

Staged surveillance V Radio led by *program director*. Internal monitoring will be conducted daily by having each program producer make a daily report. From the report, the *program director* can see how the listener's response to then discussed in the regular meeting. External monitoring is carried out by the entire team by monitoring all radio activities of V Radio competitors.

e. Evaluation

The evaluation process aims to see and review the entire series that has been done during the pre-production to post-production process. At this stage the whole team will assess the extent of the advantages and disadvantages of the strategy that has been done. If there are shortcomings, updates will be made and things that are considered not very important or even further hinder the production process will be eliminated or replaced with other ideas.

Usually *the program director* will conduct an evaluation every week with the program supervisors who include producers and operators. If there are things that are outside the idealism of the company then the *program director* will ask the producer to find a way to return in accordance with the idealism of the company. In this evaluation stage V Radio has an institutional function because as a medium, V Radio is obliged to collect accurate information before it is published

CONCLUSION

An organization must have a predetermined purpose. One of the goals that the company wants to achieve is how to create positioning in the minds of consumers. To achieve and realize this goal, a strategy in the long, medium and short term is required. To execute the strategy appropriately certainly required good management by the leader of the organization or company

Management within a company or organization is an important benchmark for the company's success. In addition to the company's success, management is also a benchmark for the success of a leader in control of his company. The leader of V Radio conducts all management activities to maintain positioning as a female radio. This stage of management starts from the long-term planning carried out since the establishment of V Radio through the company's vision and mission. In addition to long-term planning, V Radio also has a medium-term plan carried out annually and a short-term plan carried out weekly.

The second stage is the organizing stage conducted by dividing the V Radio team into several engineering, program, marketing, and administrative teams led by the general manager. In addition, The leader of V Radio provides briefings and influence through meetings that are conducted periodically. Namely *CTR meetings* at the end of the year, regular meetings every one month, and program meetings every one week.

The monitoring phase is carried out entirely by the program director by monitoring every day to then report to the general manager every month. While evaluation conducted periodically in V Radio. this evaluation is referred to as Key Performance Appraisal (KPA) conducted every 6 months in June and December.

In maintaining the positioning V Radio still has constraints in terms of broadcasters . But overcome by showing the figure of other broadcasters who are believed to be able to maintain the positioning of V Radio. Another way to maintain the positioning of V Radio is by setting songs in 1996-2006 where this year the segmentation of radio listeners is still 14-15 years old or still a teenager.

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