

COMMUNICATION STRATEGY IMPLEMENTATION OF RADIO STATIONS WITH COMBINED INTERNET NEW MEDIA (Case Study at PT. Radio Tjandra Buana Suara FM Cianjur)

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Abstract

This study aims to determine the strategy implementation process in dealing with media convergence. Radio Tjandra FM has developed from what was originally limited to conventional radio but later developed by combining it with new media such as the internet. The basis of the theory used is New media by Pierre Levy. This study uses a qualitative research method with a case study approach. In its implementation, Radio Tjandra no longer only broadcast on air on radio but also take advantage of internet media as a process of expanding listeners, increasing existence and also displaying advertisements, what is done is to create social media accounts such as Facebook, Twitter, Instagram, creating streaming radio websites and applications. Apart from that, Radio Tjandra also carries out a lot of off air or on air activities in crowded places using the OB Van. The results of the process of implementing the strategy of merging radio with the internet have not yet yielded maximum results for expanding advertising, but for expanding listening it is sufficient to provide significant results, as evidenced by the increase listeners every day. So the challenge going forward for Tjandra FM Radio 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 increases.

Keywords: Implementation, Communication Strategy, Media convergence, qualitative

INTRODUCTION

Radio 100.6 Tjandra FM Cianjur is an electronic media station to provide entertainment in the format of memorable songs or memory songs and information and education through radio media. By presenting an event program for the lower middle class, where this is one that is considered important considering the geographical conditions as well culture in Cianjur Regency, where most of the population earns 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 common. In line with the increasingly tight competition in the world of broadcasting, all broadcasting media are required to work hard to maintain their existence. Until now, Radio Tjandra has been around for almost half a century, but it is still the radio of choice for Cianjur people to get information and entertainment. even though it's like that, it remains an important problem for Radio Tjandra to get a new strategy so that in this era of media convergence it can survive into the future.

The things that have caused a decrease in the number of radio listeners are the ease of getting songs via the internet, accessing information via Android and the absence of a sense of pride and specialness when the songs requested by the public are played on their favorite radio. In addition, today's modern society is a busy people who have little time to

consume mass media. Urban urban communities, for example, are people who workfull from morning to night and have no time to listen to the radio. Actually, the behavior of urban society is multitasking not only harm radio, but television and newspapers are also harmed.

As a result, the 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 its audience.

Thus, the mass media must keep up with 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 this era new media. Now, that is social media. Every layer of society is certainly aware of the existence of social media, in fact most Indonesians use social media. Therefore, this phenomenon can be exploited by radio broadcasting media, especially for market expansion audience.

Pierre Levy put forward a theory that discusses the development of the media known as Theory New Media. There are two views, the first view of social interaction, which distinguishes the media according to its proximity to face-to-face interactions. Pierre Levy looked World Wide Web (WWW) as an information environment that is open, flexible, and dynamic, which enables humans to develop new knowledge orientations and also engage in a democratic world of mutual sharing and empowering that is more interactive and based on society.

Second, the view of social integration, which is a picture of media not in the form of information, interaction, or dissemination, but in the form of rituals, or how humans use media as a way of creating society. The media are not only an instrument of information or a way to achieve self-interest, but unite us in some form of society and give us a sense of belonging. (Solomon, 2011: 52).

In media convergence, it's not just about merging mass media with new media, but even in management, there will be some changes. Publications made by radio will certainly have differences, the interactions carried out by radio with listeners will also be different after their appearance new media, from interactive telephone to interaction via social media such as Twitter, Facebook, Instagram, and even YouTube. In addition, the impact of media convergence is network expansion, and changes in advertising in the media. This is because convergence media 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, be it visual, audio, data, and so on (Preston in Romli, 2016: 132).

Based on the background of the problem above, the researcher is interested in knowing how the communication strategy of Radio Tjandra FM Cianjur deals with media convergence by limiting the scope to related matters, and how the strategy implementation process succeeds 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 drafter must consider external opportunities and threats, determine strengths and weaknesses internally, establish an objective, produce alternative strategies and choose strategies trying to find problems that occur from events that are interpreted based on the context of strengths, then make an analysis of the possibilities and taking into account the options and steps that can be taken in the framework of moving towards that goal.
- 2) **Strategy Implementation:** After formulating and choosing the strategy to be implemented, the next step is to implement the implemented strategy. in the stages of implementing the strategy that has been chosen really requires commitment and cooperation from all units, levels and members of the organization. Implementation of a strategy that does not apply commitment and cooperation in implementing the strategy, the process of formulating and analyzing strategies will only be a dream that is far from reality. The implementation of the strategy rests on the allocation and organization of resources which is shown through the establishment of an organizational structure and leadership mechanisms that are carried out together with the corporate and organizational culture.
- 3) **Strategy Evaluation:** The final stage of developing a strategy is evaluating the implementation of the strategy. Strategic evaluation is necessary because the success that has been achieved can be measured again to set the next goal. Evaluation is a benchmark for a strategy that will be re-implemented by an organization and evaluation is needed to determine the stated goals have been achieved.

Strategy is planning (planning) and management (management) to achieve a goal. But 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 are. Communication strategy which is a blend of communication planning (communication planning) with communication management (communication management) to achieve the set goals. The communication strategy must be able to show how its operations practically have to be carried out, in the sense of the word that the approach (approach) may vary from time to time depending on the situation and conditions. (Onong Uchjana Effendy 1984: 300).

METHOD

Based on the types of problems studied and their objectives, this research uses qualitative methods 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 contexts are not clearly visible and where multiple sources are utilized. The use of case studies in this research is because researchers believe 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 gain in-depth knowledge about the event. The reason for using qualitative methods is because this research intends to understand the phenomenon of what is experienced by research subjects, for example behavior, perceptions, motivations, actions, etc. by not trying to manipulate setting study. Data is collected from a natural setting (natural setting) 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 enabling researchers to study and discover certain issues in depth related to the problem under study.

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

This data collection was carried out for three months by the observation method using the technique of extending participation and persistence of observations in the field. This is because researchers have carried out an internship for 3 months at Radio 100.6 FM Tjandra Cianjur. According to Moleong (2010: 327) "extension of participation means that researchers stay in the research field until saturation of data collection is reached, this will allow for an increase in the degree of confidence in the data collected." Moleong (2010: 329), Another method is in-depth interviews conducted on 6 respondents by providing questions where the composition of the questions is adjusted to the position held by each respondent.

RESULTS AND DISCUSSION

Radio Tjandra FM Cianjur is starting to realize how dominant advances in information technology have become after social media Facebook. By looking at the extraordinary benefits that can be obtained from social media, which makes it easy for radio to interact with listeners, then take advantage of this to introduce radio to the public. Tjandra FM Radio's initiative to deal with media convergence has begun to materialize 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 dealing with media convergence, there are many important aspects that must not escape the minds of those who will launch a new strategy for Radio Tjandra FM so that it can be successful and well received by the public.

These important aspects are as revealed by Mitha (2019, June 25) as marketing for Radio Tjandra FM Cianjur which reveals that the formulation of the strategy begins with determining the concept of how the strategy will be implemented, Radio Tjandra FM determines the concept as a radio that must keep up with the times, form innovative activities, multiplying activities on air nor off air, and also thinking audience as individuals who will feel satisfied if they hear content that is interesting and touches their heart. Individuals who no longer want to hear the usual things. Because they already got that information from various media. Before audience controlled by the media owner by determining the media content but now what determines the content is audience.

In addition to this, to make a change and formulate a new strategy, new infrastructure and adequate resources are needed. Based on the Organizational Structure of Radio Tjandra FM (2019), currently Radio Tjandra FM is supported by 17 employees, with an educational background of around 60% being Bachelors, Nearly $\frac{3}{4}$ employees are aged 20 and over or are in the productive age category.

Specifically in developing human resources, Radio Tjandra FM Cianjur will equip its employees by participating in training conducted by PRSSNI (Indonesian National Private Broadcasting 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 relation to the implementation of the media convergence strategy, apart from the human resources who must be trained, the organizational structure of Tjandra FM Radio has barely changed. But more to involve all employees to become marketing. By giving fee as much as 20% to employees who successfully promote or pull ads to the radio.

The main goal of strategy is to establish and maintain a company's competitive advantage, so that these companies can achieve their vision and mission. In implementing the strategy must be well formulated and executed effectively.

In the process of implementing the strategy to deal with media convergence, Tjandra FM Radio has developed from what was originally only limited to conventional radio but then developed by combining it with new media such as the internet. Radio Tjandra was not intimidated by this new media, but use it as a challenge to expand listener reach, increase presence and ad serving.

In implementing its strategy, Radio Tjandra no longer only broadcast on air on radio but also take advantage of internet media as a process of expanding listeners, increasing existence and also displaying advertisements, what is done is to create social media accounts like facebook, twitter, instagram, create streaming radio websites and applications. Apart from that, Radio Tjandra also conducts many activities off air or on air in crowded places by using OB Van. this implementation process is also supported by all radio employees by implementing a system to involve all employees in marketing.

CLOSING

Conclusion

This implementation received a good response from listeners who said that the strategy implemented by Radio Tjandra made it easier for listeners to be able to interact, both for song requests and listening to the radio.

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