

PRAMBORS RADIO STRATEGY OPTIMIZATION: EXPANDING BROADCAST COVERING TO REACH THE TARGET AUDIENCE OF YOUNG PEOPLE

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Abstract:

In today's very tight competition in radio media, especially in big cities like Jakarta, radio stations compete to dominate the listener segment and optimize revenue from advertising. However, Law Number 32 of 2002 concerning Broadcasting limits local radio broadcasts' reach, limiting radio stations' ability to reach a limited area with listeners. This article discusses the strategic efforts of PT Radionet Cipta Karya (RCK), a holding company, as the owner of Prambors Radio, to focus on increasing the number of listeners without violating applicable regulations. The research uses qualitative analysis methods and a case study approach, with interviews with the Directors and Manager of Prambors Radio as the primary source. The Mediamorphosis Theory by Roger Fidler (1997) was adopted in this research by highlighting media transformation due to the interaction of interests, political pressure, and technological and social innovation. The research results show that since 2000, Prambors Radio adopted networked radio broadcasts and broadcast centralization in 2009/2010 and succeeded in expanding its reach to several cities and converging with social media. The use of streaming radio also opens up access to broadcasts throughout the world for listeners with an internet connection.

Keywords: Radio Media, Prambors, Networked Radio Broadcasts, Convergence



INTRODUCTION

In the increasingly fierce competition in the Indonesian radio industry, optimizing the number of listeners through expanding broadcast reach has become a strategy several radio groups adopt. Currently, competition is becoming increasingly fierce, mainly because the share of radio advertising nationally has decreased significantly, creating extra pressure on radio owners and managers (Choi, 2020). According to Advertising Expenditure data from Nielsen Ad Intel, in 2018, the portion of radio advertising to total radio advertising expenditure reached 1,775,001,000,000 rupiah (Nielsen, 2018). However, in 2022, this figure will decrease drastically to only 968,502,000,000 rupiah (Nielsen, 2022). This decline in advertising revenue is a concern and a severe challenge to radio owners and managers (Mullins & Walker, 2019).

The number of Prambors radio listeners in the first quarter of 2015 was 1,137,000 listeners, decreasing in 2020 to 819,000 listeners (Nielsen, 2023). This problem is of concern to management to continue anticipating possibilities that may occur in the future. From a management perspective, handling market trends and adapting to changing economic conditions are essential to maintaining radio station operations (Wheelen et al., 2021).

The main focus of this research is the importance of responsive and innovative management strategies in dealing with declining advertising revenues. A deep understanding of the dynamics of the radio industry, choosing the right strategy, and careful application of management concepts will

be crucial elements in responding to these challenges. Relevant references will involve strategic management theories, internal company data analysis, and best practices in the radio broadcasting industry (Johnson et al., 2020).

Problem Formulation. The problem formulation in this research explores the strategies implemented by Prambors Radio in response to the decline in the number of listeners and the decline in advertising revenue. In facing changes in the complexity of the Indonesian radio industry and the dynamics of listener preferences, Radio Prambors is faced with the need to design strategic steps to anticipate and overcome emerging challenges. This research involves an in-depth understanding of changing trends and dynamics of the media industry to identify crucial factors that contribute to listener decline and evaluate the effectiveness of strategies that have been implemented.

The main focus of this problem formulation is identifying the factors that drive the decline in Prambors Radio listeners. By understanding internal and external factors, this research explores the problems the radio station faces in line with research by McLeish (2017), which emphasizes the importance of identifying internal and external factors as the first step in formulating an effective strategy.

Next, the focus expands to the marketing and content strategies adopted by Radio Prambors in response to changes in listener preferences. How this radio adapts to its audience's changing tastes and needs is an important aspect that needs to be explored. Albarran (2010), in his work on radio in the digital era, presents a framework for understanding the strategic transformation of radio stations amidst changing consumer behavior.

Competitive analysis in the radio industry has become essential. The research will explore how Radio Prambors competes with other radio stations in Indonesia. Increasingly tight competition in the radio market, especially from several radio groups, can significantly impact the number of listeners. Therefore, a strategic comparison with competitors will help understand Radio Prambors' position in the dynamic radio industry. Smith (2015) contributed an understanding of competition in media distribution and its impact on listeners.

Apart from that, the strategic adaptability of Radio Prambors will be the main focus. In facing dynamic changes in the radio industry, the extent to which stations make changes and develop and implement new strategies needs to be evaluated. Bakker and Haridakis (2018), in their research on digital radio dilemmas, discuss the challenges of strategic adaptability in the digital era.

The impact of current technology in influencing the decline in listener numbers will also be explored. Critical questions in this research will be whether developments in technology and digital platforms contribute to changes in listener behavior and whether Prambors Radio has succeeded in adopting effective digital strategies. Kaur and Pathak (2017) present an analysis of the impact of social media on radio broadcasting, providing insight into the technological transformation in this industry.

The importance of involving community perspectives in this research cannot be overstated. Listener surveys and feedback analysis will provide valuable insight into listeners' perceptions and expectations of Prambors Radio. The extent to which listeners perceive the sustainability and relevance of this radio station will be an essential consideration in formulating strategic recommendations. Harker (2018), in his work on media and celebrities, provides insight into how public perception can influence media performance.

This research will present the results of the analysis and strategic recommendations to help Prambors Radio overcome challenges and increase the number of listeners. Thus, the focus is to provide an in-depth understanding of the listener crisis in the context of Radio Prambors and provide practical guidance to improve the performance of this radio station amidst intense competition and changing industry dynamics.

1. Context of the Decline in Advertising Revenue. In recent years, the Indonesian radio industry has experienced a significant shift in the share of national advertising. According to Advertising Expenditure data from Nielsen Ad Intel, in 2018, the portion of radio advertising to total radio advertising expenditure reached 1,775,001,000,000 rupiahs. However, in 2022, this figure will decrease drastically to only 968,502,000,000 rupiah (Nielsen, 2018; Nielsen, 2022). This decline creates additional "pressure" on radio owners and managers, including Prambors Radio.

In the face of declining advertising revenues, Radio Prambors and other stakeholders in the radio industry need to understand the impact fully. This challenge involves restructuring marketing strategies and adapting business models to maintain operational sustainability. McLeish (2017) observed that strategic adjustments are often necessary in the media industry when facing significant changes in advertising revenue share.

Advertising revenue is the primary income for the radio media industry, so it needs serious attention. Albarran (2010) presents a framework for measuring the performance of radio marketing strategies and evaluating the impact of changing advertising spending trends. Therefore, this research will explore the relationship between the decline in advertising revenue and the effectiveness of the marketing strategies adopted by Radio Prambors.

In this context, looking for innovative and adaptive solutions is essential to overcome the decline in advertising revenues. Strategic analysis of how other radio stations have faced similar challenges and recovered their advertising revenue can provide valuable insight. Bakker and Haridakis (2018) provide a perspective on strategic adaptability when facing revenue source changes, including advertising revenue.

Increasing the use of digital platforms and social media in promotions also needs to be considered. Kaur and Pathak (2017) suggest that social media integration can be the key to diversifying revenue sources and mitigating the impact of declining advertising spending. Therefore, this research will evaluate how Radio Prambors has integrated digital platforms and social media into its marketing strategy.

For stakeholders, especially advertisers, formulating solutions will be essential to this research. Harker (2018) highlights the importance of collaboration with advertisers to create more effective and engaging advertising campaigns, enabling Radio Prambors to build sustainable partnerships. Radio groups generally have good relationships with advertisers, which benefits both parties and makes their work easier.

By understanding the context of the decline in advertising revenue, this research aims to provide in-depth insight into its impact on Prambors Radio and the radio industry. Strategic recommendations will be put forward to help Radio Prambors and other stakeholders face these challenges and ensure sustainability in an era of constant change in the media ecosystem.

2. Challenges of Broadcast Reach and Prambors Radio Strategy. In formulating the research problem, the sustainability of advertising revenue depends on the number of listeners. Therefore, Prambors Radio faces the critical question of expanding its broadcast reach while maintaining the quality of its content. These challenges require careful and innovative management strategies (Mullins & Walker, 2019).

First, this research will explore the dynamics of the radio listener market and the factors that influence the decline in the number of listeners. This analysis is essential for formulating appropriate marketing strategies to expand broadcast reach. Mullins and Walker (2019) highlight the importance of understanding consumer behavior and market factors in designing successful marketing strategies.

Next, the research will focus on Radio Prambors' strategies to overcome these challenges. How these radio stations devise and implement strategies to increase the appeal and sustainability of their

broadcasts will be the subject of attention. Aligning these strategies with changing trends and listener needs is critical in building and maintaining the listener (Mullins & Walker, 2019).

In this context, technological and digitalization aspects in reaching audiences will also be a focus. The research will evaluate how Radio Pambors has utilized digital platforms and social media to expand its broadcast reach. Appropriate technology integration can be a strategic solution to overcome broadcast reach challenges and strengthen listener engagement (Albarran, 2010).

3. Identification of Strategic Steps. This research aims to identify the steps taken by Radio Pambors to face the challenge of declining listeners. Key questions involve broadcast reach expansion strategies, the effectiveness of such measures, and their contribution to the sustainability of advertising revenues.

The research will explore Radio Pambors' strategy for expanding its broadcast reach. With an in-depth analysis of changes in listener preferences and dynamics of the radio industry, this research tries to understand the specific steps these radio stations take. Albarran (2010), in his work on the transformation of radio in the digital era, provides an essential perspective for understanding strategic adaptability in the face of constant change in the media industry.

Furthermore, evaluating the effectiveness of strategic steps is an important focus. How Pambors Radio's broadcast reach expansion strategy influences the increase in listeners and whether these steps align with changing market trends will be explored. References from strategic management literature, such as the work of Wheelen et al. (2021), will guide the assessment of the effectiveness of strategies in achieving organizational goals.

Within the framework of this research, the strategy implemented by Radio Pambors will also be assessed from the perspective of its impact on revenue from the advertising sector. The analysis will focus on how strategic steps can mitigate the decline in advertising revenue and drive growth. Data from Advertising Expenditure from Nielsen Ad Intel will be used to compare changes in advertising expenditure with the strategic steps taken by Radio Pambors (Nielsen, 2018; Nielsen, 2022).

4. References and Theoretical Foundation. In developing a practical solution, this research will refer to Radio Pambors' internal company data, including Advertising Expenditure analysis. Advertising Expenditure analysis from Nielsen Ad Intel will provide in-depth insight into changes in advertising spending and become the primary basis for formulating advertising revenue recovery strategies (Nielsen, 2018; Nielsen, 2022). Internal company data, including broadcast performance and listener response, will be a critical resource for evaluating the effectiveness of implemented strategies.

The theoretical foundations of strategic management theory will be used to provide a conceptual framework for formulating solutions that can be implemented in the context of the dynamic radio industry (Wheelen et al., 2021). Strategic management theory provides a systematic approach to designing, implementing, and evaluating organizational strategies. In the context of Radio Pambors, applying this theory helps identify opportunities, overcome challenges and design sustainable strategies.

This research will also detail current media management and marketing strategy concepts as part of the theoretical foundation. Albarran's (2010) work on the transformation of radio in the digital era will provide insight into the paradigm shift in the radio industry. In addition, concepts from the media management and marketing literature will guide the development of innovative and relevant solutions to face the dynamics of the radio industry, which continues to develop.

Research Objectives. This research aims to investigate and present an in-depth understanding of the strategies and steps taken by Radio Pambors in dealing with the decline in the number of listeners. This research details and analyzes critical aspects, including the challenges of declining

listeners, declining advertising revenues, broadcast reach expansion strategies, and strategic measures implemented.

First, the main focus of the research is to identify and analyze the key factors that caused the decline in Prambors Radio listeners. It includes an in-depth understanding of the dynamics of the Indonesian radio industry, changes in listener preferences, and the internal and external factors that influence the attractiveness of radio stations. This analysis will help formulate strategic recommendations to increase listener attraction.

The research aims to evaluate the impact of decreasing advertising revenue on the sustainability of Prambors Radio. By analyzing Advertising Expenditure from Nielsen Ad Intel, this research will compare advertising spending data from year to year, identify trends, and explore factors that may contribute to these changes. Understanding these impacts will help formulate effective advertising revenue recovery strategies.

This research focuses on identifying, analyzing and evaluating broadcast coverage expansion strategies adopted by Prambors Radio. Concrete steps, including technology integration and utilization of social media, were analyzed to assess their effectiveness in attracting more listeners. Evaluation of these strategies provides insight into the extent to which these measures successfully increase the number of listeners to a radio station.

This research aims to provide practical and relevant strategic recommendations to help Radio Prambors overcome its challenges. Based on strategic management theory and literature related to the radio industry, this research presents innovative solutions that can be applied to improve the performance of Radio Prambors amidst intense competition and changing industry dynamics. The research results can positively contribute to understanding the Indonesian radio industry, provide practical insight for Radio Prambors, and encourage the development of knowledge in strategic management in the media and entertainment sector.

A. How can a network radio strategy expand its broadcast reach to increase the number of listeners? Network radio strategy has been the focus of significant research to understand effective ways to expand broadcast reach and increase listenership. This research will explore the concept and implementation of networking strategies in the context of the radio industry. The subject of discussion will be how radio radio can leverage collaboration and synergy between different stations to reach a wider audience. In line with strategic management theory, this research will explore strategic concepts that can be applied to build effective radio networks (Wheelen et al., 2021).

This research will examine how network radio meets the challenges of maintaining the quality of broadcast content while expanding reach. Albarran (2010), in his work on the transformation of radio in the digital era, presents a critical view of how radio can overcome this dilemma. By analyzing the implementation of innovative and adaptive content strategies, this research will provide insight into how radio networks can maintain relevance and appeal to their listeners.

It is essential to detail the impact of network radio strategies on increasing the number of listeners. By referring to previous research on strategic management in the media industry, as outlined by Mullins and Walker (2019), this research will evaluate the effectiveness of strategic steps taken by network radio. This study offers data that may be used to enhance the performance of Prambors Radio and other network radio stations. It focuses on reaching organizational goals, marketing tactics, and content innovation.

B. How can media convergence increase the number of listeners through streaming radio and social media? Media convergence has become a significant phenomenon in the digital era, allowing radio to integrate streaming radio and social media to expand reach and increase the number of listeners. This research will discuss how media convergence, primarily through streaming radio and social media, can effectively be used to reach a wider audience. This study will

detail the concept of media convergence and its application in the radio industry, with a focus on its ability to provide content that is more accessible and participate with listeners (Albarran, 2010).

This research will also explore the positive impact of media convergence on increasing the number of listeners. By referring to literature on the impact of social media on radio broadcasting, such as the work of Kaur and Pathak (2017), this research will examine how social media integration can build listener engagement and increase radio's online presence. A deep understanding of how media converge, including streaming radio and social media, can benefit Radio Pambors in designing effective strategies to reach and retain listeners.

This research will evaluate the best practices and strategies implemented by other radio stations that have successfully implemented media convergence. By comparing approaches other radio stations have tested, this research will present findings that can become a basis for Radio Pambors to build an optimal strategy. This analysis will provide in-depth insight into how radio streaming and social media can increase listeners and strengthen Radio Pambors' position in the radio industry (Kaur & Pathak, 2017).

Literature Review. This literature review will discuss previous studies relevant to the research topic, namely the strategies and steps taken by radio to overcome the challenge of decreasing the number of listeners. In exploring the understanding of networked radio strategy, Wheelen et al. (2021) highlight the importance of inter-station synergy to reach a wider audience. The strategic management concept of Wheelen et al. provides a basis for understanding how radio can form an effective networking strategy.

In addition, in the context of media convergence, Albarran's (2010) work regarding the transformation of radio in the digital era will provide insight into the concept of media convergence and its impact on radio broadcasting. This research also refers to the work of Kaur and Pathak (2017), which discusses the positive influence of social media on the radio broadcasting industry. In this literature, there is important information about how streaming radio and social media can increase listener engagement and, as a consequence, increase overall listening numbers.

Furthermore, in designing effective strategies, this research refers to strategic management literature from Wheelen et al. (2021), which provides a conceptual framework for formulating solutions that can be implemented in the context of the dynamic radio industry. The work of Mullins and Walker (2019) in marketing management is also the primary reference for evaluating the effectiveness of strategic steps taken by network radio and through media convergence.

Network Radio Concept. The concept of network radio, as regulated in Law Number 32 of 2002 concerning Broadcasting, Article 31 paragraph 3, provides a legal basis for private broadcasting institutions to carry out broadcasts through a network station system with limited area coverage. It opens up opportunities for radio stations to form networks with transmission stations in several areas to reach listeners in the broader broadcast coverage (Law Number 32 of 2002).

Radio networks allow the adaptation of programming to match regional characteristics, increase appeal in different locations, and respond to specific listener needs. The network radio concept also opens up opportunities for collaboration between stations, improving broadcast quality through sharing content, resources and experiences. This research explores networking strategies for the effectiveness of Radio Pambors and other radio stations in expanding broadcast reach and increasing the number of listeners.

Pambors implements the centralized broadcast system by relaying broadcast content from Jakarta to the regions; this helps broadcast quality in regions with broadcasters with high-quality standards. Network radio is implemented mainly by radio groups with several radios in several cities/regions. Apart from improving broadcast quality, it can also streamline broadcast production costs.

The Concept of Media Convergence. Media convergence refers to combining traditional media, such as print, television, and radio, with new media to produce and distribute content (Lawson GB, 2003). This phenomenon reflects rapid digital and information technology developments, where various media platforms integrate to create a more comprehensive consumer experience. As technology develops, people's behavior changes from initially listening to audio (radio) to becoming social media followers because they can convey more interesting audio-visual content.

Lawson GB (2003) describes the concept of convergence as a merger that includes traditional media and new media. In the context of radio, media convergence can refer to the integration of traditional radio broadcasts with online streaming radio platforms and social media. A deep understanding of this concept will help identify opportunities and challenges in utilizing various media platforms to increase the number of listeners and maintain broadcast sustainability.

This research will explore the extent to which Radio Prambors utilizes the concept of media convergence to expand broadcast reach and increase listener engagement. This analysis will analyze the strategy and implementation of the media convergence concept, which can significantly contribute to the success of radio stations in facing changes in the dynamics of the media industry.

METHODS

This research will combine qualitative research methods to gain a comprehensive understanding of the strategies and steps taken by Radio Prambors to overcome the decline in the number of listeners. The qualitative approach will focus on an in-depth analysis of strategic aspects, including networked radio and media convergence. This approach will involve interviews with Directors at Radio Prambors and radio station managers to gain direct insight into the strategies adopted (Creswell, 2014).

An approach will be used to collect and analyze data on the number of listeners, advertising revenue, and the impact of implemented strategies. This data will be obtained from interviews, observations, documentation, and advertising spending reports from Nielsen Ad Intel.

Case studies will be adopted as part of this research method. The focus of the case study will be primarily on Radio Prambors, allowing the research to investigate in detail the steps this radio station took in overcoming the challenge of declining listenership. This case study will utilize in-depth interviews, direct observation, and document analysis to detail Radio Prambors' strategic journey and impact (Yin, 2014).

Content analysis will be used to identify trends and patterns in broadcast content that may influence listener numbers. It involves mapping keywords, themes and focus of radio broadcasts over a certain period. This analysis will help evaluate whether broadcast content supports or hinders achieving strategic goals (Neuendorf, 2017).

Data triangulation from various sources will be used to ensure the validity and reliability of this research findings. This approach to various research methods is expected to provide a holistic and detailed view of Radio Prambors' strategy in dealing with declining listeners.

RESULT AND DISCUSSION

The results and discussion of this research reflect the findings from qualitative data analysis and the combination of research methods used. Qualitative interviews with the Directors at Radio Prambors, namely Malik Syaferi and Imansyah, the radio station manager, provide in-depth insight into the strategies adopted. Content analysis reveals trends and patterns in broadcast content that influence listener numbers.

The case study presents Radio Prambors' strategic journey, illustrating the steps taken and their impact on the radio station's performance. This holistic approach is expected to provide a comprehensive understanding of Radio Prambors' strategy for overcoming the decline in listeners.

The results of this research will discuss key findings, evaluate the strategies used by Radio Prambors in line with the challenges faced, and provide recommendations for improvement. In the literature, this research is expected to contribute to understanding the network radio and media convergence concept in overcoming the decline in listeners. The discussion of the results will also provide practical insights that Radio Prambors and other radio stations can apply to increase attractiveness and maintain broadcast sustainability.

Development of Networked Prambors Radio. The development of networked Prambors Radio is a crucial aspect highlighted in the results of this research. Qualitative data from interviews with radio stations illustrates the critical role of inter-station synergy in reaching listeners in the broader area. Implementing the network radio concept following regulations in Law Number 32 of 2002 concerning Broadcasting, Article 31 paragraph 3, opens up opportunities for Radio Prambors to carry out broadcasts through a network station system with limited area coverage.

The case study analysis illustrates the journey of developing networked Radio Prambors with concrete steps taken by this radio station. The research results emphasize the importance of inter-station collaboration in expanding broadcast reach, contributing to the growth of listenership. Regulatory foundations and strategic management literature are used to evaluate the extent to which the development of networked Prambors Radio achieves its strategic objectives and maintains attractiveness in a competitive market. Results discussions address positive impacts, such as increased listener engagement and appeal, while identifying potential challenges and providing recommendations for continued and effective further development.

Utilization of the Convergence of Prambors Radio and Social Media. The results of this research reflect the use of convergence by Radio Prambors, primarily through integration with social media. The concept of media convergence, as explained by Lawson (2003), is a theoretical basis for understanding how Prambors Radio combines traditional radio broadcasts with online streaming radio and social media such as Facebook, YouTube, TikTok and Instagram to reach listeners in a way that broader and more interactive.

Qualitative data from interviews and direct observations at Radio Prambors provides in-depth insight into how this radio station utilizes social media to increase listener engagement. The content analysis results highlight radio's efforts in producing and distributing content that matches listener preferences across multiple platforms, creating a participatory environment that strengthens the relationship between stations and listeners.

Literature references, especially the work of Kaur and Pathak (2017), provide theoretical and empirical views on the positive impact of social media on the radio broadcasting industry. Discussion of research results will evaluate the extent to which convergence, primarily through social media, contributes to the growth of Prambors Radio listeners. This discussion will also address potential challenges associated with utilizing social media, such as reputation management and copyright protection.

Through the learning results and discussions in this section, this research can provide an in-depth view of the convergence strategy that Radio Prambors has successfully implemented and contribute to understanding the radio industry in facing the dynamics of digital media.

CONCLUSION

This research found that the Prambors radio network is an effective solution for expanding broadcast coverage following applicable regulations. By having nine radio stations, Radio Prambors

in Jakarta, Bandung, Semarang, Jogja, Solo, Surabaya, Medan, Makasar and Menado has succeeded in accumulatively increasing the number of listeners, utilizing the network radio concept following Law Number 32 of 2002 concerning Broadcasting, Article 31 paragraph 3. Implementing a centralized, networked radio system can expand broadcast coverage, maintain the quality of broadcast content, and save broadcast production costs.

The convergence integration of Prambors radio with social media such as TikTok, Instagram, Facebook and YouTube has also been proven to expand the reach of receiving Prambors broadcast content through popular online platforms in Indonesia and other countries. Prambors' presence on various social media provides opportunities to interact directly with listeners, building more robust engagement. According to the results of interviews with Prambors' directors and managers, the content found on social media is a means of promoting programs and reaching young people in areas where there is no Prambors radio station.

Overall, this research provides an in-depth understanding of how Prambors Radio overcomes the decline in the number of listeners through networking strategies and convergence with social media, becoming the basis for developing further strategies to maintain broadcast continuity and strengthen Prambors' position in the dynamic radio industry.

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