

BUSINESS MANAGEMENT STRATEGY OF CIREBON LOCAL TV MASS MEDIA

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Abstract

In today's digital era, local TV mass media face various challenges, such as increasingly fierce competition from digital mass media and changes in people's media consumption patterns. This requires local TV mass media to innovate and develop in order to survive and compete. The main objective of this study is to identify, analyze, and describe business management strategies used by local TV mass media in Cirebon. This study used qualitative research methods. Data will be collected through in-depth interviews with key stakeholders in local TV stations and literature studies. The data that has been collected is then analyzed in three stages, namely data reduction, data presentation, and conclusions. The results showed that Cirebon's local TV mass media implemented various business management strategies, such as content strategies, marketing strategies, and financial strategies. However, the business management strategy implemented by Cirebon's local TV mass media is still not optimal.

Keywords: Business Management, Mass Media, Cirebon Local TV

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International



INTRODUCTION

In today's digital era, local TV mass media face various significant challenges, one of the main challenges is the increasingly fierce competition from digital mass media, such as video streaming platforms, social media, and online news websites. Increased internet accessibility and digital technology have changed the way people access and consume information, entertainment, and media content. This has led to a shift in consumer behavior that affects the traditional business model of local TV (Restendi et al., 2020).

Changes in people's media consumption patterns are also a serious challenge. Many individuals now prefer to watch TV programs or digital content through their mobile devices, tablets, or personal computers, which means local TV must compete with digital platforms in luring their viewers (Fransisca & Ningsih, 2023; Ningsih & Nurjanah, 2023). In addition, local TV mass media are also faced with challenges in maintaining advertisements. Advertising has undergone significant changes with the shift to digital advertising (Mulyono et al., 2021), which allows advertisers to target audiences more precisely, this has an impact on local TV advertising revenue. Therefore, to meet this

challenge, local TV needs to develop a stronger business strategy and focus on the use of digital technology (Hidayat et al., 2023).

Previous research by (Wardani, 2021) found that: (1) RCTV made efforts in fulfilling media life support sources, including: a) Meeting content needs (programs), by analyzing and setting targets, preparing program planning, and implementing program production. b) Fulfillment of the target audience, by implementing strategies of attracting audiences, and marketing of programs. c) Fulfillment of resource requirements. (2) RCTV broadcasting management in an effort to maintain its existence as Cirebon's local television, there are several aspects that must be maximized, namely: a) Television program planning, b) Survey of audience interests and needs, c) Program production and packaging (by raising elements of local cultural values), d) Program scheduling, and e) program supervision and evaluation.

Another study by (Firdaus & Panuju, 2022) shows that The strategies used by Radar Bromo in media convergence are: Grand Theory namely 3M's media convergence transformation strategy (Multimedia, Multichannel and Multiplatform). As for the media convergence model used, there are three media convergence models, namely the newsroom convergence model, content convergence, and newsgathering convergence.

The novelty of this research is from the object of research itself, namely the Cirebon local TV Mass Media which has never been studied before. Research can reveal trends and viewer preferences that can help Cirebon's local TV in producing content that is more in line with the wishes of its audience. This can increase the appeal and quality of their broadcasts. The main objective of this study is to identify, analyze, and describe business management strategies used by local TV mass media in Cirebon.

RESEARCH METHODS

This study used qualitative research methods. According to (Sugiyono et al., 2019)) qualitative research methods are research methods based on the philosophy of postpositivism, used to examine natural object conditions, (as opposed to experiments) where researchers are key instruments, data collection techniques are triangulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize the meaning of generalization. The subject of this study was the mass media Cirebon TV. Data will be collected through in-depth interviews with key stakeholders in local TV stations and literature studies. The data that has been collected is then analyzed in three stages, namely data reduction, data presentation, and conclusions.

RESULT AND DISCUSSION

Television is a mass media that has great potential in influencing society. Until now, television is still one of the main sources of information and entertainment for the public. Due to its significant role in shaping people's views, television has a number of advantages compared to conventional mass media. The superiority of television is inseparable from its nature as a visual and auditive medium. By this nature, television is able to present information not only in the form of words heard, but also through moving images that can be enjoyed by viewers. Because of this audio-visual feature, television can present information more comprehensively and more easily understood by viewers. In addition, entertainment programs aired on television are also more interesting and can provide maximum entertainment for the audience (Nur, 2021).

Television stations operating in Indonesia, when viewed in terms of diversity, can be classified as having a fairly high level of diversity (Goebel, 2015). The government has set regulations in the field of broadcasting, which gives some television media companies the opportunity to obtain operating permits, especially in the context of local television media. This has been regulated in Law No. 32 of 2002 concerning Public Broadcasting Institutions. The presence of local television stations has an important and strategic role that is expected to present local cultural diversity and report events in areas that may not receive attention from the national media (Yaqoob et al., 2021). There are various local TVs in Cirebon, one of which is Cirebon TV (CiTV).

Cirebon local TV located in Cirebon City, West Java is a local television station that broadcasts on Channel 62 UHF or 799 MHz. Established with a vision as a music and culture television station, Cirebon TV has committed to presenting a variety of programs that entertain, educate, and attract viewers. Cirebon TV is the first local television station in Cirebon and serves the Ciayumajakuning area, which includes Cirebon, Indramayu, Majalengka, and Kuningan. The station first went on the air on October 14, 2007 with an initial frequency of 33 UHF. Cirebon TV's main focus is on local content, including news, education, music, and cultural arts. This television broadcast can be reached in various regions, including Cirebon City, Cirebon Regency, Indramayu Regency, Majalengka Regency, and Kuningan Regency (Undang et al., 2022). Some areas such as Sumedang, Subang, Brebes, Slawi, Tegal, Pemalang, and Bumiayu can also receive programs from Cirebon TV. The slogan of Cirebon TV is "Kudu Weruh." The station broadcasts from 8:00 a.m. to 00:00 a.m., with a commitment to providing a variety of programs that meet the needs of its local audience.

In today's digital era, local TV mass media such as Cirebon TV experience various challenges including increasing mass media competition, which has an impact on the shift in consumer behavior patterns. Therefore, various strategies need to be implemented in order to continue to exist in the mass media. In general, strategy refers to the long-term planning process and methods used to achieve specific goals. In a more specific sense, strategy includes a series of actions of a gradual and continuous nature, which are based on the perspective of the customer's future. In other words, strategies are always oriented towards anticipating what will happen, not just responding to the current situation (Yaqoob et al., 2021).

Strategic management is a process that involves making fundamental and comprehensive decisions, involving organizational leaders in formulating how to achieve organizational goals, and determining implementation steps that will be followed by all members of the organization (Dawud & Choliq, 2020; Sayudin et al., 2023) Strategy management has specific objectives, namely:

1. Provide direction to achieve organizational or corporate goals

In this case, the strategic manager must have the ability to clearly describe the direction that the organization or company should take. This clear direction becomes the basis for controlling and evaluating success.

2. Take into account the interests of various parties

Organizations or companies must consider the needs of various stakeholders such as suppliers, employees, shareholders, financial institutions, and the general public. All of these parties have a role in determining the success or failure of the company.

3. Manage change evenly

Strategic management allows leaders to foresee change and prepare guidelines and controls that can help the company deal with these changes (Ginter et al., 2018). Thus, strategy management expands time frames and thinking, allowing a good understanding of the company's current and future contributions.

4. Relating to efficiency and effectiveness

The responsibility of a strategic manager is not only focused on achieving efficiency, but also includes efforts to do a better and more effective job. Strategy managers must ensure that the organization operates efficiently while achieving desired goals and outcomes.

Cirebon TV implements various business management strategies to maintain its competitiveness and ensure the sustainability of its operations. These strategies include:

a. Content Strategy

1) Program Diversification

Cirebon TV offers a variety of programs covering local news, cultural events, music, and education, this will help attract a diverse audience.

2) Content Quality

Focus on improving the quality of program production to attract more viewers and retain existing viewers.

3) Digital Content Development

Cirebon TV can utilize digital platforms such as websites and social media to disseminate content more widely and interact with viewers.

b. Marketing Strategy

1) Brand Identity Development

Cirebon TV builds a strong and consistent image for TV stations, so that viewers can recognize the brand easily.

2) Local Partnerships

Cirebon TV partners with local businesses and events to increase visibility and collaboration in joint promotions.

3) Creative Ad Campaigns

Cirebon TV creates innovative and creative advertising campaigns to attract the attention of potential viewers.

c. Financial Strategy

1) Budget Management

Cirebon TV manages its budget wisely to ensure the sustainability of local TV operations.

2) Alternative Income

Cirebon TV seeks sources of revenue other than advertising, such as partnerships, sponsorships, or paid services.

3) Operational Efficiency

Cirebon TV ensures operations run efficiently and identifies potential savings.

By implementing these strategies, Cirebon TV can remain competitive in today's digital era, where competition with digital mass media is getting tighter. Moreover, they can also maintain their relevance in modern society and meet viewers' demands for quality local content (Laor, 2022). Although Cirebon's local TV mass media has tried to implement various business management strategies, some challenges still hinder the achievement of maximum success. Some factors that indicate that this business management strategy is still not optimal include:

1. Intense Competition

Competition in the mass media industry, especially at the local level, is getting tougher. Today, viewers have many options including online media and social networking. This requires Cirebon local TV to strengthen marketing and content strategies to stay relevant.

2. Limited Resources

Local TV may face limited resources, including financial and human resources. This can affect their ability to produce quality content and develop effective marketing strategies.

3. Changes in Media Consumption Patterns

Changes in the way society consumes media can also affect the effectiveness of business management strategies. More and more people are turning to online media, and local TV must adjust their strategies to deal with these changes.

4. Content Quality

While focusing on local content is a good thing, content quality remains a key factor. If the content is less interesting or not of high quality, viewers may turn to other media alternatives.

5. Financial Sustainability

Wise financial management is also a challenge. Local TVs need to ensure their financial sustainability to run day-to-day operations and invest in content development. In order for Cirebon's local TV mass media business management strategy to be more optimal, Cirebon local TV needs to continue to evaluate and adjust these strategies in accordance with the development of the media industry and viewer preferences

CONCLUSION

Local TV mass media in Cirebon have implemented a number of business management strategies to maintain the continuity of their operations. This includes using content strategies to captivate viewers and keep their appeal. Nonetheless, evaluations show that there is potential to improve the quality of their content to better suit viewers' needs and compete in a competitive media world. In addition, marketing strategy is also

an important area that needs to be strengthened. Cirebon's local TV mass media can improve their efforts in promoting excellent programs and increase interaction with viewers through social media and more effective marketing campaigns. Furthermore, more efficient financial management is an important element in business management strategies. Cirebon's local TV mass media need to ensure that their financial resources are used wisely, and that investments in technology and human resources are made strategically. Improving content quality, strengthening marketing strategies, and managing finances more efficiently are some recommendations that can help Cirebon's local TV mass media to face the challenges of competition in the digital era and remain relevant in meeting the needs of local viewers. By implementing these changes, they can strengthen their position in the local media market.

Further research can use more comprehensive research methods, such as quantitative research methods or mixed research methods. This will provide more accurate and comprehensive research results. In addition, further research can expand the scope of research by involving more local Cirebon TV mass media. This will provide a more complete picture of Cirebon's local TV mass media business management strategy.

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