

## Program Production Management Gen FM Network Radio

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### ABSTRACT

*These days, the growth of media usage has encouraged the development of new media in quantity and the form itself. With these amount of media development, it leads to the inevitable competition. Radio is no exception. Today, the phenomenon of Radio Network development in Indonesia is very rife. If we see this networking practice between radio(s), then we will find a strong bond that will give many advantages for the main radio of the holdings. However, Gen FM which has their radio network in Surabaya, gives the freedom to their radio network to grow by their own. In fact, both of these radio are successfully topped the Nielsen Research. This research uses qualitative method and aim to find out how the production management program conducted by Gen FM to its radio network. The result of this study indicate that the production management program on Gen FM radio runs very well in accordance with the elements of broadcasting management including planning, organizing, actuating, and controlling. Thereby, two of these radio network can compete on top list of Nielsen.*

**Keywords:** Production, Radio Management, Radio Network

## Manajemen Produksi Program Radio Berjaringan Gen FM

### ABSTRAK

Meningkatnya penggunaan media ini seakan turut mendorong penambahan jumlah dan bentuk media yang ada saat ini. Dengan banyaknya jumlah media maka persaingan pada industri media pun menjadi semakin ketat. Tak terkecuali untuk radio, saat ini fenomena pengembangan radio berjaringan di Indonesia sangat marak. Jika kita melihat praktik berjaringan pada media radio maka kita akan menemui adanya stasiun jaringan yang dikontrol dan memberi keuntungan bagi stasiun induk. Namun, unikunya Gen FM yang memiliki radio berjaringan di Surabaya justru memberi kebebasan bagi radio berjaringannya untuk berkembang. Bahkan kedua radio milik Gen FM tersebut menduduki peringkat atas riset Nielsen. Penelitian yang menggunakan pendekatan kualitatif ini peneliti mencoba mencari tahu bagaimana manajemen produksi program yang dilakukan Gen FM terhadap radio berjaringannya. Hasil dari penelitian ini menunjukkan bahwa manajemen produksi program pada radio Gen FM berjalan dengan baik sesuai dengan elemen manajemen media penyiaran yaitu perencanaan, pengorganisasian, pengarahan, pengawasan sehingga kedua radio tersebut dapat bersaing di peringkat atas Nielsen.

**Kata Kunci:** Manajemen Radio, Produksi, Radio Berjaringan

### INTRODUCTION

The human need for fast information makes the mass media a part of human daily life. The ease of accessing information also brings the media closer to human activities. The increasing

use of this media seems to have contributed to the increase in the number and forms of media that exist today. In the midst of rampant competition between mass media, radio can still survive. Radio is believed to be a reliable source of information. Even important news such as Indonesia's independence was disseminated and known to all Indonesian people through radio.

Since its inception, radio has become a powerful mass communication. In fact, radio was once touted as the fifth estate-the fifth power after newspapers. However, along with the development of technology, radio has also undergone a number of changes (Astuti, 2013, p.11). The presence of changes in the modern era has also encouraged intense competition in the radio industry. This has an impact on the widespread phenomenon of radio network development as an effort to expand business and broadcast coverage as Dimmick (in Rochimah, 2015) says that the expansion of business size and audience expansion are the main reasons for the emergence of network radio management.

In his book *Becoming a Professional Broadcaster*, Masduki (2004, p.31) expresses his opinion on the phenomenon of networked radio which is considered an economic and political phenomenon of radio with listener market expansion and coverage expansion, one-stop advertising bargaining, and centralization of broadcast messages. While the definition of networked radio itself according to Masduki (2004, p.31) is two or more radios that are interconnected (interconnected) in various ways and interests.

In Indonesia, the networking model has been widely applied by several media companies, one of which is Mahaka Radio Integra (MARI). Currently MARI is a group of companies that houses seven radio stations. Previously, MARI only had three radio stations, namely Jak FM, Gen FM Jakarta and Gen FM Surabaya. Until 2017, MARI expanded its network by merging Radio Ramako Group which includes Mustang FM radio, KIS FM, and Lite FM (later renamed MOST Radio) to become part of MARI. In the same year MARI also launched a new radio station called HOT FM. Thus, MARI directly manages 6 radio stations in Jakarta and 1 radio station in Surabaya.

Of the various radio stations owned by MARI, only Gen FM has a network in other areas. Uniquely, these two radios can compete and occupy a position above Nielsen. Based on data obtained from Gen FM in a pre-research interview related to Nielsen's ranking in June 2018, Radio Gen FM Jakarta is in 5th place after the previous four positions were occupied by dangdut radio and Gen FM Surabaya is in 6th place competing with other radios. Seeing the phenomena that occur, it is interesting for researchers to know how Gen FM manages program production on its radio which is currently operating not only in Jakarta but also in Surabaya. Researchers are interested in knowing whether there are similarities in the management of the two radios.

#### Broadcast Media Management

Morissan regarding broadcasting management in his book *Broadcasting Media Management* (2008, p. 125) that the success of broadcast media depends on human creativity working on

three main pillars which are vital functions of every broadcast media, namely technique, program, and marketing. However, human quality alone is not enough if it is not accompanied by the ability of broadcast media leaders to manage existing human resources. Therefore, good management is considered absolutely necessary in broadcast media.

The definition of broadcast management itself according to Wahyudi's view (1994) is "management applied in broadcasting organizations, namely organizations that manage broadcasts, broadcasting management as a driving force for broadcasting organizations in an effort to achieve common goals through broadcasting". Pringle and Starr (2006) in *Electronic Media Management* explain the general manager's responsibilities in every operational aspect of a broadcasting station. In carrying out their management responsibilities, the general manager performs four basic functions, namely:

- Planning, which includes determining the objectives of broadcast media and preparing plans and strategies that will be used to achieve these goals.
- Organizing, is the process of compiling the organizational structure and the responsibilities of each resource in its position in accordance with the goals of the organization.
- Directing and influencing, focused on stimulating employees' enthusiasm to carry out their responsibilities effectively. Includes providing motivation, communication, giving direction and training.
- Supervision, there are many names for the supervisory function, including evaluation, assessment, and improvement.

### Radio Programs

Pringle & Starr (2006, p. 109) explain that the programming of most stations is dominated by one principal content element or sound known as format. The format in question is a framework, a conceptualization of a broadcast station. Various radios have different broadcasting formats and are generally divided into the following groups:

- a. Information Broadcast
- b. Information-Music Broadcast
- c. Music Broadcast. (Santana in Yusuf, 2016)

However, another view was conveyed by Donnel (in Masduki, 2004) that the radio broadcast format is more than just music or entertainment, not just programming but includes marketing as well.

### **METHOD**

In this research on radio network program production management, the methodology used is qualitative with descriptive research type and data collection method is through in-depth interviews. Qualitative descriptive was chosen because this research is appropriate if it uses descriptive research because the data collected is in the form of words, pictures and not numbers (Moleong, 2010, p.11).

In addition, this research model is in accordance with the research to be carried out, where the theory is used as the initial question to answer the researcher's questions. "Theory is used as a

tool, measure and even an instrument to build hypotheses which later the theory will be used as "horse glasses" in examining the problems in his research" (Bungin, 2008, p.24 and p.26). While the interview technique was chosen because researchers are considered to be more flexible in obtaining information on the object of research and informants without being bound by the arrangement of questions that have been prepared in advance. (Patilima, 2007, p.65). For this reason, the researcher will conduct interviews with three resource persons who have extensive knowledge regarding the problems formulated in the research. The informants who will be interviewed in this research are Dinda Yudhia Daud (Vice President Content Mahaka Radio Integra), Nita Ristiani (Program Director Gen FM Jakarta), Putu Gede Francois (Program Director Gen FM Surabaya), Bambang Herry (Music Coordinator Mahaka Radio Integra) and Ahmad Fathudin Zuhdi (Research and Development Mahaka Radio Integra).

## **RESULT AND DISCUSSION**

Gen FM is a radio station owned by Mahaka Radio Integra which is intended for people who are young at heart. Gen FM was formed on August 9, 2007, according to the radio frequency of 98.7 FM. Viewed through the official website of Mahaka Radio Integra, it is written that this radio station has a 22% share of all radio listeners in Jakarta and is still number one in Jakarta. Gen also won several prestigious awards such as Favorite radio show from Yahoo! OMG, The Phenomenal Radio Station from Rolling Stone Indonesia and also the Favorite Radio Brand from the Marketeers Netizen Award. In the Brand DNA belonging to Gen FM, it is explained that the target audience is 15 - 29 years old with statuses such as students, first jobbers, office people, housewives, entrepreneurs, drivers. Since the beginning of its existence, Gen FM has been consistent to continue playing the best Indonesian songs, this is in accordance with the tagline it carries, namely the Indonesian Music Voice Generation. Currently, Gen FM radio is not only available in Jakarta, but also in Surabaya with a frequency of 103.1 FM.

Based on interviews conducted by researchers, Gen FM as a broadcasting media carries out all broadcast management functions which include planning, organizing, directing and supervising functions. In carrying out the planning function, this organization is mature enough to prepare a strategy to achieve its goals. Realizing that the success of a radio station is measured through Nielsen's research data, the management of Gen FM chose to form an R&D division and rely on research data as the basis for determining the steps it takes, uniquely there are not many other radio stations that have a Research and Development division to complement and support research results Nielsen.

Even for each selection of broadcast content that is broadcast, both songs and information, this organization really pays attention to every detail, everything is organized and always based on research. One example is when they find out that the types of listeners in Jakarta and Surabaya have different characters. So Gen FM Surabaya chose to adapt radio programs that were in Jakarta but delivered in regional languages, even though other radios that were competitors were oriented to Jakarta. With this approach, listeners will feel closer and the message conveyed is easier to accept. This is also believed to be one of the reasons for the success of Gen FM radio.

Regarding the third point, namely organization, the form of networked radio practice that occurred in these two radio stations turned out to be two-way. Gen FM Surabaya network stations are given the freedom to explore but are limited with the approval given by the Vice President Content. In their production activities, Gen FM Jakarta and Surabaya radio programs are carried out by different teams, but both are headed by a Content Vice President whose position is equivalent to a general manager, only in this organization the title is Vice President Content. He is responsible for reporting to the Chief Executive Officer (CEO) of Mahaka Radio Integra.

Radio Gen FM Surabaya is still controlled from Jakarta but is given the freedom to explore as long as it is in line with the character of the main radio and gets approval from the Vice President Content. In the directing function, the Vice President of Content has an important role to carry out the directing function. At Gen FM Surabaya, the Program Director is more in control and acts as a bridge between the management team in Jakarta. For this reason, if there are problems in Surabaya that the Program Director can no longer handle, then the Vice President Content will help deal directly.

However, the directing function is not only carried out by the Vice President of Content, the Program Director will also carry out the function of directing the broadcasters, especially if the broadcasters are experiencing problems that cause their broadcast performance to decline. In such cases, the Program Director will provide motivation so that the broadcaster's broadcast performance can improve again. The Music Coordinator also provides direction to each Music Director to have the same perception. This is done so that the Music Director can give the same rating to the songs that will be broadcast and also to improve the quality of human resources in this organization.

With regard to the quality of human resources, this organization also provides training to each of its members. This training was provided by an external party who is the consultant, namely Astro who is in Kuala Lumpur. Employees who are assessed as having potential will be sent to study directly there and are expected to be able to return to share their knowledge with other employees.

In addition, there was training between the Jakarta and Surabaya teams. Morning broadcasters and producers from Surabaya were sent to Jakarta to be able to see firsthand the production process in Jakarta. Then, the team from Jakarta also had the opportunity to come to Surabaya and provide training to the Gen FM Surabaya team. Even all divisions will carry out the training provided by the MARI Institute division. This supervision and training is also an effort to maintain the balance of the Gen FM radio broadcasting program so that it remains on the right track. In addition, sending employees to carry out training and transfer knowledge to others is also cost-effective and efficient.

Furthermore, there is a supervisory function in broadcast management. In the Gen FM radio production team, supervision is carried out based on the results of daily research from Consumer Relations Management (CRM), song research through x-rater, weekly data from the CRM team and DGI Lab, Digital Music Test data every year, Nielsen research obtained three months once and also a survey conducted by the R&D division. Through Nielsen data, this

radio can find out the number of listeners who listen to the program. Then, CRM data and survey results will help this station to find out more and analyze the problems it faces. Listeners' responses are also a consideration in evaluating the Gen FM radio broadcasting program. Listener feedback is important to this team, usually it can be conveyed through Gen FM's official social media account. In addition, each broadcaster will also choose the best cut broadcast to be used as evaluation material. However, this did not go smoothly in Surabaya, the Program Director did not send the best cut broadcasters every day. However, every day the Program Director in Surabaya always listens and monitors the broadcasts that are taking place, then reports once a week to the Vice President Content in Jakarta.

Another finding obtained by the researcher is that until now, there is no program from the main station that is broadcast by relay on the network station. All programs broadcast in Surabaya are produced by the Gen FM Surabaya team, although there are several programs that have similar treatment, such as Wrong Connect, GANAS and Gen's Choice Artist. In the Gen's Choice Artist program, it is possible if there is a production from the Gen FM Jakarta team that will be broadcast in Surabaya. Because this program is a program aimed at appreciating local musicians, it is necessary to have an interview with the musician concerned. While the majority of Indonesian musicians live in Jakarta and this is an obstacle for Gen FM Surabaya, for that the results of an interview conducted by Gen FM Jakarta will be broadcast on Gen FM Surabaya.

While most other network radio broadcasts relay broadcasts and control of network stations is fully held by the master station in an effort to expand target audiences and efficiency, this radio does not do the same. Gen FM chooses to adapt and repackage its program with an approach that is tailored to the character of the listener. However, this has succeeded in bringing Gen FM to the top of Nielsen's rankings.

## **CONCLUSION**

The increasing use of this media seems to have contributed to the increase in the number and forms of media that exist today. With the large number of media, the competition in the media industry is getting tougher. No exception for radio, at this time the phenomenon of the development of networked radio in Indonesia is very widespread. If we look at the practice of networking on radio media, we will find that there are network stations that are controlled and provide benefits to the main station. However, the unique thing is that Gen FM, which has a network radio in Surabaya, actually gives freedom for its networked radio to develop. Even the two radios belonging to Gen FM were ranked at the top of Nielsen's research. This study uses a qualitative approach, the researcher tries to find out how the program production management is carried out by Gen FM on its networked radio. The results of this study indicate that program production management on Gen FM radio runs well in accordance with the elements of broadcast media management, namely planning, organizing, directing, monitoring so that the two radios can compete in the top rankings of Nielsen.

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