

CAKRA RADIO AS A DIVERSIFICATION FORM OF ARDAN GROUP

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Abstract

Ardan Group utilizes a three-pronged diversification strategy: concentric, horizontal, and conglomerate. Notably, Cakra Radio and Ardan Hotel exemplify this approach. Cakra Radio, focusing on local culture, integrates itself into the lives of Bandung residents. Through diverse programming and high-quality content, it strives to remain the city's preferred radio station. Ardan Hotel, on the other hand, represents horizontal diversification. By entering the hospitality industry, Ardan Group expands into a related but distinct sector. The hotel caters to guests seeking an exclusive experience with top-notch facilities and services. Its success hinges not only on luxurious accommodations but also on efficient and innovative management practices. This demonstrates Ardan Group's ability to adapt and thrive in a dynamic business environment. In essence, Ardan Group's diversification strategy, exemplified by Cakra Radio and Ardan Hotel, fosters comprehensive growth. By strategically expanding into various sectors, the group optimizes its potential while managing risks. This approach has propelled them to success not only in radio but also in the hospitality industry.

Keywords: Ardan hotel, radio cakra, diversification

Abstrak

Grup Ardan menerapkan strategi diversifikasi yang berfokus pada tiga pendekatan: konsentris, horizontal, dan konglomerat. Secara khusus, Radio Cakra dan Ardan Hotel merupakan contoh dari pendekatan ini. Radio Cakra, yang berfokus pada budaya lokal, terintegrasi dengan kehidupan masyarakat Bandung. Melalui program yang beragam dan konten berkualitas tinggi, radio ini berupaya untuk tetap menjadi stasiun radio pilihan di kota tersebut. Di sisi lain, Ardan Hotel merupakan contoh diversifikasi horizontal. Dengan memasuki industri perhotelan, Grup Ardan memperluas bisnisnya ke sektor yang terkait namun berbeda. Hotel ini melayani tamu yang mencari pengalaman eksklusif dengan fasilitas dan layanan terbaik. Keberhasilan hotel ini tidak hanya bergantung pada akomodasi mewah, tetapi juga pada praktik manajemen yang efisien dan inovatif. Hal ini menunjukkan kemampuan Grup Ardan untuk beradaptasi dan berkembang dalam lingkungan bisnis yang dinamis. Pada intinya, strategi diversifikasi Grup Ardan, yang dicontohkan oleh Radio Cakra dan Ardan Hotel, mendorong pertumbuhan yang komprehensif. Dengan secara strategis memperluas ke berbagai

sektor, grup ini mengoptimalkan potensinya sambil mengelola risiko. Pendekatan ini telah mendorong kesuksesan mereka tidak hanya di industri radio, tetapi juga di industri perhotelan.

Kata kunci: *Ardan hotel, radio cakra, diversifikasi*

INTRODUCTION

Despite the rise of new media, radio remains a relevant source of information and entertainment, especially in cities like Bandung with a vibrant radio landscape. This passage explores the case of Radio Cakra, a station under the Ardan Group, and its strategies for survival in a competitive market. The research highlights the significance of local content for radio stations. It emphasizes the need for broadcasters to understand their audience and tailor programs accordingly (Daniel & David, 2021). Radio serves not just as an information source, but also as a platform to build relationships with listeners through clear and engaging communication (M. Anderson dkk., t.t.). Cakra Radio, established in 2012, stands out for its focus on local wisdom. This aligns with the concept of public service media, which should cater to minority cultures and diverse content (Masduki & Haenens, 2022). Similar to Media Group's diversification strategy, Ardan Group has capitalized on this niche by creating a distinct brand identity for Cakra Radio (Jeannotte, 2022). The passage acknowledges the increased competition in the Bandung radio market, with several stations struggling to maintain brand recognition (Kelly, 2020). The fear of content homogenization due to media consolidation is also mentioned (Tian dkk., 2021). Despite these challenges, Cakra Radio has thrived. The research attributes this success to strong brand positioning and a commitment to local content. The station offers a unique blend of Indonesian pop, Sundanese music, and even Bollywood songs, catering to a specific listener segment (19-45 years old) (Alexander, 2020). Additionally, the careful selection of music tailored to different listener demographics plays a crucial role in listener engagement (Johnstone, 2022). Cakra Radio's story demonstrates the enduring power of local radio in today's media landscape. By understanding its audience and offering unique content that resonates with them, the station has carved out a successful niche in the competitive Bandung market.

Ardan Group is one of the radio companies with business processes that have developed. This research aims to design a decision support system to assist decision-making in the process of determining the mapping of program proposals with radio and clients. The design of this decision support system uses the SAW (Simple Additive Weighting) method in the mapping process and Structure System Analysis and Design (SSAD) for system modeling. AG (Ardan Group) has three radio stations, each of which has a different segmentation. Radio Ardan 105.9 FM for young listeners, Radio B 95.6 FM for young adult listeners, and Radio Cakra 90.5 FM for general listeners at the B and C economic levels. With its existence, AG hopes to create an extraordinary force to face the competition between radios in Bandung. it can be seen that the three radios in Ardan. The Group works in synergy, starting from planning, coordinating, and controlling the course of the strategy, and providing support to the team as a company that has a radio station under it, and focuses on the quality of the programs and broadcasts it presents. Referring

to the radio's official page, <https://radiocakrabandung.com/tentang-cakra/> explains that Cakra 90.5 FM is a radio that is most suitable to be heard by all levels of society in Bandung and its surroundings. With love-themed songs from several music genres that will spoil the listeners. Cakra 90.5 FM will present the hottest Indonesian dangdut and Pop songs, the latest Sundanese Pop, and Bollywood Pop offerings that are thick with love tunes. Globally, Radio Cakra's positioning is for adults aged 19 to 45 who love music, love to work hard, and love the latest songs, but have a collection of old songs that are typical, very *nyunda* with a typical Bandung style that is some. Based on this description, the on-air program was designed to meet the needs of listeners who like to work hard while being accompanied by pop and dangdut songs that are popular, very *nyunda*, and polite or someone.

The mass media industry is growing very rapidly and has made the mass media not only an idealistic institution, such as a social, political, and cultural tool but has also turned it into an institution that is very concerned with economic profit. As an economic institution, mass media has become an industry that promises huge profits for every entrepreneur. The media market is a market that has unique characteristics when compared to other types of markets. The media not only produces good, but the media also produces services. The goods offered are program impressions from the media itself, and the type of service offered is media. Diversification is a form of business improvement by strengthening the market share owned to increase the variety of products owned to be more diverse. Diversification is also defined as a company activity to expand the business from the core products in the market to other products. Diversification carried out by a company can be done by adding similar or related products or developing products that are not at all related. One of the figures who argues about diversification is Guiltinan, quoted from Tarida, who argues that diversification is a strategy that expands a new product into a new market.

METHOD

This research method uses a qualitative research method with a literature study approach. This research is a type of literature review research by looking for theoretical references that are relevant to the case or problem found (Jaya, 2020). In the context of this research, researchers identify theories that are relevant to the case or problem discussed and link them to other literature findings that can provide comprehensive insights.

RESULTS AND DISCUSSION

Cakra Bandung is a national radio station broadcasting in the city of Bandung on 90.5 FM. The radio program is designed for listeners aged 19 to 45. The station will present the hottest Indonesian dangdut and Pop songs, the latest Sundanese Pop, and Bollywood Pop offerings. which has the slogan "remember Radio, remember Cakra". So Cakra Radio as a diversification of Ardan Group, seeing the potential of listeners in all circles of middle society, who like dangdut music and local culture of Sundanese music.

Broadcasting strategy

Radio Cakra's positioning is adults aged 19 to 45 who like to work hard, like the latest songs, but have a collection of old songs that are typical, some of Bandung people. So the On-Air program was designed to meet the needs of listeners who like to work hard (Aldi Pratama Putra, Madan Savitri 2019). This is because Radio Cakra Bandung station has a very good Brand Positioning and always presents unique things every month both from the program and other information studies that have differences from other radios, especially with the uniqueness of local wisdom information in Bandung. Radio Cakra is a leading radio in the city of Bandung which has interesting programs and content in it which aims to show its existence as a local wisdom radio in the city of Bandung, has a program by presenting several interesting playlists in it, which has the slogan "remember Radio, remember Cakra". In other words, Cakra Radio's OB-Van is closely related to off-air activities and is directly related to the PR & Promotion department, Event Promo, Marketing, Program, and Advertisement Department. With the OB-Van, it is possible for Radio Cakra to conduct remote broadcasts (outdoor broadcasts) and can greatly facilitate corporate branding. Even this radio also has excellent programs that refer to local wisdom such as Hariring Dangding Cakra Show with broadcast content of Sundanese hits and Sundanese bobodoran songs. There is also the Cekakak Cekikik program with ngawangkong broadcast content accompanied by a funny and exciting announcer. There is also the Pipih Mimih program, which features dangdut love songs (Dedi Herdiana 2012). Here are the main programs of Cakra Radio:

1. 02:00 to 04:00 WIB Cindai
2. 04:00 to 05:00 WIB Qalbu Light
3. 05:00 to 08:00 AM Jogging
4. 08:00 to 11:00 WIB Hariring Dangding - Dora Dori Cakra Show
5. 13:00 to 15:00 WIB Do - Mi - Sol
6. 15:00 to 17:00 WIB Jaiho
7. 18:00 to 20:00 WIB Cakra Mania
8. 22:00 to 00:00 WIB Lanosta

In the Hariring Dangding event program, the target audience is all ages but has a main focus on the lower middle class between the ages of 19-45 years, the Hariring Dangding event is to meet the needs of Bandung residents who like Sundanese songs. And invite people, especially Bandung residents to love Sundanese culture. Production costs include costs for broadcasters and script writers. These costs are obtained from incoming advertisements. Promotions carried out there are off-air promotions, online promotions and on ground. Off-air promotion is intended to establish friendship with loyal listeners and attract new listeners. Online media promotions such as through social media that Cakra has. On ground media such as billboards, vertical banners (Singarimbun dkk., 2023). Through active social media, Cakra Radio always provides a lot of the latest information for listeners, both commercial and non-commercial, social media is a new

media to stay close to listeners whose reach has become wider with the Live Audio streaming technology, therefore Cakra Radio to increase the trust of the public or listeners is through social media (Khan, 2021). Cakra Radio utilizes the Instagram platform as one of the main endorsement tools to promote various music-related events and activities, through interactive features such as Instagram Stories and IGTV, Cakra Radio not only utilizes Instagram as an endorsement medium, but also as a platform to establish more personal and in-depth interactions with music fans, ensuring that every album release becomes an event that is anticipated and remembered by its loyal listeners.



Figure. Cakra Radio Instagram

Source: <https://instagram.com/cakra905fm?igshid=NGVhN2U2NjQ0Yg==>

Through its official YouTube channel, Cakra Radio can broadcast live studio broadcasts, special events, and exclusive interviews with musicians or personalities. The use of commentary features and live chat interactivity allows listeners to directly participate, give feedback, and ask questions directly to the broadcasters or guests present. This creates a more interactive and engaged atmosphere, strengthening the bond between the radio station and its listeners.



Figure. Cakra Radio Youtube

Source: <https://www.youtube.com/@RadioCakra905FM>

Cakra Radio chose the TikTok platform as a means to provide highlights from their broadcasts, creating creative and engaging snippets to appeal to a young audience. By combining visuals, music and concise text, Cakra Radio can quickly present the most interesting moments from their broadcasts in a format that suits TikTok's taste and style.



Figure . Tiktok Cakra Radio

Source: https://www.tiktok.com/@cakra905fm?_t=8hciHcjFXVZ&_r=1

In addition to using social media, Cakra Radio uses a website to utilize its digital media. Consumers thus get wider and more diverse access to the content presented by Cakra Radio. With the website platform, consumers can easily explore the broadcast schedule of various latest information about programs, events, and the latest news from the radio station. Interactive features such as online forms and comment sections also allow consumers to actively participate, provide feedback, and share their experiences with fellow listeners. This not only creates a closer relationship between Cakra Radio and its consumers, but also increases user engagement and satisfaction in enjoying the content provided through these digital platforms. With a strategic combination of social media and website, Cakra Radio can optimize its digital presence.



Figure. Website Official Cakra

Source: <https://radiocakrabandung.com/program/>



Figure. Cakra Radio Program

Source: <https://radiocakrabandung.com/program/>

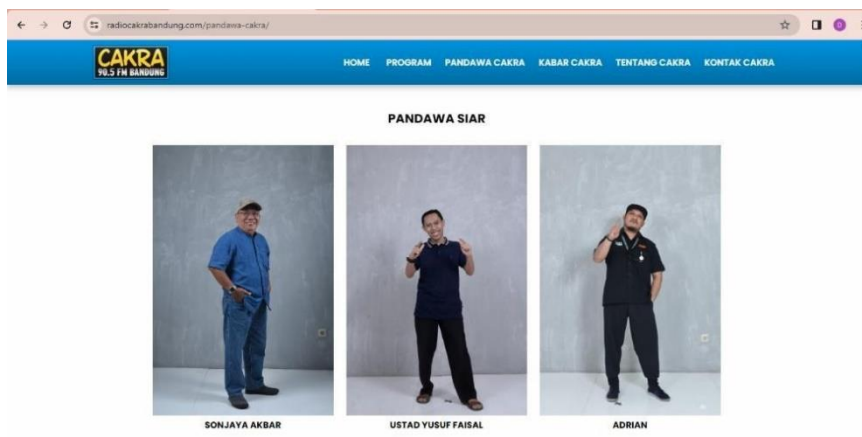


Figure. Pandawa Siar

Source: <https://radiocakrabandung.com/program/>

Cakra Radio as a diversification of Ardan Group

Concentric diversification is a diversification strategy in which a company expands its business activities into segments or industries related to its core business. In concentric diversification, the firm uses its existing expertise and resources to enter new markets related to its core business. The potential impact of concentric diversification on firm performance may vary (Williams, 2020). Benefits of concentric diversification

1. Synergies: Concentric diversification allows a company to capitalize on synergies between its core business and related new businesses.
2. Resource utilization: Concentric diversification allows the company to utilize the resources it already.
3. Controlled diversification: Concentric diversification can help companies reduce risk by staying within familiar related industries.

So Cakra Radio as a coscentric diversification of Ardan Group focuses on Entertainment and Information: Cakra Radio presents entertainment and information content that appeals to all ages, making it a local wisdom radio that always offers songs and entertainment. In addition, Radio Cakra is also active in bringing the latest news and

useful information to its listeners. With excellent programs that are attractively packaged, this radio station is committed to meeting the entertainment and knowledge needs of the community, making it a valuable resource amid a busy day. With its signature blend of local and global wisdom, Radio Cakra has always been a loyal friend to its listeners, providing an unforgettable listening experience (E. Anderson dkk., 2021).

Off Air, On Air, and Online Activities: Radio Cakra implemented brand positioning in off-air, on-air, and online activities to raise awareness and court listeners. Overall, through integrated Off Air, On Air, and Online activities, Radio Cakra managed to create a cohesive ecosystem in conveying their brand positioning. This approach not only generates strong awareness of the radio station, but also forms a close relationship between Cakra and its listeners, creating a memorable listening experience that is consistent with their values (Tredy, 2022).

Diversification Strategy

Ardan Hotel as Conglomerate & Horizontal Diversification

1. Conglomerate Diversification

Conglomerate diversification is a diversification strategy in which a company expands its business by adding new products that have no relationship in terms of marketing or technology with its existing products. These new products are sold to different customers. Conglomerate diversification involves expanding the business into industries unrelated to the company's core business. Conglomerate diversification aims to acquire new businesses that have attractive investment opportunities and can provide long-term benefits for the Company (O'Neill & Henderson, 2022).

Referring to the writing above that Ardan group in addition to owning a private radio station is owning ardan hotel, Ardan Hotel Bandung is one of the three-star hotels located in Bandung City, built in 2015 located on Jl. Sederhana No. 8-10, Sukajadi, 40161 Bandung, West Java, Indonesia. Ardan Hotel Bandung is a hotel accommodation managed by a well-known radio station network company. Arifin Radio which is part of the Ardan Group (AG). Arifin Gandawijaya said that the hotel business he manages has the potential for good development because it is supported by the image of Bandung as a city for traveling.

2. Horizontal Diversification

Horizontal diversification strategy is a strategy of adding or creating new products that are not related to current products to current customers. The basis is that the company is very familiar with its current customers and current customers are very loyal to the company's brand. Related to the writing above that ardan group created ardan hotel as a horizontal indicator and conglomerate because Ardan Hotel is not tied to existing products such as radio stations but has the same consumers to all circles and is different based on the brand image it has.

The relationship with attitudes in the form of trust correlates with consumer confidence in a brand. The stronger the brand image of a company in the eyes of consumers, the

stronger consumer confidence to buy products from that company. Brands that emit a positive image are considered to reduce purchasing risk, and a strong brand image can provide a competitive advantage, increase the loyalty of new consumers, and retain existing consumers. Thus, consumers tend to use brand image as a reference in making purchasing decisions (Prince & Kirwan, 2021). Referring to the author above that Ardan Group diversified Ardan Hotel by using Brand Image. Consumer trust in the Ardan group which already has a brand as the founder of a well-known private radio station in the city of Bandung, so Ardan group manages Ardan Hotel by the image of the city of Bandung as a tourist city, to provide a competitive advantage, increase new consumer loyalty, and retain existing consumers (Bonin-Labelle, 2020).

Business Strategy

The strategy used by the company is to expand the target market, increase the number of business units, produce diverse new products, and make acquisitions of competitors or new companies. Therefore, the selection of industries for diversification must be attractive enough to generate consistently high returns on investment and potential deals across operating divisions for greater synergy (Ruiter, 2020). Along with that, the company needs to involve a management team that is competent and has in-depth knowledge of the industry being targeted for diversification. The team is responsible for conducting careful market analysis, identifying growth opportunities, and understanding the challenges that may be faced. In addition, it is important to ensure that the company's infrastructure can handle the expansion and diversification. This involves adjustments in technology, human resources, and management systems that can support significant changes in the scale and scope of operations (Rachmatie & Ravena, t.t.).

During the diversification process, management should also consider risk factors that may arise, such as market fluctuations, regulatory changes, or intense competition. Therefore, effective risk management needs to be an integral part of the diversification strategy. It is important to continuously monitor the performance of each operating division and periodically evaluate the successful implementation of the diversification strategy. The company should remain flexible and be ready to make adjustments where necessary, both in terms of business model and in marketing strategy. Thus, the chosen diversification should be aligned with the company's long-term vision and provide significant added value. Through this strategy, the company can capitalize on the growth potential in various industry sectors and create a solid operational base to achieve long-term sustainability and success.

CONCLUSION

In conclusion, Cakra Bandung as part of the Ardan Group has successfully positioned itself as a national radio station that not only entertains but also fosters a love for local culture, especially Sundanese music. With a focus on listeners aged 19-45 years old, Cakra Radio has successfully created excellent programs such as Hariring Dangding Cakra Show, Cekakak Cekikik, and Pipih Mimih, which not only entertain but also promote the local wisdom of Bandung. The strong brand positioning and diverse

programs create an appeal to a wide range of middle class people, who like to work hard and have a distinctive taste in music. Through diversification efforts in the form of OB-Van, Cakra Radio can remote broadcast and corporate branding more effectively, creating deeper engagement with listeners and communities. In addition to being a leader in the radio world, Ardan Group also shows its success in diversification with Ardan Hotel Bandung. The management of this hotel reflects Ardan Group's positive image as the leading radio station chain in Bandung, utilizing its brand image to increase consumer trust, enhance loyalty, and deliver a distinctive travel experience in Bandung. Thus, Ardan Group has not only become a major player in the radio industry, but has also successfully established a strong presence in the hospitality sector by capitalizing on the positive image and consumer trust they have built through their renowned radio stations.

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