

## ARDAN RADIO BANDUNG DIVERSIFICATION IN FACING MEDIA INDUSTRY BUSINESS COMPETITION IN THE DIGITAL ERA

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### Abstract

The Internet has an impact and has implications for conventional broadcast media. The internet has become a new market in the current competitive media industry and has also caused cultural changes in society in using media. This research tells about the main concern is the diversification carried out by Ardan Radio in facing an industry business media in the digital era. The research method used in this research is a qualitative method with a case study approach according to Creswell. The research results show that it can be concluded that the business carried out by Ardan Radio in facing media industry competition in the digital era is by diversifying through the Five-O business strategy which is adapted to the environment. Diversification is carried out by Ardan with the Five-O concept. Five-O is a business strategy used by Ardan Radio to reach both markets, namely conventional and digital.

**Keywords:** Ardan radio Bandung, digital era, diversification

### Abstrak

*Internet memiliki dampak dan implikasi terhadap media penyiaran konvensional. Internet sebenarnya telah menjadi pasar baru dalam industri media yang kompetitif saat ini dan juga menyebabkan perubahan budaya dalam masyarakat dalam menggunakan media. Penelitian ini membahas perhatian utama yaitu diversifikasi yang dilakukan oleh Radio Ardan dalam menghadapi industri media di era digital. Metode penelitian yang digunakan dalam penelitian ini adalah metode kualitatif dengan pendekatan studi kasus menurut Creswell. Hasil penelitian menunjukkan bahwa dapat disimpulkan bahwa bisnis yang dilakukan oleh Radio Ardan dalam menghadapi persaingan industri media di era digital adalah dengan melakukan diversifikasi melalui strategi bisnis Five-O yang disesuaikan dengan lingkungan. Diversifikasi dilakukan oleh Ardan dengan konsep Five-O. Five-O adalah strategi bisnis yang digunakan oleh Radio Ardan untuk menjangkau kedua pasar, yaitu konvensional dan digital.*

**Kata kunci:** Ardan radio Bandung, era digital, diversifikasi

## INTRODUCTION

The emergence of the internet has actually become a new market in the current competitive media industry. Apart from giving birth to media in digital form, the internet has also caused cultural changes in society in using media. Several new media applications have emerged along with technological developments, namely Spotify, Joox, Soundcloud, and also several social media such as Instagram, Twitter, and YouTube, which have become new media that were born as media for people to fulfill their information and entertainment needs. The emergence of several digital media has at least become the main competitor to conventional media in the current digital era, thus starting to disrupt the existence of conventional media as a medium for providing contemporary information and entertainment for society.

One of them has an impact and has implications for conventional broadcast media, one of which is radio. Radio is one of the contemporary media that is experiencing a decline in audience. This phenomenon was confirmed by Ganang Parto, secretary of PRSSNI West Java, who explained that since digitalization and the emergence of digital media, this condition has caused a decline for radio. He explained that the decline in the number of listeners experienced by radio stations in West Java was an effect caused by the digitalization of media at this time, especially in several sectors, namely information and entertainment media. Radio, which was once a favorite for listeners in its era as a medium of information and entertainment, has now only become an antique worthy of a museum. He further explained that the current condition of radio forces radio to use various methods to maintain their existence amidst the pressure of the digital media industry. However, several radio stations have gone bankrupt due to a lack of income to cover all production costs.

The convergence and digitalization carried out by private radio stations in the city of Bandung is by utilizing social media or digital platforms that are often accessed by listeners. According to the PRSSNI secretary's explanation, this was done to obtain a wider audience and reach a more varied audience (Ningsih & Nurjanah, 2023). This activity is related to the branding carried out by each radio to ensure that commercialization can still develop. It cannot be denied that the audience, in this case the listeners, are concrete raw materials for each radio station in the business activities they carry out. The better brand image they have, the greater the number of listeners they have, the easier it will be for radio to commercialize the number of listeners.

Ganang Parto added that commercializing the number of followers on each social media platform is a new trend carried out by private radio stations in the city of Bandung. So in this case the presence of social media has become a new medium for diversification in business in the world of radio. However, not all radios are able to carry out this growing trend. In practice, only radio stations that already have big names and radio stations in the youth segment can develop digital platforms into new media for their diversification. This is related to the closeness of young people to digital media itself. He added that in the city of Bandung itself, one of the radio stations that is able to expand its business in facing the current market situation is Ardan radio. Based on the results of a survey conducted by the

Nielsen Institute in 2020, Ardan radio was able to become a radio that consistently ranked in the top 5 radio stations with the largest number of listeners. This can be seen from the number of listeners from quarters one to four in 2020.

Apart from that, based on pre-research conducted by researchers when looking at each social media, Ardan radio has the largest number of followers on each social media for radio size. private sector in the city of Bandung. This can be seen from the respective number of followers on Instagram social media of 104,000 followers, YouTube social media of 292,000 subscribers, in addition to the existence of the streaming radio platform used by Ardan radio to reach the digital listening market.

From the explanation above, it can be said that the diversification carried out by Ardan Radio is part of the media economic activities carried out. Media economics refers to the business operations and financial activities of companies that produce and sell output to various media industries (Alexander et al., 2004). However, the main concern is the diversification carried out by Ardan radio in facing the current competition in the media business industry. Is relying solely on social media as an effort to expand the market and business by utilizing the digital market able to support the existence of the business run by Ardan Radio itself?

## **METHOD**

The research method used in this research is a qualitative method with a case study approach. According to Creswell case study research is research with a qualitative approach where researchers explore real-life, systems of contemporary cases that are bound up over time, through detailed and in-depth data collection (Winarni, 2021). In this research, the case chosen is the phenomenon of business diversification carried out by conventional radio as part of the efforts carried out by radio is facing competition in the media industry in the digital era, especially in looking at the diversification carried out by Ardan radio in facing competition in the radio business industry in the city of Bandung. Data collection techniques in this research were carried out by means of in-depth observations and interviews with Triangulation as a method of testing the validity of the data obtained in collaboration with data analysis techniques based on Miles and Huberman.

## **RESULTS AND DISCUSSION**

### **Research Result**

The research results are presented first. Contains anything that is seen and heard by the author/researcher. Avoid assumptions or words like "should", "could be", "if", "likely", etc. Research results do not need referrals. Better to include tables and figures. There is no need to describe the location or research object, it is enough to mention the location, for example "this research was carried out at SMA N 1 Bandung". For quantitative research, it is sufficient to include only the results of the analysis. Research questions do not need to be included. The research attachment does not need to be included.

Ardan radio carries the concept of a business strategy with the term Five - O where there are several sub - sub systems that build this strategy, namely, On air, Off air, Online, On data and OB Van. The five O's have a concentration on the business strategy of the media economy carried out by Ardan radio with different business concentrations, but with the same goal, namely to gain profits from the radio business which they run as the main core of the media business run by Ardan Group.

The source explained that Ardan radio's main business continues to prioritize the on-air side. This is because the company owner realizes that the role of conventional radio, Ardan radio, still has a big contribution to the business run by the Ardan Group even though Ardan radio has changed its function, no longer just as an information and entertainment medium but as a promotional media institution. So even though the market environment changes, Ardan radio's core business continues to prioritize conventional radio which is transformed into a promotional media tool but still pays attention to the values of Ardan's obligations as a radio institution.

Business strategy carried out with the Five - O concept, each of which is integrated and mutually supports each other. The source further said that this concept remains rooted in Ardan's main business, namely broadcast radio. So the existence of a division that is part of the diversification carried out is part of the business strategy carried out to support and support the Ardan Group's radio broadcast business, including Ardan radio.

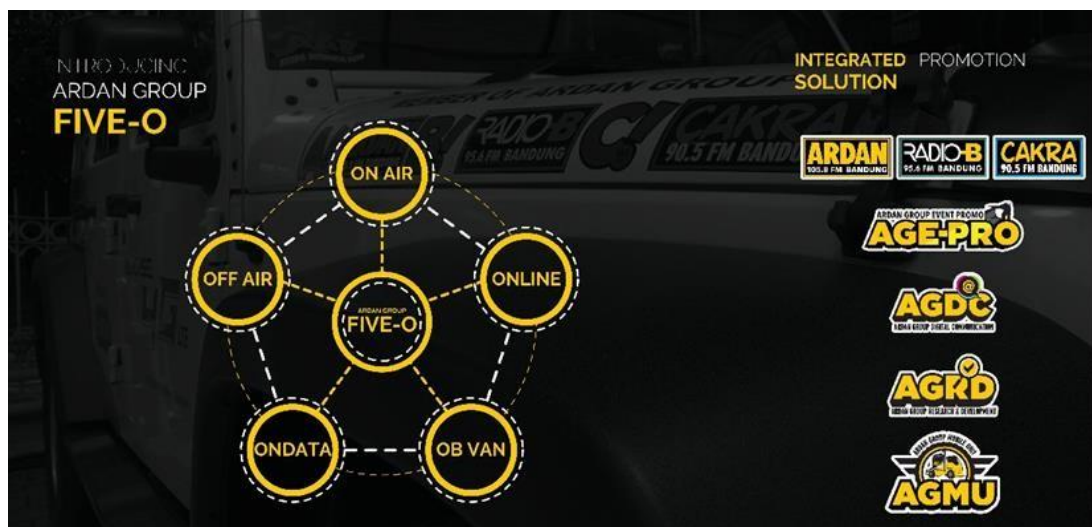


Figure. Ardan Group Business Model's

Source: Research Result, 2021.

This is a common thing that all conventional media will do as a way of adapting to the era of digitalization. Conventional media, not only radio, are forced to be able to collaborate digital into the business they run if their existence and their media business are to continue running. This market expansion is in accordance with the advantages and offers provided by the internet. In fact, the market reach of radio itself is limited, due to the existence of regulations that regulate the coverage area of a radio's transmission.

Based on Law no. 32 of 2002 concerning broadcasting limits, this article explains that the transmit power limits of a radio are local.

Furthermore, matters regarding territorial restrictions or coverage of a radio's broadcast transmission range are also regulated in Presidential Regulation no. 50 of 2005 article 35 paragraph b which states that the broadcast area coverage of a network station system is limited to a maximum of 15% (fifteen percent) of the number of districts and cities in Indonesia. So in this case the reach of Ardan radio is very limited because the broadcasts made by Ardan cannot interfere with broadcasts made by other local radio stations. Ardan radio through FIVE – O focuses on different focuses. If you look at the elements contained in marketing management according to Kotler, the focus taken by Ardan is related to creating value, branding awareness, engagement and marketing research. According to Kotler, business strategy is part of marketing management, so there is a need for development to be carried out by the company regarding strategy and further marketing plans so that the company is able to obtain maximum profits. There is a series of tasks required for successful marketing management including developing marketing strategies and plans, capturing market conditions, the way the company relates to consumers, building a strong brand, creating, conveying and communicating the value of the products produced, and creating long-term growth (Rachmiatie & Ravena, t.t.).

Referring to the theoretical concept, based on the results of research interviews, the resource person said that the FIVE - O concept has a different focus for each "O". According to the source's explanation, Ardan radio's first O is the root of the business run by Ardan, namely the broadcast radio business, so the first O is On air which focuses on brand constructing or creating value through the broadcast programs it carries out. These programs range from daily, weekly to special programs. Apart from using its programs, Ardan also uses broadcasters as well as the Ardan School program as a company engagement tool with its target market. Then the second "O" is the supporting force for broadcasts, namely events via Off air. Through the AGE-PRO division as implementer, O focuses on building brand awareness among audiences regarding the Ardan radio brand as a radio for young people in the city of Bandung as well as a brand awareness tool for products advertised on Ardan radio through off air events.

The third "O" is the result of developments carried out by Ardan radio based on their evaluation of market conditions. The "O" is online through the AGDC division. In this division or through O, Ardan focuses on the engagement that Ardan forms with listeners who are also virtual audiences through social media platforms. The use of social media is also adjusted to determine the Ardan radio segmentation which is categorized in terms of human generations. Seeing the changing target market developments and several business sectors changing their concentration. So Ardan believes that a measurement is needed to see the extent of Ardan's success in doing business in this era of convergence. Therefore, the source explained that Ardan formed the AGRD division as part of the fourth "O" which was included in the business strategy carried out by Ardan radio. This is because a radio requires a division to function as marketing research to see



developing market conditions. The four divisions above are empowered by Ardan radio as a profit-making

medium. However, Ardan radio still uses conventional media to increase the number of profit producers. OB VAN or outside broadcasting Van is a vehicle used by radio to carry out outdoor broadcasting activities. Ardan himself introduced this division as AGMU which became the fifth "O". According to the source, the business strategy through this mobile unit focuses on branding as well as building brand awareness for Ardan radio to the audience directly in the field. Looking at Ardan radio's target market, namely students and young people, Ardan is aware of changes in media consumption culture. This can be seen from Ardan Radio's efforts as a conventional media which continues to survive to this day by using digital platforms that are "in" among the people who are its segmentation targets. This can be seen from the number of followers on each digital platform used by Ardan radio.

The use of brands, market environments and the internet collaborated by Ardan, is able to help Ardan radio become a radio institution that can be said to be the most brilliant. Without establishing radio networks in big cities like other big national radio stations, Ardan radio was able to become a local radio station in the city of Bandung that could survive and become a large private radio institution in the city of Bandung just by utilizing these three factors. According to him, Ardan radio is implementing a minimalist strategy when compared with national radio in the same segmentation. National radio which has a radio network in big cities that are not necessarily local can gain a large number of listeners. This is proven by the results of the Nielsen survey conducted by the Ardan Group internal agency where Ardan Radio consistently remains in the top 3 as a private radio with the largest number of listeners with a youth segmentation radio identity.



Figure. Ardan Radio Nielsen Survey's

Source: Research Result, 2021.

The operational divisions themselves are divisions that support the business strategy carried out by Ardan radio. These divisions are the on air broadcast program division, the off air event broadcast division namely AGE-PRO (Ardan Group Event - Promotion), the research division namely AGRD (Ardan Group Research Development), the digital business division namely AGDC (Ardan Group Digital Communication) and the advertising facilities division with mobility using a unit, namely AGMU (Ardan Group Mobile Unit). The source explained that the five strategic concepts were carried out by the Ardan Group for each of its radio stations, including Ardan Radio. This can be proven by the achievements achieved by Ardan radio in terms of the number of listeners. Based on a Nielsen survey conducted in 2020, Ardan radio has a total of 700 thousand listeners or the third largest of all private radio stations in the city of Bandung.

## **Discussion**

In Broadcasting Law no. 32 of 2002 article 13, the government divides media into four categories, namely public, private, community and subscription broadcasting institutions. Public Broadcasting Institutions as intended in Article 13 number 2 letter A are broadcasting institutions in the form of legal entities established by the state, are independent, neutral, non-commercial, and function to provide services for the benefit of the public (Rachmatie dkk., 2020). Public Broadcasting Institutions as referred to in number 1 consist of Radio Republic of Indonesia and Television Republic of Indonesia whose central broadcasting stations are in the capital of the Republic of Indonesia. So the core of this institution is a broadcasting institution, everything is regulated by the government, donations from the public, advertising broadcasts and other legitimate businesses related to broadcasting. Meanwhile, private institutions according to article 19 of Broadcasting Law no. 32 of 2002 explains that the source of income and financing comes from advertising broadcasts and other legitimate businesses related to broadcasting. In this case, the main points that are different are broadcasting fees and the APBN or APBD which can be used as a source of funds from public institutions.

This limited funding ultimately encourages private institution owners to be creative in making profits as a source of income for their institutions. In the previous paragraph the author said that the existence of internet technology presents new problems in the world of broadcasting, this is related to the increasing variety of businesses carried out by media owners as a source of income, especially as private institutions are required to generate income from their own means as a source of institutional financing (Razali & Delliana, 2020).

Therefore, the emergence of the internet as new media has made changes to traditional media. In this case, radio is expanding its audience market in the era of media convergence, of course it has its own strategy between one radio and another, adjusted to the respective target market segmentation (Erlita dkk., 2024). The diversification carried out by Ardan looks at the profit opportunities obtained by Ardan radio as a business game. Based on the results of research on business strategy, Ardan radio applies the Five – O concept. This Five – O consists of On air, Off air, Online, On data and OB Van. It became a diversification because Ardan radio ultimately formed an agency from

each of the five-o concepts. Ardan made themselves no longer just a radio media but a promotional agency.

## 1. Business Strategy Through On Air (ON AIR)

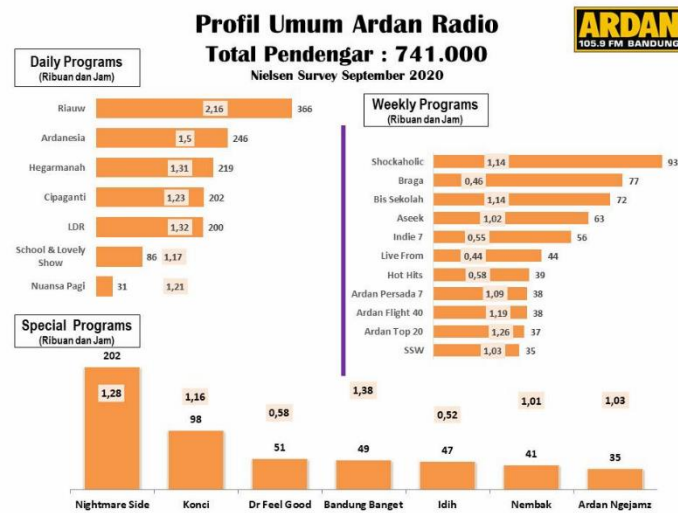


Figure. Ardan Radio Listeners Profile's

Source: Research Result, 2021.

On air is the root of all types of business run by Ardan radio. In fact, if you want to look at the company comprehensively, broadcasting is Ardan Group's business and not only through Ardan radio, but there are several other radio stations with different segments. On air is the main core business of the Ardan group and Ardan radio is one of the radios. Through On Air, the strategy carried out by Ardan radio in this case is to focus its strength on the content or broadcast programs produced. In fact, broadcast programs are a commodity produced by radio institutions in running the media business in the radio industry. So that programs which are radio content become the main strength of radio institutions as a binding force in getting listeners. Based on research results, Ardan Radio is an institution whose core business activity is private broadcast radio. This is also what has resulted in Ardan not leaving on air broadcasting as the main core business even though they have made various series of changes and additions to the business. This program content is the company's medium for creating value for the public or better known as creating value (Bayquni, 2021).

Based on the results of Ardan's research, radio uses an on air strategy by commercializing the number of listeners they have. If we look back at the 2020 Nielsen survey, Ardan radio has 700 thousand listeners. This is enough as a brand image and brand equity for Ardan radio as the top radio in the city of Bandung. As part of the media economy carried out by Ardan radio, Ardan radio has a total of 27 programs with different time classifications. If sorted based on the results of the 2020 Nielsen survey, there are programs with the highest number of listeners from each of Ardan's program classifications. This classification consists of daily, weekly and special programs. This is a marketing term used by Ardan radio to attract advertisers. In the Daily program classification, the superior program is the RiauW program with a total



number of listeners reaching 366,000. In second place in the daily program classification is the Ardanesia program with a total of 246,000 listeners. In 3rd place in the daily program classification is the Hegarmanah program with a total of 219,000 listeners. The final leader in the daily program classification is the Cipaganti program with a total of 202,000 listeners. From the weekly program classification, there are shockaholic and Braga programs as superior commodities proposed by Ardan radio to clients as a means of advertising.

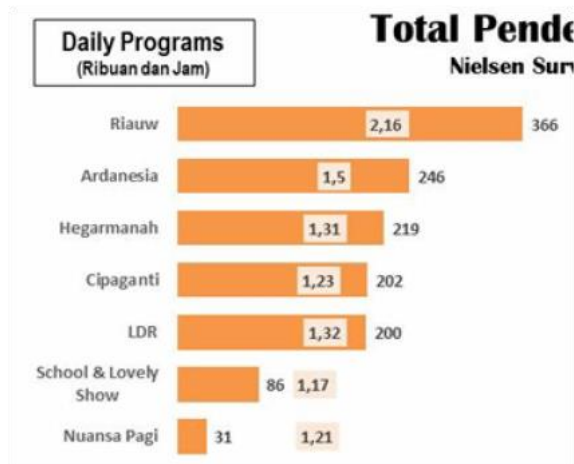


Figure. Number of listeners of Ardan radio program's

Source: Research result, 2021.

This is due to the number of listeners to each program. Based on the results of the 2020 Nielsen survey, the Shockaholic program had 93,000 listeners while the Braga program had 77,000 listeners. The high number of listeners to each program makes Ardan radio set prices for products that want to advertise to them. In the world of broadcasting, there are two general terms, namely prime time and regular time.

## 2. Business Strategy Through Off Air (AGE-PRO)

Based on the research results that the author has presented, the off air strategy carried out by Ardan radio is through organizing events. Ardan Group formed a division called Ardan Group Event – Promotion (AGE-PRO) which is intended as a division that conceptualizes and executes an event/event. This division was formed by Ardan in accordance with the background of Ardan radio which has turned into a promotional agency. As a promotional agency, Ardan sees opportunities to increase their income through advertising and promotional activities through event activities. This opportunity is also supported by supporting resources. According to the source's explanation, AGEPRO manager Ardan formed the AGE-PRO division by recruiting human resources who had worked at Ardan who had experience in the world of event organizing.

Human empowerment and the experience of each individual in the world of events are ultimately exploited by Ardan radio through the AGE - PRO division. This is part of a form of media economy carried out by Ardan radio. Apart from looking for more profits, based on the information from the sources, it is known that another aim of the AGE - PRO division is to create brand awareness in the minds of the public through the events

held. So this division does have a homework assignment to stimulate the Ardan radio brand cognitively in the minds of the public. This led to the institution's positioning as strengthening the foundation of the radio business that Ardan Radio runs.

AGE – PRO is indirectly an extension of Ardan radio's marketing and public relations division. How could it not be, they are a division that was formed to execute an event to boost the Ardan radio brand to the public while also generating income in the form of profits to fund the institution. If you look at the research conducted by Puspitawati, then AGE - PRO in this case can be said to be a form of marketing public relations for Ardan radio. Marketing Public Relations is part of the marketing strategy and overall company strategy as a link between the company and its consumers and the wider community through the delivery of information, programs and convincing impressions (Moerfiqin dkk., 2024). The aim is to strengthen and develop good will and build mutual understanding between institutions and audiences. According to Maryani dkk., (2021) marketing public relations is quite effective in building brand awareness and brand knowledge.

In the end, this made Ardan radio transform into a promotional media, apart from being a media institution's need in managing its finances, this is also because Ardan radio has a strong listener base in Bandung and is managed professionally which can be seen in each division that has responsibility. which are different. He added that radio media is a promotional medium because radio has complete components starting from on air facilities, then off air facilities. The AGE-PRO division is intended as a promotional media through the events it holds. However, Ardan's concentration as a promotional media does not give up Ardan's position as a mass media. However, on the one hand, Ardan radio continues to maintain their identity as mass media, not only because Ardan radio maintains the listener market that has been built for a long time, but there are permits that must be maintained and obligations that must be fulfilled by Ardan radio as an institution registered as a broadcasting media at the Commission. Regional Indonesian Broadcasting (KPID).

So Ardan's step in making themselves a promotional media is the creativity of a private broadcasting institution. They know the risks they face, the obligations that must be carried out but must also fulfill their needs as mass media institutions. When we talk about private institutions, we are talking about the independence that these institutions must exercise to survive in the face of ongoing media industry competition. In radio institutions, the main thing they can sell to survive is their listeners.

### **3. Online Business Strategy (AGDC)**

Ardan radio, as one of the largest private radio media institutions in the city of Bandung, utilizes digital platforms based on existing needs. In the end, Ardan was required to use digital platforms as a business medium. This was done as an effort by Ardan radio as a private radio to survive in business competition in the era of convergence. Ardan radio's main goal in appearing in the digital realm is to expand its target market. The presence of the internet has at least been able to cut the limitations that are

weaknesses of radio, such as geographical factors. The internet is used by media as a medium for market expansion.

The main point that is at the heart of what drives conventional media to converge is the changing consumption culture of the audience as the target market for the media. In fact, if viewed from the psychological side of media, an individual will access or use media when the media is able to become a medium to fulfill the desires of the individual's needs and satisfaction (Dill, 2012), so if it is based on this assumption, that is the initial basis for Ardan's reasons for radio started using digital platforms in their activities as mass media. Market conditions began to change and changes in the sophistication of existing technology made Ardan improve and carry out a transformation. Relying on the ideology that media is a profit-making business, Ardan radio sees business opportunities that can benefit them as income and become a new business that Ardan radio practices. In carrying out the business carried out by Ardan radio on digital media, a division was formed which was responsible and tasked with managing all Ardan radio activities in the digital world. AGDC or Ardan Group Digital Communication is a division formed by Ardan in 2015, the concentration of this division is the business carried out by Ardan through digital media.

Table. Digital Platform list used by Ardan Radio

<i><b>Nama Radio</b></i>	<i><b>Platform digital yang digunakan</b></i>		
	<i><b>Twitter</b></i>	<i><b>Youtube</b></i>	<i><b>Instagram</b></i>
<i>Ardan radio</i>	495.800	255.000	102.000 <i>followers</i>
<i>OZ radio</i>	281.000	4140 <i>subscribers</i>	22.500 <i>followers</i>
<i>Hits radio</i>	20.700 <i>followers</i>	736 <i>subscribers</i>	16.400 <i>followers</i>
<i>Urban radio</i>	-	619 <i>subscribers</i>	30.400 <i>followers</i>
<i>99ers radio</i>	23.900 <i>followers</i>	22.300 <i>subscribers</i>	5.495 <i>followers</i>

Source: Research Result, 2021.

Based on information from sources, AGDC is a division that is part of a subsidiary developed by the Ardan group. This division's projection is to generate income derived from the digital world. AGDC has the same position as AGE-PRO and AGMU, namely a division that was formed to branch out Ardan's business to increase the amount of income earned by institutions/companies. In fact, the initial mission of using social media by Ardan radio was to support its on-air business where social media was used as branding media for Ardan radio in the digital world. So that social media can become a place for interaction and information suggestions that Ardan radio provides to the audience (Holmes, 2005). In the current era of digitalization, it is important for several business entities to have a good brand image both offline and online. Both of them support each other, including the media industry. If you look at the table regarding the list of private radio stations in the city of Bandung, almost all of them collaborate or collaborate with digital platforms. Polanska (Polańska, 2014) states that the function of social media in business is to help companies reach new customers. A new area where companies

can use social media as a medium to distribute activities and information about the company. In the business world, social media's main aim is to build an image.

The formation of a division specifically for social media management is a serious step taken by Ardan radio in facing industrial competition in the digital era. If you compare Ardan radio's social media with other private radio stations in the city of Bandung which have similar segmentation, Ardan radio has the largest number of followers on each platform. Ardan radio uses social media as part of an optimized media economy strategy. Ardan radio uses social media as a branding medium and means of engagement for the company with its audience. Apart from that, Ardan radio uses web pages as an advertising medium in the digital world. AGDC or Ardan Group Digital Communication was formed by Ardan radio to explore the digital world as a new business area for Ardan radio which is used as a new means of income for institutions. Armed with the offline brand he already has, Ardan radio easily gets a large number of followers on each social media. This cannot be separated from the AGDC division's optimality in carrying out business communications in commercializing each digital platform and AGDC's creativity in carrying out brand communities.

#### **4. Business Strategy Through On Data (AGRD)**

The research results showed that Ardan radio's strategy through On data was to form a division called Ardan Group Research and Development (AGRD). This division was formed as a company research institute regarding all activities carried out by Ardan radio. You could say that AGRD is a market researcher owned by Ardan radio. So the purpose of this division is as an institution or division that researches the market, whether in commercial or institutional activities.

Ardan formed the AGRD division, where this division was considered important in the development of the business run by Ardan because he saw the developments that occurred in radio listeners, changes in media consumption that occurred among listeners and the emergence of new private radio stations in the city of Bandung which became competitors to Ardan's existence. radio as youth radio in the city of Bandung. This kind of division is included in the Marketing Information system, according to Kotler, this division consists of people, equipment and procedures for collecting, sorting, analyzing, evaluating and distributing the required, timely and accurate information to decision makers.

This division was formed to assist Ardan radio in viewing and monitoring these factors. Relating it to the Marketing Information System concept Ferchaud & Proffitt, (2023), this division is crucial in a business institution. MIS becomes an important tool when making decisions that understand the knowledge of the company itself, its markets, competitors, trends, opportunities and company capabilities. Measuring procedures, person-centered approaches, and 360-degree relationships (clients, suppliers, business investors, and workers) are trends that are more important to put into practice than traditional accounting data (Kencana & Meisyanti, 2020).

Even though AGRD is not directly involved in the business run by Ardan radio, the products they produce, namely research results, can help the company earn income. Through the four research focuses carried out by this division, this division was able to be the key to Ardan radio's success in becoming the largest radio institution in the city of Bandung. Four types of research are the focus of AGRD as a division that supports and ensures the business activities carried out by Ardan radio. The four types of research are listener surveys, intelligence surveys, trend surveys and by order surveys. Listener surveys are surveys conducted to monitor the development of a program as well as fluctuations in the number of listeners based on Nielsen research (Prabowo dkk., 2024). An intelligence survey is a survey conducted to monitor advertising products on competitor radio so that they can be monitored to become business partners in the future. The trend survey itself is a survey conducted by Ardan radio to see trends that are currently occurring among the public. This trend includes social life, or issues that are currently hotly discussed. The survey was carried out by AGRD as part of its support for the program division as material in creating or producing event content. Survey by order is a survey carried out by Ardan radio through the AGRD division if there is a request from clients who have advertised or used Ardan radio services. Based on explanations from sources, this survey is part of the privileges provided by Ardan radio for clients who advertise using Ardan radio's services (Wulandari & Wahyudin, 2024).

## **5. Business Strategy Through OB Van (AGMU)**

OB VAN or outside broadcasting van mobile unit in a radio institution or in the broadcast media business is a means of accommodation as well as branding carried out by the institution in the business strategy it carries out. Based on research results, Ardan radio itself has been using OB VAN since 2007, not starting from small vehicles but large vehicles, namely the Isuzu elf owned by Ardan radio, which functions as a moving stage or vehicle which is operated as a branding tool for Ardan radio if there are off air events.

In this strategy, Ardan Radio formed a division that is responsible for the operations of vehicle units that are used as commodities. These units are commercialized as a means of profit for the company. The division in charge of this strategy is AGMU (Ardan Group Mobile Unit). AGMU as a division is part of the five-O strategy implemented by Ardan in its business, this division must be a division that has comprehensive synergy with other divisions. Apart from that, this division is also the last division that is expected to generate income for the company (Maryani dkk., 2020). So, in carrying out its responsibilities, this division is required to have high mobility compared to other divisions in society as a form of company branding.

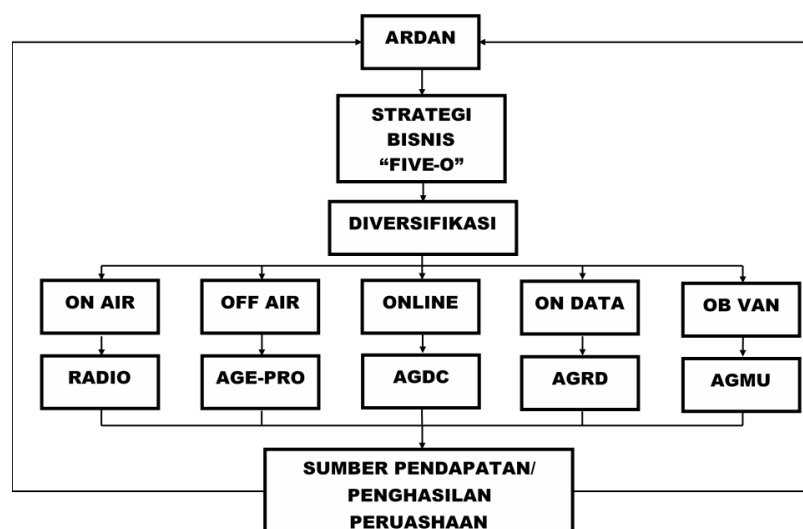
The branding carried out by AGMU is related to the construction of the company's brand image and building brand awareness in the minds of the public. So the form of work of this division is mobility activities using a fleet of vehicles owned by the company. Based on research results, this division usually visits spots where there are crowds and then stays quiet for a while. This is part of the brand awareness that the company strives for.



In connection with the media economic concept which emphasizes the empowerment of resources as an area of profit for the company, this division cannot be separated from the commercialized activities of Ardan radio. This is because each division of the strategy carried out by Ardan radio must generate income as company profit. AGMU commercializes its vehicle units as an advertising medium. The advertisement will be displayed on parts of the vehicle body so that the advertisement can be seen and becomes an attraction for consumers.

Based on research results, the AGMU division only provides one advertising spot for each unit. So in this case one vehicle unit can only be used by one product. From the explanation of the five parts of diversification carried out by Ardan radio. So researchers can describe the model of Ardan radio's business strategy in facing media industry competition in the era of convergence, namely as follows: So, based on the explanation of the discussion above, a common thread can be drawn that the adaptation made by Ardan radio in facing media industry competition in the era of convergence is by diversifying.

Figure. Ardan Radio Diversification Model's



Source: Research Result, 2021.

So, based on the explanation of the discussion above, a common thread can be drawn that the adaptation made by Ardan radio in facing media industry competition in the era of convergence is by diversifying. Changes and market expansion that occur due to developments in technology and the internet force Ardan radio as a contemporary media to adapt by making innovations. In terms of business, diversification is carried out as Ardan Radio's effort to expand sources of income, both from the conventional market and the digital market. This is because Ardan has realized that the impact of media convergence is a cultural change in media consumption patterns in the segmentation that is Ardan's target market, which is young people. So Ardan needs new innovations to be carried out as an effort to maintain the market it already has. The AGDC division, as part of Five-O's business strategy, is an innovation carried out by Ardan radio as part

of diversification carried out through optimization by utilizing social media. So through Five-O, Ardan can still maintain their existence while expanding their market reach through the digital market. Nothing other than that, all of these things are oriented towards the nominal income earned by Ardan radio as a source of livelihood for the company.

## CONCLUSION

From the presentation of the research results and explanation above, it can be concluded that the business carried out by Ardan Radio in facing media industry competition in the digital era is by diversifying through the Five-O business strategy which is adapted to the environment. Diversification is carried out by Ardan with the Five-O concept. Five-O is a business strategy used by Ardan radio to reach both markets, namely conventional and digital. On Air by using Ardan radio, AGE-PRO, AGRD and AGMU are divisions that focus on business development in conventional markets. Meanwhile, to reach the digital market, Ardan formed the AGDC division which focuses on digital business development. The end point of all diversification efforts carried out by Ardan Radio is as a form of part of the media economy carried out by a media institution in utilizing all the resources it has as an effort to gain more income to institution.

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