

Managing the Local TV in East Java Service Area, Indonesia: Focus on Strategic Triangle

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ABSTRACT

Local TV in Indonesia faced complex problems and challenges. Broadcast manager has to do professionally focusing on three strategic aspects. Those are institutional / business, program / broadcast content, and technical / technology. In the aspect of business, local TV is managed not only to reach the local market, but also regionally and internationally in order to obtain more profits in the business. In the aspect of the program content, manager should explore locally content combining to global and popular program. This glocalization program can reach more viewer. In the technological aspects, the local TV manager must be familiar and adopted the latest broadcast technology, including digital and convergence of new technologies. Local TV can adapt and develop technologies for improving the quality of broadcast reception and service.

Keywords: Local TV, Content Program, Institutional-Business, Technology, East Java

Preface

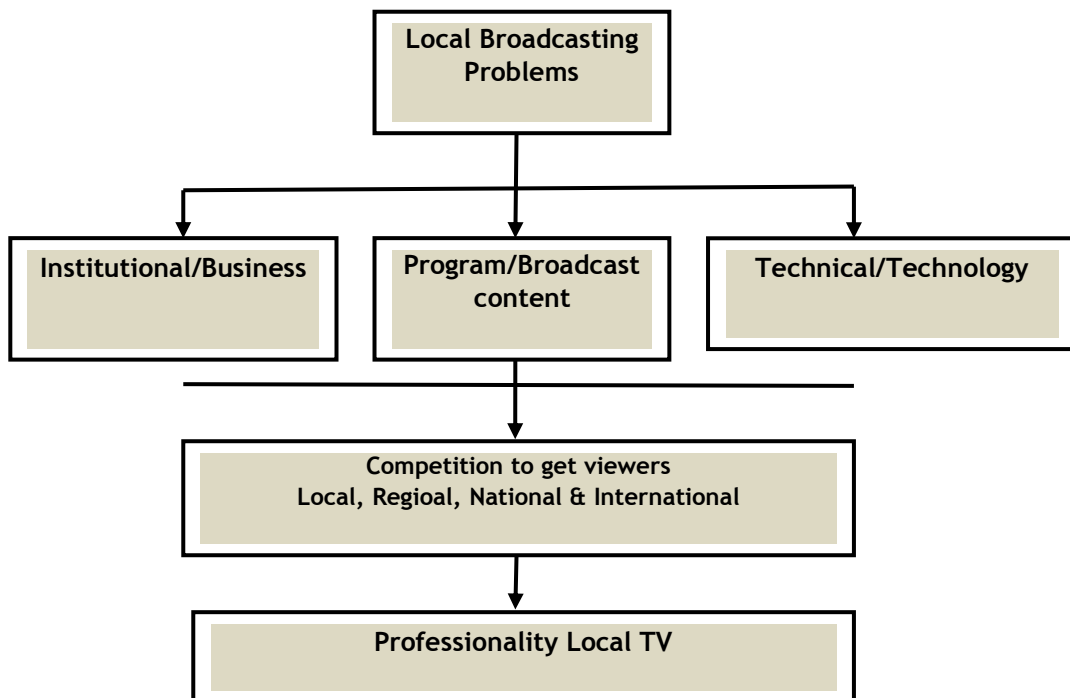
Existence of local TV in Indonesia faced a lot of problems not only structural but also cultural in various areas. This media also has many challenges to be popular and existing in the future as mainstream media in developing countries. As a business and public media, Local TV in Indonesia cannot grow better and survive well. Most of them go to bankrupt and was acquired and merged by national TV from Jakarta. They cannot compete with national TV professionally due to the lack of management. The production of local TV broadcasts is careless and most of them have not shown a professional management broadcasting performance. (Sudibyo, 2004)

Local TV conditions in various regions in Indonesia, including in East Java, have not shown competitiveness, so many of them are not able to survive in the TV media competition which is increasingly fierce, whether locally, regionally, nationally and internationally.

According to my researches done for five years (2007-2011) showed that there is not clear roadmap related to the development of local television in Indonesia. Local TV programs stuck in political broadcasting euphoria, thus the ability of establishing local TV is not followed by readiness of preparing programs, institutional, businesses, and technical establishment. The results of the analysis of local TV broadcasters' performance in East Java showed that 1) most broadcasters in East Java are still weak in the aspect of program and management-business. Most broadcasters TV is still not able to determine the segmentation and positioning obviously, thus they have not been able to determine exactly how the viewers road map that will be their local TV segmentation. It is also supported by weakness in preparing a business plan so they don't have an idea of how the position of their businesses to the next 5-10 years. 2) The content of local TV broadcasts has not gotten a lot of public interest. In addition, local TV educational aspect also looks weak. It is also supported by the data of AGB Nielsen showing that the local public is still interested in the event with a special segment. Local public still likes hodgepodge entertainment show and considers local TV show just simply as a distraction. Later, local TV program requires creativity and innovation to touch of the programming process and attract viewers to the typical genuine localist programs to fulfill diverse public desires. 3) Local television also looks weak in building a network in making and marketing programs. Currently, local TV is only oriented to making the program fulfilling the needs of local broadcasting and do not have a network with national and global level marketing programs yet. 4) Local televisions also face capital constraints. Most are still minimal due to limited investment costs. Local TV is still minimal in the provision of infrastructure, production studios and broadcasting equipment (transmitters and transmission lines), and the operational costs for production and procurement

(purchasing) program. At the beginning of establishment, local TV manager does not have enough reserve running costs for two years in order to continue broadcasting TV and capable to produce the program. The ability of a TV station to produce and broadcast quality, interesting, and attractive programs to takes a community become challenges given because in the early years of operation, local TV still cannot make a profit. 5) Local TV yet unable to deal tight TV competition is. Local TV does not quite have broadcast programming quality and signal reception quality in the community. Some local TV programs quality are not supported by adequate technical quality so that the results cannot be clearly enjoyed by the viewers. Likewise, if adequate technical support is not supported by adequate broadcast content, the viewers will not be attracted.

In essence, the five aspects that are identified can be simplified into three aspects. Those are the problem of 1) institutional / business, 2) program / broadcast content, and 3) technical / technology.



The findings in the field also showed that TV broadcasters in various regions in East Java are related to the readiness of the legal aspects, management, and technical programs. Most of them still have random orientation. Many of them were impressed to try and rely on luck that just can broadcast without being supported by adequate program and business management.

In broadcast programs competition, local TV not only compete with other local stations, but also have to deal with national broadcast and foreign broadcasts which had been proved to be more prepared and established in all aspects (broadcast program, technical, and business) and had been already stood thus had experiences in managing TV professionally (best practice). It cannot be denied, the share of the national TV audience also includes local viewers, and thus inevitably local TV should be vis-à-vis to national television broadcasts and subscribed foreign TV broadcasts.

In the future, local TV programs are required to have better planning, professional, and easier to evaluate its role as a local media who were given the mandate to contribute, to develop, to maintain local cultures and to taste the market in order to survive. It is also worth to consider the program scheduling capabilities, because none of the station that is able to pull the entire audiences in a situation of intense competition today. In this case the traffic manager plays an important role.

Local TV programs should have a clear vision for the future so that it can be translated into measurable mission of programs, because of the dynamic changes regarding lifestyle, technology, and science. Local TV must be able to anticipate these changes quickly and take advantage of these changes through the business, programs, and technical side. Local

television should be encouraged to improve the quality and quantity of programs on an ongoing basis, so that they can be host in broadcasting industry in their region.

Local TV viewing data has been only able to capture 10% market share of the local audience. That number is still grabbed by many local TVs. In the area of Surabaya broadcasting services that includes Gresik, Jakarta, Mojokerto, Surabaya, Sidoarjo, and Lamongan, and in service range (coverage area) that includes Pasuruan, Nganjuk, Jombang, and Bojonegoro, it is noted that there are 10 local televisions and 11 national televisions. Thus, totally there are 21 free to air TVs which broadcast in this region. Intense competition among local TVs makes local TVs are in tight competition situation.

Meanwhile, the share of local TV viewers also becomes the share of national TV, so the competition is true not only against fellow local TVs, but also with national TVs that are superior in every aspect. During this time, local TV is often faced with the constraints of the production costs to create a standalone program. Meanwhile, the cost of purchasing of foreign TV broadcast program is cheaper. This dilemma makes local TV confuse in creating local programs or buying foreign programs. Not surprisingly, the allocation of local TV broadcasting time becoming marketing arm of a foreign culture broadcast.

Production house creative industries of local communities are also not able to thrive in many areas, thus it is not sufficient to make economic impact and provide additional employment opportunities. Local TV industry is in serious pressure of main media (media mainstream) which carries broadcasts of foreign cultures.

As local TVs that have a mandate to advance the potential of the region, local TVs in Surabaya are still in a situation to survive and have not been able to expansive. Until now, there is only JTV that is able to achieve a positive trend (Yuyun, 2005). Meanwhile, if they want to survive and develop, local TV must be able to anticipate many changes quickly and take advantage of these changes through the business, programs, and technical side.

The problem of human resources, crew planners and broadcast production, as mentioned at the beginning due to the lack of local human resource capacity in broadcast production. This issue is also encouraged that the local TV had only become a means of training course, when proficient HR usually moved to the more established national TV. Finally, local TV lacks of reliable and professional human resources. On the other hand, the current trend is in line with the convergence of media, human resource development is also oriented towards multi-tasking. All HR can support the needs of printed, audio, audio-visual, and online media.

In the terms of technological problems, local TVs have been competed with national TV because national TVs are supported by more reliable technology. With a maximum broadcast power, national TV broadcasts can be received more clearly by the audience. Meanwhile, local TV is still far below the national TV capabilities, so the received broadcast is not clear on the TVs of the viewers.

In addition, following other problems are: 1) The lack of an independent production, 2) More affordable price of foreign broadcasts, 3) The high cost of local production, and 4) Minimal interest of the viewers of the local broadcast

Problem Faced

Condition	TV Lokal	
	Problem	Opportunity and challenges
Viewers	Minimal 2%-10%	Clarifying and enlarging segments
Reception	Audio visual : Not clear	Improving quality
Program	Not interesting, minimal number of production	Addition of creativity and innovation
Competition	Weak	Strengthen positioning and product differentiation

The Problems Faced

As an initial step, local TV should be able to create a creative mechanism in human resources of local TV crew, thus broadcast / local TV program can give a significant impact on

increasing the number of viewers and programs quality, including support from businesses in advertising. Observing this, later it is needed to be developed: 1) creative division that can plan and produce broadcast contents that have vision to develop local culture and identity. 2) Marketing division that will make the network in reaching audiences and advertisers, and 3) Creative and marketing division that will assess the quality of broadcast content production together.

TV media management should have strategic and visionary thinking that the program planning is not solely to fulfill the needs of the broadcast itself, but also for the wider market expansion, such as national and international market. Then, in the production process, it is stressed on the local TV broadcast creative production that is based on local culture in a comprehensive manner. Creative program design of local TV is expected to deliver programs with high quality local cultural base and has a value to the audience locally, nationally, and internationally.

Through creative industrial production (creative industry) approach, local cultural programs are developed and combined with data base system support and reliable information systems, so that genuine local TV production can be connected with the economic broadcasting such as aspects of demographic and psychographic of audience. The production process will be supported by data on the number of active viewers, the amount of TV, watch behavior patterns, and market research of viewers. In addition, local TV production will also be connected in a network of global media market for the production and marketing programs, including joining and exchanging programs with other local TV in order to overcome a shortage of programs supply.

Professionalism of Private (Commercial) Local TV

As a business entity, a local private TV has functions as economic enterprises and acts as an entertainment media industry. As an entity of entertainment media industry, the edge of private TV is getting material profit. Since at the beginning, local TV must be able to act professionally in running the business by applying the principles of professional business, so that it can be a healthy business with a healthy program quality as well. It is important to be awarded, because local TV can consistently deliver quality programs, can rely on and not fall in the cheap business with low quality (low taste) programs.

Thus, the use of this limited public channel pushes the character of the commercial television business to be balanced with social character (informative, educative). Thus, this business is always tied to the public interest. Thus, sometimes, it can be evaluated through a licensing mechanism by the public through the state. Local TV should be able to perform the function as educational and entertainment TV and also as media information TV as well as social control media. (Mc Quail: 1992).

Task to align the public interest with business interest is a complex and challenging job. Local TV is required to do various creativities and innovations in order to make these two interests are in balance, and harmony. The estuary is to present an entertaining and recreational program, that can make public fun and at the same time it can also educate, enlighten, and inspire the public. This task must be developed by local TV. Moreover, the challenge to educate viewers is easy matter.

It is proven from AGB Nielsen (2009) data for local TV, so far, local viewers just like entertainment and they do not interested in the event with a special segment that educates. Watching at the experience and discussions with the TV program makers in Indonesia have been often becoming paradogs. Many preferred TV are favorited by the audience, but the quality is low. So far, only a few programs can be counted as preferred TV shows liked by viewers (achieving a high rating), and contains elements of education and social control. Despite this is a heavy work, but this mission has to be carried forward to the local TV.

Managing Local Media Broadcast

Managing local broadcast media according to the science of management is the art of managing human associated with creativity and broadcasting innovation. (Morissan, 2008). At least, manage people who are working on three strategic sectors: business / institutional, technical programs and broadcasting. Through unified communications, it is expected that

leader capable of achieving efficiency and effectiveness. However the next competition is very tight. Local broadcast media must begin to account the ability of cable TV expansion ability, internet, VCD and DVD.

Managing local media is actually an act to fulfill business needs or the expectations of the owner/investors, and the expectations of the public as consumers. Aligning these two interests, making it is very difficult to do this business, compared with other service industries. However, it is also something that makes the management of broadcast media is full of twists and interesting to be learned.

Business & Marketing

The problem of media business is a matter of awaking advertisers' adrenaline rush. 80 million TV viewers in Indonesia is the main orientation. Obviously the audience research is urgently needed to map the audience / viewers for sure. This matter confirms that the media business is a business that sells what is in the heads of the audiences.

In that regard, Kartajaya (2007) gives an interesting marketing tip. Basically marketing is developed by using creativity and wisdom. Program war is not only a battle for the mind, but also for the hearts and spiritual. Morisan (2008) also have described deeply of how to market broadcast media advertising, ranging from conception to strategy. According to him, marketing advertisement in the economic situation that is still evolving while there is not a lot of money circulating needs more creativity. Realistically, in the area of emerging economies, it is nice if the marketing department can sell 50% of advertising time available. As an audiovisual media with thight number of competitors, the production team should always cooperate with a team of marketers to formulate programs that can be purchased by clients in a professional manner.

Marketing the advertisement is a field work with the client to pick up. Besides, it also can cooperate with third parties such as advertising agencies. Currently, it is difficult to rely on the client to come to the office voluntarily and want to put an advertisement by using existing tariffs. It requires proactive strategy and we need to explain directly about the need for them to advertise in our media.

In addition, the business performance of broadcast media should also be clearly illustrated in the business plan. It can be started from the understanding of the environment that includes media habits, the position of competitors, and the position of our media. Through the SWOT analysis, based on the vision, mission, and goals, an action plan will be formulated to strengthen the 4 P's (product, price, place, and promotion). Furthermore, reliable human resources of programming, marketing, and engineering can perform activities integratedly and sustainably. .

Technical Broadcasting / Broadcasting Technology

Related to broadcasting technologies, the current rules / regulations are complete enough so that managers are required to fulfill the terms of equipment and standardization. As an illustration, for the local private broadcast media, it can be observed in government regulation (PP) No. 50/2005. If the record, in the regulation states that broadcasters among should have a basic plan of broadcasting techniques and technical requirements of broadcasting devices.

Basic plan of broadcasting techniques are guidelines for broadcasting operators purposing to make the public acquire proper and best quality of public broadcasting services, to facilitate operational between broadcasting institutions, and to encourage the deployment of an economical proper (reasonable) broadcasting infrastructure. (Morissan, 2008). In addition, by the presence of broadcasting techniques basic plan, it is expected that broadcasting activities would not harm the safety and the security of those who is working in the broadcasting station and the surrounding communities. In this case Morissan also said that technical broadcasting base plan includes matters relating to the establishment of broadcasting station such as broadcasting policy direction that consider the development of broadcasting technology, market demand trends, economic, social, cultural, and other environmental conditions.

In technical regulations, the broadcasting technique basic plan must also contain the maximum propagation guideline and development of the broadcasting coverage area, broadcasting frequency spectrum utilization, new technologies utilization, the performance of

broadcasting infrastructure, guidance on own inspection checklists, and guidelines for safety and equipment systems protection toward environment.

Further, it is explained that the frequency setting is also bent down to international regulations, so the broadcasters are also required to follow the technical provisions set out in the master plan radio frequencies of for the provision of broadcasting. This provision of includes technical frequency channel arrangements that can be used. All broadcasters transmitting device must have national standards that appropriate to regulation occurred. Besides, all of the broadcasting equipment shall be certified. All is regulated to ensure the safety and the protection of the public.

Infrastructure development becomes a demand into every aspect of broadcast media presenting the core of the audio and visual quality. For that, it should be noted that technology includes production equipment, studio, transmitter, and transmission lines. Investment and the development of these broadcasting devices should be concerned.

If manager want to expand the reach of both the service and coverage, so the management should think about the use of satellite technology, that the broadcast can be captured from various parts of the world and can encompass networking with subscribed broadcasters.

Keep in mind that the attention in the field of engineering is as important as other areas. Regular maintenance can extend the capability of broadcasting tools, and the development of broadcasting tool will determine the quality of broadcast reception.

In formulating strategies in the three aspects above, the broadcast media is also bound to the ability of developing a vision and mission. The mission is an option way for a future. The vision is a future state to be embodied. It is formulated based on the results of trend watching and envisioning. Basic beliefs that become the basic value also should be formulated in order to guide to personnel in making decision along the way to embody organization's vision. This belief will also give support along the way in realizing the vision of the organization. However the management of the industry, including TV cannot be separated from the turmoil and the challenges that remain. If the organizational foundation is solid, the adaptation process, survive and thrive can be done well. Jonathan (2011) gave an intelligent study of the challenges that must be considered by managers of broadcast media, namely: 1) the condition of funding, 2) the competence of broadcaster, 3) the ease of the technique, 4) the regeneration of HR, 5) competition between media, 6) the constancy of broadcast format, 7) networking, 8) the consistency of production, 9) the standardization of performance.

In order to improve the professionalism, local media should concern to the term of 'begin at home', like: organizational governance, production governance, the governance of human resources will ensure the continuity, development, and positioning including differentiation. In principle, the manager of broadcast media, in addition to being able to apply the principles of good governance and technical managerial are also required to be sensitive to the rapid environment dynamic changes.

Another strategic thing that determines the development of local broadcasters are (1) national and local economic dynamics, (2) the continuity of political change and the reform of governance, (3) the distribution of the power of civil society, (4) the growth of a solid and independent working class, (5) the success of political education, and 6) economic empowerment at lower levels.

To be consistent with the recent development, so the broadcasting changes should include: 1) shifting the orientation of broadcasting, from medium articulation of state interest to medium actualization of public dynamics. 2) Shifting the substance of ownership, from *private-state-non-profit* to *community-public-profit*. 3) Shifting of broadcast material, from entertainment (music) to journalism. 4) Shifting broadcast packaging, from reactive monologue to an interactive dialogue and 5) Shifting of technology, from the analog era to digital era.

Content Program: Creativity and Originality

The existence of local broadcast media is not free from problems. Note on the evaluation of the local broadcast media can not be separated from the lack of quality and quantity and the role of the products shown. Impressions, especially local TV mostly just presenting musical

events and ceremonies that are not important and monotonous. Musical events are still very dominant and lack of event, less in creativity, originality, and the identity of a spectacle.

Local television will be functional if it is able to capture and color its show with local content. According to Yazid (2007) in addition to confirming and explaining the originality, creativity, and potential of the region, local TV also can distinguish clearly the needs of the local and national. Furthermore, Yazid add some advantages if local TV can capture local needs. For the first is self-reliance. Independence will make Jakarta centric issues are not worth selling at the local level. The most important effect of strengthening the function of the locality is events that are presented can be a local superior in the belle national television arena. It is a step forward and potential to create successful regional autonomy. Second, local television will not be impressed run out of ideas for presenting more varied programs. Thus, local TVs actually have to be responsive to local issues if they want to survive in the scope of the area. Thirdly, especially related to the institutional implications, local TVs are forced to be serious in building and managing organizational management. In order to fight for the local agenda, local TV must continuously monitor the problems that occur in the region. Fourth is the awakening of correlation consciousness between television business processes and everyday issues. Moreover, when the problems highlighted are local, practical and clear on the livelihood of local communities. This advantage of local broadcast media is supposed to be explored and maximized. Local TV should look for a strong positioning and differentiation in order to survive and thrive.

As a public media that uses a limited number of public domain, ideally TV has a role to entertain (to inform), educate (to educate), and social control (to control social). The basic principles of media using public property domain is PICON public's importance (important for the public), public's need (required by the public), public's convenience (convenient for the public), and public's necessity (necessary for the public). According to Masduki (2007) it is aligned with the social responsibility of broadcast media system.

Figure 1.
Strategic Triangle Broadcasting Media

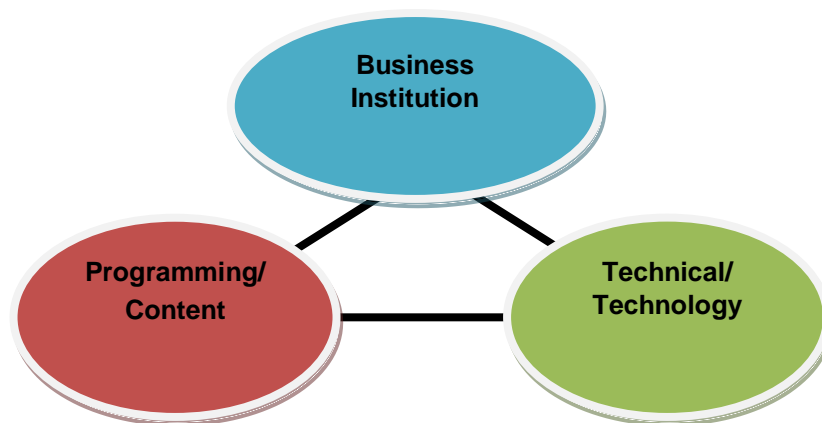


Figure 2.
Managing Local Broadcasting Media



Conclusion

Local TV in Indonesia faced severe problems, issues, and challenges. Local broadcast media managers can focus on three aspects; those are institutional / business, program / broadcast content, and technical / technology. In the aspect of business, local TVs do not only target local market, but also regional, national and international market in order to generate profits in the business. In the aspect of program content, managers should explore locally content combining to global and popular program that can entertain audiences through educating them. In the aspect of technology managers must be familiar with the local TV broadcast technology, including digital and convergence new technologies that can adapt, support, and develop technologies for broadcast reception quality. Local broadcast media should be managed in a professional manner so they can deliver educating and good quality entertainment and be supported by business structures, institutional and strong technology and they are based on the principle of the public primacy (PICON).

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